



Universidad Europea

Global Bachelor's Degree

Final degree Thesis (TFG)

BUSINESS PROJECT

“THE ORGANISED PANTRY”

“Integrated storage and organisation solutions for kitchens and pantries”

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UNIVERSIDAD EUROPEA DE VALENCIA

2024/2025

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Minimalism: a design or style in which the simplest and fewest elements are used to create the maximum effect.

Visual noise: refers to anything in a design, environment, or field that distracts from the primary focus.

Well-being: a complex combination of a person's physical, mental, emotional and social health factors.

Optimisation: an act, process, or methodology of mankind something (such as a design, system or decision) as fully perfect, functional or effective as possible.

ACKNOWLEDGMENTS

As I conclude this important stage in my life, I want to express my deepest gratitude to those who have been a fundamental part of this achievement.

First and foremost, to my family, for their unconditional love, for believing in me even when I doubted, and for always being by my side every step of the way. Their emotional support, their messages of encouragement, and their constant presence have always given me the strength to keep going in the most difficult moments. This achievement is also theirs.

To my teachers, thank you for sharing your knowledge, for your dedication, and for being my guides in this process of academic and personal development. Every class, every piece of advice, and every challenge contributed to forging in me a more critical, committed, and passionate perspective on learning. I am deeply grateful for everything you have taught me, inside and outside the classroom.

This degree not only represents the end of an era, but also the beginning of new goals. Thank you for being part of this journey.

EXECUTIVE SUMMARY

This thesis presents a business plan for developing a company that offers comprehensive kitchen and pantry renovation services, an area that is seeking to be modernized and therefore presents challenges in terms of functionality, order, and beauty. In the current context, where quality of life at home and efficiency are essential, this proposal emerges for the sector as a solution to a rapidly growing problem.

The value proposition in this case is based on offering highly designed solutions tailored to each client, paying particular attention to the effective use of each space, sustainability, and overall quality of life. Based on this research, a new niche has been identified in the market that is clearly scarce, representing a significant commercial opportunity.

In addition to the development of the rest of the Business Model, the project also includes a detailed financial analysis that proves the viability of the project. An average initial investment, moderate profitability, sustained growth, and the possibility of profitability starting in the second year.

This study has been conceived as an integrator of academic knowledge and practical skills, not only to demonstrate a feasible business proposal but also to help promote a culture of responsible consumption and contribute to building more harmonious and healthy living spaces.

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1. Introduction.

This section presents the fundamental aspects of the business project, providing an overview of the origin of the idea, its founders and the values that guide its development.

The **company name** for this project is “The Organised Pantry”, reflecting the main idea of the business and the core values.

The project is led by Hannah Pedlar with a big passion for organisation and home management. Her passion for order, planning, and domestic well-being has been constant, allowing her to transform a natural skill into a structured value proposition adaptable to today's market.

In recent years, she has completed several space organisation projects on her own, especially in kitchens, pantries, and storage areas, helping families and friends improve the functionality of their homes. This direct experience has allowed her to:

- Develop practical and efficient methodologies adapted to different types of clients.
- Master the use of organisational tools and materials.
- Deeply understand the emotional and functional needs related to clutter.
- Manage work schedules, budgets, and goal-oriented planning.

The founder's human, practical, and aesthetic approach is the cornerstone of the project, which was born not only as a business, but as a proposal to improve people's daily lives through conscious and functional order.

Regarding the **Business Idea and Description**, over the years people have paid less attention to various aspects of the home they reside in, including the kitchen and pantry, because of lifestyle changes. Furthermore, it is extremely helpful that these days the home acquires the same attributes as an office. One of the key factors contributing to this is the growth of minimalism focused on maximizing every inch of available room.

As a consequence, there is an increasing need in the market for home organisation services that entails optimised kitchen and pantry remodels with spatial and functional value.

The main services we will offer:

- Evaluation and redesign of kitchens and pantries.
- Installation of custom storage solutions.
- Product organisation and labelling.
- Periodic maintenance services.

My solution:

The development of my own company offering customised solutions to optimise space in kitchens and pantries. Combining functional design, space saving, customised storage and labelling products. The company will provide a variety of services to offer a personalised and professional experience, to not only satisfy a growing demand, but also to create a positive impact on well-being and efficiency to improve the lives of our customers by reorganising and improving one of the most frequented spaces in the home.

Our purpose is to define and assess the feasibility of a company dedicated exclusively to the organisation and storage of private kitchens and pantries. To satisfy a growing need in the market, positioning ourselves in the market as a benchmark in home organisation, contributing to the well-being of customers and to sustainability. The company will have a sustainable approach, using environmentally friendly materials and educating customers on how to maintain order in the long term.

Our Mission:

To help customers transform kitchens and pantries into optimised, functional and aesthetically pleasing spaces.

Our Vision:

To be the leading kitchen and pantry organisation company, recognised for our innovation, commitment to sustainability and service excellence.

Our Values:

Personalisation.
 Innovation.
 Sustainability.
 Empathy.
 Collaboration and commitment.

2. Market Analysis and Strategic Analysis.

This market analysis and strategic analysis allow us to identify opportunities, anticipate threats, and design concrete action plans based on environmental conditions. This section addresses various key tools and approaches to assess The Organised Pantry's position. We primarily examine industry trends, which provide an overview of the sector's evolution. Conduct a SWOT Analysis to help us identify internal and external strengths, weaknesses, opportunities, and threats. To study political, economic, social, technological, ecological, and legal factors, we conduct a PESTEL Analysis. Porter's Five Forces model is then applied, allowing us to understand the competitive intensity of the sector and its profitability. Finally, to evaluate and understand how its positioning can impact the company's strategy, we analyze the strategies, strengths, and weaknesses of competitors.

This set of tools provides a solid foundation for formulating effective strategies and proactively adapting to environmental challenges.

2.1. Industry trends.

The homescaping category, including the kitchen and pantry, has seen explosive growth due in large part to shifts in lifestyles, tech and consumer tastes. These are the main trends in the industry:

Small space optimisation.

With the growth of urbanisation, in particular in space constrained areas, the need to have more efficient storage options has increased.. People are looking to make the most of every corner of their homes, especially in small flats or urban dwellings. Use multifunctional furniture, modular shelving and organisers that can squeeze into awkward space. (SmallSpace, s.f.).

Minimalism and Sustainability.

With legends like Marie Kondo and a push toward sustainability, many people are choosing to declutter their homes and take a more minimalist approach. This requires a reduction to the necessary and an efficient organisation of products. Simultaneously, eco-friendly storage options are considered, such as storage based on a recyclable or biodegradable material (Boyes, 2019).

Technology in home organisation.

Technology is playing an important role in home organisation. Using apps to control kitchen inventories, having smart shelves that optimise storage are technological advances that facilitate the way people organise their kitchens and pantries (Zalis, 2018).



Figure 1 - Organisation.

(Own Source)

2.2. SWOT Analysis.

To evaluate the internal and external factors of the company and the industry, we decided to conduct a comprehensive analysis. This analysis allows us to identify Weaknesses, Threats, Strengths, and Opportunities, helping our decision-making process (Corporate Finance Institute, s.f.) Peterdy (2024).

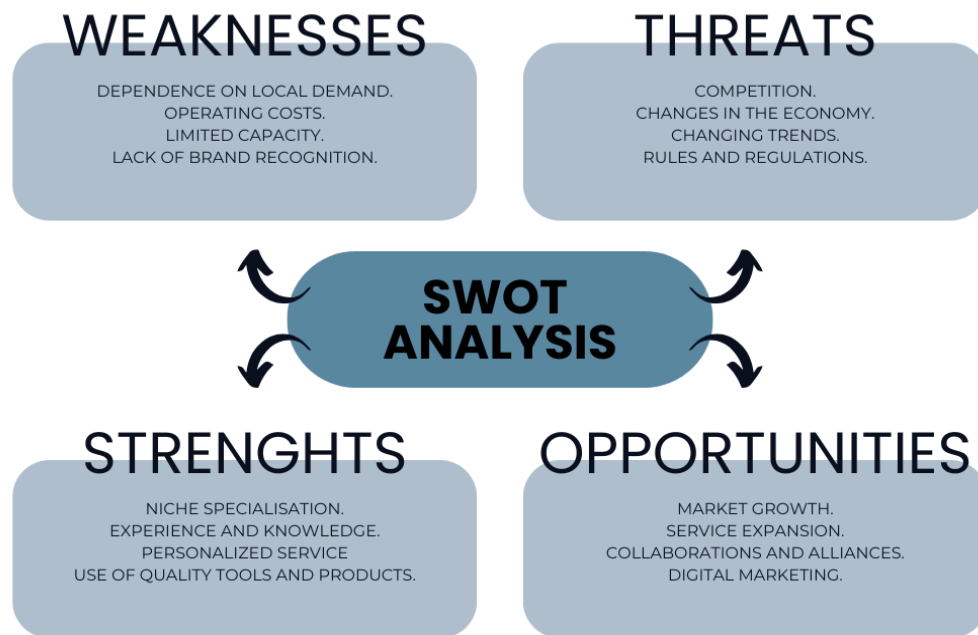


Figure 2 - SWOT Analysis.

(Own Source)

Strengths:

The specialization cultivates an organised pantry and kitchen which aids in providing specialized and high quality service. The group possesses experience and expertise in applied organisation methods which assures satisfactory effective results for clientele. Providing customized services that cater to the specific needs and preferences of each customer. The use of top level instruments and products improves the effectiveness and durability of the implemented solutions.

Weaknesses:

The company can be overly reliant on the local market which limits its growth potential. Spending money to buy quality tools and products can become a costly business. A small team can create a backlog of projects that have to be completed. A new company is usually at the initial phase of its lifecycle, hence there is no brand equity or recognition in the market.

Opportunities:

Rising organisational services due to rapidly growing trends of minimalism and tidiness. Extendable services to different sections of the home or even virtual consultation. Partnerships with furniture and interior decorating stores or even moving companies to offer holistic service packages. Implement digital marketing strategies to boost brand visibility and draw in more potential clients.

Threats:

Presence of other companies providing similar services in the same geographic region. Economic factors that may affect consumer purchasing power and, consequently, the need for services. Changes in organisation and design trends that may require continuous adaptations. Potential changes in rules and regulations that impact business operations.

2.3. PESTEL Analysis.

The political, economic, social, technological, ecological, and legal factors that can influence the business environment are explored by examining these six categories (Peterdy, 2022).

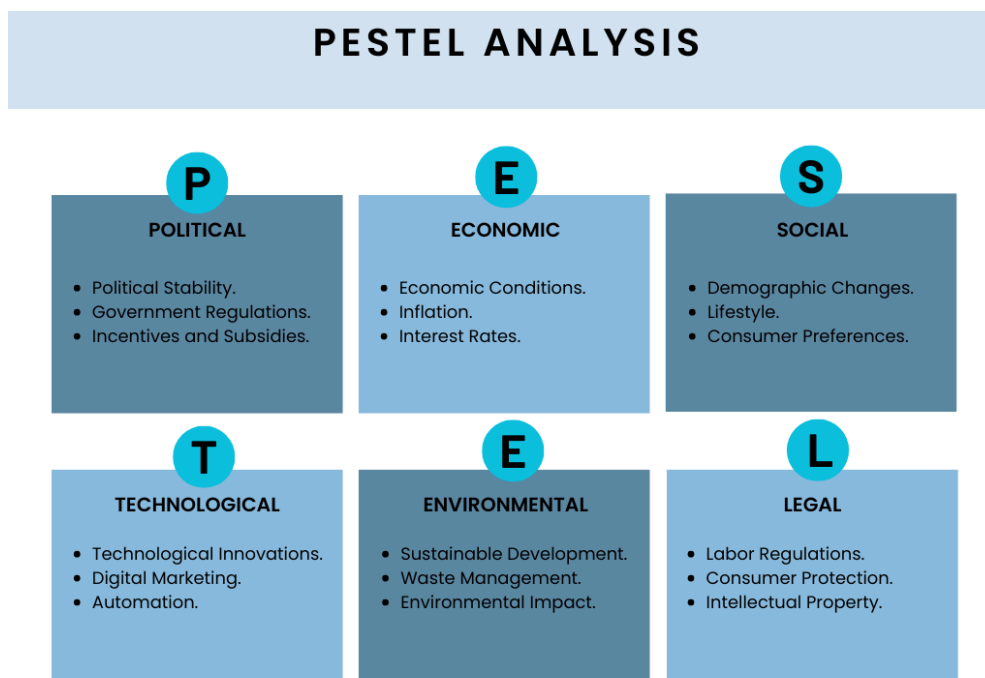


Figure 3 - PESTEL Analysis.

(Own Source)

Political:

Spain is a country with moderate political stability, providing a relatively secure business environment. However, regional tensions, such as in Catalonia, can affect the awareness of stability. The principle of health and safety at home can affect how you offer organisational services. It is necessary to maintain an eye out for adjustments to these principles. The government of Spain provides several different types of assistance and subsidies for entrepreneurs and small businesses. This may prove to be a benefit to your business development.

Economic:

Spain's general economic conditions, such as employment rates and purchasing power of consumers, influence the organisational services needs. Economic recovery from the COVID-19 pandemic can have a positive influence. Inflation can influence the cost of operation and the cost of products utilized in the organisation. It is extremely crucial to track the inflation level to adjust the cost and prices. Interest rates can influence the financial capability of the company. Currently, the interest rate of the euro area remains quite low and therefore can create good conditions for lending.

Social:

Increasing trends towards a minimalist and organised lifestyle can propel the demand for organisational services. Consumers are increasingly interested in options that optimize the efficiency and beauty of their homes. Consumer preferences and expectations regarding home organisation and design can change, and service delivery can change.

Technological:

New organisational tools and technologies can improve the efficiency and quality of services. The use of project management software and design applications can facilitate the organisational process. The use of social media and digital platforms to promote services and attract more customers. Digital marketing is important for achieving greater visibility and welcoming new customers. The ability to automate certain aspects of the service, such as inventory management and space planning. The rise of virtual reality technology can offer visualization of organised facilities.

Environmental:

Growing concerns about environmental stability can impact the needs of products and services. Proposals regarding organisational decisions contribute to reducing waste, and the use of engineered materials can make a difference. Waste management rules and practices can affect the organisation and disposal of products in food storage rooms and kitchens. It is important to follow local waste management principles. The company can benefit from environmental practices and the support of a sustainable organisation. This can attract customers by implementing environmental standards.

Legal:

Labor rules affect employment and management. It is of the highest priority to comply with Spanish labor laws to avoid fines and ensure an ethical workplace. Consumer protection regulations ensure the quality and safety of the services provided. Ensuring that services comply with consumer protection principles is important to maintaining customer trust. Principles related to intellectual property may affect the use of some tools and technology in the organisation. It is important to protect your innovation and projects.

2.4. PORTER 5 FORCES Analysis.

The following analysis addresses the conclusion of the Five Porter Force: rivalry among competitors, threat of new entrants, threat of substitutes, bargaining power of buyers, and bargaining power of suppliers (Gratton, 2025).

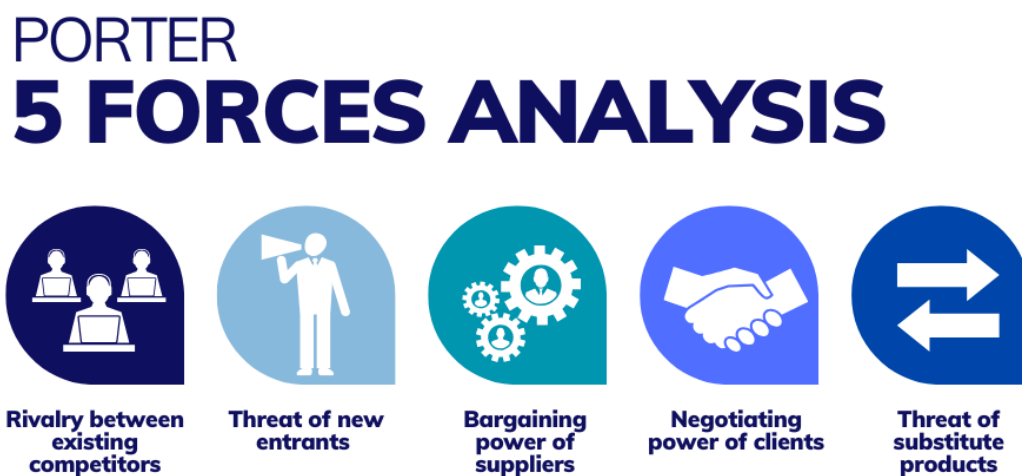


Figure 4 - Porter 5 Forces Analysis.

(Own Source)

1. Rivalry between Existing Competitors:

In the Spanish market, there are multiple companies offering home management services, which increases direct competition in the sector. However, the ability to discriminate by bedrooms and kitchens, the use of high-quality products, and tailored care counters this strong force, as it is centered on a value that is difficult to imitate. Alternatively, customer switching costs are relatively low, and they can easily switch providers without much hassle if they offer better options. Despite this factor, the organisation services sector maintains a stable growth trend, driven by the trend toward more organised and minimalist living. This increase in demand contributes to reducing competition between companies, as it generates new business opportunities and simplifies customer acquisition.

2. Threat of New Entrants:

The barriers to entry in the space management industry are very limited. This is because entrance does not require a large initial amount of capital nor the application of new age technology which may be beneficial for competitors trying to emerge. Nevertheless, new entrants still face challenges. Customer loyalty is very important since serving customers well along with building a good reputation can help retain clients and make it more difficult for new competitors to enter the industry. Moreover, in this line of business, getting access to distribution channels like furniture and interior design stores can be a major distinguishing factor that adds value and improves the firm's position in competition.

3. Bargaining Power of Suppliers:

The industry for space organisation is characterized by numerous suppliers of organisation tools and products, which decreases their bargaining power because many alternatives are available. However, the quality of the materials supplied is critical in ensuring the service is delivered excellently and could increase bargaining power for those suppliers who offer exceptional goods. Replacing a supplier, however, comes at low costs, especially when there are many options in the market. In addition, the possibility of backward integration, that is,

self-manufacturing some products used in the organisation, can lessen dependence on suppliers and further enhance competitive edge for the firm.

4. Negotiating Power of Clients:

Clients' influence in the organisational domain rests on various aspects. If the clientele has a wide variety, their negotiating power is usually low because a company does not rely heavily on a small group of clients. Still, many clients might be price sensitive, especially if they consider the services to be discretionary. That is why, to retain and capture this group of consumers, offering lower prices and appealing packages at superb prices. The existence in the market of various alternatives and competitors increases the clients' negotiating power, thus making it very important to differentiate services and offer additional benefits in order to reduce exposure to such threats. In addition, well-informed clients tend to have sophisticated negotiating skills; in these, the context trust can be strengthened with the company by providing clear and transparent information about the services offered which diminishes their control.

5. Threat of Substitute Products:

In the field of space organisation, there are a variety of alternatives to professional services, such as self-organisation, the use of digital organisation applications, and comprehensive cleaning services. The quality-price ratio of the services provided compared to these alternative options plays a crucial role in customer perception and the danger posed by equivalents. Providing a tailored, high-quality service can significantly reduce this threat, as it offers additional value that is difficult to match with more conventional alternatives. Furthermore, keeping up with the latest organisation trends and opting for creative solutions allows you to stand out even more and minimize the risk of customers choosing substitutes over specialized professional services.

2.5. Competitors.

In the home organisation and pantry storage business, there are three broad categories of competition: home organisation firms, storage solution manufacturers and distributors, and kitchen planning interior design services.

The Home Edit and Neat Method are the most prominent, both of which are internationally well-known for transforming residential spaces into functional and aesthetically pleasing spaces. The Home Edit, was founded in the United States by Clea Shearer and Joanna Teplin, has become a benchmark for kitchen and pantry organisation because of its focus on visual grouping and aesthetics, uniting function and a streamlined appearance. Their fame has been boosted by an enormous social media following and TV shows, in which they demonstrate how organisation can improve the quality of life and health at home.

Neat Method is a global franchise with professional organisation services in various home areas, with expertise in organising the kitchen too. Its product specializes in personalized solutions that integrate functionality and design, responding to the client's needs and lifestyle. Neat Method believes in sustainable and visually pleasing systems that enable its clients to change from disorganised spaces to organised and comfortable spaces.

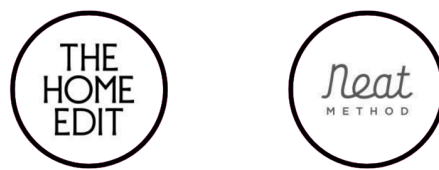


Figure 5 - Logo “The Home Edit” and “Neat Method”.

(Own Source)

Both companies are among the industry's leading trends, with an emphasis on functionality, beauty, and customization of home organisation.

The leading manufacturers and distributors of home storage solutions are IKEA and El Corte Inglés:

IKEA, is a Swedish multinational company that offers home organisation products. Its solutions are recognized for their functional design, versatility, and affordable prices, allowing any space to be optimized and customized.

El Corte Inglés, is a Spanish company, known for selling a several selection of products and accessories for home organisation, including specific storage systems for kitchens.



Figure 6 - Logo “El Corte Inglés” and “Ikea”.
(Own Source)

In kitchen planning and interior design services, companies such as Schmidt Cocinas and Santos Cocinas are the most well-known. Schmidt Cocinas is a made-to-measure kitchen designing and manufacturing specialist, offering full solutions from space planning to the internal organisation of cabinets and pantries, so that every project can be adapted to the individual requirements and preferences of the client.

Santos Cocinas is a kitchen furniture design and manufacturing firm in Spain that also prioritizes functionality and space optimization, with personalized consultation to achieve proper organisation according to the requirements of each household. Both companies incorporate design, functionality, and personalized service, making it possible to manufacture useful, attractive kitchens that are entirely adapted to the lifestyle of their users.



Figure 7 - Logo “Schmidt Cocinas” and “Santos Cocinas”.
(Own Source)

| COMPETITORS | | | |
|-------------|-------------------|---|--------------------------|
| | HOME ORGANISATION | MANUFACTURERS AND DISTRIBUTORS OF STORAGE SOLUTIONS | INTERIOR DESIGN SERVICES |
| COMPANY | THE HOME EDIT | IKEA | SCHMIDT COCINAS |
| | NEAT METHOD | EL CORTE INGLÉS | SANTOS COCINAS |

Figure 8 - Competitors

(Own Source)

These conducted analyses give The Organised Pantry a strong strategic foundation. They enable us to react to the environment and anticipate our needs in order to act quickly, positioning the company as a reference in practical, aesthetic, and functional solutions for the organisation of kitchens and dining areas. This thorough understanding of the market strengthens our vision and motivates us to keep innovating with a customer-focused and continuous improvement focus.

3. Value proposition and Business Model.

Like in any start up project, we need to define our initial business model following the conclusions of the strategic and market analysis. In this chapter, we will analyze in detail the Value Proposition of “The Organised Pantry”, and anticipate some of the remaining characteristics of its business model.

As in Osterwalder et al (2010), we develop our Value Proposition along the following lines: each customer segment has a general profile with the jobs, pains and gains associated with the needs they have to solve. Once these are specified, we design our value proposition as a way of solving our client’s jobs, mitigating their pains and increasing their gains, in a differential way of our competitors. This process can be represented using the Value Proposition Canvas:

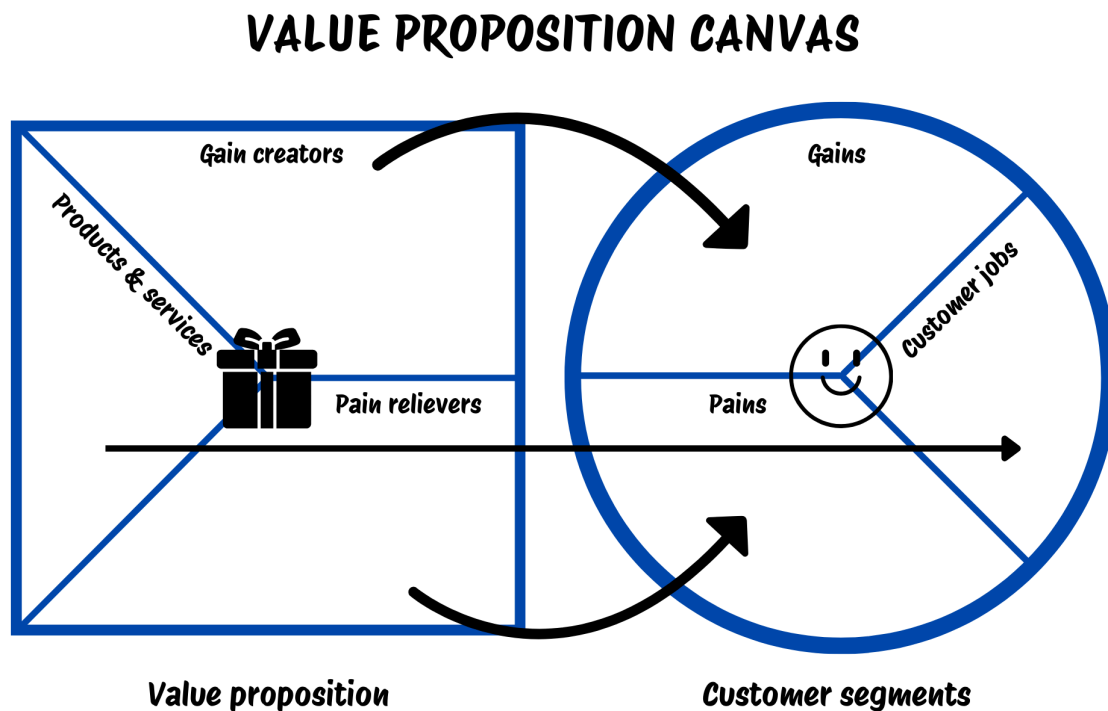


Figure 9 - Empty Value Proposition.

(Own Source)

3.1. Customer segments and profiles.

The Organised Pantry customers are busy adults who are interested in having a house in order and seek practical solutions to maintain it that way. Demographically, these customers are aged from 30 to 55 years, male and female, single, couple, or in a relationship, who might be living alone, with a partner, or with children of any age. They reside primarily in the city or suburbs, possess a middle or upper-middle socioeconomic status, and reside in apartments or houses, rented or owned.

Psychographically, they are working parents with stressful work schedules and parent shut-ins who cannot juggle parenting and work. They value harmony and well-being in their homes, but are irritated by chaos and insufficient time to organise them. They also prefer reading organisation, decorating, and lifestyle blogs on social media, seeking ideas and inspiration to improve their home life.

3.1.1. Customer segment.

- **Homeowners and renters:** that seek to optimize their pantry and kitchen space for better functionality and aesthetics.
- **Busy professionals and working parents:** with limited time who need an efficient, well-organised kitchen.
- **Health-Conscious Individuals:** that prioritize structure spaces for meal prep.
- **Minimalist and organisation enthusiasts:** that value decluttered, visually pleasing and well-arranged kitchen space.

3.1.2. Customer profiles (Jobs, Pains and Gains).

The ideal client profile for a kitchen and pantry organisation company generally corresponds to people between 30 and 55 years old, with a medium-high or high socioeconomic status, who live in urban or suburban areas. These individuals typically have a dynamic routine, whether due to professional or family commitments, or both, who want to optimize their time and keep their home tidy without sacrificing design. This audience is typically interested in organisation, productivity, and lifestyle issues and is willing to invest in services that simplify and improve their daily lives.

VALUE PROPOSITION CANVAS

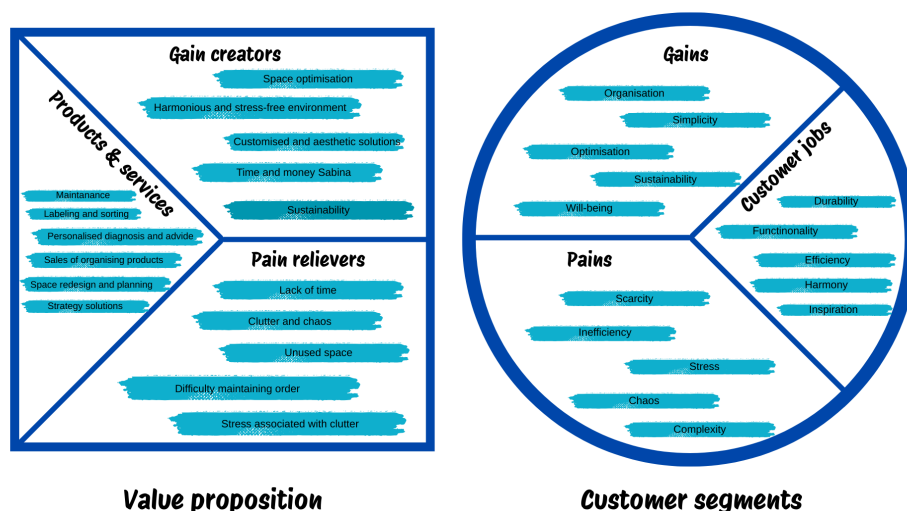


Figure 10 - Value Proposition Canvas

(Own Source)

Jobs:

Buying habits of our target audience are characterized by a continuous search for an orderly and organised home in spite of busy lives. They like practical and long-lasting organising solutions that enable them to save time on domestic chores as well as time spent while shopping. They also turn to home well-being and organisation for advice and inspiration and realize that one needs to bring aesthetics and functionality together in their daily surroundings to achieve a balanced and smooth environment that suits their dynamic lifestyle.

Pains:

Among the principal problems our customers have are insufficient time to organise and maintain home cleanliness, as well as inefficient or wasted space in the kitchen and pantry. This causes frustration and tension with clutter and the accumulation of unwanted goods, and it results in a persistent feeling of disorganisation or lack of control in the home. Besides, most families cannot attain organisational products that are easy for all members to maintain, and thus the daily organisation of their home environment becomes even more difficult.

Gains:

Their aspirations and interests are centered around being able to enjoy well-organised, functional, and beautiful kitchens and pantries. They enjoy easy-to-clean organisation systems for entire homes, which allow them to save time and be less stressed in their daily lives. They also desire to reduce food waste and increase shopping control, all in an effort to have more well-being and happiness by being able to enjoy a calm and efficient space in their daily lives.

3.1.3. Buyer persona.

To ensure an effective marketing strategy and a personalized approach to service, a clear profile of the company's buyer personas, or ideal customers, has been defined. These profiles represent the market segments most likely to hire kitchen and pantry organisation services and allow for tailoring both communication and service design and the customer experience to their actual needs. This makes it possible to offer more relevant solutions, improve satisfaction and loyalty, and optimize resources allocated to customer acquisition and service.

Candela, the organized homeowner:

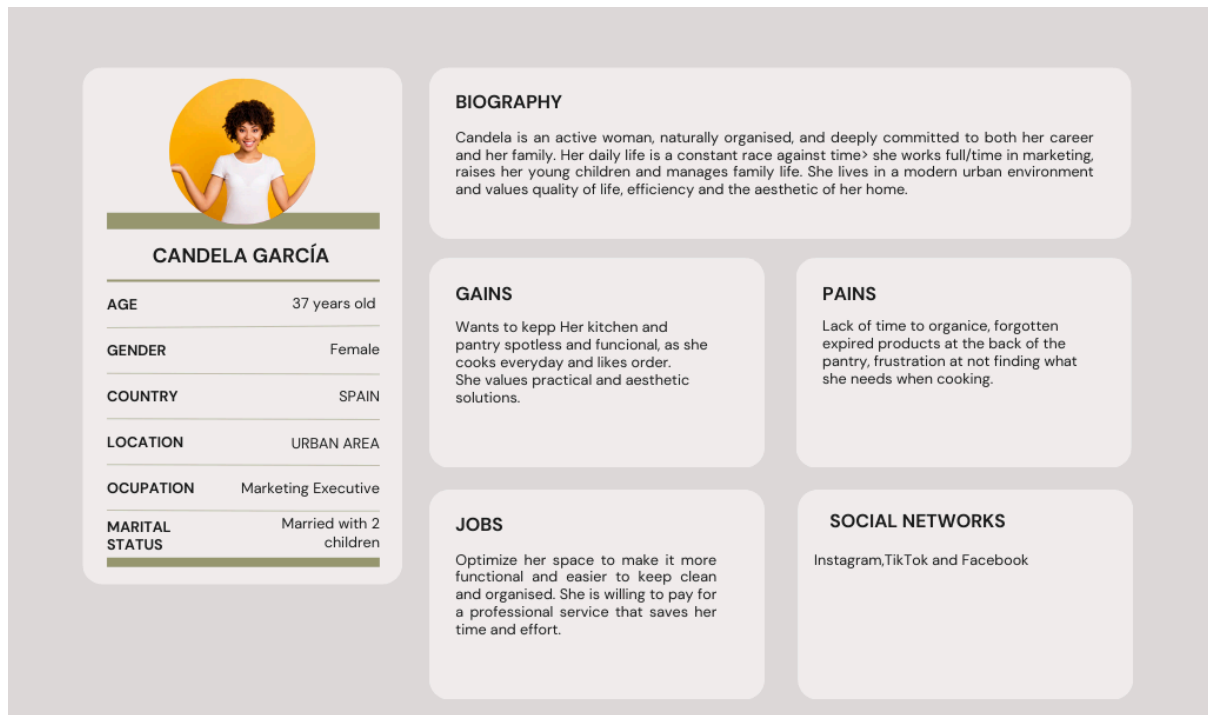


Figure 11 - Buyer Persona Candela García.

(Own Source)

José, the practical landlord:

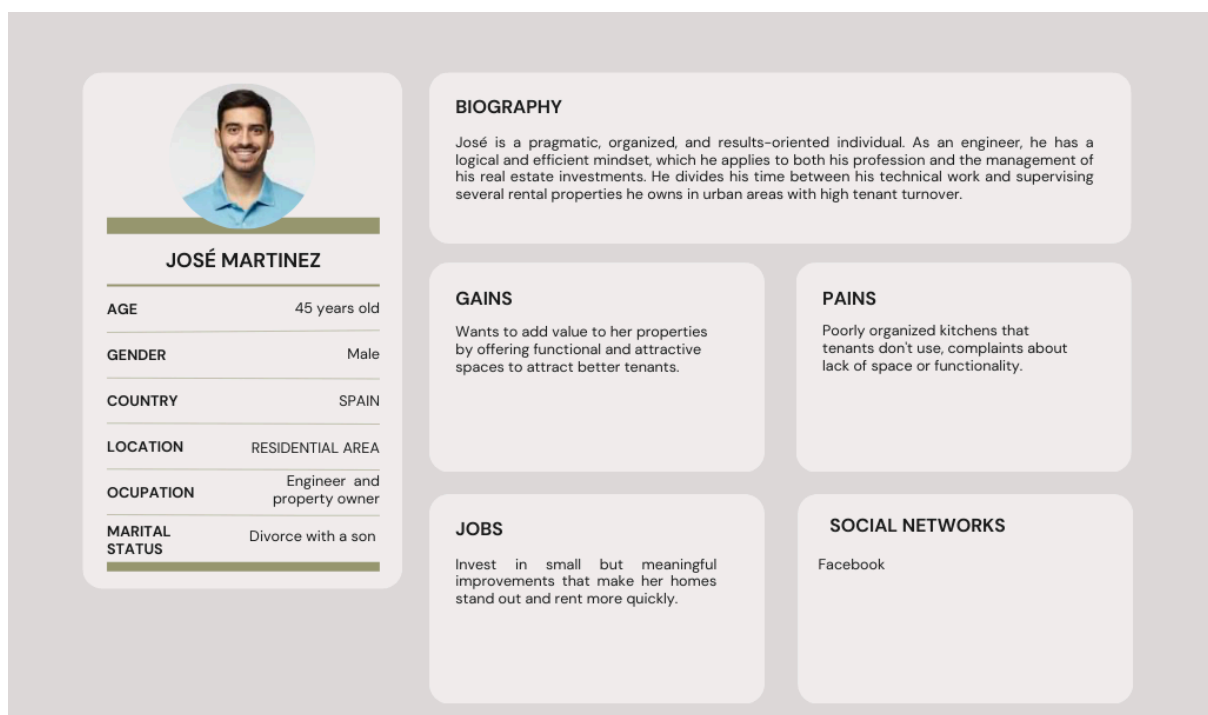


Figure 12 - Buyer Persona José Martinez.

(Own Source)

3.2. The value proposition.

This section will help us to directly link our offerings with our clients' actual needs, ensuring that our goods and services have a meaningful and unique impact. To do this, we start by identifying and comprehending our client segments, or the various groups of people who may benefit from our kitchen and pantry organisation solutions. Then we created more detailed profiles of these clients by analysing their jobs, pains, and gains, which helped us understand not only what they are looking for but also what they are unable to find and what they value most when they do. Finally, we create a buyer persona, a fictional representation of our ideal client that combines all of these components into a clear and useful profile to guide our marketing, product design, and communication strategies.

From this deep understanding of the customer segment, The Organised Pantry can create a valuable proposal that not only solves actual problems but also creates positive, lasting experiences that are in line with our target audience's expectations and motivations.

Our firm offers customized kitchen and pantry planning and optimization services, with the aim of transforming daily spaces into functional, beautiful and sustainable spaces. We specialize in offering a unified experience that combines clever design, functionality and lasting positive impact on our clients' lives.

This proposal meets the active adults' needs, desires, and pain points, which are all about ordering, efficiency, and wellness in one's own home, making life simpler, more lovely, and more sustainable.

The heart of our value proposition relies on space and function maximization, creating structured kitchens that make meal preparation and planning daily shopping easier. We offer an organised and stress-free environment, removing kitchen clutter with intelligent design that results in a more peaceful home. Our solutions simplify saving time and money for busy individuals and families by streamlining ingredient finding and reducing food waste. We also design personalized and visually appealing pantries that fit the lifestyle and taste of every individual client. And lastly, but no less important, we make the process sustainable through the application of eco-friendly storage systems, reusable containers, efficient solutions, and

waste reduction processes. We get to take care of the entire organisational process from planning to actualization so that the client can't worry nor spend extra time, thus averting their time crunch.

We eliminate clutter and disorganisation by removing unwanted products and reconfiguring areas so that they are easy to maintain and a pleasure to use. We reorganise the pantry and kitchen to make every inch available, eliminating wasted or inefficiently used space. We install easy-to-use and logical systems which allow the entire household to maintain order with ease. We transform the kitchen into a productive and serene space eventually, reducing the aggravation caused by clutter and improving the quality of everyday life. We offer a comprehensive service beginning with a customized diagnosis and consultation, assessing each client's space and needs to develop the ideal organisational solution.

Redesign and space planning are done by us, creating custom storage systems using function and beauty. We install storage systems, including the installation of environmentally friendly shelving, containers, dividers, and accessories. We also install labeling and categorized organisation systems to enable access and daily maintenance. We provide maintenance and monitoring services, with adjustments and ongoing consulting to ensure the effectiveness of the system over time. Finally, we provide the sale of organising products, offering environmentally friendly and custom containers, labels, and accessories to complete the organisational experience.

3.3. The Business Model.

This section describes the model by which the company will operate, structuring its resources, activities and key relationships.

3.3.1. Business Model Canvas.

To organise and model my startup's business model, I will use the Business Model Canvas suggested by Osterwalder et al. (2010). This strategic tool will facilitate the visualization, analysis, and comprehensive design of the key elements of a business model in nine fundamental blocks. Its pragmatic and visual method allows me to identify opportunities and formulate precise value propositions, which I believe is a perfect technique for my project.

As we have developed the Value Proposition in this chapter, we'll now address the remaining areas of the Business Model Canvas. However, we consider it relevant to preview some of the results to demonstrate the overall coherence of our business model and how each component strategically aligns with our core proposition.

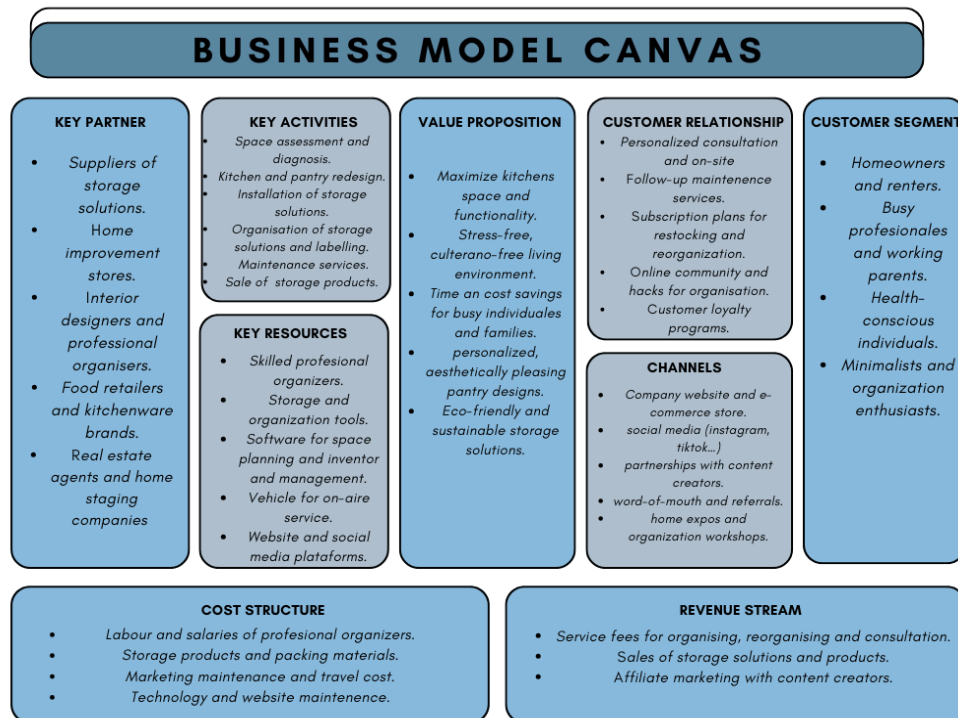


Figure 13 - Business Model Canvas

(Own Source)

1. Channels.

The Organised Pantry uses several channels to connect with consumers and strengthen its position in the market. The company's website will be a central point for showcasing services, scheduling consultation visits, and marketing storage solutions. On social media, the company shares engaging content, before-and-after images, and helpful tips to connect with and educate consumers. In addition, it collaborates with content creators such as home organisation bloggers and influencers to promote both products and services through sponsored posts and brand collaborations. It enables word of mouth and referrals by delighted customers through referral programs, and participates in home exhibitions and workshops to demonstrate its expertise, establish credibility, and acquire new customers.

2. Customer relationships.

Client relationship is based on a customized strategy, such as consultations and home visits to review the kitchen space, understand individual needs, and suggest customized organisational solutions. Regular maintenance services are offered to maintain the system organised and in harmony with the client's changing needs. On a monthly or quarterly subscription plan, restocking and reorganisation of pantries and kitchens are offered to maintain them at top condition at all times. A live online community is sustained via blogs, social networking groups, and newsletters, trading organisational hints and tips and encouraging clients. Rewards schemes are implemented to engender loyalty by means of repeat business, word-of-mouth recommendations, and enduring relationships.

3. Revenue stream.

By source of revenues, the company gets revenues from consultancy and organisational fees, both off and online. Selling storage products and solutions, which include shelving, labels, and containers, is another central source of income. Pantry maintenance subscription offers recurring revenue, and this is complemented with affiliate marketing in the form of earning commissions upon promoting products by content creators focusing on home organising.

4. Key resources.

To operate effectively, the company relies on critical assets such as trained professional organisers in their line of work, storage equipment and supplies to optimize space, and advanced inventory planning and management software. It also relies on home service vehicles and a strong web presence through its website and social media pages for sales and booking and management of marketing.

5. Key activities.

The Organised Pantry offers an entire package of expert services for kitchen and pantry organisation and optimisation that is tailored specifically to the needs of each customer. The process begins with a space diagnosis and analysis, where a thorough observation is made to ascertain storage requirements, clutter, or layout deficits. A customised report is completed with particular recommendations for improving functionality and design. In kitchen and

pantry remodeling, customized designs are made that maximize the utilization of available space to fit the client's lifestyle and preference. Practical and aesthetic solutions are designed for large and small kitchens, built-in pantries, and limited storage spaces.

The storage solutions installation includes installing customized systems such as shelving, pull-out units, and vertical organisers using quality products and sustainable materials to ensure durability and functionality. There are designated places for food, utensils, appliances, and cleaning supplies to optimize kitchen workflow.

In product labeling and organisation, all products are categorized and grouped, providing an appropriate place for each category and adopting individual labeling systems for ease of identification and accessibility. Specific solutions are available for storing bulk, canned, and perishable foods to promote organisation and reduce food wastage.

The work is followed up with regular maintenance, with periodic checks to guarantee that the organisational system is up and running and effective. The design is re-arranged and re-crafted according to the evolving needs of the client or the addition of new products, and more instructions are offered so the client can continue the work by himself.

Finally, The Organised Pantry offers a range of personalized storage items such as labeled jars, baskets, drawer dividers, and module systems, all made from a variety of materials and with features to suit the style and size of each customer's project.

6. *Key partner.*

The Organised Pantry has a strategic network of key partners which supports its value proposition. Storage solution supplying companies offer essential materials like shelving, bins, and modular units, which are the core of all organisation projects. Home improvement stores not only sell materials for customized solutions but can also be a source of referrals for customers seeking to organise their space. Similarly, collaborations with interior designers and professional organisers are established to service projects wherein organisation is the main theme of the design. Collaborations with food businesses and kitchen appliance makers are beneficial for merchandising kitchen organising solutions, while home stagers and real

estate agents refer clients to The Organised Pantry to depersonalize and stage homes for resale, making them more marketable to potential homeowners.

7. *Cost structure.*

Cost structure-wise, the major cost of the company is remuneration for its team of professionals, as well as the acquisition of storage equipment and packing materials necessary in each project. Added to this are marketing and maintenance, as well as travel costs, which include advertising services, maintaining the company image, and transporting the team to clients' homes. Finally, there are technology and web maintenance expenses encompassing both the software program utilized for project planning and management and also the electronic tools allowing the firm's daily operations and web presence.

This business model offers personalized kitchen and pantry organisation services, aimed at homeowners, renters, busy professionals, and people who value order and functionality. It leverages storage tools and technology to provide practical, aesthetic, and sustainable solutions. Revenue comes from organisation services, product sales, and affiliate marketing using digital channels, social media, and strategic partnerships. Its key advantages include space customization, time and money savings, an eco-friendly approach, ongoing support through subscriptions and an online community, expanded reach through partnerships, and customer loyalty through rewards programs.

4. Marketing plan.

This chapter of the project focuses on developing strategies to position the company in the market, attract customers, and consolidate its presence through communication and marketing actions.

4.1. Marketing Mix 4P's.

This section aims to establish how these four key elements are structured to position the offering in the market and attract the target audience (Kenton, 2024).

Marketing mix: 4P'S Analysis



Figure 14 - Marketing Mix 4P's

(Own Source)

Service:

- **Service description:** The company provides pantry and kitchen renovation services, including space organisation, installing storage systems, and maximizing functionality and beauty.
- **Differentiation and quality:** The services stand out due to their excellence, personalized service, and utilization of high-quality tools and products. Specialization in pantries and kitchens enables them to offer real and effective solutions.
- **Variety of services:** In addition to the physical structure, services such as online consultation, organisation workshops, and regular maintenance can be provided.
- **Brand and reputation:** Building a good, reliable brand is crucial. Customer satisfaction and word-of-mouth are the pillars of the success of the company.

Price:

- **Pricing Strategy:** Implement a competitive pricing strategy that represents the quality and value of services. A variety of service packages can be offered to suit diverse budgets.
- **Discounts and Promotions:** Providing referral discounts, seasonal offers, and service packages has the potential to attract a greater number of customers.
- **Transparency:** Maintaining a clear and transparent pricing policy is essential to foster consumer trust.

- **Perceived Value:** Ensure that consumers perceive the value of services compared to the cost paid. This includes excellence in workmanship, longevity of solutions, and optimization of space utilization.

Place:

- **Geographical extent:** The company begins by serving some areas in Valencia with high organisation service demand. As expansion, there is an opportunity to consider covering other areas.
- **Accessibility:** Facilitate the convenience of customers in reaching the services via various platforms, e.g., online reservation and good customer care.
- **Logistics:** Refine logistics to ensure services are implemented efficiently and timely. This includes inventory control and team coordination.

Promotion:

- **Communication Strategy:** Develop an integrated communication strategy with online marketing and social media advertising.
- **Valuable Content:** Develop valuable content, such as blogs, video tutorials, and organisational manuals, in order to win and educate prospective clients.
- **Public Relations:** Build relationships with local media and content creators to become topical and enhance brand presence.

4.2. Price and Sales policy.

The company applies a segmented pricing strategy, designed to meet different needs and budgets within the same target audience. This strategy allows it to offer differentiated services simple or complete reorganisations and reorganisations that cover both maintenance and the creation of solutions from scratch, thus adapting to each client's willingness to pay and value expectations.

The pricing model combines a perceived value-based approach of clients to pay more for comprehensive, turnkey solutions and a cost structure ensuring that each service is profitable and sustainable. This combination ensures competitiveness, flexibility, and the ability to maximize profits, while offering a clear and justified proposition for each client segment.

Price segmentation, by offering different levels and packages, not only increases customer satisfaction and market share but also allows the company to adjust its offering and prices according to the demand and profile of each user, reinforcing the sustainability of the business model.

The pricing structure of our services is based on a mixed strategy, combining two key approaches:

- **Cost-plus pricing:** We consider the costs involved in providing the service and add a margin.
- **Perceived value:** We adjust our prices based on the added value that each option represents for the client.

The Organised Pantry offers two service modalities:

Simple organisation: It's only about organisational setup of the space (kitchen or pantry) according to the objects and products the client already owns. There are no new organisational products included in the service. It's the best option if you want to optimize your space in a practical and economic way, without having to spend extra money on new products.

Price: 95€

Full organisation: Includes complete organisation of the space, as well as the supply of basic organisational products (bins, labels, dividers, etc.) selected and adapted to the client's needs and available space. With this option, you get a turnkey solution, without worrying about searching for or purchasing additional products.

Price: 145€

Additional Services:

In addition to our main services, we offer two additional services designed for those who have already organised their space and want to keep it in top condition:

Simple Reorganisation: This service is a quick review and re-organisation of an area that has already been established, using only existing supplies and materials. This is the ideal option to refresh your organisation and maintain things in order in a sensible and budget-friendly way.

Price: €45

Full Reorganisation: This includes a comprehensive review of your space, with adjustments and improvements to the layout and use of existing organising products. If necessary, labels or small additional solutions can be added (new products not included). This service is perfect for those looking to optimize and update their organisation without starting from scratch.

Price: €55

PRICE TABLE

| SERVICE | PRICE | DESCRIPTION |
|-----------------------|-------|--|
| Simple Organisation | 95€ | Personalised organisation without storage products |
| Full Organisation | 145€ | Full organisation service with included storage products |
| Simple Reorganisation | 45€ | Basic maintenance of an already implemented organisation system |
| Full Reorganisation | 55€ | Full review, cleaning and readjustment of existing organisation system |

*Figure 15 - Price/Service Table
(Own Source)*

Policy on sales: Reservations at least 72 hours in advance must be made for our company, and reservations are confirmed on receipt of a payment of 50% of the overall price for services. Payment can be by bank transfer or cash. Reservations cancelled 48 hours before will receive the 50% deposit back. In case you cancel within less than 48 hours, the deposit will be non-refundable but you can reschedule the service once for free. You can reschedule twice for free, as long as you provide notice of a minimum of 24 hours. By utilizing our services, you are bound by these conditions of sale.

Service Policy: The approximate time is 2 to 3 hours for full organisation and 1 to 2 hours for reorganisation. The client must be available at the start of the service or leave good access information and wishes. Only the full organisation service includes basic organising materials, but the client may request additional materials for an additional fee. We provide absolute discretion and confidentiality of the client's house and personal belongings. You agree to this policy by using our services.

4.3. Consumer service and after-sales services.

Our goal is to guarantee friendly, efficient, and personalized service to all customers, from the first contact to the completion of the service, building trust, quickly resolving questions, and supporting the customer throughout the entire process. Available customer service channels include WhatsApp, with a response time of less than 24 business hours; email, for quotes, follow-up, and clarifications; Instagram and other social media, for visual information, quick contact, and direct messages; and phone, available by appointment only or by text confirmation. Our service standards include always friendly and nonjudgmental treatment regarding the condition of the home, active listening to understand the customer's real needs, use of clear and personal language, punctuality and fulfillment of commitments, as well as the resolution of questions before, during, and after the service.

Our After-Sales Service goal is to maintain customer satisfaction after the service, fostering loyalty and recommendations, ensuring the functioning of the implemented solutions, and offering support for long-term order maintenance. As for after-sales service actions, a 5-day follow-up is conducted through a brief WhatsApp or email consultation to verify satisfaction, listen to feedback, and answer questions. Free minor adjustments are guaranteed for 5 days after the service, allowing for corrections at no additional cost if something was not properly adapted. If potential improvements are detected during the setup, such as the need for additional containers, labels, or dividers, a personalized suggestion is sent by email or text. In addition, a quarterly reorganisation is automatically scheduled after 2-3 months to keep the system running optimally. Finally, there is a referral rewards program, where satisfied customers who recommend the service receive a discount on future interventions.

4.4. Positioning.

The positioning of “The Organised Pantry” is based on differentiating itself as a leading company in the functional, aesthetic and sustainable organisation of kitchens and pantries. Its focus is not only on organising spaces, but on transforming the experience of customers in their kitchen, optimizing accessibility, reducing waste and promoting well-being through order.

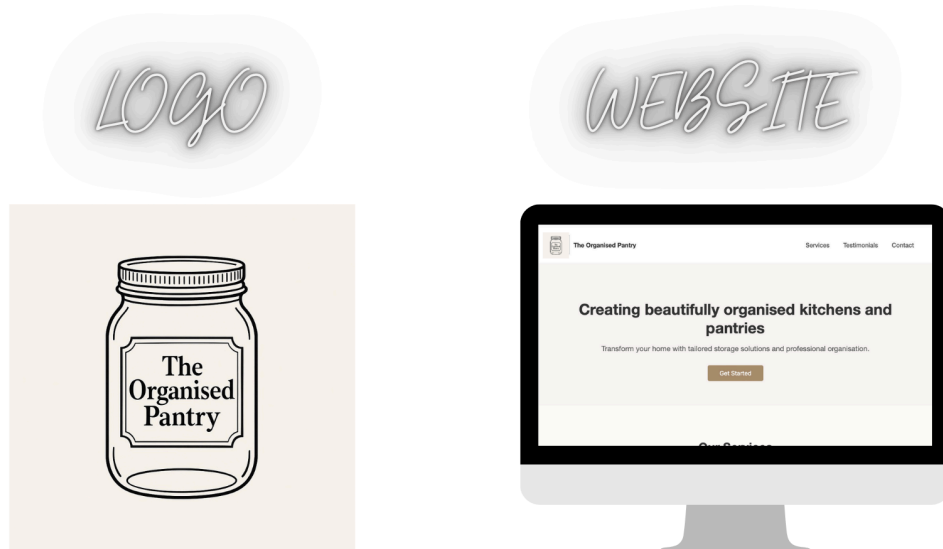


Figure 16 - Logo/Website Table
(Own Source)

Positioning proposal:

"The Organised Pantry" offers custom, eco-friendly and low-maintenance solutions for contemporary homes and hectic lifestyles, transforming kitchens and pantries into efficient, well-organised and aesthetically pleasing rooms.

Positioning pillars:

Functionality and space optimization.

- Each kitchen and pantry is designed to optimise available space and simplify daily tasks.
- Application of smart organisation techniques that adjust to the clients requirements.

Aesthetics and personalized design.

- Well-organised spaces that are not only practical, but also visually attractive.
- Use of containers, labels and material that complements with the design of the home.

Sustainability and responsible consumption.

- Encouraging thoughtful consumption by minimizing food waste through effective planning.
- Utilizing eco-friendly and reusable materials for storage solutions.

Personalised and accessible experience.

- Tailored guidance according to the customer lifestyle.
- Solutions tailored to several types of clients: families, busy minimalists and professionals.

Innovation and digitalisation.

- Use digital tools to visualise and plan spaces.
- Incorporate services such as pantry maintenance replenishment and subscriptions.

4.5. Communication strategy.

“The Organised Pantry” will be positioned as a realizable, creative and long-lasting solution for kitchen and pantry organisation with the support of a clear communication plan. To increase brand recognition and consumer loyalty, the emphasis will be on digital presence, community involvement, and partnerships with influencers and content creators.

Objectives of the communication strategy:

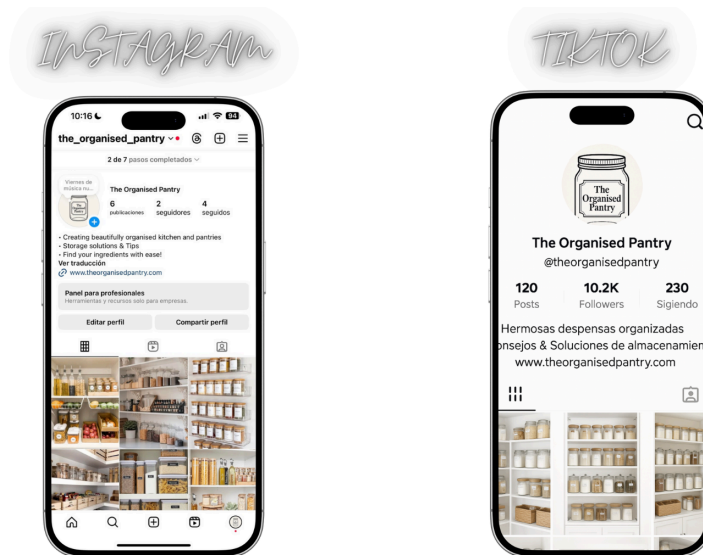
- Brand awareness: creating our company as the preferred brand for kitchen organisation will increase brand recognition.
- Lead Generation and sales: draw in new consumers and turn them into paying ones.
- Customer engagement and community building: use value/driven content to cultivate a devoted clientele.
- Leadership: establish the company as a leader in sustainability, minimalism and organisation.

4.5.1. Social Media.

The Organised Pantry's social media marketing strategy is founded on the use of quality pictures, informative posts, and interesting updates to have a strong following on platforms and engage with different segments of audiences.

On Instagram, visual inspiration and storytelling are the focus. It is to inspire followers with beautifully presented spaces, encourage engagement, and send traffic to the website. The content strategy is pantries transfigured from before-and-after images, carousel posts that outline step-by-step action, reels with quick organising tips, and shoppable posts that take followers directly to storage solutions. Pinterest boards are also constructed with kitchen design inspiration, decluttering guides, and sustainable storage solutions.

On TikTok, focus is laid on short, interactive, and informative videos to quickly gain popularity. Practical tips on how to maximize and organise the pantry space are given, trends such as "aesthetic restocking" with labels and transparent containers are tapped into, and time-lapse videos of pantry makeovers are posted. Viral challenges are also started, such as getting your pantry in order within a span of ten minutes, and duets and reactions are provided to clients' makeovers.



*Figure 17 - Instagram and Tiktok
(Own Source)*

4.5.2. Collaborations with influencers and content creators.

To establish brand recognition, credibility, and trust from consumers, influencer and content creator partnership will be paramount to The Organised Pantry. The core purpose will be to partner with interior design, sustainability, family life, lifestyle, and home organisation influencers who are able to be aligned with the brand values.

The objectives of influencer collaborations are to build brand awareness by reaching more individuals through trusted creators, encourage authentic changes through before-and-after photos to highlight the effectiveness of the services, generate engagement and sales by converting fans into customers, and forge a long-term collaboration of trust by engaging with creators who believe in the product.

Sponsored content is paid collaborations where influencers mention The Organised Pantry's products or services in their posts, such as Instagram reels, TikTok videos or YouTube shorts, showcasing pantry makeovers, organisational strategies, and what they think of the company.

I believe @By_velcheva and @Oh.mamiblu would be the best options to collaborate with our company and create content on social media, as both bring aesthetics, credibility, and values aligned with order and well-being. Both can create visually compelling and effective content

to promote home organisation products and services, as their profiles focus on combining their family lifestyles with organisation, cooking, and homemaking. This can reach different segments of our audience.

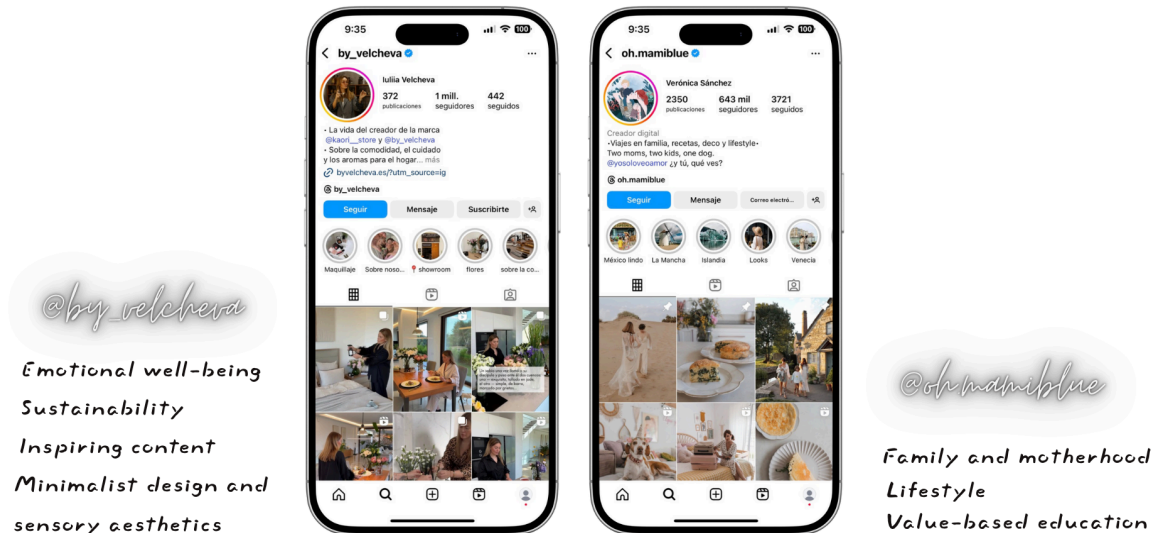


Figure 18 - Instagram profiles.

(Own Source)

4.5.3. Digital advertising.

An efficient digital advertising strategy will allow The Organised Pantry to increase its viability, attract new customers, and convert loyal customers into sales. To maximize reach and conversions, social media and remarketing campaigns will be combined.

In terms of social media advertising, the main objective is to attract potential customers and increase bookings. Key platforms such as Instagram and Facebook (MetaAds) will be used to display visual ads with before-and-after images of organised pantries. This visual and practical approach is especially effective for home organisation businesses, as it allows them to demonstrate tangible results and capture the attention of those looking for inspiration and solutions for their spaces.

The remarketing and email marketing strategy will focus on reconnecting with users who showed interest but didn't make a booking. Social media retargeting will be implemented,

showing personalized ads to website visitors. Additionally, authorized email campaigns with discounts and customer testimonials will be sent to increase trust and encourage booking. For those who abandoned their shopping cart or started a booking without completing it, reminders with special incentives will be sent to encourage conversion.

This combination of visual advertising, remarketing, and direct communications ensures that “The Organised Pantry” maintains a relevant digital presence, expands its reach, and converts interest into effective sales.

5. Installations and Operations.

This operating plan seeks to streamline our company's management by ensuring efficient logistics, trusted suppliers, a strategic location, and cutting-edge technology for its pantry and kitchen organisation services. With this model, the company has the ability to expand rapidly, optimise the customer experience, and differentiate itself from its competitors.

5.1. Installations and equipment.

The primary objective is to ensure uninterrupted service delivery through a highly qualified workforce and an efficient logistics mechanism. The Organised Pantry focuses on taking care of logistical aspects, assignment of tasks, and service quality.

Logistics begins with planning and evaluation, whereby the customer schedules a consultation to organise their needs. A personalized organisational system is developed, and items needed for it are ascertained. Supply of material is arranged through buying containers, labels, and other organisers. The team proceeds to organise the customer's kitchen and pantry according to the planned arrangement. Before delivery, there is quality control to ensure functionality and appearance of the end product. Finally, after-sales services are offered to ensure customer satisfaction and meet any additional needs.

Software such as Google Maps will be used to map out the most efficient routes and service times, and software such as Simplybook will be used to handle appointments so that an efficient and customer-centric business is maintained.

5.2. Suppliers.

Among our top priorities is having excellent sources of functional and sustainable kitchen and pantry organisation items. We get our supplies from various types of suppliers, ranging from container and organiser manufacturers of modular and green products to companies offering reusable and biodegradable labels and signs.

5.3. Location.

In the initial phase of the project, the opening of a dedicated retail space is not contemplated. Instead, the entrepreneur will use private facilities that provide the necessary characteristics for logistics preparation, storage of organisational materials, and administrative management of the service. This decision optimizes resources in the initial stages of the business, reducing fixed costs and offering greater operational flexibility. Since the service is primarily provided at the client's home, in-person service at a physical establishment is not required, making this operating model viable on a temporary basis.

Later, when the volume of work and demand justify it, the opening of a dedicated customer service space, a showroom, or an independent logistics point will be considered. It will also have storage space to improve product logistics and will be located in an accessible location with excellent transportation connections. As we are in a growth phase, our main objective is to start with a hybrid model that includes a virtual office. Thus, the administrative team will operate remotely to reduce operational expenses.

The following are our criteria for selecting a future location:

- Close to potential customers in high-value residential areas.
- Access to suppliers and warehouses for more efficient product distribution.
- Flexibility for development, enabling expansions without high costs.

5.4. Technology.

To increase efficiency, improve the customer experience, and optimize internal administration, The Organised Pantry will integrate digital resources into all its key processes.

Customer relationship management (CRM) software such as HubSpot will be implemented, facilitating query management, customer follow-up, and email monitoring for appointment notifications and after-sales service, centralizing information and streamlining customer service.

For online bookings and transactions, Simplybook will be used, allowing customers to easily book and pay through an intuitive and professional system.

For inventory and supplier management, ClickUp will be the tool of choice for product tracking and restocking control, including low-stock alerts to prevent service delays and always ensure material availability.

The digital marketing and social media strategy will rely on Meta Business Suite for targeted campaigns on Facebook and Instagram. Canva will be used to design impactful posts, while Facebook Pixel will allow for analyzing web traffic and adjusting strategies in real time, optimizing advertising investment and customer acquisition.

6. Human Resources and organisation.

Proper human resource management is essential for the smooth operation of our kitchen and pantry organisation. This section addresses job descriptions, hiring criteria, organisational structure, compensation policy, and the use of outsourced services, with the goal of ensuring an efficient, motivated team aligned with the business's values and objectives.

6.1. Job description and analysis.

Our company, specializing in kitchen and pantry organisation, aims to transform these spaces into functional, aesthetic, and sustainable environments that improve our clients' quality of

life, promoting order, efficiency, and well-being in the home. The main position within the company is Kitchen and Pantry Organiser, whose goal is to plan, design, and execute customized organisation projects tailored to each client's needs and preferences.

Responsibilities include evaluating the space and conducting a detailed inventory of the items to be organised, designing customized solutions that consider the client's layout, home style, and habits, and selecting and providing appropriate organisational materials and products, such as containers, labels, and dividers. Additionally, the organiser implements the organisation plan, reorganising items in a logical and functional manner, and advises the client on long-term organisation through personalized advice. They also provide post-service follow-up to ensure customer satisfaction and offer minor adjustments if necessary.

This role requires outstanding organisational and planning skills, creativity in designing customized solutions, excellent communication and client interaction skills, up-to-date knowledge of organisational products and materials, as well as autonomy and meticulous attention to detail. The organisational structure is headed by the founder, who is responsible for the business's strategic vision, marketing, and client relations.

The organiser handles the direct execution of projects, and, if necessary, an assistant can assist with administrative tasks, logistics, and communications. The values that guide our company are organisation, customization, aesthetics, sustainability, and professionalism. We are committed to creating organised and functional spaces that simplify our clients' lives, tailoring our services to their individual needs and tastes.

We seek to design visually appealing environments that convey harmony and well-being, while also promoting responsible consumption through the use of eco-friendly materials. Finally, we guarantee reliable, efficient, and high-quality service.

6.2. Hiring criteria.

The hiring of personnel and future associates will be established based on certain criteria that ensure quality, personal attention, and consistency with the values of the firm. The criteria will ensure that each one of the staff has the vision of well-being, order, functionality, and

respect for the home of every client, ensuring that an extraordinary experience is offered according to the firm's philosophy.

Employees will be hired based on technical and competency requirements, which will be developed to ensure service excellence. Experience is required in the space organisation, décor, home logistics, or custom service areas, as well as experience or training on a comparable project of specific interest. Knowledge of company basic products and materials at home is essential, as well as learning the day-to-day uses of containers, dividers, labels, and other storage devices. Problem-solving skills and the ability to adapt to many different environments, budgets, and lifestyles are also preferred. Physical fitness and being willing to do manual labor is also important as the position involves moving, assembly, travel, and regular exercise.

Requirements of values and people-based selection for collaborators are empathy, kindness, and discretion, as the work is to be undertaken in intimate spaces in the home, and respect, trust, as well as not intruding into the spaces, must be maintained. Proactivity and thoroughness are sought after, with particular emphasis on serious people who appreciate order and functionality. There must be a commitment to sustainability and responsible consumption based on the firm's environmental philosophy of minimizing wastage and encouraging use of recyclable materials. In addition, there is a need for open communication and a people orientation in the form of explaining things, advising clients, and being courteous and polite at all times.

Other more desirable conditions are flexible working times and territorial mobility to adapt to the needs of the service. Familiarity with social networks or digital tools will be welcomed, especially if the position involves complementary tasks on communications or marketing. Moreover, team working ability is also desirable, especially on bigger-scale projects or recurrent interventions.

6.3. Organisational structure.

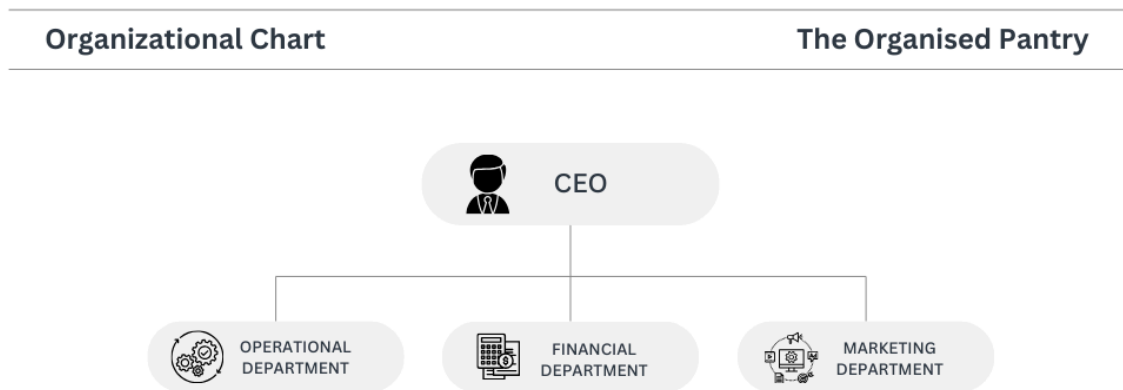


Figure 19 - Organisational Chart.

(Own Source)

In the initial phase of the project, the sole person who will deal with business development and management is the founder, who has the knowledge and experience to carry out all operational, administrative, and service delivery tasks.

The founder has a good business management and administration experience, which enables her to successfully carry out the following key roles:

- **Business Development and Strategic Planning:** The founder will create and plan the business model and prepare the short- and long-term growth, marketing, and expansion plan.
- **Customer Service and Service Delivery:** As an organiser, the founder will personally undertake kitchen and pantry organisation service to maintain the work as per established quality levels.
- **Administrative and Financial Management:** The founder will manage the general administration of the project, like payment processing, collections, budgeting, invoicing, and inventory management, to maintain full control of the finances and operations of the business.
- **Social Media and Marketing:** The founder will also manage content creation, social media management, and marketing campaign creation to market the service, acquire customers, and increase the visibility of the brand.

The fact that the founder is the only person involved at the start of the project responds to the strategy of optimizing resources and having full control over all areas of the business, also allowing for greater flexibility and adaptability. Thanks to her management experience, she will be able to effectively manage the gradual growth of the project without the need to hire additional staff in the initial months. As the company grows and builds demand, the possibility of bringing in additional personnel to manage some of the work, such as customer service, marketing, and logistics, will be explored.

6.4. Remuneration policy.

At the initial phase of the project, and considering the initial investment and the need to invest first in the basic infrastructure of the business, the founder's compensation will be minimal. This decision responds to a resource optimization strategy committed to the creation of the idea, where organisational material purchases, service promotion, and administrative and operational management will take up the majority of the budget.

The founder will be awarded a first-month's salary which will be adjusted to the requirements of the project, giving highest priority to spending in the early few months in product and material purchases for space organisation, making advertisements and implementing marketing campaigns, and other operating costs of the startup such as transportation and logistics. Although the compensation would be less in the initial years, the founder sees this as an investment in the project's future growth, thus allowing her to reinvest the profits realized on brand building, continuous improvement of services, and development of the company in phases.

On the aspect of projected salary increases, with the company growing and consolidating, and with increased demand for services and revenues, the founder's compensation will be progressively adjusted. Such increases will be directly related to performance of the company and the achievements of previous growth targets. Higher client and sales volume, wider service and product offerings, and company financial stability will be determinants for reviewing and increasing compensation.

This ensures the project's sustainable and robust development, ensuring greater compensation for the founder as the company develops and becomes more robust in the market.

6.5. Outsourcing.

Once the project is firmly established and has accrued a significant volume of work, outsourcing expert services and hiring additional personnel to target areas of business that are crucial are anticipated. This expansion will increase efficiency in operations, consolidate resources, and continue to supply high-quality service to clients.

In the first phase, outsourcing an expert in digital marketing will be explored. They will play a key role in expanding the company's visibility, managing advertising campaigns more effectively, and optimizing the brand's presence online. They will be responsible for managing and optimizing online and social media advertising campaigns, developing SEO and digital content strategies, and analyzing data to maximize reach and customer acquisition. Outsourcing this service will allow the company to focus on continuous operation and customer service improvement, obtaining maximum digital exposure without an in-house full-scale department in the initial period.

As demand grows, administrative, legal, and human resource management activities will need to be outsourced to professionals in these areas. An administrator or administrative assistant will be hired to manage billing, payment, accounting, customer service (phone and in-person), inventory management, and booking of appointments so that the founder can focus on the operational side of the business. A legal advisor or legal manager will also be responsible for drafting contracts, managing permits and licenses, and ensuring compliance with tax, labor, and commercial legislation, thus ensuring the company's lawful operation.

As workload increases, more professional organisers will be considered for recruitment to handle larger projects or when there is high demand. These individuals will report directly to the founder and will be expected to adhere to the business philosophy and standards of quality. Their duties will include performing kitchen and pantry organising services in clients' homes and working as a team on complex projects or managing multiple clients simultaneously. The staffing model will be scalable, such that as workload and income increase, new roles will be developed to ensure full coverage for every area of the business.

The objective is to maintain the model lean and responsive, with managed and sustainable growth that does not undermine service delivery or customer experience.

7. Investment plan.

This investment plan aims to detail the financial strategy necessary to launch, consolidate, and scale The Organised Pantry in the market. Through a clear structure of initial needs, projected returns, and growth phases, this section seeks to provide a realistic and attractive vision for potential investors. The proposed investment will strengthen the brand identity, optimize sales and marketing channels, and progressively expand the offering of products and services related to home organisation, especially pantries and storage spaces.

7.1. Economic needs of the project.

The financial requirements of this pantry and kitchen organisation business venture are a collection of necessary initial investment and expenses to acquire the setup and sustainability of the service. The main financial requirements are:

- Organisation equipment and supplies: Investment in storage systems, shelving units, containers, labels, and specialty accessories for pantry and kitchen organisation.
- Materials and supplies: Purchase of office supplies or stationery and cleaning supplies.
- Licenses and permits: The amount spent on procuring business licenses, municipal permits, and registrations needed to conduct the business lawfully.
- Marketing and brand building: Investing in branding, logo development, website establishment, social media presence, and initial advertising activities.
- Initial inventory of organising products: Purchase of initial stock of containers, modular systems, and other similar products to resell to customers.
- Operational and administrative costs: These include management software, utilities, rented space, office equipment, and other operational costs.

7.2. Funding sources.

The initial capital for this project will come primarily from a 6,000€ investment, which will be used to purchase reservation and inventory management software, computer equipment, and the necessary assets for the business's operations.

Additionally, a 6,000€ long-term loan is expected to be obtained in early 2026, to be repaid over a period of five years. This loan will have an annual interest rate of 4%, a one-year grace period, and a 1% origination fee. The funds raised will cover additional expenses, such as tool replacement, inventory renewal, and the acquisition of organisation and labeling products. The combination of our own resources and external financing will ensure a solid foundation for the start of operations.

7.3. Financial plan.

The initial budget includes the necessary investments before starting operations. No new investments are planned for the years 2025-2029, as the cost is amortized over the useful life of each asset. The organisation's products will need to be replaced approximately annually.

Initial Investment.

INITIAL INVESTMENT

| ITEM | PRICE | USEFUL LIFE |
|-------------------------|---------------|-------------|
| Computer applications | 300€ | 5 years |
| Goods | 3.200€ | 1 year |
| Computer equipments | 2.500€ | 5 years |
| TOTAL INVESTMENT | 6.000€ | |

Figure 20 - Initial Investment Table

(Own Source)

Sales forecast.

It is estimated that 120 services will be performed during 2025, distributed among simple organisation, complete organisation, and reorganisations. This activity will generate an estimated net profit of 10,700€.

SALES 2025

| YEAR | IVA | QUANTITY | PRICE | TOTAL |
|-----------------------|----------------|----------|-------|--------|
| Simple Organisation | 21% | 40 | 95€ | 3.800€ |
| Full Organisation | 21% | 30 | 145€ | 4.350€ |
| Simple Reorganisation | 21% | 20 | 45€ | 900€ |
| Full Reorganisation | 21% | 30 | 55€ | 1.650€ |
| TOTAL SALES | 10.700€ | | | |

Figure 21 - Sales 2025 Table

(Own Source)

Annual increase of sales.

Progressive growth in customer acquisition is projected, driven primarily by social media marketing. This will lead to an increase in the number of services provided and in a price adjustment based on the CPI and brand positioning. Consequently, expected price and quantity variations have been defined for the coming years, with an increase of 15% of quantity of services during the years 2026 and 2029, and an increase of 10% during the periods of 2027 and 2028. Considering an increase in the price of each service of 3% in the year of 2026 and then increasing a 2% for the following years. *For more detailed information, see Annex 2.*

ANNUAL INCREASE

| YEAR | QUANTITY VARIATION | PRICE VARIATION |
|------|--------------------|-----------------|
| 2026 | +15% | +3% |
| 2027 | +10% | +2% |
| 2028 | +10% | +2% |
| 2029 | +15% | +2% |

Figure 22 - Annual increase Table

(Own Source)

Fixed expenses.

Fixed or structural expenses represent the costs necessary to keep the company operating, regardless of its level of activity. Salaries and wages, which are the largest expense, increase from €10,200 in 2025 to €11,480 in 2029. Depreciation and amortization also increase, especially those of intangible assets, reflecting growing investments in software or licenses. Financial expenses gradually decrease, indicating a reduction in debt or financing costs. Overall, fixed expenses rose from €10,820 to €12,423 between 2025 and 2029, reflecting sustained growth in the operating structure. *For more detailed information, see Annex 4.*

Variable expenses.

The variable expenses summary shows the evolution of costs associated with various operating activities between 2025 and 2029, broken down into four main categories: Simple Organisation, Full Organisation, Simple Reorganisation, and Full Reorganisation. In 2025, total expenses excluding VAT are €840 and rise to €1,344 in 2029, while with VAT, expenses increase from €1,016 to €1,626. This trend reflects a plan for sustained growth in operations, both in services and reorganisation, with a proportional impact on associated indirect taxes. *For more detailed information, see Annex 5.*

Forecasted Income:

The business begins with projected losses in 2025, typical of the startup phase. From 2026 onwards, a clear improvement is seen across all metrics. Growth in revenue, operating profitability (EBITDA), profit (EBIT), and cash flow project a sustainable and profitable long-term financial model. *For more detailed information, see Annex 6.*

FORECASTED INCOME

| | 2025 | 2026 | 2027 | 2028 | 2029 |
|---------------------|-------------|-------------|-------------|-------------|-------------|
| TOTAL INCOME | 7.500 | 12.674 | 14.220 | 15.955 | 18.716 |
| EBITDA | -340 | 1.142 | 2.337 | 3.641 | 5.891 |
| EBIT | -960 | 426 | 1.597 | 2.841 | 5.891 |
| CASH FLOW | -340 | 734 | 1.059 | 1.409 | 1.973 |

Figure 23 - Forecasted Income Table
(Own Source)

Breakeven Analysis:

The break-even analysis shows positive developments between 2025 and 2029. In the initial years, 2025 and 2026, the company will operate below and slightly above the break-even point, with a loss of 1,042€ in 2025 and a slight profit of 258€ in 2026. From 2027 onwards, the company will surpass this point with a higher margin, generating growing profits until reaching a profit of 5,331€ in 2029.

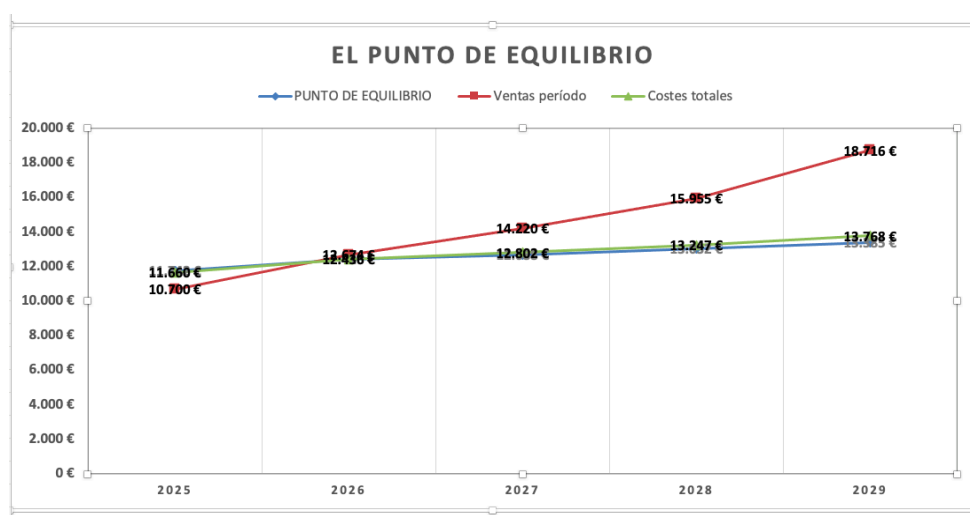
The contribution margin remains stable at around 92-98%, indicating an efficient cost structure and good operating profitability. This positive performance is complemented by sustainable growth in sales revenue and moderate expense management. *For more detailed information, see Annex 3.*

BREAK-EVEN POINT

| | 2025 | 2026 | 2027 | 2028 | 2029 |
|----------------------------------|--------|--------|--------|--------|--------|
| BREAK-EVEN POINT | 11.742 | 12.416 | 12.688 | 13.032 | 13.385 |
| Sales Period | 10.700 | 12.674 | 14.220 | 15.955 | 18.716 |
| Total Cost | 11.660 | 12.436 | 12.802 | 13.247 | 13.768 |
| Distance to the BREAK-EVEN POINT | -1.042 | 258 | 1.533 | 2.923 | 5.331 |

Figure 24 - Break-Even Point Table.

(Own Source)



Graph 1- Break-even Point.

(Own Source)

Capital budget:

The projected balance sheet indicates positive financial performance. Although fixed assets decreased slightly in the initial years due to depreciation, this was offset by a significant increase in cash and other current assets. Cash flow improved significantly, rising from 1,981€ in 2025 to 10,479€ in 2029, reflecting a significant improvement in the company's liquidity. *For more detailed information, see Annex 9.*

Net worth stabilizes despite initial losses, and a recovery is observed starting in 2028. Long-term debt is progressively reduced, easing the financial burden. Meanwhile, the increase in short-term debt is directly linked to the increase in commercial activity.

7.4. Profitability.

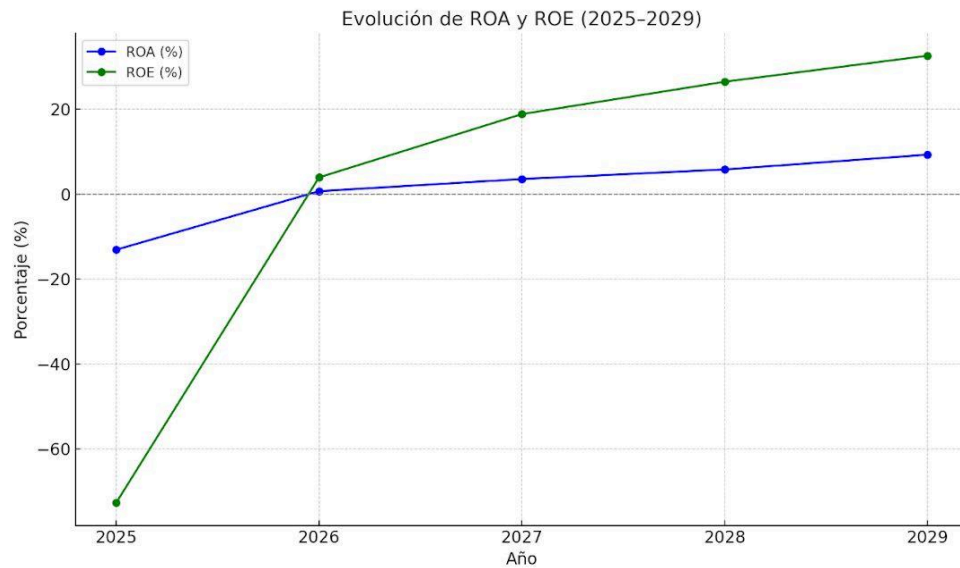
The data shows a revenue growth trend with some ups and downs in margins and profits. Continued efficient cost management is essential to ensure long-term viability, and the improvement in cash flow is a sign that the company may be taking the right steps to overcome initial shortfalls.

ROA & ROE (%)

| | 2025 | 2026 | 2027 | 2028 | 2029 |
|---|---------|-------|--------|--------|--------|
| ROA (NET PROFIT / TOTAL ASSETS) | -13,11% | 0,68% | 3,54% | 5,80% | 9,28% |
| ROE (NET PROFIT / NET WORTH) | -72,73% | 3,93% | 18,84% | 26,46% | 32,59% |

Figure 25 - ROA & ROE Table
(Own Source)

During 2025, the company saw high investment and negative profitability, which is common as it is a new business. Starting in 2026, the company stabilizes and begins to generate profits from both perspectives, both in ROA and ROE. Starting in 2027, profitability growth is high and sustainable, demonstrating that the business model is working. The fact that the ROE has remained high over the past three years is a clear sign that the company is generating excellent returns for the partner, which is essential if the company is looking to attract new investors or expand in the future. For more detailed information *Annex 6*.



Graph 2 - ROA & ROE.

(Own Source)

8. Sustainability and social responsibility.

We understand at The Organised Pantry that home organisation goes well beyond the aesthetic or the functional: it's a fundamental instrument for enhancing the level of life and leaving a positive mark in our surroundings. An organised kitchen not only facilitates everyday activities to become easier and less stressful, but is also responsible for encouraging good consumption, resource conservation, and more mindful behavior at home.

Our calling is not only to organise kitchens and pantries. We seek to create conscious, sustainable, and environmentally friendly spaces, where each solution is designed to be long-lasting, easy to maintain, and aligned with the principles of sustainability and social responsibility.

Therefore, we work with a holistic vision: we organise with purpose, we reorganise with meaning, and we contribute to the construction of a conscious, inclusive, and sustainable culture of order.

8.1. Environmental impact.

The environmental impact of our kitchen and pantry organisation company is significant and

can be highly positive thanks to the sustainable strategies offered in our services and recommendations. One of the main contributions is the reduction of food waste: by better organising spaces, visibility and access to ingredients is increased, allowing them to be used before they spoil and preventing them from ending up in the trash. This not only reduces the amount of organic waste sent to landfills, where it generates greenhouse gases like methane, but also conserves natural resources such as water, energy, and land used in the production of these foods.

Using reusable storage systems and minimizing the use of single-use plastics contributes to reducing waste generation and environmental pollution.

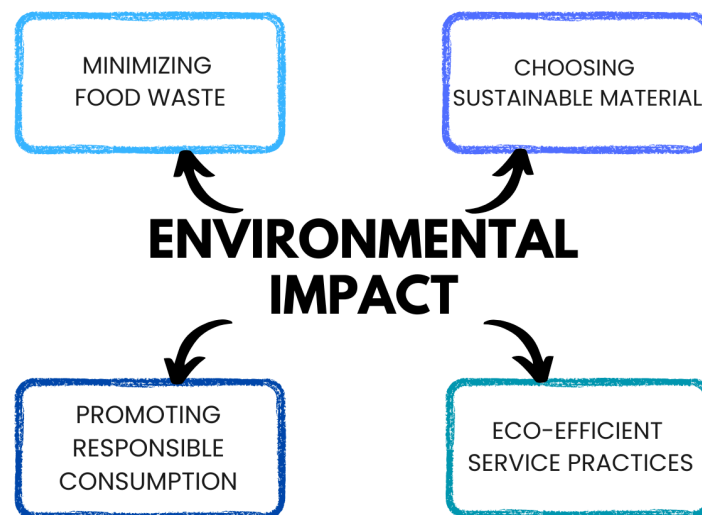


Figure 26 - Environmental Impact
(Own Source)

- Minimizing food waste: We create organisational systems that facilitate product visibility, helping families consume what they have first and better manage their pantry.
- Choosing sustainable materials: We focus on durable, recyclable, and, whenever possible, single-use plastic-free storage solutions.
- Promoting responsible consumption: We encourage our customers to adopt more conscious shopping habits, avoiding the accumulation of unnecessary products.

- Eco-efficient service practices: We improve logistics and reduce the use of unnecessary packaging to minimize our environmental impact.

8.2. Social Responsibility.

At The Organised Pantry, home organisation is considered a life-altering force that promotes wellness and makes a positive contribution to the community and environment. Our Corporate Social Responsibility strategy is founded on three simple pillars:

Reducing food waste:

We design and implement efficient organisation systems in kitchens and pantries that prioritize the proper use of supplies, proper product rotation (FIFO: first in, first out), and the utilization of surpluses. (Goodwin, 2023)

Use of reusable and sustainable containers:

We encourage the use of reusable, labeled, and stackable containers as part of a culture of reducing plastics and disposables in homes and communities. This contributes to reducing the environmental footprint of food handling and promoting responsible consumption habits. (Ecofestes, 2018)

With these pillars, The Organised Pantry is assisting in building a more conscious, compassionate, and sustainable society where home organisation is the impulse for social and environmental change.



Figure 27 - Social Responsibility

(Own Source)

9. Conclusion.

The purpose of this business plan is to improve clients' style and quality of life by enabling them to keep their kitchens and pantries organised and clean. This improves the visual appeal of the home by reducing visual noise and promoting minimalism, and reduces food and other product waste. The central objective of my final project focused on developing and analyzing a business plan to create a kitchen and pantry organisation firm.

The main objective of this final degree project was to create a business plan for the creation of a company specializing in kitchen and pantry organisation. In developing this project, the commercial and economic viability of the idea was fully evaluated, taking into account internal and external factors of great importance in an entrepreneurial initiative.

Primarily, we have discovered that there is an expanding niche in the market specialized in meeting the demand of clients who want to keep their homes organised in an efficient and functional manner. During the COVID-19 pandemic, the home took on a greater role in people's lives and in the optimization of small spaces, placing greater importance on organisational techniques and responsible consumption.

Our market analysis has led us to understand that there is an opportunity to create a value proposition focused on a personalized kitchen and pantry organisation service. The Organised Pantry offers solutions designed to meet the needs of each of our clients' kitchens and pantry, prioritizing aesthetic, functional, and consumer habits.

The operational plan is characterized by a flexible and efficient organisational structure, adapting to the needs and demands of our clients. Our service is provided in various phases, from the initial assessment of the space to the implementation and monitoring of kitchen and pantry organisation. We consider the future possibility of implementing digital tools that aid in communication with clients and internal management of the service.

By implementing the financial plan, it has been possible to observe that with a reasonable initial investment and limited resource management, the company has the capacity to achieve financial stability in a reasonable timeframe, generating profits from the second year

onwards. The combination of a pricing strategy with differentiation in the quality of services enhances the competitiveness of this business model in a poorly optimized local market.

Focusing on the social and environmental aspects of this venture, the company not only focuses on optimizing physical kitchen and pantry spaces but also on improving consumer habits by reducing food waste. It promotes the use of reusable and sustainable materials and products in food storage. This project has a sustainable development approach and the potential for growth, allowing for a medium and long term growth strategy with additional services and the ability to adapt to market changes and new needs.

Finally, I would like to clarify that this work has focused on creating a viable business plan, using the knowledge acquired during this university degree. It has been created with a focus on concepts related to marketing, financial management, strategic analysis, consumer behavior, and sustainability.

In summary, I can affirm that this business plan provides a solid and coherent proposal, both in economic and social terms. The Organised Pantry has the capacity to meet market needs while generating a positive impact on people's well-being and sustainability. The process of creating and financially establishing the company will be challenging, but it is also an opportunity to turn an innovative idea into a real future project.

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Graph 2 - ROA & ROE.

12. Annexes.

Annex 1.

| BALANCES PREVISIONALES | | | | | | | |
|---|----------------------|----------------------|-----------------------|-----------------------|-----------------------|-----------------------|--|
| | INICIAL | 2025 | 2026 | 2027 | 2028 | 2029 | |
| * ACTIVO NO CORRIENTE | 2.800 46,67% | 2.480 45,96% | 2.100 39,89% | 1.660 35,99% | 1.160 25,47% | 600 13,22% | |
| - Intangible | 300 5,00% | 600 11,12% | 900 16,94% | 1.200 26,19% | 1.500 32,61% | 1.800 39,68% | |
| - (Fondo de amortización) | | (120) (2,22%) | (300) (5,56%) | (540) (11,69%) | (840) (18,44%) | (1.200) (26,32%) | |
| - Material | 2.500 41,67% | 2.500 46,33% | 2.500 46,33% | 2.500 53,80% | 2.500 54,39% | 2.500 54,39% | |
| - (Fondo de amortización) | | (500) (9,27%) | (1.000) (18,18%) | (1.500) (32,54%) | (2.000) (43,48%) | (2.500) (54,39%) | |
| - Inv. empresas del grupo y asociadas | | | | | | | |
| - Financiero | | | | | | | |
| - Activos por impuesto diferido | | | | | | | |
| * ACTIVO CORRIENTE | 3.200 53,33% | 2.916 54,04% | 8.455 156,11% | 8.989 196,41% | 9.920 216,53% | 12.109 268,28% | |
| - Existencias | 3.200 53,33% | | | | | | |
| - Clientes | | 892 16,52% | 1.056 19,26% | 1.185 25,54% | 1.330 28,94% | 1.560 34,14% | |
| - H. P. deudora por I.V.A. soportado | | 44 0,82% | 54 0,99% | 56 0,12% | 61 0,13% | 71 0,16% | |
| - Otras cuentas a cobrar | | | | | | | |
| - Tesorería | | 1.981 36,70% | 7.345 133,85% | 7.748 166,44% | 8.529 186,61% | 10.479 231,24% | |
| TOTAL ACTIVO | 6.000 100,00% | 5.396 100,00% | 10.555 190,00% | 10.649 194,00% | 11.080 186,33% | 12.709 211,83% | |
| * PATRIMONIO NETO | 6.000 100,00% | 5.040 93,40% | 5.094 94,40% | 5.413 90,22% | 6.022 100,37% | 7.135 118,95% | |
| - Capital | 6.000 100,00% | 6.000 111,19% | 6.000 115,82% | 6.000 110,84% | 6.000 100,00% | 6.000 84,24% | |
| - Prima de emisión | | | | | | | |
| - Reservas | | | | | | | |
| - Resultados ejercicios anteriores | | | (960) (18,86%) | (906) (16,74%) | (587) (9,75%) | 22 0,31% | |
| - Resultados del ejercicio | | (960) (17,79%) | 54 0,99% | 319 5,90% | 609 10,28% | 1.113 15,54% | |
| - Otros Fondos Propios | | | | | | | |
| - Subvenciones y donaciones | | | | | | | |
| * PASIVO NO CORRIENTE | | | 4.894 90,53% | 3.742 69,27% | 2.544 46,96% | 1.297 23,66% | |
| - Deudas con entidades de crédito | | | 4.894 90,53% | 3.742 69,27% | 2.544 46,96% | 1.297 23,66% | |
| - Otras deudas a largo plazo | | | | | | | |
| * PASIVO CORRIENTE | | 356 6,60% | 568 10,49% | 1.494 27,68% | 2.514 46,47% | 4.276 77,14% | |
| - Otras deudas financieras a c/p | | | | | | | |
| - Acreedores comerciales | | 85 1,57% | 103 1,92% | 107 1,97% | 118 2,13% | 136 2,47% | |
| - Dividendos a pagar | | | 125 2,28% | 744 13,73% | 1.422 25,71% | 2.598 46,32% | |
| - H.P. acreedora I.V.A. repercutido | | | | | | | |
| - H.P. acreedora I.S. | | | 60 0,57% | 355 6,54% | 677 12,24% | 1.237 17,47% | |
| - H.P. acreedora retenciones IRPF | | 255 4,73% | 263 4,77% | 271 4,99% | 279 5,00% | 287 3,89% | |
| - Organismos de la S.S. acreedores | | 17 0,31% | 17 0,31% | 18 0,33% | 18 0,33% | 19 0,26% | |
| - Otras cuentas a pagar no financieras | | | | | | | |
| TOTAL PASIVO + NETO | 6.000 100,00% | 5.396 100,00% | 10.555 190,00% | 10.649 194,00% | 11.080 186,33% | 12.709 211,83% | |
| FONDO DE ROTACIÓN (AC - PC) | 3.200 53,33% | 2.560 47,44% | 7.887 144,83% | 7.495 138,22% | 7.406 134,83% | 7.833 141,83% | |
| NECESIDADES OPERATIVAS DE FONDOS (Ex + CI - Pr - HP - OSS) | 3.200 53,33% | 535 9,92% | 673 12,49% | 790 14,44% | 915 16,44% | 1.118 19,95% | |

Annex 2.

| RESUMEN VENTAS SIN IVA | 2025 | 2026 | 2027 | 2028 | 2029 |
|---------------------------|---------------|---------------|---------------|---------------|---------------|
| Simple Organisation | 3.800 | 4.501 | 5.050 | 5.666 | 6.647 |
| Full Organisation | 4.350 | 5.153 | 5.781 | 6.486 | 7.609 |
| Simple Reorganisation | 900 | 1.066 | 1.196 | 1.342 | 1.574 |
| Full Reorganisation | 1.650 | 1.954 | 2.193 | 2.460 | 2.886 |
| PRODUCTO/SERVICIO | | | | | |
| TOTAL VENTAS S/IVA | 10.700 | 12.674 | 14.220 | 15.955 | 18.716 |

Annex 3.



Annex 4.

| GASTOS FIJOS O DE ESTRUCTURA | 2025 | | 2026 | | 2027 | | 2028 | | 2029 | |
|--|---------------|---------------|---------------|---------------|---------------|-----------|---------------|-----------|---------------|-----------|
| | Importe | Variación | Importe | Variación | Importe | Variación | Importe | Variación | Importe | Variación |
| SERVICIOS EXTERIORES | | | 60 | | | | | | | |
| Arrendamientos | | | | | | | | | | |
| Conservación y mantenimiento | | | | | | | | | | |
| Servicios profesionales independientes | | | | | | | | | | |
| Seguros | | | | | | | | | | |
| Publicidad y promoción | | | | | | | | | | |
| Dietas y gastos de viaje | | | | | | | | | | |
| Suministros | | | | | | | | | | |
| Teléfono | | | | | | | | | | |
| Comisiones bancarias | | | 60 | | | | | | | |
| Otros gastos fijos | | | | | | | | | | |
| SUELDO, SALARIOS Y S.S. | 10.200 | | 10.506 | | 10.821 | | 11.146 | | 11.480 | |
| AMORTIZACIONES | 620 | | 680 | | 740 | | 800 | | 860 | |
| Amortización inm. intangible | 120 | | 180 | | 240 | | 300 | | 360 | |
| Amortización inm. material | 500 | | 500 | | 500 | | 500 | | 500 | |
| GASTOS FINANCIEROS | | | 224 | | 179 | | 132 | | 83 | |
| Nueva financiación | | | 224 | | 179 | | 132 | | 83 | |
| Otros gastos/ingresos financieros | | | | | | | | | | |
| TOTALES | 10.820 | | 11.470 | | 11.740 | | 12.078 | | 12.423 | |
| GASTOS TOTALES | 2020 | 2021 | 2022 | 2023 | 2024 | | | | | |
| GASTOS VARIABLES: | 840 | 966 | 1.063 | 1.169 | 1.344 | | | | | |
| Simple Organisation | 180 | 207 | 228 | 250 | 288 | | | | | |
| Full Organisation | 285 | 328 | 361 | 397 | 456 | | | | | |
| Simple Reorganisation | 90 | 104 | 114 | 125 | 144 | | | | | |
| Full Reorganisation | 285 | 328 | 361 | 397 | 456 | | | | | |
| PRODUCTO/SERVICIO | | | | | | | | | | |
| GASTOS ESTRUCTURA: | 10.820 | 11.470 | 11.740 | 12.078 | 12.423 | | | | | |
| TOTALES | 11.660 | 12.436 | 12.802 | 13.247 | 13.768 | | | | | |

Annex 5.

| RESUMEN GASTOS VARIABLES | 2025 | 2026 | 2027 | 2028 | 2029 |
|------------------------------|--------|--------|--------|--------|--------|
| Simple Organisation | 180 | 207 | 228 | 250 | 288 |
| I.V.A. SOPORTADO MEDIO | 21,00% | 21,00% | 21,00% | 21,00% | 21,00% |
| TOTAL CON I.V.A. | 218 | 250 | 276 | 303 | 349 |
| Full Organisation | 285 | 328 | 361 | 397 | 456 |
| I.V.A. SOPORTADO MEDIO | 21,00% | 21,00% | 21,00% | 21,00% | 21,00% |
| TOTAL CON I.V.A. | 345 | 397 | 436 | 480 | 552 |
| Simple Reorganisation | 90 | 104 | 114 | 125 | 144 |
| I.V.A. SOPORTADO MEDIO | 21,00% | 21,00% | 21,00% | 21,00% | 21,00% |
| TOTAL CON I.V.A. | 109 | 125 | 138 | 152 | 174 |
| Full Reorganisation | 285 | 328 | 361 | 397 | 456 |
| I.V.A. SOPORTADO MEDIO | 21,00% | 21,00% | 21,00% | 21,00% | 21,00% |
| TOTAL CON I.V.A. | 345 | 397 | 436 | 480 | 552 |
| PRODUCTO/SERVICIO | | | | | |
| I.V.A. SOPORTADO MEDIO | 21,00% | 21,00% | 21,00% | 21,00% | 21,00% |
| TOTAL CON I.V.A. | | | | | |
| TOTAL GASTOS VARIABLES S/IVA | 840 | 966 | 1.063 | 1.169 | 1.344 |
| TOTAL GASTOS VARIABLES C/IVA | 1.016 | 1.169 | 1.286 | 1.414 | 1.626 |

Annex 6.

| CUENTAS DE RESULTADOS PREVISIONALES | | | | | | | | | | |
|--|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|
| | 2025 | | 2026 | | 2027 | | 2028 | | 2029 | |
| TOTAL INGRESOS | 7.500 | 70,09% | 12.674 | 100,00% | 14.220 | 100,00% | 15.955 | 100,00% | 18.716 | 100,00% |
| Ingresos por ventas | 10.700 | 100,00% | 12.674 | 100,00% | 14.220 | 100,00% | 15.955 | 100,00% | 18.716 | 100,00% |
| ± Variación de existencias | (3.200) | (29,91%) | | | | | | | | |
| + Subvenciones explotación | | | | | | | | | | |
| + Trabajos para el inmovilizado intangible | | | | | | | | | | |
| + Trabajos para el inmovilizado material | | | | | | | | | | |
| + Subvenciones de capital periodificadas | | | | | | | | | | |
| + Otros ingresos | | | | | | | | | | |
| - Costes variables unidades vendidas | (840) | (7,85%) | (966) | (7,62%) | (1.063) | (7,47%) | (1.169) | (7,33%) | (1.344) | (7,18%) |
| - Costes variables unidades no vendidas | 3.200 | 29,91% | | | | | | | | |
| = MARGEN DE CONTRIBUCIÓN | 9.860 | 92,15% | 11.708 | 92,38% | 13.158 | 92,53% | 14.786 | 92,67% | 17.371 | 92,82% |
| - Servicios exteriores | | | (60) | (0,47%) | | | | | | |
| - Gastos de personal | (10.200) | (95,33%) | (10.506) | (82,89%) | (10.821) | (76,10%) | (11.146) | (69,86%) | (11.480) | (61,34%) |
| = RESULTADO BRUTO (E.B.I.T.D.A.) | (340) | (3,18%) | 1.142 | 9,01% | 2.337 | 16,43% | 3.641 | 22,82% | 5.891 | 31,48% |
| - Amortizaciones y otras depreciaciones | (620) | (5,79%) | (680) | (5,37%) | (740) | (5,20%) | (800) | (5,01%) | (860) | (4,60%) |
| = BENEFICIOS ANTES DE INTERESES E IMPUESTOS (E.B.I.T.) | (960) | (8,97%) | 462 | 3,65% | 1.597 | 11,23% | 2.841 | 17,80% | 5.031 | 26,88% |
| - Gastos financieros | | | (224) | (1,76%) | (179) | (1,26%) | (132) | (0,83%) | (83) | (0,44%) |
| = BENEFICIOS ANTES DE IMPUESTOS (B.A.T.) | (960) | (8,97%) | 239 | 1,88% | 1.418 | 9,97% | 2.709 | 16,98% | 4.948 | 26,44% |
| - Impuesto sobre beneficios | | | (60) | (0,47%) | (355) | (2,49%) | (677) | (4,24%) | (1.237) | (6,61%) |
| = BENEFICIO NETO | (960) | (8,97%) | 179 | 1,41% | 1.064 | 7,48% | 2.032 | 12,73% | 3.711 | 19,83% |
| - Dividendos a socios | | | (125) | (0,99%) | (744) | (5,24%) | (1.422) | (8,91%) | (2.598) | (13,88%) |
| = BENEFICIO RETENIDO | (960) | (8,97%) | 54 | 0,42% | 319 | 2,24% | 609 | 3,82% | 1.113 | 5,95% |
| CASH FLOW GENERADO | (340) | (3,18%) | 734 | 5,79% | 1.059 | 7,45% | 1.409 | 8,83% | 1.973 | 10,54% |

Annex 7. Flujos de caja

| CÁLCULO DE LOS FLUJOS NETOS DE CAJA (FNC) | INICIAL | 2025 | 2026 | 2027 | 2028 | 2029 |
|--|---------|---------|-------|---|--------|-------|
| RESULTADO DEL EJERCICIO DESPUÉS DE IMPUESTOS | | (960) | 179 | 1.064 | 2.032 | 3.711 |
| Ajustes del resultado | | 620 | 904 | 919 | 932 | 943 |
| + Amortizaciones del período | | 620 | 680 | 740 | 800 | 860 |
| - Trabajos realizados para el propio inmovilizado | | | | | | |
| - Imputación de subvenciones | | | | | | |
| + Gastos financieros | | | 224 | 179 | 132 | 83 |
| = FLUJOS DE CAJA OPERATIVOS (CFO) | | (340) | 1.082 | 1.982 | 2.963 | 4.654 |
| - (+) Variación de Existencias | | 3.200 | | | | |
| - (+) Variación de Deudores y otras cuentas a cobrar | | (936) | (174) | (131) | (150) | (239) |
| - (+) Variación Clientes | | (892) | (165) | (129) | (145) | (230) |
| - (+) Variación Otras cuentas a cobrar | | (44) | (10) | (2) | (6) | (9) |
| + (-) Variación de Acreedores y otras cuentas a pagar | | 356 | 27 | 12 | 19 | 27 |
| + (-) Variación Proveedores | | 85 | 19 | 4 | 11 | 18 |
| + (-) Variación Administraciones Públicas corrientes | | 272 | 8 | 8 | 9 | 9 |
| + (-) Variación Otras cuentas a pagar | | | | | | |
| = INVERSIONES EN EL CAPITAL CIRCULANTE | | (3.200) | 2.621 | (147) | (131) | (213) |
| + Desinversiones | | | | | | |
| - Nuevas Inversiones | | (2.800) | (363) | (363) | (363) | (363) |
| = INVERSIONES EN FIJO (CAPEX) | | (2.800) | (363) | (363) | (363) | (363) |
| = FLUJOS NETOS DE CAJA (FNC) | | (6.000) | 1.918 | 572 | 2.470 | 4.079 |
| TASA DE CRECIMIENTO INDEFINIDO g , A PARTIR DEL 5º AÑO = | 3,00% | | | TASA DE DESCUENTO k , A PARTIR DEL 5º AÑO = | 10,00% | |
| VALOR RESIDUAL (VR) = | 60.013 | | | TASA INTERNA DE RETORNO (TIR): | 73,01% | |
| PARA k = | | | | | | |
| 1% | 61.270 | | | | | |
| 2% | 58.175 | | | | | |
| 3% | 55.254 | | | | | |
| 4% | 52.496 | | | | | |
| 5% | 49.890 | | | | | |
| 6% | 47.427 | | | | | |
| 7% | 45.097 | | | | | |
| 8% | 42.892 | | | | | |
| 9% | 40.804 | | | | | |
| 10% | 38.826 | | | | | |
| 11% | 36.951 | | | | | |
| 12% | 35.173 | | | | | |
| 13% | 33.486 | | | | | |
| 14% | 31.884 | | | | | |
| 15% | 30.363 | | | | | |
| 16% | 28.918 | | | | | |
| 17% | 27.544 | | | | | |
| 18% | 26.238 | | | | | |
| 19% | 24.995 | | | | | |
| 20% | 23.811 | | | | | |



Annex 9.

| PRESUPUESTO DE CAPITAL | | | | | | |
|--|--------------|--------------|--------------|--------------|--------------|---------------|
| PARTIDAS | INICIAL | 2025 | 2026 | 2027 | 2028 | 2029 |
| * Inversiones en activos no corrientes | 2.800 | 300 | 300 | 300 | 300 | 300 |
| * Variaciones positivas del Fondo de Rotación | 3.200 | | | | | |
| * Pérdidas del ejercicio u otras disminuciones del Patrimonio Neto | | 960 | | | | |
| * Amortizaciones financieras | | | 1.106 | 1.151 | 1.198 | 1.247 |
| TOTAL NECESIDADES FINANCIERAS | 6.000 | 1.260 | 1.406 | 1.451 | 1.498 | 1.547 |
| * Desinversiones en activos no corrientes | | | | | | |
| * Variaciones negativas del Fondo de Rotación | | 2.621 | 38 | 795 | 870 | 1.523 |
| * Autofinanciación | | | | | | |
| - Dotaciones a la amortización | | 620 | 680 | 740 | 800 | 860 |
| - Resultado del ejercicio | | | 54 | 319 | 609 | 1.113 |
| * Financiación externa | | | | | | |
| - Capital | 6.000 | | | | | |
| - Prima de emisión | | | | | | |
| - Reservas iniciales | | | | | | |
| - Otros fondos propios | | | | | | |
| - Subvenciones de capital recibidas | | | | | | |
| - Préstamos a largo plazo | | | 6.000 | | | |
| - Otras deudas a largo plazo | | | | | | |
| - Otras deudas a corto plazo | | | | | | |
| TOTAL RECURSOS FINANCIEROS | 6.000 | 3.241 | 6.771 | 1.854 | 2.279 | 3.496 |
| SUPERÁVIT/DÉFICIT | | 1.981 | 5.365 | 403 | 781 | 1.949 |
| SUPERÁVIT/DÉFICIT ACUMULADO | | 1.981 | 7.345 | 7.748 | 8.529 | 10.479 |
| TESORERÍA EN BALANCES PREVISIONALES | | 1.981 | 7.345 | 7.748 | 8.529 | 10.479 |

Annex 10.

| PREVISIONES DE TESORERÍA MENSUALIZADAS | | | | | | | | | | | | | |
|--|--------------|----------------|--------------|-------------|------------|------------|--------------|------------|--------------|--------------|--------------|--------------|--------------|
| 2025 | TOTAL AÑO | Ene | Feb | Mar | Abr | May | Jun | Jul | Ago | Sep | Oct | Nov | Dic |
| FLUJOS NETOS POR ACTIVIDADES CORRIENTES | 2.344 | (641) | 471 | 471 | 309 | 471 | (170) | 246 | 471 | 471 | 246 | 471 | (474) |
| Cobros de clientes | 9.808 | | 892 | 892 | 892 | 892 | 892 | 892 | 892 | 892 | 892 | 892 | 892 |
| Pagos a proveedores | 2.268 | | 238 | 238 | 238 | 238 | 238 | 238 | 238 | 238 | 238 | 238 | (110) |
| Pagos al personal | (8.980) | (641) | (641) | (641) | (641) | (641) | (1.283) | (641) | (641) | (641) | (641) | (641) | (1.283) |
| Pagos a H. P. x IVA | 239 | | | | 107 | | | 44 | | | 44 | | 44 |
| Pagos a H. P. x retenciones IRPF | (809) | | | | (270) | | | (270) | | | (270) | | |
| Pagos a O. S. S. | (183) | | (17) | (17) | (17) | (17) | (17) | (17) | (17) | (17) | (17) | (17) | (17) |
| Otros cobros/pagos | | | | | | | | | | | | | |
| Pagos del ejercicio Impuesto al Resultado | | | | | | | | | | | | | |
| Pagos de intereses | | | | | | | | | | | | | |
| FLUJOS NETOS POR ACTIVIDADES NO CORRIENTES | (363) | (363) | | | | | | | | | | | |
| Cobros por desinversiones | | | | | | | | | | | | | |
| Pagos por adquisición de activos fijos | (363) | (363) | | | | | | | | | | | |
| Aportaciones de los socios | | | | | | | | | | | | | |
| Prima de emisión | | | | | | | | | | | | | |
| Otras variaciones del Patrimonio Neto | | | | | | | | | | | | | |
| Subvenciones de capital | | | | | | | | | | | | | |
| Captación de capitales ajenos | | | | | | | | | | | | | |
| Pagos de dividendos | | | | | | | | | | | | | |
| Amortización de préstamos a largo plazo | | | | | | | | | | | | | |
| Reembolso de otros capitales ajenos a l/p | | | | | | | | | | | | | |
| Variación neta de los préstamos a corto plazo y otras cuentas a cobrar/pagar | | | | | | | | | | | | | |
| VARIACIÓN DE LA TESORERÍA EN EL PERÍODO | 1.981 | (1.004) | 471 | 471 | 309 | 471 | (170) | 246 | 471 | 471 | 246 | 471 | (474) |
| Saldo de Tesorería inicial | | | (1.004) | (533) | (62) | 247 | 719 | 549 | 795 | 1.266 | 1.737 | 1.983 | 2.455 |
| SALDO FINAL DE LA TESORERÍA | 1.981 | (1.004) | (533) | (62) | 247 | 719 | 549 | 795 | 1.266 | 1.737 | 1.983 | 2.455 | 1.981 |

Annex 11.

| Tabla equivalencias mensuales | | | | | | | | | | | | |
|-------------------------------|-------|-------------|-------|-------------|-------|-------------|-------|-------------|-------|-------------|-------|-------|
| | 2025 | | 2026 | | 2027 | | 2028 | | 2029 | | | |
| | Valor | Equivalenci | Valor | Equivalenci | Valor | Equivalenci | Valor | Equivalenci | Valor | Equivalenci | | |
| Cobros | 30 | 1 | 30 | 1 | 30 | 1 | 30 | 1 | 30 | 1 | | |
| Pagos | 30 | 1 | 30 | 1 | 30 | 1 | 30 | 1 | 30 | 1 | | |
| Ventas/año | ene | feb | mar | abr | may | jun | jul | ago | sep | oct | nov | dic |
| 10.700 | 892 | 892 | 892 | 892 | 892 | 892 | 892 | 892 | 892 | 892 | 892 | 892 |
| 12.674 | 1.056 | 1.056 | 1.056 | 1.056 | 1.056 | 1.056 | 1.056 | 1.056 | 1.056 | 1.056 | 1.056 | 1.056 |
| 14.220 | 1.185 | 1.185 | 1.185 | 1.185 | 1.185 | 1.185 | 1.185 | 1.185 | 1.185 | 1.185 | 1.185 | 1.185 |
| 15.955 | 1.330 | 1.330 | 1.330 | 1.330 | 1.330 | 1.330 | 1.330 | 1.330 | 1.330 | 1.330 | 1.330 | 1.330 |
| 18.716 | 1.560 | 1.560 | 1.560 | 1.560 | 1.560 | 1.560 | 1.560 | 1.560 | 1.560 | 1.560 | 1.560 | 1.560 |
| Gastos variables u. ventas | ene | feb | mar | abr | may | jun | jul | ago | sep | oct | nov | dic |
| 1.016 | 85 | 85 | 85 | 85 | 85 | 85 | 85 | 85 | 85 | 85 | 85 | 85 |
| 1.169 | 97 | 97 | 97 | 97 | 97 | 97 | 97 | 97 | 97 | 97 | 97 | 97 |
| 1.286 | 107 | 107 | 107 | 107 | 107 | 107 | 107 | 107 | 107 | 107 | 107 | 107 |
| 1.414 | 118 | 118 | 118 | 118 | 118 | 118 | 118 | 118 | 118 | 118 | 118 | 118 |
| 1.626 | 135 | 135 | 135 | 135 | 135 | 135 | 135 | 135 | 135 | 135 | 135 | 136 |
| Gastos variables u. n./ventas | ene | feb | mar | abr | may | jun | jul | ago | sep | oct | nov | dic |
| -3.872 | -323 | -323 | -323 | -323 | -323 | -323 | -323 | -323 | -323 | -323 | -323 | -323 |

Annex 12.

| PRINCIPALES RATIOS | 2025 | 2026 | 2027 | 2028 | 2029 | Minigráficos |
|--|----------|----------|----------|----------|----------|--------------|
| A. Actividad | | | | | | |
| Variación de la Cifra de Ventas (%) | | 18,45% | 12,20% | 12,20% | 17,30% | |
| Productividad (Ventas/Gastos de Personal) | 0,74 | 1,21 | 1,31 | 1,43 | 1,63 | |
| B. Rentabilidad (después de impuestos) | | | | | | |
| Rentabilidad económica (B.N.+Int./Activo) | (17,79%) | 3,81% | 11,66% | 19,52% | 29,85% | |
| Rotación de activos (Ingresos/Activo) | 1,39 | 1,20 | 1,34 | 1,44 | 1,47 | |
| Margen sobre ventas (B.N.+Int./Ingresos) | (8,97%) | 3,18% | 8,73% | 13,56% | 20,27% | |
| Rentabilidad financiera (B.N./Patrimonio Neto) | (19,05%) | 3,51% | 19,65% | 33,73% | 52,01% | |
| Gastos financieros (% sobre deudas) | | 4,09% | 3,41% | 2,61% | 1,49% | |
| C. Ratios Cinéticos | | | | | | |
| Fondo de rotación | 125 días | 227 días | 192 días | 169 días | 153 días | |
| Fondo de maniobra | 26 días | 19 días | 20 días | 21 días | 22 días | |
| Tesorería | 96 días | 212 días | 199 días | 195 días | 204 días | |
| Existencias comerciales | | | | | | |
| Existencias M. P. | | | | | | |
| Existencias P. T. | | | | | | |
| Crédito clientes | 30 días | 30 días | 30 días | 30 días | 30 días | |
| Crédito proveedores | 30 días | 30 días | 30 días | 30 días | 30 días | |
| D. Solvencia | | | | | | |
| Patr. Neto sobre Cap. Perm. (%) | 100,00% | 51,00% | 59,12% | 70,30% | 84,62% | |
| Coef. Básico de Financ. (Cap.Perm. / (AF+NOF)) | 1,67 | 3,60 | 3,74 | 4,13 | 4,91 | |
| Inmediatez de la deuda (Deuda a corto/Deuda total) | 100,00% | 10,40% | 28,54% | 49,70% | 76,72% | |
| Endeudamiento (Deuda total/(Patr.N.+Deuda total)) | 6,60% | 51,74% | 49,17% | 45,65% | 43,85% | |
| Capacidad devolución (Cash flow generado/Deuda Total) | (95,41%) | 13,43% | 20,22% | 27,87% | 35,41% | |
| E. Liquidez | | | | | | |
| Liquidez general (Act. Corriente/Pas. Corriente) | 8,18 | 14,88 | 6,02 | 3,95 | 2,83 | |
| Test ácido ((Act. Corriente-Existencias)/Pas. Corriente) | 8,18 | 14,88 | 6,02 | 3,95 | 2,83 | |

Annex 13.

| ESTADO DE FLUJOS DE EFECTIVO | 2025 | 2026 | 2027 | 2028 | 2029 |
|--|-------|---------|---------|---------|---------|
| RESULTADO DEL EJERCICIO ANTES DE IMPUESTOS | (960) | 239 | 1.418 | 2.709 | 4.948 |
| Ajustes del resultado | 620 | 904 | 919 | 932 | 943 |
| + Amortizaciones del período | 620 | 680 | 740 | 800 | 860 |
| - Trabajos realizados para el propio inmovilizado | | | | | |
| - Imputación de subvenciones | | | | | |
| + Gastos financieros | | 224 | 179 | 132 | 83 |
| Cambios en el capital circulante | 2.621 | (147) | (119) | (131) | (213) |
| - (+) Variación de Existencias | 3.200 | | | | |
| - (+) Variación de Deudores y otras cuentas a cobrar | (936) | (174) | (131) | (150) | (239) |
| - (+) Variación Clientes | (892) | (165) | (129) | (145) | (230) |
| - (+) Variación Otras cuentas a cobrar | (44) | (10) | (2) | (6) | (9) |
| + (-) Variación de Acreedores y otras cuentas a pagar | 356 | 27 | 12 | 19 | 27 |
| + (-) Variación Proveedores | 85 | 19 | 4 | 11 | 18 |
| + (-) Variación Administraciones Públicas corrientes | 272 | 8 | 8 | 9 | 9 |
| + (-) Variación Otras cuentas a pagar | | | | | |
| Otros flujos de efectivo de las actividades de explotación | | (224) | (238) | (486) | (760) |
| - Pagos de intereses | | (224) | (179) | (132) | (83) |
| - (+) Pagos/cobros por el Impuesto sobre beneficios | | | (60) | (355) | (677) |
| = FLUJOS DE EFECTIVO DE LAS ACTIVIDADES DE EXPLOTACIÓN | 2.281 | 771 | 1.980 | 3.023 | 4.918 |
| + Cobros por desinversiones | | | | | |
| - Pagos por inversiones | (300) | (300) | (300) | (300) | (300) |
| = FLUJOS DE EFECTIVO DE LAS ACTIVIDADES DE INVERSIÓN | (300) | (300) | (300) | (300) | (300) |
| + Aportaciones de los accionistas | | | | | |
| + (-) Otras variaciones del Patrimonio Neto | | | | | |
| + Subvenciones de capital | | | | | |
| + Captación de capitales ajenos | | 6.000 | | | |
| - Amortización de préstamos y otras deudas financieras | | (1.106) | (1.151) | (1.198) | (1.247) |
| - Pagos de dividendos | | | (125) | (744) | (1.422) |
| = FLUJOS DE EFECTIVO DE LAS ACTIVIDADES DE FINANCIACIÓN | | 4.894 | (1.277) | (1.943) | (2.669) |
| = AUMENTO/DISMINUCIÓN NETA DEL EFECTIVO | 1.981 | 5.365 | 403 | 781 | 1.949 |
| + (-) Saldo inicial de Tesorería y otras disponibilidades líquidas | | 1.981 | 7.345 | 7.748 | 8.529 |
| = SALDO FINAL DE TESORERÍA | 1.981 | 7.345 | 7.748 | 8.529 | 10.479 |