More than just an online retailer, Ma Care offers hand selected products for mothers and expecting mothers and online services to assist during every stage of motherhood.
Overview

In this document we present a business and marketing plan for an online store dedicated to selling baby products and providing support to parents on the first stage of their baby's life. Starting from a general overview of what we, as a company, want to be (Vision, Mission and Values) followed by an internal and external analysis, detailed information of the market (existing and possible clients), a marketing strategy covering all the details of pricing, product management, distribution channels, branding and communication, finishing with an economic analysis and conclusions.
Our Methodology

This business report presents quantitative data from various private and public sources of information. These sources include the Statista, INE, International, the World Bank, the United Nations, the CIA World. The data sources are indicated within the report as citation and at the end under sources.

Certain graphs and charts within this report include estimates or forecast values for the years 1975 to 2018. These estimated values and their sources are cited inside as well credited on the last page.

Subsequently the research methods used in this analysis should be viewed as a means to answer the success of an online maternity retailer in Spain. The qualitative research technique’s was selected because this approach strengthens the understanding and interpretation in addition to its motives of vital human interaction.

Online interviews and surveys were used as a means to collect this data using Likert scale to assess responses to online purchase behaviour and provide open ended responses. These surveys were anonymous and voluntary that were distributed to random people within the the university and social media outlets. These surveys were completed and sent via e-mail.

Our Abstract

MaCare is an online business dedicated to sell baby products and support parents during the initial steps of their babies. We want to offer the best set of products and helpful solutions to the recent and future parents to support the needs arising paternity, from the time prior to pregnancy until the third year of the baby’s life.

We are a team of 3 people with an office and a small warehouse in Madrid, Spain and Pharmacy SaraGonzález (in Ourense) is our affiliate.

This analysis will be focused on strategic marketing, going through a SWOT analysis (opportunities and threats presented by the environment of the company, as well as the competitive strengths and weaknesses) and also our positioning in different markets and segments. To do so, the following aspects are worked in detail:

Vision, Mission, Values
Current situation
Environmental Analysis: External and Internal
Market segmentation
Design value proposition
Marketing mix
Detail of the organization
Economic projection
1.0 external

1.1 Analysis of Macro Economy

First we made an internal analysis, detailing different areas and operations carried out by the company. Then, we did an external analysis to understand the outside environment surrounding the company with a business analysis and the main players the sector.

A PESTEL Analysis is useful to help spot business opportunities and it gives us advanced warning of significant threats so that we work with change, rather than against it.

**Political Factors**

- First of all, and as an individual, we need to fulfill bureaucratic obligations such as having a National identity (NIE and CC respectively) and social security number.

- Spanish government gives incentives aimed at promoting the creation of industrial estates, innovation, technological improvement, research, development, and job creation. Spanish and foreign-owned companies as well as individuals willing to set up their own company in Spain may receive these subsidies.

- We also need to choose a legal Spanish business plan and register the company with the relevant plan, in order to be operating legally. These business plans/styles include Sole Proprietor (Autónomo), Partnership (sociedad civil), Public Limited Company (Sociedad Anónima) and more. It’s always a plus when we already know that our business (or any similar) works in other country of UE with similar political issues.

- Health market is extremely regulated in Spain, we must be updated and checked out any single change in laws in order to not get in troubles, or receive a fine.

**Sociodemographic Factors**

- The population in Spain currently sits at 46, 441, 049 inhabitants as of January 19, 2019, an increase of 43,597 inhabitants.

- Spain is considered one of the top five healthcare markets in Europe. The country has a comprehensive public health system that accounts for approximately 75-80 percent of the sector’s activity. The number of health insurance policies has been increasing on average 3 – 4 percent annually since 2010.

- We have to take into account that in each country there are wage differences between different cities and provinces (eg. In Madrid and Barcelona the salaries are higher than in Mérida or Vigo)

**Economic Factors**

- Given the weight of the healthcare sector in the Spanish economy, the impact of the budget adjustments over the past several years is visible at all levels. FENIN, the Spanish Healthcare Technology Federation, estimates that despite a two percent increase in the national healthcare budget for 2015, the level of activity in the sector had experienced a setback of 13% during the period of 2010-2016.

- The pharmaceutical industry is one of the key sectors in the Spanish economy, both because of its innovative character and its R&D investment capacity (more than 1,000 million € a year). According to the figures released by Farmaindustria, the pharmaceutical industry generates around 200,000 jobs in Spain, of which 37,000 are direct positions.

**Technological Factors**

- MaCare is an online platform. It helps to provide and find innovative methods which will make it easier to consumers to buy their healthcare baby products. With the evolution of internet access, people now easily access internet anywhere they want. This helps to improve services via mobile devices and shopping worldwide. MaCare lets the user get competitive prices which will help consumers to shop online within reach of mobile internet along with 3G and 4G accessibility.
1.1 Analysis of Macro Economy

**Environmental Factors**

- Online shopping means eliminating the travel time and distance which will result in less pollution. Also our shipping system will be based on electrical vehicles. Our products are certificated according to the environmental laws and we are an environmental friendly company.

**Legal Factors**

- Self-employed individuals working in Spain are required to pay an up-front tax payment of 20% of the profit from each quarter (3 months) of the previous year, but at the end of the next tax year the majority of that money can be claimed back simply as business expense.

To acquire legal status and start any economic activity in Spain, the following procedural formalities are necessary:

- Registration of the company name - a certificate issued by the Central Commercial Registry (Registro Mercantil Central), confirming that the name we intend to use is not already registered.

- Apply for our C.I.F (company tax identification code) at the tax office (Delegación de Hacienda).

- Deposit the capital into a bank account in the company’s name

- Deeds of incorporation - the founding partners have to sign the constitution deed for the business before a notary in Spain. The name certification, the C.I.F. and bank receipt justifying that the deposit has been done will be required.

- Pay the transfer tax at the tax office of the province where the company has incorporated. Deed of incorporation and C.I.F. will be required. The amount to pay is 1% of the company capital share.

- Registering the company at the Corporate Registry (Registro Mercantil), it shall be done once the transfer tax has been paid. Deed of incorporation will be required.

A Formal Declaration to start the activity of the company shall be filed before the Spanish Tax Office (Delegación de Hacienda), which shall contain the tax system for which the company will be liable.

Registration of the company at the Social Security General Treasurership.

“Libro de matrícula”. This book will log personnel registration as well as the visits that Labour Inspectors (Inspección de trabajo) pay to the work centre.

We must apply for the opening license at the Spanish Town Council (Ayuntamiento) and will be required to present the premises map and its general location, description of the company activity and receipt of local tax payment.
In 2017, the population registered a net loss of 31,245 people from a year earlier as the number of births dropped 4.5 percent while the number of deaths rose 3.2 percent, the National Statistics Institute.

In 2016 for the first time ever the number of deaths per year was higher than the births per year in Spain, and in 2017 this trend continued. The decrease in birthrate is expected to correlate with a decline in sales in the baby and child-specific products. Parents are becoming more and more conscious of products that may harm their children. With access to information being readily available and the trend of healthier alternatives, we see parents are concerned with natural and organic ingredients as well as environmentally safe products. On the contrary, with the economic conditions getting stronger and employment rate rising we can anticipate that even with fewer births those children being born will receive the highest quality products. These well-informed parents will support sales.

2.1 Trends

Mom Blogs

- Highly credible amongst their own group(s) and community.
- Most do not sell anything but they offer good advice and prescribing.
- They speak based on their own experience.
- Among some important blogs we can find:
  - “Una mama del montón”
  - “Un papá en prácticas”
  - “Ser padres”

“In 2017, the population registered a net loss of 31,245 people from a year earlier as the number of births dropped 4.5 percent while the number of deaths rose 3.2 percent, the National Statistics Institute.”

Paul Day, Thomas Reuters
2.1 Trends

Health Blogs

- “My Baby and Me” and some others out there. Some have publisher version as well
- Focus on developing quality content, everything related to babies.
- They are mainly “Service aggregators” (advertising is their source of income).
- Among some important blogs we can find:
  - Blog of Pharmacy
  - MedCiencia
  - Better with Health

Pharmaceutical Industry

- Few have gone online and those that have, usually tend to be in thematic portals associated to some pathology.
- They generally don't have very good reputation.
- Their content is mostly technical and not easy to understand by mothers. This may represent an opportunity for our business.
- A big part of the products we sell are manufactured by them and in some cases are exclusively sold in pharmacies.

Patients Associations

- Mostly represented by the Mom Blogs.
- Less oriented to babies.

Pharmacies

- Some pharmacies are moving their traditional business model to the online world.
- They only sell their parapharmacy products (such as creams, healthcare and some other without medical prescription needed)
- All of them are designed as a horizontal portal, with all the product lines but little specialization.

Herbalists

- Very specific sector in which MaCare does not intended to enter
- In this is kind of business, very specific products are sold and to a niche market and we, even if selling to a specific market (parents), pretend to sell general and day to day products.
2.1 Trends

Health Insurers

There are some portals related to motherhood:
- The Adventure of Motherhood (DKV)
- Asisa EF
- Sanitas (a website for pregnancy tracking)

- The content is often very technical and not up-to-date with current trends.
- They are not focused on parenting.
- Some Health insurance portals: Asisa, Sanitas, Adeslas, DKV, etc.

Childcare Stores

- Some very good stores, well designed and a mixed variety in the catalog.
- Some examples:
  - Eurekakids.es
  - Bebitus.com
  - 1000bebes.com

2.2 Segmentation

Target Market

The target market will be analyzed and segmented by separating two essential groups in this manner:

**Existing Consumer:** This has been evaluated from the perspective of babies life cycle but not limited to the baby itself. This includes the process before conceiving up to 36-month-old infant.

**Potential Consumer:** This has been evaluated using statistics and data from National Statistics Institute (see below)

With **existing consumers** below there is a timeline in regards to childbirth and the process of motherhood. This timeline outlines the different phases during childbirth, their main characteristics (including the mother and their baby), their key needs, and the necessary products needed.

<table>
<thead>
<tr>
<th>Phase</th>
<th>Mother's Needs</th>
<th>Baby's Needs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pre-Conception</td>
<td>Home Pregnancy Test</td>
<td>Consideration of baby's health</td>
</tr>
<tr>
<td>1st Trimester</td>
<td>Tender/Debilitating Breasts</td>
<td>Height, Weight Gain</td>
</tr>
<tr>
<td>(Week 1 ~ 12)</td>
<td>Vomiting</td>
<td>Breathing</td>
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<td></td>
<td>Increased Urination</td>
<td>スマッシュ</td>
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<td></td>
<td>Fatigue</td>
<td>Constipation</td>
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<td></td>
<td>Hemorrhoids</td>
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<tr>
<td>2nd Trimester</td>
<td>Bahia</td>
<td>Bruised Heels</td>
</tr>
<tr>
<td>(Week 13 ~ 28)</td>
<td>Weight Gain</td>
<td>Shortness of Breath</td>
</tr>
<tr>
<td></td>
<td>Reting Gums</td>
<td>Fainting</td>
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<tr>
<td></td>
<td>Breast Enlargement</td>
<td>Iron Deficiency</td>
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<td></td>
<td>Conestion and Nosebleed</td>
<td>Bleeding</td>
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<tr>
<td></td>
<td>Discharge</td>
<td>Morning Sickness</td>
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<td></td>
<td>Hair Growth</td>
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<tr>
<td></td>
<td>Skin Changes</td>
<td></td>
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<tr>
<td></td>
<td>Spider Veins</td>
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<tr>
<td></td>
<td>Swollen Feet</td>
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<tr>
<td>Delivery</td>
<td>Postpartum (PPD/Po)</td>
<td>Immediate care:</td>
</tr>
<tr>
<td></td>
<td>Naste Depression</td>
<td>- Child</td>
</tr>
<tr>
<td>First 12 months</td>
<td>Breastfeeding</td>
<td>- Curta invol</td>
</tr>
<tr>
<td></td>
<td>Hygienic needs</td>
<td>- Child</td>
</tr>
<tr>
<td>1+ months on</td>
<td>Baby formula</td>
<td>- Telesis must</td>
</tr>
<tr>
<td></td>
<td>Baby Food</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td>Toilettes Kit</td>
<td>-</td>
</tr>
</tbody>
</table>
2.2 Segmentation

Target Market

Existing Consumer: This has been evaluated from the perspective of babies life cycle but not limited to the baby itself. This includes the process before conceiving up to 36-month-old infant.

Potential Consumer: This has been evaluated using statistics and data from National Statistics Institute (see below).

Looking at the information provided by the National Statistics Institute it is evident the population is producing babies, but we must consider the historical data plus look to forecast the birth rate. We will see the evolution of birth rates in Spain specifically in regions we plan to target.

Birth Rate

Birthrate is defined as the total number of live births per 1,000 population in a year (or period).

To understand our business and industry we must look at historical data and consider the trajectory in which direction it will go in, in terms of birthrate in Spain. Starting from 1975 the birth rate at an average of 19 births/1000 population, and since then it is clear there is a consistent drop. The graph also illustrates a low point in 1998 at 9 births/1000 population, according to “Investigating the Reason for Spain’s Falling Birth Rate” this drop can be credited to two factors.

1) Increased number of single people
2) Increase in average age of women having their first child.

Moving forward to 2008 within that ten-year period there is a small growth at 11 births/1000 population due to the increase of immigrants.

The decline in births may appear to discourage others from entering this market but being that giving birth is a natural event and will continue to happen at any rate. Our business can offer high quality products and services to the needs of mothers and children.

Age Birth Rate

After looking at the birthrate results by average age of mothers, it is apparent of the increase in age and a decrease in birthrate overall. Women are leaving it later and later to give birth. The factors as to why are relevant but understanding that the average age is 32 for mothers is significant and where we will allocate our resources to target women in this age bracket.

Key points:
1) Decline in Birthrate
2) Increase in average age of mothers

These two points are crucial when assessing our target market. We’ve concluded to targeting mothers or mothers planning with an average age of 30 years old.
Another important study to analyze, the birth rates over the months in the year. The data that is present is from 2010. Observing this graph it is clear that majority of births occur from September to November. We will revise this data later on for promotional intentions.

Highest to lowest:
1) Melilla 15.89
2) Ceuta 12.3
3) Murcia 10.19
4) Madrid 9.27
5) Navarra 8.96
6) Catalonia 8.89

The graph on the next page illustrates the birthrate of Spain split amongst specific regions.
2.2 Segmentation

Findings

With respect to potential consumers, we can conclude:

Birthrate has been gradually declining since 1975 with a slight increase during a ten-year period between 1998-2008, due to immigration and rise in the economy.

The average age of mothers has increased to 30-35 years old, when compared to the average age of mothers being 22 to 25 in 1975.

The months from September to November show the highest rates of births.

The regions in Spain with the highest births is Melilla at 15.89 births/1000 population

With the above outcomes our marketing strategy should emphasize on the consumers age's, months of birth, and geographical regions.

In regard to existing consumers, we can conclude:

There are two clients; pre-pregnant mother, and the child up to 36 months. The mother will be the target however as her needs tend to decrease as the child gets older the products will be geared for the child. The child being the prescriber.

With first time mothers, the inexperience and stress of being a first time mother tend to make more purchases for maternity care. As well as having less products that are hand me downs (second hand from older siblings).

Understanding the complete life cycle is crucial to our success. Ensuring to track all development milestones that impact consumption including but not limited to first word, first step, first tooth, etc...

Focus on mother, and parents but also to consider friends, aunts, and grandparents
In the former part of this report we analyzed both the market segmentation, and internal analysis.

Who
Existing consumers: Pregnant women (months 1 – 9) mothers, and parents leading up to 36 month old children.

Mothers: (age 30-35) Ensuring to keep communication and channels aligned with this target including bother parents.

Initially entering the Spanish market with hopes to expand internationally where potential countries require our services and meet our demand.

What
Consumers have needs to be provided as parents— specifically mothers from the stages of pre-pregnancy until labour, and as mentioned until the child is up to 36 months old. These needs are necessary to be met at each stage of the life cycle for existing consumers.

For the reasons above it is necessary to position our web presence to the lifecycle. This allows us to identify and show our consumers the services we offer that match their needs at different parts of their maternity.

How
The objective is to drive traffic to our website. There are also other channels that are offered to our consumers who don't have access to the internet (phone, email etc.).

To solve pain points associated to pregnancy and other needs for expecting mothers, and mothers with children.

We add value at every stage of pregnancy, the more information we can gather from our consumers the more we can offer personalized products to them. Being that we are experts in our field we can engage with our consumers during this cycle.

Offering trusted products for themselves and their child. Ranging from cosmetics, to toys. Focusing on our niche will allow consumers to gain our trust. This is especially important because of the delicacy of the prescriber. In a world where we are more conscious of what goes in our bodies and being socially responsible our products are innovative and sustainable.

Why?
Our focus on specifically their needs (not a one stop shop)

Our expertise and experience

Our ease of accessibility

Offering more than just paid products but providing a platform where they can read blogs that relate to their current state.
  - A community of consumers who share similar backgrounds.
  - Information about babies, tips, must do's, top ten etc...
  - Other articles relating to parents
  - Promotional content
### 3.2 Internal Analysis

#### Process

1. **SWOT ANALYSIS**
2. **VISION/MISSION**
3. **OBJECTIVES**
4. **ACTION PLAN**
5. **RESULTS**
6. **MONITORING/ EVALUATING**

#### SWOT Analysis

<table>
<thead>
<tr>
<th>Favourable</th>
<th>Unfavourable</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Strengths</strong></td>
<td><strong>Weaknesses</strong></td>
</tr>
<tr>
<td>S2. Specific and detailed content.</td>
<td>W2. Low customer loyalty.</td>
</tr>
<tr>
<td>S3. Innovation: Few pharmacies work with innovative products (a more conservative industry)</td>
<td>W3. Low human resources.</td>
</tr>
<tr>
<td>S4. Day to day needs and products, taking care of a baby will be the concern of every parent</td>
<td>W4. Short term relationship with consumers (from pre-pregnancy until 36 month-old child.</td>
</tr>
<tr>
<td><strong>Opportunities</strong></td>
<td><strong>Threats</strong></td>
</tr>
<tr>
<td>O1. Health Blogs: Affiliates and advertising</td>
<td></td>
</tr>
<tr>
<td>O2. Online pharmacies are creating horizontal websites focusing on the product.</td>
<td>T1. Great competition, most of which are the pharmacies going online.</td>
</tr>
<tr>
<td>O3. Health insurers are creating portals to help mothers but with very technical, dry content that isn’t user friendly.</td>
<td>T2. Pharmaceutical market liberalization</td>
</tr>
<tr>
<td>O4. Trends such as natural aging porterage, cloth diapers, natural and organic products</td>
<td>T3. Websites such as Amazon, that cannibalize online retailers and generate price competition.</td>
</tr>
<tr>
<td>O5: Subscription business model</td>
<td></td>
</tr>
</tbody>
</table>
3.3 Internal Analysis

**SWOT Analysis**

By interpreting this analysis we can define some strategies based on:

**Opportunities vs. Strengths (OS):** Boost.

**Opportunities vs. Weaknesses (OW):** Work on our weaknesses, so they can turn into opportunities.

**Threats vs. Strengths (TS):** Minimize threats, with support on the strengths.

**Threats vs. Weaknesses (TW):** Manage the risk.

**OS Strategies:**
S1, S3 -> O4, O5: Define consumer subscription options for recurring products (diapers, milk, etc.). Sets of products according to new trends.

**OW Strategies:**
W1 -> O5: Explore alternative suppliers; offer free month to high-value consumers; “gifts” to cover the shipping costs.

W4 -> O2: Identify the client’s life cycle (pre-birth, pregnancy, childbirth, breastfeeding, etc.) and try to “catch” him as soon as possible, and hold him for the entire cycle.

W5 -> O2, O4: Good communication and marketing plan.

**ST Strategies:**
S1, S3 -> T1: Working on innovative products (not usual among pharmacies), natural products and environmentally friendly products.

**WT Strategies:**
W2, W4 -> T1: Given to the high competition it is important to get the consumers at the beginning of their life cycle, and retain them to the end of his life cycle as a MaCare client.

W5 -> T3: Do not enter in price competition because it will not be our purpose and our target will not seek for low cost but for quality excessive to take up storage space.

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**Development**

When developing a go-to-market strategy, our goal is to create a detailed analysis that answers the following four questions:

What are we selling?
Who are we selling it to?
How will we reach our target market?
Where will we promote your product?

It’s very important to have a strong value proposition helping us to identify our target market.

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**Vision/Mission/Values**

Our Vision
To begin, we defined our slogan which aims to explain the main goal of our company in a clear and simple way:

“MaCare: With our help, it’s easy to take care of your baby.”

The purpose of our vision is to deliver to our consumers the idea that MaCare, as a company, pretends to give all the assistance to families in the process of taking care of a baby:

- Helping parents to enjoy fatherhood.
- Using parenting experience, and knowledge of professionals pharmaceutical, we want to give support to other families.
- Turning MaCare in a reference to all parents of Spain.
- Turning the usage of our website into a pleasant user experience in which paternity is strengthened with the support of an expert company in the sector.
- Help parenting to make it a unique experience.
3.4 Internal Analysis

Vision/Mission/Values

Our Mission
As parents and experts in pharmacy, we work to make other families not to worry about what products are needed for the different stages of parenthood, offering products and complete solutions so they enjoy one of the most beautiful stages of a human being life.

Our Goals
Set of goals that we, as a company:
• Not only offer a simple product catalog but offering solutions to potential problems that parents find during their parenthood.
• Help other families to enjoy the beautiful experience of being parents.
• Offering complete sets of appropriate products for each of the different stages of paternity.
• Being an online reference, convenient and accessible everywhere to everyone where our consumers can find all the solutions and answers for their doubts regarding parenting.

Our Values
Ma Care has a set of distinct values different from the regular pharmacies:
• Respect and understanding of the meaning “environmentally friendly”.
• High importance of health care.
• Continuous search for new products and trends:
  Advanced cosmetics for babies
  Breastfeeding
  Baby transportation
  Natural birth
• Quality
• Innovation
• Commitment to our consumers
• Focus on needs and solutions, not only to products
• Closeness
• Health
• Unique moments
• Wellness
• Serenity

Canvas Model

Key Partners

Pharmaceutical Laboratories
Farmácia Sara González

Key Activities

Price negotiation with suppliers
Logistics
Stock and orders management
Delivering our product to our customers

Value Proposition

Baby products purchased by internet and home delivery
We offer quality and honesty to our customers
Parent Support

Customer Relationships

Honesty
Trust
Quality

Customer Segments

Women between 26-32 years old
Average age of having a child in Spain
Early pregnant mothers

Channels

Social Media
Facebook
Instagram
Blogs
Youtube
Billboards and magazines
Pharmacies

Customer Segments

Women who become pregnant before the average age
Late pregnant mothers

Women who become pregnant after the average age

Main Costs

Office rent
Warehouse rent
Courier team

Cost Structure

Product purchasing
Advertising
Website maintenance

Main revenues

Product selling
Customer subscription
<table>
<thead>
<tr>
<th>Action Step</th>
<th>Responsibilities</th>
<th>Timeline</th>
<th>Resources</th>
<th>Communications Plan</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Step 1: Legal</strong></td>
<td>Owners</td>
<td>1st March 2029</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Step 2: Create a full-service e-commerce website.</strong></td>
<td>Marketing Manager will be responsible for hiring a web-design agency that specializes in website creation/marketing.</td>
<td>As per Runcom; the website will take three to six months to process.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Step 3: Suppliers</strong></td>
<td>Supply Manager will be responsible for planning the purchases and talking with suppliers.</td>
<td>Each product has a different rotation however we believe it would be a good option to maintain a consistent level of inventory.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### A. Consequence and Legislation in Spain
- NIE
- Register company name to Centrally Controlled Registry
- Business plan
- Minimum funds (min. 3,000)
- Proof of skills
- Annual renewal

### B. Partnership Agreement
- Register with tax authority (CIF)
- Use constitution of deed
- Register for social security
- Set up banking
- VAT (21%)
- Notify Regional authorities
- Contacts in government, knowledge about the "Código de Derecho Financiero"

### Our Action Plan
The partners will be involved in all aspects of legally registering the business in Spain. Fortunately, one of the business owners is a Spanish resident allowing the process to go by smoother.

We need to approach the Ministry of Health and deal with the bureaucracy needed. We need to do it once, at the beginning, and then be aware of the possible changes in regulation in the future.

### 4. Warehouse/Stockroom
**Warehouse Manager** will be responsible for all events pertaining to the warehouse. Lease to be paid monthly.

- Sourcing a warehouse that is not just economical but also accessible. A large and enough place to store stocks, fortunately there are many places that have these characteristics. But location is crucial for shipping reasons.
- We will not allocate much budget for the rent of the premises, we do not need that. It is in a central area, its mission is not facing the public, it is simply storage.

### Distribution
**Sales Force (couriers)** May 1, 2026
- Qualified couriers who will take the products to the final destination (clients)
- Salaries, payments, work contract

### Marketing
**Marketing Coordinator** will be responsible for all marketing activities relating to our service. Continuous.
- The Marketing Coordinator will take the lead in creating the Marketing Manager's plans. They will develop social media, SEM campaigns, e-mail campaigns, and analytics related to the given budget.
- Resistance to laws relating to the consumption of information (e.g., emails) could be an issue. This could lead to promotions or legislation.
- Ethics pertaining to advertising. Medication is viewed in a negative way, so we can anticipate this resistance in the future and possibly focus on increasing our brand and not so much our medication products.

### Communications Plan
We must look for a warehouse that covers our needs, access, and reasonable price. As well as refrigeration units for temperature-controlled (for certain products).

### Our Action Plan
As a team we will tackle our marketing strategy in terms of budgeting. We can review and adjust depending on the overall work compared to our research. All graphics and branding work will be outsourced and communicated with Marketing Manager (logo, branding, content creation for blog). Strategy will be devised by Marketing Manager in cooperation with brand standards.
An issue that we may encounter is our consumers assuming we only offer products. The goal is to offer an experience and build a trust that encompasses the entire maternity cycle. In order to successful do this we need to develop a strategy and connect them in a straightforward manner to the management and product selection surrounding the services:

Product selection:
- Provide products that solve pain points during the maternity lifecycle.
- Relating to pathologies and therapeutic nature
- Ecological safe products (green/natural)
- Selective range of products (based on cost, expiry date, storage etc...)
- OTC medication within EU law
- Basic necessities needed (diapers, formula, etc...)

By offering a wide range of specific products that meet every need of the cycle the complexity will rely heavily on well-structured and planned management:
- Complete and seamless control of stock: Optimized and registered stock that reduces spoilage (and potential revenue).
- Purchase order from suppliers: Ordering in a timely basis that serves our business needs. A balance between bulk order and minimum order to (reduce cost) but not excessive to take up storage space.
- Receipt purchase order: A transparent statement for our consumers listing purchase details, as well as an internal copy for our records.
- Expiry Control: Looking through our product portfolio we can see baby food, creams, even diapers have a certain shelf. It is imperative that we maintain an efficient method of control to ensure these products are removed from inventory as they near their expiry and rotate that the first purchase order gets out first out (FIFO).
- Monitor Pricing: With price being a factor for many consumers it is essential to set our prices within reason to competitors.

**Automation of these controls is vital to avoid human error and to reduce further costs.**

<table>
<thead>
<tr>
<th>Product Portfolio</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Product</strong></td>
</tr>
<tr>
<td>Hydra bebe Milk 500ml</td>
</tr>
<tr>
<td>Protecting Cream 145g</td>
</tr>
<tr>
<td>Baby nasal spray 115ML</td>
</tr>
<tr>
<td>Shampoo</td>
</tr>
<tr>
<td>Pot chicken &amp; veg</td>
</tr>
<tr>
<td>Toallitas 64</td>
</tr>
<tr>
<td>Diapers sensitive 28uds</td>
</tr>
<tr>
<td>Diaper Pijama 17uds</td>
</tr>
<tr>
<td>Post.partum Belt 100-120cm</td>
</tr>
<tr>
<td>Seidibion vitamins 60 pills</td>
</tr>
<tr>
<td>Vitadé 15ml</td>
</tr>
<tr>
<td>Nidina premium 800g</td>
</tr>
<tr>
<td>Nan 1 expert Milk</td>
</tr>
<tr>
<td>Pap 8 cereales</td>
</tr>
<tr>
<td>Pap 8 cereales</td>
</tr>
<tr>
<td>Pot meat</td>
</tr>
<tr>
<td>Pot apple</td>
</tr>
<tr>
<td>Pot Multi fruit</td>
</tr>
<tr>
<td>Banana tubs</td>
</tr>
</tbody>
</table>
4.2 Microenvironment

The reality of competition within the online maternity and baby care market exists. From massive realtors such as Amazon to smaller online retailers like Bebe Nature (www.bebenature.es). Similar products are being sold amongst these retailers, hence having the same supplier and causing a price war with certain products. This may seem to be an issue but this is the truth of what is currently happening and we look at this as an opportunity to offer more than price to our consumers but value through our platform.

In terms of pricing offer:
- Selective product portfolio that caters to our audience with hand selected quality products over quantity of similar products with exceptional customer service.
- “Catch” products—an effective marketing strategy where we sell at lower margins to entice a consumer to buy. They may not be very profitable, but they introduce our consumers to our platform and encourage them to spend time and eventually purchase from us.
- Loyalty program that actually beneficial to the consumer. We will offer more points for products nearing their shelf life as an incentive for them the consumer and us.

Channels

Ma Care is an online retailer that offers a range value from products to significant advice for mothers and expecting mothers. This segment will take a comprehensive look at the channel mix:

1. Website
2. Social Media Platforms
3. Online Advertisement
4. E-mail
5. Chat/Forum
6. Telephone
7. Delivery
8. Conventions/Tradeshows

These outlets have been selected built around their profitability, and attractiveness.

4.3 Microenvironment

Analyzing the attractiveness, the chart illustrates set of key variables:

Accessibility— How quick and efficient is it to access the channels?
Availability— When can they access the channels?
Queue— How long does the consumer have to wait?
Variation— What kind of variety does the consumer have?

<table>
<thead>
<tr>
<th>Channel</th>
<th>Accessibility</th>
<th>Availability</th>
<th>Queue</th>
<th>Variation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Website</td>
<td>★★</td>
<td>★★</td>
<td>★★</td>
<td>★</td>
</tr>
<tr>
<td>Social Media</td>
<td>★★</td>
<td>★★</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Web Pages (content)</td>
<td>★★</td>
<td>★★</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Online Chat</td>
<td>★★</td>
<td>★★</td>
<td>★★</td>
<td>★★</td>
</tr>
<tr>
<td>Telephone</td>
<td>★★</td>
<td>★★</td>
<td>★★★</td>
<td></td>
</tr>
<tr>
<td>E-mail</td>
<td>★★</td>
<td>★★</td>
<td>★★</td>
<td>★</td>
</tr>
<tr>
<td>Delivery</td>
<td>★★</td>
<td>★★</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tradeshows</td>
<td>N/A</td>
<td></td>
<td></td>
<td>★</td>
</tr>
</tbody>
</table>
4.3 Microenvironment

Channels

Analyzing the profitability, the chart illustrates a set of key variables:

- **Consumer Lead**— Number of prospective consumers interested or inquiring.
- **Purchase Amount**— How much a consumer spends.
- **Retention Rate**— Percentage of consumers making recurring purchases.
- **Lead Generation Cost**— The average cost per lead.
- **Cost of overall service**— Maintenance cost of platform.

<table>
<thead>
<tr>
<th>Channel</th>
<th>Arrival</th>
<th>Quantity</th>
<th>Retention</th>
<th>Lead Generation Cost</th>
<th>Cost of Service</th>
</tr>
</thead>
<tbody>
<tr>
<td>Website</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
<tr>
<td>Social Media</td>
<td>○</td>
<td>N/A</td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
<tr>
<td>Web Pages (content)</td>
<td>○</td>
<td>N/A</td>
<td>○</td>
<td></td>
<td>○</td>
</tr>
<tr>
<td>Online Chat</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
<tr>
<td>Telephone</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
<tr>
<td>E-mail</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
<tr>
<td>Delivery</td>
<td>○</td>
<td>N/A</td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
<tr>
<td>Tradeshow</td>
<td>○</td>
<td>N/A</td>
<td>N/A</td>
<td></td>
<td>○</td>
</tr>
</tbody>
</table>
5.0 Organization

5.1 Details of Organization

Management Styles

To help you understand how we work, in this section we do a brief description of our main activities, how they are being developed and some strategic lines for the future.

The internal situation of the company:

Operations
Order management, stock management and consumer relationship:

• Orders management: Ensure that the consumer order is delivered in compliance with quality criteria and deadlines. Physical preparation of the orders is carried out in the warehouse and the office, where the courier company daily collects the items to further delivery. The logical order management (deliver status, consumer communication, etc.) is done in the back office of the online store.

• Stock management: With an ERP - enterprise resource planning (e.g. SAP) we manage our stock and orders and receive alerts for when to replace and buy more products. We have a responsible person (warehouse manager) managing the warehouse and communicating constantly with the main office.

• Consumer Relationship: Through a CRM (Consumer Relationship Management) software we manage our consumers relationships and follow them according their needs. We also have two different contacts:
  a) Administrative: to check the status of an order, payment problems/errors, etc.
  b) Support: Doubts related to products or baby’s health and parenting support.

Web Maintenance

• Online store management
• Health Portal management
• Social networks management
• Optimize and invest in the mobile app

Products design

• Introduction of new childcare products, ecological products and cloth diapers.
• Redesigning gift packs and creating new sets of products for special campaigns.

Management Control

• Constantly update our scorecard with our website statistics
• Simplify and/or automate the orders management process.

Strategic Evolution

• Development of new strategic lines (what and where do we want to be?)
• New functionalities (lists of birth, group purchasing, etc.)
• European expansion

It is necessary to evaluate all initiatives and plan them in time, to further identify those that can be implemented or not.

HR Management

Here we describe how Ma Care is organized at physical locations, including human capital and applications that support.

Physical locations

• Management office for online business.
• Warehouse where our stock is storaged.

Human capital

• A logistics manager responsible for operations (orders management, shipment preparation, etc.)
• A pharmaceutical expert responsible for client support and product portfolio purchases and updates.
• A commercial manager in charge of maintenance MaCare website, distribution channels, advertising and promoting.
• A warehouse manager working in the warehouse to manage the stocks and make the communication between the warehouse and the office.

And finally, technical applications in which the business is supported:

• Google Analytics for data collection (visits, access from other channels, bounce rate, etc.)
• Web page where our products can be bought and providing consumer support/advice.
• CRM to manage stock, orders, consumers, etc. (License specialized commercial product)
• Scorecard to communicate what we are trying to accomplish, to align the day-to-day work with our strategy and to prioritize projects, products, and services.
6.0 Brand

6.1 Brand Communications

Brand Strategy

Our branding strategy will be implemented in two phases:

1. It will define the brand positioning, through determination of attributes which should be associated with it, and prioritized to determine the essence of the brand.
2. Then the results will select the brand identity, which it will be associated with the same name as given: Ma Care

Result of a process of reflection on Ma Care, what is and should be, it is determined that the following should be brand attributes that represent:

Tangible:
• Comfort
• Accessibility
• Availability (24x7 via Web)
• Price
• Personalized advice
• Experience as parents
• Confidence (associated with owners)
• Quality

Intangibles:
• Closeness
• Family
• Transparency
• Humbleness
• Tranquility
• Commitment to consumers
• Education in values
• Respect for the environment

These attributes have the following characterization relevance/differentiation, by reference to other businesses:

<table>
<thead>
<tr>
<th>Attribute Name</th>
<th>Differentiation</th>
<th>Relevance</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Comfort</td>
<td>0.9</td>
<td>0.7</td>
</tr>
<tr>
<td>2. Access</td>
<td>0.8</td>
<td>0.7</td>
</tr>
<tr>
<td>3. Availability</td>
<td>0.8</td>
<td>0.6</td>
</tr>
<tr>
<td>4. Price</td>
<td>0.4</td>
<td>0.95</td>
</tr>
<tr>
<td>5. Advice</td>
<td>0.7</td>
<td>0.8</td>
</tr>
<tr>
<td>6. Experience</td>
<td>0.95</td>
<td>0.75</td>
</tr>
<tr>
<td>7. Trust</td>
<td>0.4</td>
<td>0.9</td>
</tr>
<tr>
<td>8. Quality</td>
<td>0.4</td>
<td>0.75</td>
</tr>
<tr>
<td>9. Closeness</td>
<td>0.3</td>
<td>0.7</td>
</tr>
<tr>
<td>10. Family</td>
<td>0.95</td>
<td>0.6</td>
</tr>
<tr>
<td>11. Innovation</td>
<td>0.9</td>
<td>0.4</td>
</tr>
<tr>
<td>12. Transparency</td>
<td>0.5</td>
<td>0.3</td>
</tr>
<tr>
<td>13. Humility / Normality</td>
<td>0.7</td>
<td>0.3</td>
</tr>
<tr>
<td>14. Tranquility</td>
<td>0.5</td>
<td>0.6</td>
</tr>
<tr>
<td>15. Security</td>
<td>0.4</td>
<td>0.7</td>
</tr>
<tr>
<td>16. Engagement</td>
<td>0.6</td>
<td>0.5</td>
</tr>
<tr>
<td>17. Baby Enjoyment</td>
<td>0.7</td>
<td>0.6</td>
</tr>
<tr>
<td>18. Enjoying Parenthood</td>
<td>0.7</td>
<td>0.5</td>
</tr>
<tr>
<td>19. Values education</td>
<td>0.8</td>
<td>0.3</td>
</tr>
<tr>
<td>20. Commitment to the environment</td>
<td>0.8</td>
<td>0.25</td>
</tr>
</tbody>
</table>
6.0 Brand

6.2 Brand Communications

Based on this it is that clearly must be potentiate, in brand image be transmitted, the following differential attributes and also valued by consumers:

- Comfort
- Experience
- Accessibility
- Family
- Advice
- Availability

Also they will be used to differentiate with the other competitors of the following attributes:

- Enjoy Parenthood
- Commitment
- Innovation

As already mentioned, the brand name business is already predetermined at the beginning of this project: Ma Care. This brand name, reinforced by the detailed at the beginning of this document slogan „experience is the difference” clearly intended to convey the following identifiers with deal:

- Baby
- Experience
- Difference (innovation)

1) Identify Target Audience

- Clarify the purpose of the communication campaign with Ma Care to the potential customers (prospects), as existing customers, once they know the service seems to have a high repetition rate.
- As seen, these potential customers are around the Age 30-32 years, evenly distributed over the Spanish provinces, even though in some of them their percentage is higher (refer to “customer segmentation of potential customers”).

2) Set Goals

- Communication objectives basically attack points knowledge (reaching new customers non-existent within the existing population of potential customers), and consideration (arrive to the website directly through offers aimed at the interests of potential customers, to make it to the shopping cart, and finally purchase).
- To do this, we must reach a greater number of customers, preferably through web channels, and thus, facilitate their purchase, so the visit is product focused with value on user interests.

3) Define the message

- Messages transmitted through all initiatives Ma Care communication should be, on the one hand, fully consistent with the overall strategy of the company, its vision, mission and values. Therefore, they must speak of comfort, transparency, innovation, closeness, the family behind the business Ma Care etc.
- Should influence the brand attributes identified, to the beginning of this section of the report, as well as those who have identified as differential against the competition.
6.0 Brand

6.3 Brand Communications

**Brand Attributes**

- They are released via the selected media outlets, messages transmit an image according to the brand colors of Ma Care, strong images of babies, good families with babies, illustrating the joy of the maternity.
- These messages/ads will show information relevant to the prospects concerning symptom common mothers/babies (Identified in the lifecycle segmentation section) appropriate to the time of year those with seasonality, offering products/solutions to help in the relief/healing these symptoms/problems.

4) Media Selection

- Through subcontracting by supply company services sector (determined; study embodiment) this will include ads Industry websites (Mothers blogs, pages sector online specialist) journals with direct links to the website.
- Periodicals will be held in Social networks (Facebook, Twitter), publishing company news, sales, special sales by season, symptom generator, and any relevant news or articles related that capture the attention of customers. They will be performed (posted) at least every two days.
- Promotions in collaboration with other websites „friends“, so that fans get the FB page (or any other social) network or sharing Ma Care publications, circumventing certain products. The aim of these campaigns will expand number of people who know the business (through display Ma Care of ads on the boards of other people, and thus check your friends), and also the number of followers of the page business social networks, so that they have new arrival communication campaigns. It is noteworthy that the recommendation from friends Ma Care page implies that the clients themselves perform the intrinsic segmentation the target audience, it is assumed that only suggest follow this page to acquaintances who are either about to parenting, either already are.
- It will include the brand image in all customer communications (mail, wrappers, boxes, etc.) as well as contact with the website. Thus, the image will always be Ma Care present to customers, and will hand have promo to increase retention.
- Generating advertising items type stickers, posters for car, etc. to transmit the image of the brand, and will be distributed on shipments of orders to customers. The consumer may send as gifts, therefore, they must be striking and capture the attention of potential customers.

5) Distribute the budget:

- Budget will be available for the outsourcing company online advertising business. Since this study is still in embodiment, no data are available on how much may lead to the investment in this channel.
- A small portion will also go to the part of branding, generating elements such advertising stickers, brochures, etc. above.
- Other actions, specifically social network advertising, will be made by the staff of the company, through recurring tasks and pre-programmed. Thus, the cost would be the cost of dedication staff to these tasks.

6) Define the mix:

- Implement these initiatives progressively, starting by publicizing on social networks.
- These initiatives will be implemented one by one, so that a reasonable time operation of each of them, you can analyze if they have business impact of Ma Care.
- Only those initiatives that generate clear impact will remain business volumes.

7) Measure Results:

- Every two months will be regenerating the sales funnel, to analyze whether variation (positive) is observed at different stages of purchase.
- Also observe indicators scorecard of the company as number of customers, purchasing volume, volume revenue, profitability, net profit, etc.
- It should be studied, initiative, which one generates more revenue for the business, so that we enhance those that most produce effect, and cut time which just generate variation in turnover.
- Should take into account the cost of each, so that higher cost of the initiative will be demanding the same (in profit generated and response time), so that in bad results to be cut before.

8) Manage the Process:

- As there are no historical experience, in relation to cost and effect of each initiative, the first semester / year will be used for the first contact with each of the initiatives, measuring the cost of each, and return that initiative produced, particularized by stage sales funnel.
- On this basis, and reviewing periodically said sales funnel, you will redistributing the burden of communication oriented each phases based on conversion rates in each of these phases of the sales process.
For it to be possible to do an economic projection, in order to validate our project, we took the historical data business performance from our affiliate Farmácia Sara González (https://www.farmaciasaragonzalez.es/es/). Specifically, in the Baby products section, which launched on September 2017.

Even though the birth rate has been decreasing during the past 10 years, according to WorldBank, from 10.65% in 2007 to 8.41% in 2017, and the fertility rate (number of children per women) also decreased from 1.38 to 1.31 in the same period, we can conclude that our target is a niche that will always need our products and the support we are offering. Taking care of their own babies is still a priority, mainly in developed countries like Spain.

We are able to provide a vast portfolio of products and pharmaceutical advice to a niche market without the costs and expenses of running a physical pharmacy.

For data collection, the following sources of information were used:
• INE (Instituto Nacional de Estadística)
• Statista
• World Bank
• The United Nations
• CIA World
• Google Analytics— obtaining the number of visits, and the bounce rate.
• Farmacia Sara Gonzalez: to obtain historical data and records of online baby products.

With all the data collected we developed an economic projection and financial analysis

To begin our analysis we firstly obtained data from the number of registered consumers that visited the baby products section of Farmácia Sara González website since its launch (September 2017) until May 2018

We noticed a 17% growth rate in the number of registered consumers with a good number of initial registered consumers (September - #260) due to two main reasons:
1. Initial promotion and brand image spread
2. September and October are the months where more babies are born in Spain

Also a huge growth in March (34%) produced by the Easter campaign they launched.
After we analyzed how much each consumer spent, in average, per month based on the total income:

**Total figures expressed in a table**

Again, and after interpreting the data, the months where consumers spent more were September, October (due to the reasons mentioned above) and also December (Christmas season). The average income per consumer per month was 9,21€.

Based on the data obtained from Farmácia Sara González website, we used this information to create our projection even though we assume that we, as specialists in this area, will get higher values. As we can see, specially in 2018, the tendency is that the income per month will grow, as well as the expected registered consumers, so we decided to use the following growth rates to predict our company’s economic projection:

<table>
<thead>
<tr>
<th>Consumer monthly growth (%)</th>
<th>Sara González value</th>
<th>Macare expected improvement</th>
<th>Macare expected value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Average income per consumer (€)</td>
<td>9,21€</td>
<td>10%</td>
<td>10,31€</td>
</tr>
</tbody>
</table>

These growth rates will be implemented progressively, so we assumed that the growth rate of the number of registered consumers will increase 2% per month due to:

1. Advertising
2. Word of mouth
3. Internal improvements
4. Even though the birth rate is slowly decreasing, we have new potential consumer each day of the year
5. Specialists in the area

About the average spent per consumer we will maintain the 10% expected improvement.

After collecting this data, and assuming 100 registered consumers in the first month, our expected consumers growth will be according to the following graph:
7.0 Investment

7.3 Financial Analysis

Total figures expressed in a table

<table>
<thead>
<tr>
<th>Month/year</th>
<th>No of expected registered consumers</th>
<th>Growth per month</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jan/19</td>
<td>100</td>
<td>-</td>
</tr>
<tr>
<td>Feb/19</td>
<td>126</td>
<td>26%</td>
</tr>
<tr>
<td>March/19</td>
<td>161</td>
<td>28%</td>
</tr>
<tr>
<td>April/19</td>
<td>210</td>
<td>30%</td>
</tr>
<tr>
<td>May/19</td>
<td>277</td>
<td>32%</td>
</tr>
<tr>
<td>Jun/19</td>
<td>371</td>
<td>34%</td>
</tr>
<tr>
<td>Jul/19</td>
<td>504</td>
<td>36%</td>
</tr>
<tr>
<td>Aug/19</td>
<td>696</td>
<td>38%</td>
</tr>
<tr>
<td>Sep/19</td>
<td>974</td>
<td>40%</td>
</tr>
<tr>
<td>Oct/19</td>
<td>1384</td>
<td>42%</td>
</tr>
<tr>
<td>Nov/19</td>
<td>1993</td>
<td>44%</td>
</tr>
<tr>
<td>Dec/19</td>
<td>2909</td>
<td>46%</td>
</tr>
</tbody>
</table>

Hereupon, and using 10,13€ as the average consumer income per month just like we predicted above, our expected income per month will be:

<table>
<thead>
<tr>
<th>Month/year</th>
<th>No of expected registered consumers</th>
<th>Monthly income per consumer</th>
<th>Total income</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jan/19</td>
<td>100</td>
<td>10.13€</td>
<td>1,013.00€</td>
</tr>
<tr>
<td>Feb/19</td>
<td>126</td>
<td>10.13€</td>
<td>1,278.18€</td>
</tr>
<tr>
<td>March/19</td>
<td>161</td>
<td>10.13€</td>
<td>1,628.77€</td>
</tr>
<tr>
<td>April/19</td>
<td>210</td>
<td>10.13€</td>
<td>2,121.90€</td>
</tr>
<tr>
<td>May/19</td>
<td>277</td>
<td>10.13€</td>
<td>2,803.54€</td>
</tr>
<tr>
<td>Jun/19</td>
<td>371</td>
<td>10.13€</td>
<td>3,756.75€</td>
</tr>
<tr>
<td>Jul/19</td>
<td>504</td>
<td>10.13€</td>
<td>5,108.18€</td>
</tr>
<tr>
<td>Aug/19</td>
<td>696</td>
<td>10.13€</td>
<td>7,050.46€</td>
</tr>
<tr>
<td>Sep/19</td>
<td>974</td>
<td>10.13€</td>
<td>9,700.33€</td>
</tr>
<tr>
<td>Oct/19</td>
<td>1384</td>
<td>10.13€</td>
<td>14,018.72€</td>
</tr>
<tr>
<td>Nov/19</td>
<td>1993</td>
<td>10.13€</td>
<td>20,184.08€</td>
</tr>
<tr>
<td>Dec/19</td>
<td>2909</td>
<td>10.13€</td>
<td>29,408.75€</td>
</tr>
</tbody>
</table>

This data should be useful as a guide to measure the effectiveness of our business and the improvement actions that will be taken by us. The margin we predict to have, per product, will be approximately 25%, according to a market research on other similar companies.
The merchandising purchase was calculated based on our product portfolio by calculating the quantity purchased times the cost price we have, with an increase of 2% of the purchases of the previous month.
### 7.5 Financial Analysis

#### Break Even

W will break even on November 2019.

<table>
<thead>
<tr>
<th>Year</th>
<th>Initial Investment</th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>Year 4</th>
<th>Year 5</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>-100000</td>
<td>-20000</td>
<td>32784</td>
<td>32784</td>
<td>32784</td>
<td>32784</td>
</tr>
</tbody>
</table>

#### VNP

<table>
<thead>
<tr>
<th>Discount Rate</th>
<th>VNP</th>
<th>Viability</th>
</tr>
</thead>
<tbody>
<tr>
<td>0%</td>
<td>-106,841.03</td>
<td>No</td>
</tr>
<tr>
<td>2%</td>
<td>31,363.08</td>
<td>Yes</td>
</tr>
<tr>
<td>4%</td>
<td>26,402.66</td>
<td>Yes</td>
</tr>
<tr>
<td>6%</td>
<td>16,767.93</td>
<td>Yes</td>
</tr>
<tr>
<td>8%</td>
<td>7,483.72</td>
<td>Yes</td>
</tr>
<tr>
<td>10%</td>
<td>-4,729.63</td>
<td>No</td>
</tr>
<tr>
<td>12%</td>
<td>-11,004.03</td>
<td>No</td>
</tr>
<tr>
<td>14%</td>
<td>-35,534.98</td>
<td>No</td>
</tr>
<tr>
<td>16%</td>
<td>-21,290.75</td>
<td>No</td>
</tr>
</tbody>
</table>

- We can carry out this project, as long as the discount rate does not exceed 8%.
- The initial investment will be 100,000 €.
- We have assumed that after the year we will always have the same benefits of 32,784 €

### Our Results

#### Conclusion

MaCare came from the idea of putting together the nowadays needs and the online world with the all time need of taking care of a baby. By knowing that the world is constantly innovating we pretend to bring trust and comfort to all the parents in Spain by offering the best range of products and providing an unique support with specialized professionals.

After analyzing our potential barriers of entering the market, as well as our strengths, weaknesses and the external threats and opportunities we realized that by combining some of our weaknesses with external opportunities we can turn our weaknesses into strengths and become competitive in a market where the number of daily potential customers is extremely high. And that is one of our biggest advantages. Every day, in Spain, more than 1100 babies are born and if we say 10% of it are our potential customers means more than 100 new possible customers per day and by promoting and advertising we pretend to reach every house in Spain and serve an even bigger number than that.

By understanding the market and all its environment, we can also conclude that our competence is reduced and the opportunities for growing are big and we want to develop a good relationship with our customers by providing the best service and offering trust and convenience to our customers.

Assuming that our expenses on the first year will be around 125,000 €, and our net sales will be around 100,000 €, we pretend to reach the breakeven during the second year of activity. Our main expense is merchandise purchasing which we pretend to reduce the unitary cost of each product by purchasing bigger quantities to fulfill the needs of our customers.

The main pillars on which the future plan of our company is founded are:

- Ensure customers satisfaction
- Attract new customers
- Offer a vast range of products to our customers
- Offer high quality service at a fair price

Finally, we count with the experience of our only pharmacist in order to give the best support to our clients but we intend to improve our team to be capable of answering to all our customers’ needs and become a reference in Healthcare in Spain.
8.1 Bibliography

Birth Rate in Spain in 2017 by region

Total Number of Births