

UNIVERSIDAD ESAN



Consulting Project in Entrepreneurship for a technological platform of care, support and health services on demand.

In collaboration with:



Master in Management
IÉSEG School of Management – Paris, France

Thesis presented in partial satisfaction of the requirements to obtain the degree of Maestro en Administración by:

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Programa de Maestría en Administración a Tiempo Parcial 61

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Esta tesis

**Consulting Project in Entrepreneurship for a technological platform
of care, support and health services on demand.**

ha sido aprobada.

.....
Luis Chávez – Bedoya Mercado (Jurado)

DEDICATORIAS

A mi familia, en especial a mis padres sin cuyo apoyo incondicional, motivación constante y amor no sería la persona y profesional que soy. A Valeria, mi compañera de vida, por motivarme a ser mejor cada día y ser mi apoyo incondicional en mis metas y proyectos.

Angela Annette Antoinette Canales Cavenago

A mi familia sin cuyo apoyo incondicional y motivación constante no hubiese llegado a donde estoy hoy, con la consecución de muchos logros incluido este. Así también, a mis amigos, que de una u otra forma han influenciado en mi vida y me han brindado su apoyo.

Katherine Patricia Palomino Reyna

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Nuestro agradecimiento también a los especialistas que nos brindaron su apoyo y su tiempo, para aportar con su experiencia en el desarrollo de esta tesis.

Angela Annette Antoinete Canales Cavenago

Maestro en Administración de Negocios de la Universidad ESAN (Perú), con doble grado en la Escuela de Negocios IESEG (Francia), certificada como Maestro en Gestión con especialización en Innovación y Emprendimiento. Profesional en Ingeniería Industrial de la Universidad de Lima con más de 4 años de experiencia en servicios y operaciones, generando valor en la mejora continua de procesos e implementación de proyectos con visión estratégica del negocio. Con destreza para liderar equipos de alto rendimiento y mejoras continuas en productividad y eficiencia generando óptimo clima laboral. Con alta integridad y valores éticos; y alta orientación a resultados. Con dominio fluido del inglés.

EXPERIENCIA PROFESIONAL

Servicios Industriales Pesqueros S.A.

Empresa familiar que ofrece servicios de comercialización, almacenamiento, refrigeración y procesamiento de productos hidrobiológicos en el único mercado mayorista de Lima.

Jefe de Procesos

Febrero 2013 – Diciembre 2017

Liderar un equipo encargado del procesamiento de productos hidrobiológicos, el cual se rige bajo los requerimientos de calidad necesarios para productos de consumo humano. A cargo de las operaciones generales de administración de la empresa.

- Responsable del área de procesos de congelamiento y gestión de clientes, cobranzas, facturación, compras y administración.
- Desarrollo de herramientas operativas e implementación de un sistema de Kardex para la gestión de inventarios.
- Implantación de una base de datos integrada por informes de producción, clientes, facturación, entre otros, para crear trazabilidad en productos procesados.
- Establecimiento de un programa de horario flexible para los trabajadores.
- Implementación de un sistema de control de cobros, sanciones, capacitaciones y datos históricos de clientes/usuarios.
- Implementación de auditorías de calidad.

Resultados: obtener la habilitación durante 3 años (normalmente anualmente), disminuir las pérdidas en el inventario en un 20%, mejorar el clima laboral y la productividad de los empleados y aumentar las ventas a través de la implementación del sistema en un 15%.

Mega Representaciones S.A. – Soltrak S.A.

Empresa Ferreycorp dedicada a brindar soluciones integrales en consumibles: gestión integral de neumáticos, lubricantes, filtración y mantenimiento predictivo para sus maquinarias y equipos.

**Analista de Operaciones
2012**

Enero 2012 – Julio

A cargo de la coordinación con diferentes áreas para realizar reportes mensuales de ventas e indicadores de gestión para la toma de decisiones por parte de Mobil y la Gerencia de Lubricantes de la empresa.

- Implementación de KPIs, auditorías internas y Kardex de instrumentos de seguridad para el área de operaciones.
 - Coordinar con las áreas de apoyo y jefaturas de ventas para el desarrollo de reportes a Mobil y a la Gerencia de Lubricantes.
 - Responsable del desarrollo del plan de negocio 2012.
 - Implementación de herramientas operativas para la estandarización de procesos.
- Resultados: disminuir en pérdidas de inventario en 5% y facilitar la toma de decisiones.

Petroleros del Perú S.A.

Empresa Estatal de Derecho Privado, que en representación del Estado Peruano, se encarga de promocionar, negociar, suscribir y supervisar contratos para la exploración y explotación de hidrocarburos en el Perú.

**Asistente de Logística
2011**

Enero 2011 – Agosto

Apoyo en la distribución de cargas de trabajo en el área de logística y en contrataciones de servicios de la compañía.

- Apoyo en los procesos de contratación de servicios, consultoría y obras.
- Preparar informes y participar en el seguimiento de los procesos de competencia mayor.
- Preparar y participar en el establecimiento y distribución de cargas de trabajo.
- Desarrollar propuestas de mejora en los procesos de contratación.
- Seguimiento de las sanciones aplicadas por la OSCE – coordinación con el prestador de servicios

FORMACIÓN PROFESIONAL

ESAN GRADUATE SCHOOL OF BUSINESS 2019 Maestría en Administración de Negocios	2016 –
IESEG SCHOOL OF MANAGEMENT 2018 Doble grado en MsC - Especialización en Emprendimiento e Innovación	2018 -
ESAN GRADUATE SCHOOL OF BUSINESS (PRIMER PUESTO) Diplomado Internacional en Logística y Operaciones	2013

UNIVERSIDAD DE LIMA (DECIMO SUPERIOR) 2006 -
2011
Bachiller en Ingeniería Industrial

OTROS ESTUDIOS

LE CORDON BLEU PERU: *Diplomado en Gestión de Restaurantes* 2015
Certificación en inglés: TOEIC (900/990) 2018
ALIANZA FRANCESA: FRANCES INTERMEDIO 2013 – 2014

Experiencia de Voluntariado y/o Skills

• SERINPES SA – PROMOTOR DE ACTIVIDADES SOCIALES 2013 – 2017
• PACK OFFICE & MICROSOFT VISIO
• SPSS
• MULTITASKING
• FLEXIBILIDAD

Katherine Patricia Palomino Reyna

Profesional titulada en Ingeniería de Sistemas e Informática, de la Universidad Nacional Mayor de San Marcos, con estudios en Maestría en Administración de Negocios MBA en la Universidad ESAN (Perú) y Maestría en Innovación y Emprendimiento en la Escuela de Negocios IESEG (Francia), con especialización en Gestión de Proyectos de TI y certificada en ASP.NET Applications con Framework 3.5; con capacidad de liderazgo, iniciativa y actitud proactiva en el trabajo, interés por la investigación y facilidad para el aprendizaje y el trabajo en equipo. Acreditada como ITIL® Expert, y acreditada en Information Security Foundation based on ISO/IEC 27002, Agile Scrum y ASP. NET. Con dominio fluido del inglés.

EXPERIENCIA PROFESIONAL

PALACIO DE GOBIERNO DE PERÚ

Asistencia a las labores del Presidente de la República del Perú

Directora de la Of. de Tecnologías de la Información 2018

Abril 2017 - Enero

Liderar la dirección para el cumplimiento de sus objetivos.

- Gestionar proyectos para implementar infraestructura informática y sistemas en el Palacio de Gobierno. Supervisar el cumplimiento de los trabajos realizados por personal externo.
- Evaluar las necesidades de las áreas usuarias y preparar soluciones que optimicen procesos internos en coordinación con las áreas.
- Preparar y actualizar el Plan Estratégico de Tecnologías de la Información y participar en el Plan de seguridad integral del Palacio de Gobierno, así como todos los procedimientos que se requieran en la Oficina.

Resultado: Implementación de 5 sistemas de información, un parque de computadoras renovado y licencias de software actualizadas.

MINISTERIO DE CULTURA DEL PERÚ

Institución estatal encargado de los aspectos culturales del país.

Jefa de la Oficina de Desarrollo Tecnológico

Enero 2014 - Marzo 2017

Liderar un equipo encargado de todos los sistemas informáticos del Ministerio.

- Gestionar los proyectos para el desarrollo e implementación de los sistemas informáticos del Ministerio de Cultura a nivel nacional, supervisar los trabajos que se ejecuten con

empresas consultoras.

- Evaluar las necesidades de las áreas usuarias y elaborar propuestas de solución que optimicen los procesos internos en coordinación con las mismas. (Se ha logrado que 4 sistemas de información sean reconocidos como buena práctica en gestión pública por CAD a nivel Perú, y uno de ellos a nivel Latinoamérica)
- Seguimiento y actualización del Plan Estratégico de Tecnologías de Información del Ministerio de Cultura, así como de los procedimientos que se requieren en la Oficina.

Resultado: Implementación de 20 sistemas de información, 4 de ellos reconocidos por los premios CAD como una buena práctica de gestión a nivel nacional y uno de ellos a nivel de Latinoamérica.

PODER JUDICIAL DEL PERÚ

Organismo público con potestad de administrar justicia en el país.

Coordinadora del Equipo de Sist. Administrativos 2013

Abril 2011 - Mayo

Gestionar el equipo dedicado a los sistemas administrativos de la Institución a nivel nacional.

- Coordinar las actividades necesarias y gestión de los colaboradores para el desarrollo e implantación de sistemas administrativos a nivel nacional, haciendo seguimiento para el cumplimiento de metas.
- Elaboración permanente de informes a la Jefatura para una adecuada toma de decisiones.

Resultado: Implementación de un sistema integrado de gestión administrativa a nivel nacional.

INSTITUTO GEOLÓGICO MINERO Y METALÚRGICO (INGEMMET)

Institución pública adscrita al Ministerio de Energía y Minas, encargada de la investigación de la geología del país.

Analista de Sistemas Senior 2011

Enero 2009 - Febrero

- Realizar el análisis, diseño y programación de sistemas de información (tecnología .Net con Oracle)
- Elaboración permanente de informes a la Jefatura inmediata con respecto al avance de los proyectos asignados.

FORMACIÓN PROFESIONAL

ESAN GRADUATE SCHOOL OF BUSINESS
2019

2016 -

Maestría en Administración de Negocios

IESEG SCHOOL OF MANAGEMENT

2018 - 2018

Doble grado en MSc - Especialización en Emprendimiento e Innovación

UNIVERSIDAD NACIONAL MAYOR DE SAN MARCOS
Ingeniería de Sistemas e Informática

2003 - 2008

OTROS ESTUDIOS

PMC Consulting: <i>ITIL Edition 2011, Certificación ITIL Expert</i>	2014
PMC Consulting: <i>Diplomado Oficial en Gestión de TI (ITSM) Bajo el enfoque del ciclo de vida del Servicio según ITIL® Edición 2011</i>	2014
BDO Consulting: <i>Gestión de proyectos alineado al PMBOK</i>	2011
PMC Consulting: <i>Certificado en Agile Scrum Foundation</i>	2014
Certificación en Inglés: IELTS (6.5)	2017

Experiencia de Voluntariado y/o Skills

- Iniciativa y actitud proactiva
- Manejo de situaciones complejas
- Multitasking
- Responsabilidad y compromiso

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EXECUTIVE SUMMARY

Introduction

BWMe (Be with me) is a business idea that aims to expand health care services through a technological platform by providing assistance and medical care on-demand, especially for the elderly and people who not able to perform activities independently.

Description



BWMe

Be With Me. Care, Support & Health services when you need it!

20 BWMe has the mission to provide a reliable, humanized and differentiated service of support, care and health on-demand for the elderly and people who are not able to perform physical activities independently. This business idea will be developed and launched in Peru as a result of close experiences of the founders in the matter and the current need of health care services that the society is facing within the elderly and people with disabilities, which is worsened by the non-inclusive infrastructure in the country. The skills and professional experience of both founders will help to concretize this concept.

Market analysis

BWMe has as initial scope the provinces of Lima and Callao. The segments will be mostly senior adults (60 years or more) and people of any age with some deficiency to carry out activities independently. However, it should be taken into account that requests for care could be done by themselves or by any relative of other age. Additionally, it should be considered that in the Peruvian market, currently, there is no direct competitor for BWMe and its indirect competitors have inefficiencies that can be used to capture a greater number of customers, contributing to the positive trend for greater awareness of the health care in Peru.

As a multisided platform, it is important to highlight that the service providers of BWMe will be considered as "clients", who in average will be around 37 years old.

Marketing plan

The strategy that BWMe will use is differentiation, highlighting the values it will provide as part of its services, which are security, availability, convenience and affordable prices for the target audience. Likewise, considering the trends in our target segments and the positive results that is getting in Peru the digital marketing approach, our company will follow these steps. The business will be enhanced mainly through internet search engines, social networks and blogs. In addition to that, meetings and alliances with many related institutions as well as offering promotions and discounts will be considered to reach a greater number of clients.

On the other hand, service providers will be offered with some benefits, promotions and bonuses in order for them to be more interested and committed on offering their services through the platform.

Management team and company (ownership) structure

BWMe will be owned by the two founders, Angela Canales and Katherine Palomino on equal parts. Each one will possess 50% of BWMe's equity. The BWMe team will be composed by the two founders, an intern and a person assigned to customer service during the night shift. In the year 2021, a community manager will be hired for the exclusive management of social networks. Consultancy services will be outsourced for certain activities of the company such as accounting, legal advice and health and psychological counseling.

Operations plan

BWMe is an online platform that provides care, support and health services on-demand by targeting the elderly and people with disabilities or needed of assistance. BWMe's value proposal is the convenience, reliability and accessibility that these services will bring to the customers. As a multi-sided market, there are some attributes for the partners (service providers) who will supply these services through the mobile application such as flexible working hours, access to the market and commission based on ratings provided by the customers.

The distribution of services will be convenient, since it will be through the application or the web page with a process of registration on social media networks or e-mail. Once the customer has registered, he/she will enter the features of the required service and the app will look for the partner that comply with the requested and that is close to the stated address. The customer will confirm the service request after evaluating the options presented by the app. The customer relationships will be automated and self-served with a

personal assistance by phone or online, communities and a Rating & Feedback system to control the quality of the services and information on customer's needs.

As an online platform our main investment is the development and design of the platform itself, advertising and promotion campaigns and permanent employees. On the other hand, we have created a business model based on service commissions (30%) that makes the model profitable.

Product/service development plan

Currently, the prototype of the application and the web page are being developed, as well as the business plan. The logo is already done. Likewise, the services plan is already defined and will be offered through the application the following: Care & Support Plan, Support & Health Plan, Prevention & Support Plan and Baby Care & Support. All the remained activities to end the development of the platform will require approximately of 6 months and a half. The main challenges of the company will be to attract customers to the platform, to match supply and demand, to control the services contracted out of the application and the quality of the service itself. Therefore, BWMe will execute a very conscious plan of marketing, rewards and quality controls.

Financial projections

BWMe will be financed exclusively with personal funds of the two founders. To launch BWMe, it will be required a total amount of 66,269.28 USD. In the year 2019, a loan of \$30,000 USD will be requested to cover the operating expenses. Considering interest rates for small businesses and startups in Peru are very high, the founders will take out a personal loan at a rate of 14%. As there are no similar companies in Peru, the Market Share is defined as sales objectives for the following years. In 2019, the first 6 months are contemplated for the development of the platform, therefore sales will begin the third and fourth quarter of the year capturing the 0.2% and the 0.5% of the market size, hence, the net income estimated is negative with \$-58,029.10 USD. For the years 2020 and 2021, it is expected to generate a net income of \$21,305.24 USD and \$107,169.56 USD, respectively.

Status and offering (funding sought)

Although it has not been contemplated in the budget another type of financing, the head of the entrepreneur program in ESAN Business School (Peru) expressed his interest of offering a mentorship of the school's entrepreneurial group and the opportunity to get in contact with potential investors engaged on projects like BWMe. Therefore, it is possible that in future investment can be not only by the founders, but also by external investors.

Module 1

FIRST SCREENING

BWME (Be With Me) is a technological platform that offers customers care and support services for activities for which they have some impediments or to address their special needs. To make a preliminary assessment of the business idea is used the tool proposed by Bruce R. Barringer called "First Screening", which will allow us to make a complete evaluation of the most important points of the business such as industry, market, organization, finances and especially the strength of the business idea.

Strength of the business idea

	Low Potential (-1)	Moderate Potential (0)	High Potential (+1)
1. Extent to which the idea: • Takes advantage of an environmental trend • Solves a problem • Addresses an unfilled gap in the marketplace	Weak	Moderate	Strong
2. Timeliness of entry to market	Not timely	Moderately timely	Very timely
3. Extent to which the idea "adds value" for its buyer or end user	Low	Medium	High
4. Extent to which the customer is satisfied by competing products that are already available	Very satisfied	Moderately satisfied	Not very satisfied or ambivalent
5. Degree to which the idea requires customers to change their basic practices or behaviors	Substantial changes required	Moderate changes required	Small to no changes required

Table 1: First screening - Strength of the business idea

Overall the strength of the business idea has high potential. First, it solves a problem since in Peru this kind of services are not available and there are many people looking for it. Also, the infrastructure required for this market is not adequate, so it is necessary to have constant support and care in order to be able to develop in the social ambience in a normal way. Finally, it will contribute to have a major inclusion of these people in the society.

Industry-related issues

	Low Potential (-1)	Moderate Potential (0)	High Potential (+1)
1. Number of competitors	Many	Few	None
2. Stage of industry life cycle	Maturity phase or decline phase	Growth phase	Emergence phase
3. Growth rate of industry	Little or no growth	Moderate growth	Strong growth
4. Importance of industry's products and/or services to customers	"Ambivalent"	"Would like to have"	"Must have"
5. Industry operating margins	Low	Moderate	High

Table 2: First screening – Industry-related issues

25 Overall the industry-related issues have a moderate potential. There are no competitors with the same business proposal. However, there are other options provided by clinics or independent professionals that could act as indirect competitors. This market is presently unattended, so customers would like to have this offer that currently is not well provided because of the lack of security, quality and convenience.

Market -and customer-related issues

Overall the market- and customer- related issues has moderate potential. The target market is already identified- the elderly, people with disabilities or whoever might need assistance (cannot perform activities requiring physical movements or are restricted in their movements)-. The ability to create "barriers to entry" for potential competitors will depend on the complexity of the business since Peru is a country where many people tend to copy potential businesses. On the other hand, it will take a lot of marketing and advertising campaigns to get customers aware of the services provided by BWMe, we need to find the correct approach to get potential customers on board.

	Low Potential (-1)	Moderate Potential (0)	High Potential (+1)
1. Identification of target market for the proposed new venture	Difficult to identify	May be able to identify	Identified
2. Ability to create “barriers to entry” for potential competitors	Unable to create	May or may not be able to create	Can create
3. Purchasing power of customers	Low	Moderate	High
4. Ease of making customers aware of the new product or service	Low	Moderate	High
5. Growth potential of target market	Low	Moderate	High

Table 3: First screening - Market and customer related issues

Founder-related issues

	Low Potential (-1)	Moderate Potential (0)	High Potential (+1)
1. Founder or founders experience in the industry	No experience	Moderate experience	Experienced
2. Founder or founders’ skills as they relate to the proposed new venture’s product or service	No skills	Moderate skills	Skilled
3. Extent of the founder or founders professional and social networks in the relevant industry	None	Moderate	Extensive

4. Extent to which the proposed new venture meets the founder or founders' personal goals and aspirations	Weak	Moderate	Strong
5. Likelihood that a team can be put together to launch and grow the new venture	Unlikely	Moderately likely	Very likely

Table 4: First screening - Founder-related issues

Overall the founder-related issues have high potential. Even though, both of us lack experience in this kind of industry, we will do our best to get this project going, we have an extensive network of contacts and the passion and willingness to make this project successful. Also, with this project we can meet our professional and personal dream; contribute to the society and create our own business that is what we long for. In the Management Team and Company Structure section, the different competencies of each of the founders will be explained in greater detail.

Financial issues

	Low Potential (-1)	Moderate Potential (0)	High Potential (+1)
1. Initial capital investment	High	Moderate	Low
2. Number of revenue drivers (ways in which the company makes money)	One	Two to three	More than three
3. Time to break even	More than two years	One to two years	Less than one year
4. Financial performance of similar businesses	Weak	Modest	Strong
5. Ability to fund initial product (or service) development and/or initial startup expenses from personal funds or via bootstrapping	Low	Moderate	High

Table 5: First screening - Financial issues

Overall the financial issues have moderate potential. As a technological platform, the investment will be mainly focused on its development. So, the business idea itself do not have much financial risk. The initial capital investment is not very high, and it will be financed with personal funds.

Overall potential of the business idea

	Score (-5 to +1)	Overall Potential of the Business Idea Based on Each Part
Part 1: Strength of Business Idea	3	High-Potential
Part 2: Industry-Related Issues	0	Moderate-Potential
Part 3: Target Market and Customer-Related Issues	2	Moderate-Potential
Part 4: Founder- (or Founders-) Related Issues	3	High-Potential
Part 5: Financial Issues	1	Moderate-Potential
Overall Assessment	9	High-Potential

Table 6:First screening - Overall potential of the business idea

To conclude, the business idea has high-potential as well as the founder-related issues. We expected these results since we know the passion and commitment we put in the project. Even though, we are conscious about the special treatment we have to put in the other 3 issues (industry, market and financial). We are focused in overcome the weaknesses that can present these points.

FEASIBILITY ANALYSIS

Introduction

BWMe- Be With Me is an online platform that provides care, support and health services on demand. This web application is targeting elderly, people with disabilities or whoever might need assistance (cannot perform activities requiring physical movements or are restricted in their movements). Initially, the project will be launch in Peru.

Our value proposal is “Care, Support & Health; when you need it”, it is basically saying that it does not matter what time is it, where are you or what do you need, we are going to be there for you.

BWMe’ team is composed of 2 ladies, both engineers and entrepreneurs; Angela Canales Cavenago and Katherine Palomino Reyna.

Concept statement

The concept statement test was created to expose our business idea to third party evaluation. It was sent to 5 people with different profiles and skills that will contribute to the initial business idea (1 is a Marketing Manager, 1 is a Systems and Informatics Engineer, 1 is a Product Manager, 1 is a potential service provider and 1 is a potential costumer).

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The test provided all the relevant information about the project. We asked them to read the concept statement and answer 4 questions:

- 1- Can you tell me three things you like about our service / idea?
- 2- Can you provide three suggestions for making it better?
- 3- Do you think the service is feasible (or will be successful)?
- 4- Can you share any additional comments or suggestions?

This part will summarize the information we obtained in the Concept Statement Test in 4 categories: 1) Strengths of the product or service idea, 2) Suggestions for strengthening the idea, 3) Overall feasibility of the product or service and 4) Other comments and suggestions.

Initial concept statement

The concept statement was written in both, English and Spanish version. However, the 5 replies we got were evaluated in the Spanish version and with Peruvian advisors, since Peru is our target market.

The concept statement is presented below:

What is BWME?

It is a web application that offers customers care services and/or support for activities for which they have some impediments or to address their special needs. The services will be supported by a 24/7 helpline for service providers. They will have to pass a pre-evaluation to ensure they are qualified to provide the required care and support services. An important aspect is the certificated knowledge of first-aid program and Cardiopulmonary resuscitation (CPR), which is a training that the company could provide in case applicants do not possess it.

The free download application will provide a detailed profile of the helpers, their capabilities and the ratings that they get from their services, so customers can choose the helper they want and who could fit better with their needs.

The application will calculate fees according to the hours of service, type of service (care & support; care & health) and time of service, and handle payment. This will be defined in the financial assessment.

Why?

The market for elderly and disabled care is currently unattended in developing countries. Peru does not have an adequate infrastructure. This problem is even more acute for the people with disabilities or special needs. Moreover, demographic trends show an increase in the elder population due to global aging trends. In addition, in Peru there is very little attention and programs developed especially for people with disabilities that favor their inclusion in regular activities. All things considered, we saw an unattended market that represents a great business opportunity. We believe that BWME can provide a viable solution to this market that desperately needs addressing where we can represent an alternative to support people who do not have the resources to hire permanent support for their families.

For whom this application is for?

Our target market is the elderly, people with disabilities or whoever might need assistance (cannot perform activities requiring physical movements or are restricted in their movements). Initially, the project will be implemented in Peru. This market is currently unattended. In addition, according to INEI (Instituto Nacional de Estadística e Informática), in the National Household Survey, in the first quarter of the year 2018, 42.2% of households in the country, have at least 1 person over 60 years among their members.

Finally, the infrastructure required for the mobilization of senior adults and people with limited mobility is not adequate, so it is necessary to have constant support and care in order to be able to develop in the social ambience in a normal way.

Considering the technological limitations that a part of the final users may have, the service will be focused in two ways, the final user and the person in charge of the payment (family, friends, etc.). So, we propose a mobile application that has family profiles to facilitate its use. Furthermore, it is important to take into account the social aspect that is behind this project, which will achieve a major inclusion of these people in the society and in the normal activities of daily life, thus, avoiding isolation and depression

How we are going to do it?

The fee will be calculated according to the hours of service, type of service (care & support; care & health), time of service and the quantity of persons to support. The company will charge an average of 30% of each service carried out to obtain resources to maintain this social business. We are going to base our marketing campaign in social media promotion and word-of-mouth referrals.

Strengths of the business idea

We summarize the feedback of our respondents about the strengths of the business idea in the following statements:

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- The availability of the service, with an attention of 24/7, the ease of the service acquisition and the convenience to find the service quickly through a mobile application.
 - There is no similar services in Peru. It is difficult to find personnel who are moderately trained, committed, available and who go through a pre-assessment, which provides security and quality in the service.
 - The habilitation of a familiar profile and a user profile gives tranquility to the family to be able to keep track of the service.
 - You can choose the service according to the patient's need and the characteristics of the helper.
 - Has a social approach.
 - Taking advantage of a business opportunity since it is an unattended market and is possible that it will become the solution of many people and families because there is no adequate infrastructure for elderly and people with disabilities in Peru.
 - The convenience of service: for hours and type of service.
 - Integrates an adult audience with young service providers.

Suggestions for strengthening the business idea

We summarize the feedback of our respondents about the suggestions for strengthening the business idea in the following statements:

- It should be assessed how the service provider does not make a business of its own by skipping the application.
- It is important to include the transport service and make it central axis of the project as it is much easier to control.
- The staff should not only have CPR certification, given the delicateness of the issue. They must be certified nurses or nursing assistants.
- To propose a menu of options to classify type and/or degree (diagnosis) of disability that the patient presents to be able to find the competent professional (or support personnel for specific tasks) according to his field of action and/or specialty.
- It is necessary to be visible in the profile of the service provider its degree of instruction.
- To offer the service of geolocation for the user, so that the family can follow up its location in the external activities of care and support (an option would be a localization by the cell phone of the service provider).
- Expanding the way to advertise the app using government agencies such as municipal associations (districts such as San Isidro and Miraflores), hospitals and private organizations such as clinics, sports clubs, etc.
- Consider the technological gap with seniors.
- Consider alliances with state institutions such as CONADIS or NGOs whose purpose is for people with different abilities.
- Do not rely much on word of mouth advertising; consider conducting an advertising campaign focused on sectors A and B given their purchasing power.

Perceived feasibility of the business idea

All the people surveyed firmly believe in the feasibility of the project. There are some important factors to keep in mind in order to achieve success:

- Interesting potential market.
- Segmentation of the client according to their socio-economic level is a critical factor to evaluate.
- Price is a critical factor according to the target market.
- The factors "quality and safety" are fundamental variables for the success of the program.

- There is no similar service offering.
- There is high demand for services, however the offer is little.

Other comments and suggestions

We summarize other comments and suggestions of our respondents in the following statements:

- To offer specialized transportation service, including vehicles adapted to the needs.
- Take into account the diagnosis of the patient to be treated, since the rates of the service could vary according to the treatment provided.
- That the professionals to be recruited to give the service have valid title and tuition.
- An additional market study (focus group) could be conducted between people with disabled families and/or senior adults to determine the crucial points of differentiation in quality and service expected in services of this type.
- Implement "prevention" services as there are currently programs for seniors in which routines are taught to avoid events that lead them to become dependent population, and thus improve their quality of life
- Do not limit the market to which services are provided. Consider expanding services for childcare, people with Down syndrome, autism, Asperger's, among other ailments that may require specialized care. Also, provide support services for people who have suffered from an accident that makes them impossible for a short period of time and need support.
- To emphasize (and advertise) in the security and care of the people by the service provider, as there are many cases of rapes, thefts, among others that make it impossible to gain the user's trust.

Revised concept statement

After analyzing the suggestions from the interviewees, we will take into account some considerations for the marketing plan, the operations plan, the market segmentation and the development of the platform. All these changes will not affect the initial concept statement, as they are more operative proposals. However, we notice with one of the suggestions that some information was missing, so the paragraph with the applied changes is presented below:

What is BWME?

It is a technological platform that offers customers care services and/or support for activities for which they have some impediments or to address their special needs. The services will

be supported by a 24/7 helpline for service providers. They will have to pass a pre-evaluation to ensure they are qualified to provide the required care and support services. **The service providers will have certificated knowledge of first-aid program and Cardiopulmonary resuscitation (CPR - the company could provide training in case applicants do not possess it) or will be certified nurses or nursing assistants.**

Buying intentions survey

We conducted a buying intentions survey through Qualtrics from September 13th to September 18th, in Lima Metropolitan (including districts in Lima and Callao) and delivered online. We elaborated this survey in order to gather information about the potential use of the service proposed by BWMe, asking customers their preferences about price, their criteria to choose the service, the type of services they are willing to use, etc. The survey was in Spanish, composed of 13 questions and was answered by 190 potential customers. The survey is presented in the Appendix A.

Survey statements

Below is presented some demographic facts:

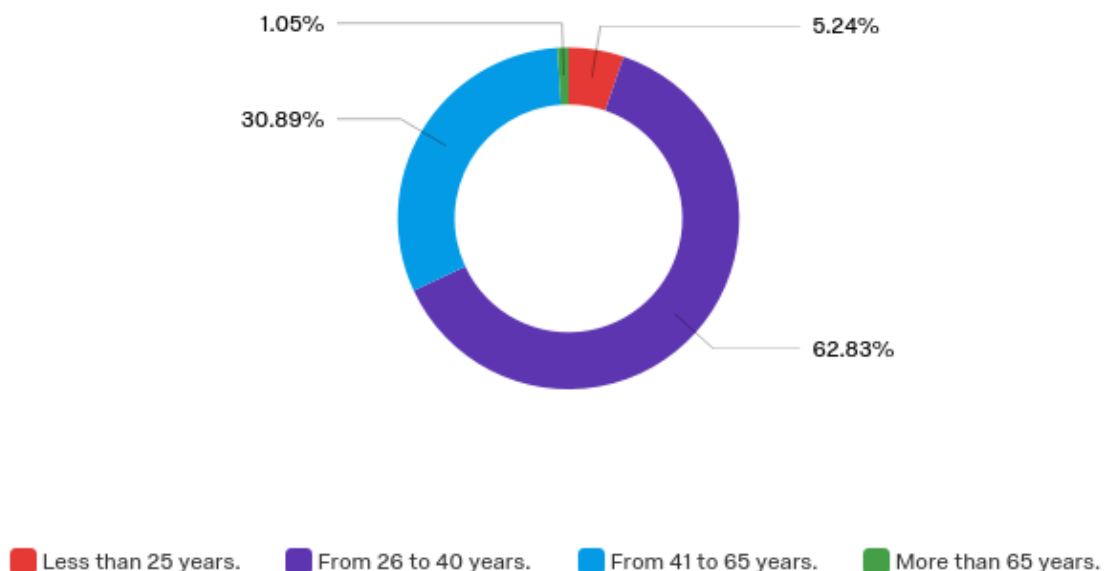


Figure 1: Survey Statements - Age

Almost all our respondents are between 26 and 65 years old, 62.83% from 26 to 40 years and 30.89% from 41 to 65 years old.

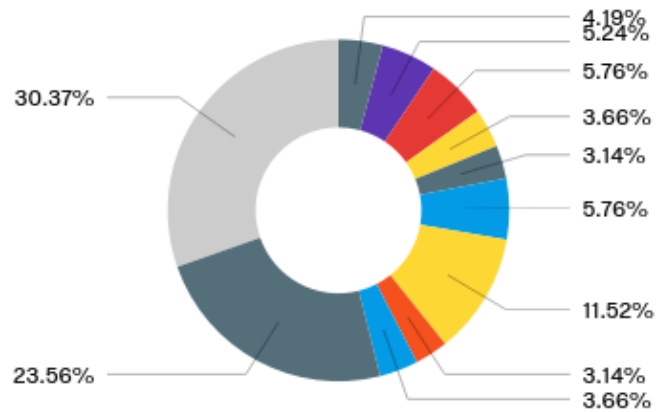


Figure 2: Survey Statements - Districts

The Majority of our potential customers live in Santiago de Surco, San Borja, La Molina and Miraflores, with 23.56%, 11.52%, 5.76% and 5.76%, respectively.

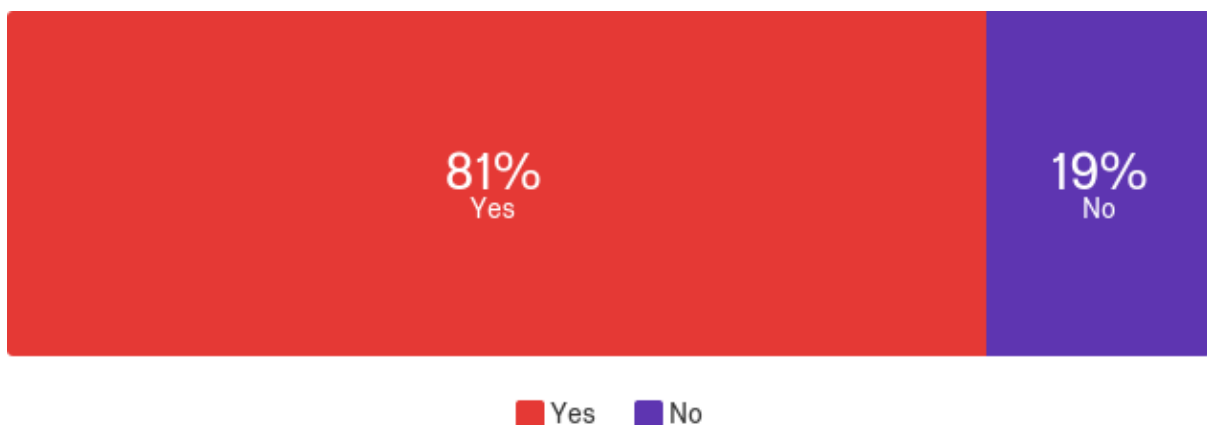


Figure 3: Survey Statements - Do you know potential customers?

In the survey conducted, we asked if they know potential final users (persons who cannot move independently or who prefer accompaniment), 81% of the respondents say YES.

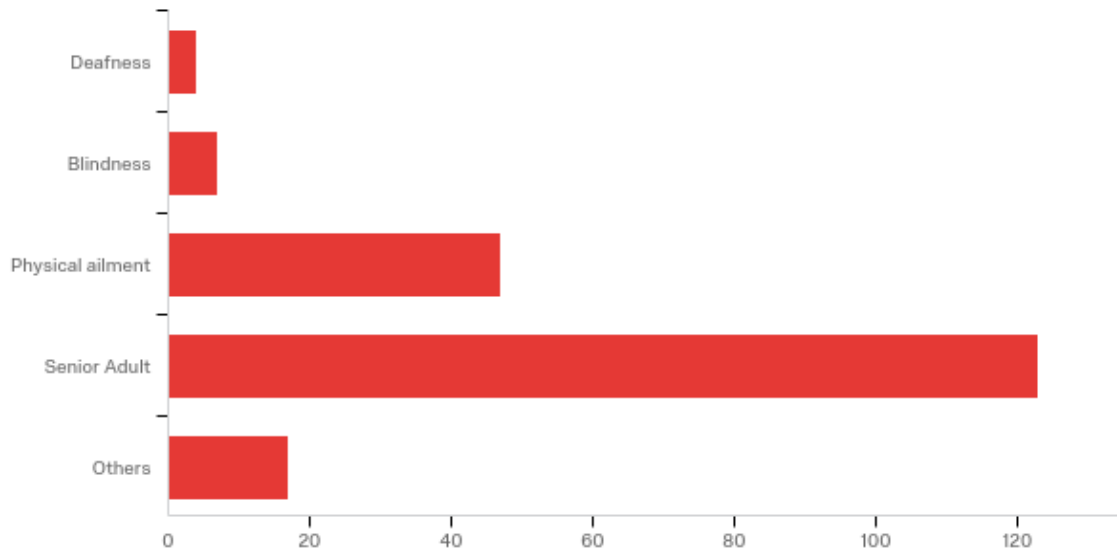


Figure 4: Survey Statements - Ailments

If the previous answer was affirmative, we asked for the reason of the dependence. The main reasons were the age and a physical ailment with 62.12% and 23.74%, respectively. On the other hand, 8.59% of the respondents mentioned other kinds of ailments that we have to take into account when gathering the service providers. Some of the ailments mentioned were: Neurodegenerative diseases like Alzheimer and Parkinson, ACV, leg amputation, congenital diseases like Autism and Down syndrome, partial blindness, limping, terminal illness, invalidity, stroke paralysis, person with special abilities and Polio.

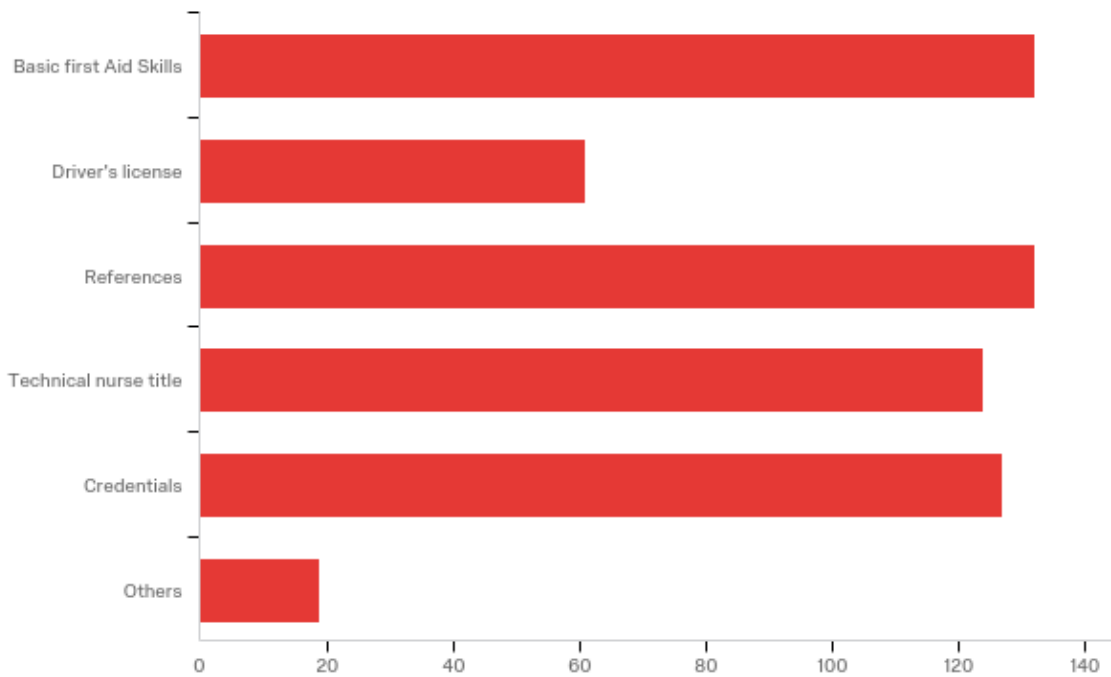


Figure 2.e: Survey Statements – Importance of the selection criteria

They were asked what requirements they would consider important to hire this service. It was possible to obtain that with the same rate of 22.18%, they prefer basic first aid skills and references, the 21.34% will asked for credentials and 20.84% will asked for a technical nurse title. Also, they provided another selection criteria like to have vehicle, previous experience (more than 3 years), specialized treatment by type of condition, psychological profile, culinary skills, certification BWMe, vocation and good treatment to the patient, certificate of geriatric and congenital diseases attention, costumers rate (record) and opinions in the app, emotional stability, honesty, patience, knowledge in cognitive and physical therapies and additional skills for the compatibility with the user.

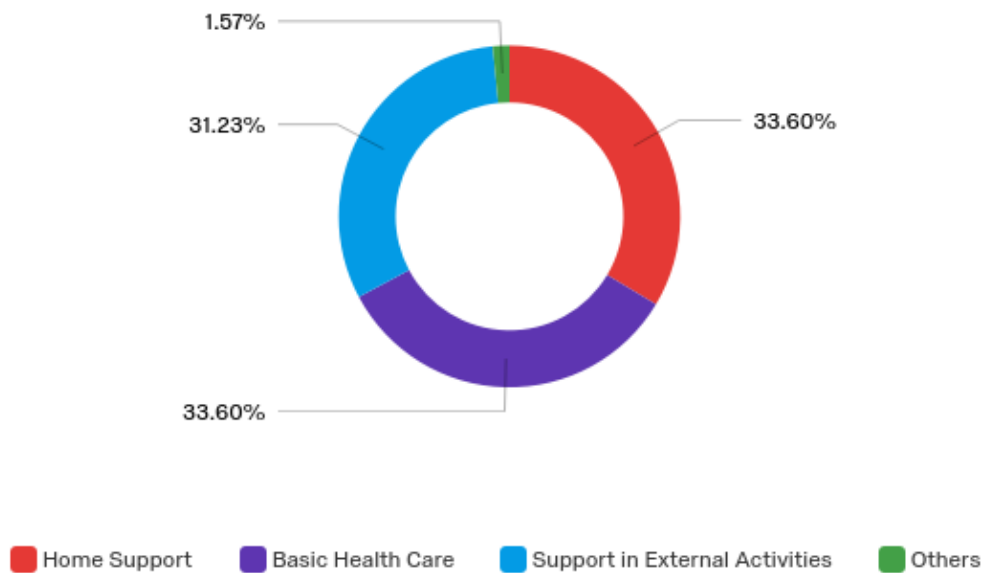


Figure 5: Survey Statements – Services

The 33.6% will take the service of home support, the 33.6% will take basic health care and the 31.23% support in external activities. Other activities they propose were: cognitive therapies, specialized therapies and physical therapy to avoid dependence.

On the other hand, they were asked what advertising channel they are exposed to or prefer. Of which, the 26.81% preferred the word-of-mouth referrals, 25.71% social media, 16.70% internet advertising and 12.09% written advertising. Also, they propose some other channels that will be taken into account in the development of the marketing plan (Services proposed by organizations, billboard, free trial service, advertising panels, business campaigns, clinic recommendation, etc.)

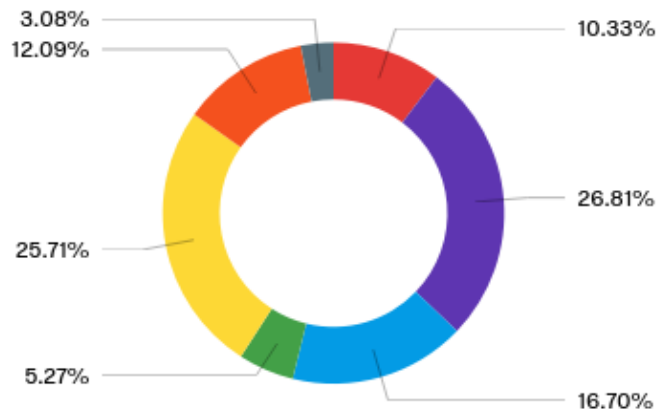


Figure 6: Survey Statements – Communication channels

About the services provided, we gather the following information:

Care & Support Plan (offers the service of a person who is trained in first aid (non-technical), who can provide assistance and support in external or internal activities to the dependent person without any specialized attention)

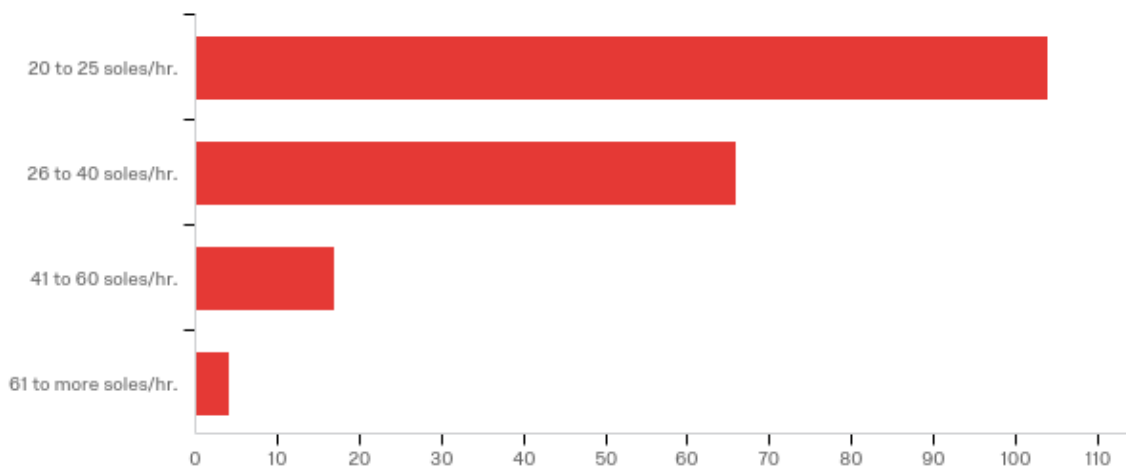


Figure 7: Survey Statements – Prices Care & Support

Most respondents (54.45%) are willing to pay between 20 to 25 Soles per hour, which in USD is 6 to 8 USD per hour, respectively. Following by the surveyed who preferred the option of 26 to 40 Soles per hour with 34.55%, which in USD is 8 to 12 USD per hour, respectively.

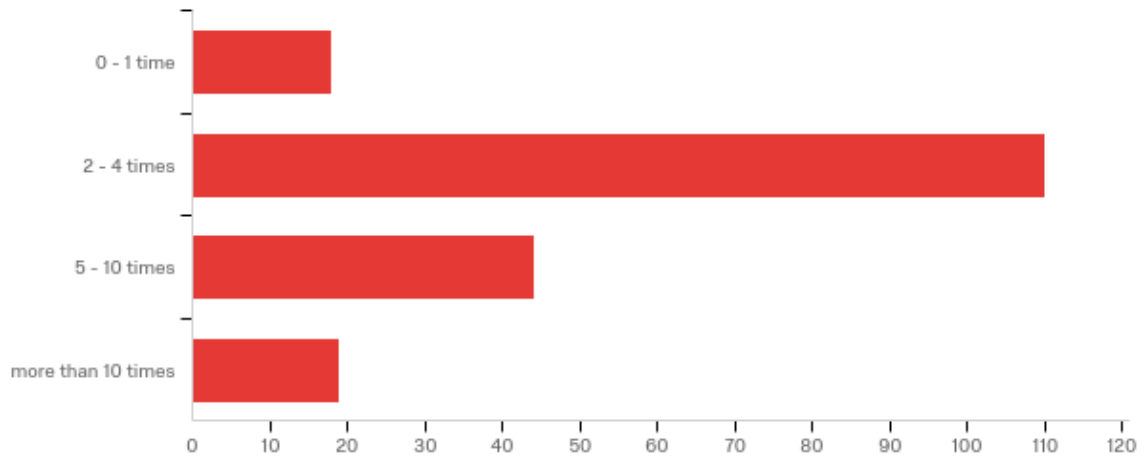


Figure 8: Survey Statements – Frequency Care & Support

40 Most of the potential customers have the willingness to use the service between 2 and 4 times and between 5 to 10 times per month, with 57.59% and 23.04% respectively.

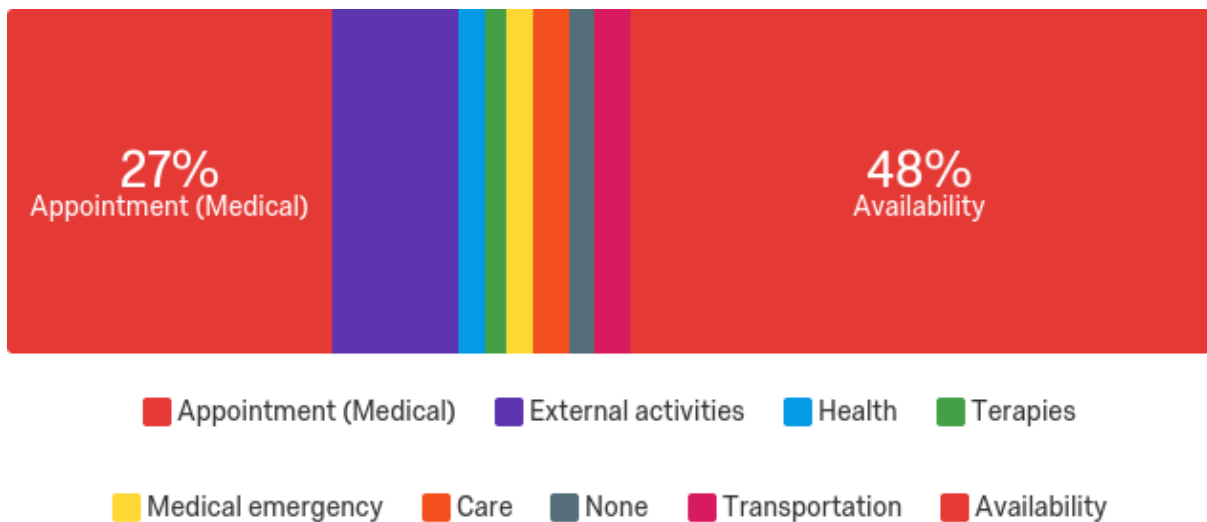


Figure 9: Survey Statements – Reasons to acquire Care & Support services

We asked in which situation they will need the service with an open question. We gather all the information and we found the main topics they mentioned. 48.26% of the respondents said that they will take the service when they would not have availability to take care of the dependent person, 26.96% for medical appointments and 10.43% for external activities.

Care & Health Plan (offers the service of a technician in nursing who will provide specialized assistance and support in external or internal activities to the dependent person).

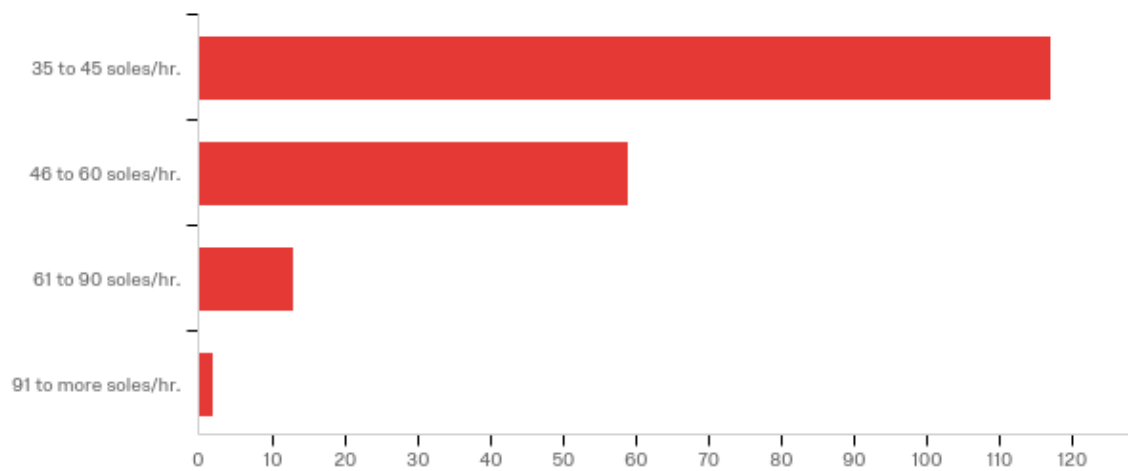


Figure 10: Survey Statements – Prices Care & Health

Most respondents (61.26%) are willing to pay between 35 to 45 Soles per hour, which in USD is 11 to 14 USD per hour, respectively. Following by the surveyed who preferred the option of 46 to 60 Soles per hour with 30.89%, which in USD is 14 to 18 USD per hour, respectively.

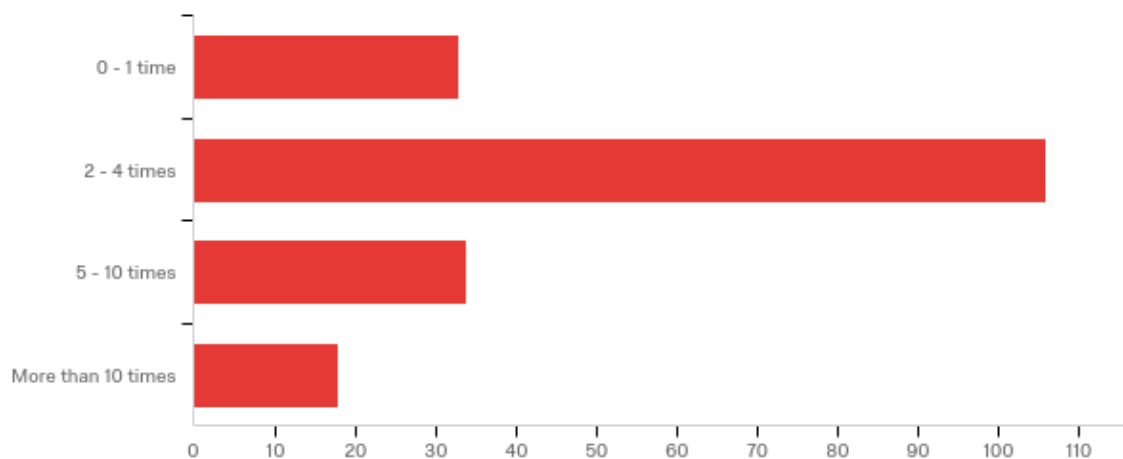


Figure 11: Survey Statements – Frequency Care & Health

Most of the potential customers have the willingness to use the service between 2 and 4 times and between 5 to 10 times per month, with 55.50% and 17.80% respectively.

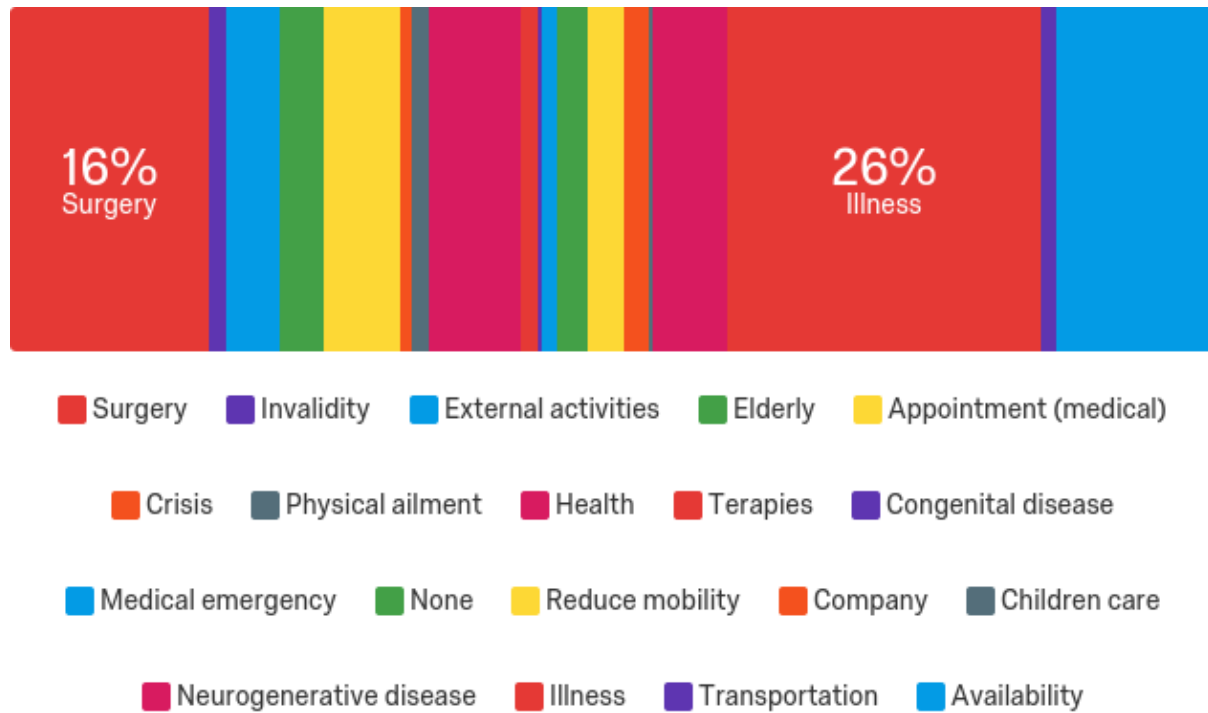


Figure 12: Survey Statements – Reasons to acquire Care & Health services

We asked in which situation they will need the service with an open question. We gather all the information and we found the main topics they mentioned. 26.11% of the respondents said that they will take the service in case of illness, 16.37% in case of surgeries and 13.27% when they would not have availability to take care of the dependent person.

Conclusion

From 191 respondents, the majority of the sample, 185 persons, have the willingness to take the service for several reasons. The survey conducted has helped us to broaden our ideas with some suggestions proposed in the open questions. Overall, we can state that the business idea is feasible and buyable.

Product/service feasibility

Based on the concept statement and the buying intention survey, in this section will be evaluated if the level of acceptance of the service proposed is acceptable and if is in accordance with the needs the potential customers.

Product/service desirability

According to the concept made with specialists in many fields related to the service to be provided, we could verify that the business concept is well accepted. In fact, the suggestions presented by the specialists do not change the core of our company but would expand the initial scope defined for BWMe. These suggestions are viable to be implemented later due to the scalability of our platform and to our business process.

Beyond that, there have also been comments regarding that the service is necessary and timely to implement in Peru, because it is a need that has a long time without being attended.

Product/service demand

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In addition to the positive feedback that was obtained from the concept statement, based on the buying intention survey, is shown that more than 90% of potential clients would use the service more than 1 time per month. Being the main criteria to take or not a service as the offered by BWMe precisely those on which BWMe is based, so there is great agreement between that the target market requires and that we will offer as a company.

Conclusion

As a conclusion we can indicate that based on the various surveys and research carried out in the market, the service to offer with BWME is totally feasible and has a high tendency to grow and diversify, thus being able with time, to access a largest number of potential clients.

Industry/target market feasibility

This section will contain the feasibility of the industry and the target market, for that, the business has been evaluated and classified according to the NAICS, with the classification of 5 digits codified with 62139: offices of all other health practitioners. Is important to precise that the broad industry in general is the health services which has many years of history and growth in Peru.

Industry attractiveness

	Low Potential	Moderate Potential	High Potential
1. Number of competitors	Many	Few	None
2. Age of industry	Old	Middle aged	Young
3. Growth rate of industry	Little or no growth	Moderate growth	Strong growth
4. Average net income for firms in the industry	Low	Medium	High
5. Degree of industry concentration	Concentrated	Neither concentrated nor fragmented	Fragmented
6. Stage of industry life cycle	Maturity phase or decline phase	Growth phase	Emergence phase
7. Importance of industry's products and/or services to customers	"Ambivalent"	"Would like to have"	"Must have"
8. Extent to which business and environmental trends are moving in favor of the industry	Low	Medium	High
9. Number of exciting new product and services emerging from the industry	Low	Medium	High
10. Long-term prospects	Weak	Neutral	Strong

Table 7: Industry Attractiveness Assessment Tool

About the Industry Attractiveness Assessment Tool, this assessment is focused on the health services industry in general, which has a growing number of competitors. In this industry, as indicated in item 9, there are no new and/or innovative products or services, despite the multiple competitors.

Target market attractiveness

	Low Potential	Moderate Potential	High Potential
1. Number of competitors in target market	Many	Few	None
2. Growth rate of firms in the target market	Little or no growth	Moderate growth	Strong growth
3. Average net income for firms in the target market	Low	Medium	High
4. Methods for generating revenue in the industry	Unclear	Somewhat clear	Clear
5. Ability to create "barriers to entry" for potential competitors	Unable to create	May or may not be able to create	Can create
6. Degree to which customers feel satisfied by the current offerings in the target market	Satisfied	Neither satisfied or dissatisfied	Unsatisfied
7. Potential to employ low cost guerrilla and/or buzz marketing techniques to promote the firm's product or services	Low	Moderate	High
8. Excitement surrounding new product/service offerings in the target market	Low	Medium	High

Table 8: Target Market Attractiveness Assessment Tool

In the sub classification of the industry where BWMe is located, there are not competitors with the same services that we are proposing Even with the high dissatisfaction and need of the clients, there is no innovation in the market.

Market timeliness

	Low Potential	Moderate Potential	High Potential
1. Buying mood of customers	Customers are not in a buying mood	Customers are in a moderate buying mood	Customers are in an aggressive buying mood
2. Momentum of the market	Stable to losing momentum	Slowly gaining momentum	Rapidly gaining momentum
3. Need for a new firm in the market with your offerings or geographic location	Low	Moderate	High
4. Extent to which business and environmental trends are moving in favor of the target market	Low	Medium	High
5. Recent or planned entrance of large firms into the market	Large firms entering the market	Rumors that large firms may be entering the market	No larger firms entered the market or are rumored to be entering the market

Table 9: Market Timeliness Assessment Tool

In the specific market, can be appreciated that the time for entry into the industry is appropriate due to the needs of the potential customers and even though there are many competitors, those are basically focused in the existing specialized services without the focus in the social and on demand aspect, as is based BWMe.

Conclusion

Considering the analysis made to the industry in general and specific market, it can be determined that the time is suitable to enter to the industry, because although at the general level the latter is old, and there can be multiple competitors in the market, there is not to date a company that provides similar services to those proposed by BWMe, and that is an unmet need so far. This represents an added and distinctive value for this new service.

Organizational feasibility

The Organizational feasibility focuses on analyzing the non-financial resources of the project. The first part will analyze the management capacity, experience and competencies of the team. In the second part, it will be evaluated if the team has the necessary resources to carry out the project successfully.

Management ability

	Low Potential	Moderate Potential	High Potential
1. Passion for the business idea	Low	Moderate	High
2. Relevant industry experience	None	Moderate	Extensive
3. Prior entrepreneurial experience	None	Moderate	Extensive
4. Depth of professional and social networks	Weak	Moderate	Strong
5. Creativity among management team members	Low	Moderate	High
6. Experience and expertise in cash flow management	None	Moderate	High
7. College graduate	No college education	Some college education but not currently in college	Graduated or are currently in college

Figure 2.q: Management Prowess Assessment Tool

This project has been developed with a lot of passion and awareness, we are very motivated to be able to provide a service that can change lives of many people. We bet on this project because we firmly believe that it cannot only be feasible and profitable, but we also value the great social impact that it can bring with it.

Our soul of entrepreneurs has been strengthened by the purpose of this project, which seeks that the elderly or people with disabilities can increase their quality of life, avoid depression and isolation; and evolve in a more independent way.

We both are engineers and we have background experience that can help us carried out this project successfully. Katherine has been dedicated to software programming and has developed different projects in information technologies. Also, she has vast experience as a project manager and a large network of contacts. On the other hand, Angela has worked as a process manager for almost 5 years, which has enabled her to gain great experience in service management. On the other hand, she has participated in the implementation of projects closely linked to CRM (Customer Relationship Management). Her position has allowed her to develop in the different areas of an operation, which at the beginning of a start-up is necessary.

As for our weaknesses as a team, we have no previous experience in entrepreneurship. Also, the industry where the project is developed is unfamiliar to our experience. However, we will do our best to get this project going, with commitment, dedication and desire, we know is going to be matter of time to make this start-up successful.

Resource sufficiency

Legend

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- 1- Available
- 2- Likely to be available
- 3- Unlikely to be available
- 4- Unavailable
- 5- NA: not applicable for my business

Ratings	Resource Sufficiency
1	Office space
5	Lab space, manufacturing space, or space to lunch a service business
1	Contract manufacturers or outsource providers
1	Key management employees (now and in the future)
2	Key support personnel (now and in the future)
2	Key equipment needed to operate the business (computers, machinery, delivery, vehicles)
1	Ability to obtain intellectual property protection on key aspects of the business
2	Support of local and state government if applicable for business launch
2	Ability to form favorable business partnerships
Ratings: Strong, Neutral, or Weak	
Weak	Proximity to similar firms (for the purpose of knowledge sharing)
Strong	Proximity of suppliers
Strong	Proximity of customers

Table 10: Resource Sufficiency Assessment Tool

Being a technological platform, we do not need a huge infrastructure. Our main idea is to start at home or in a co-working space, do online programming and be accessible from any point.

As for the intellectual resources, we count with the advice of people specialized in the development of Web applications, which will be vital for the development of the prototype. With regard to the key equipment, initially the project will be developed with the available computers and in the near future, depending on the need, the necessary equipment will be acquired.

Similar companies do not exist in the place where BWMe will be launched. As for service providers access is very easy, as we can go to training centers for nurses or access to people without employment through social networks. The relationship with clients will be narrow and personalized through the application, however, to create this relationship it is necessary to create a surface where we can share insights of the application (social media, Facebook groups, etc.).

Conclusion

We firmly believe that our project is feasible. The most important thing to go ahead is to create a unique application, of easy use and attractive to the consumer. With Katherine's experience in programming and the contacts and consultants in mobile applications that we count on, we can achieve this. Angela will take care of the most operational aspects of the project and with her experience in service, we can achieve a very close relationship with our clients. As a team we have almost all the skills to make this project successful and with commitment and dedication we can overcome our weaknesses. On the other hand, we do not need many resources to launch the business, and the resources that are needed are easily accessible and slightly costly.

We believe that together, with our experience and our vast network of contacts we can take this project forward, bringing the best of us to be unique in its category and above all contribute to the mission that led us to develop the project.

Financial feasibility

In this part we are going to do a preliminary financial assessment of three-points: Total startup cash needed, financial performance of similar businesses and the overall financial attractiveness of BWME.

Total start-up cash required

As a Web application, the investment will be principally focused on its development and the marketing of the application. We do not have any capital investments.

According to this, we will detail some estimates of the necessary costs to make our first sale:

	INVESTMENT	\$
1	Legal, accounting, and professional services	\$2,400.00
2	Advertising and promotions	\$5,000.00
3	Legal establishment of the company	\$300.00
4	Name property	\$200.00
5	Designer fees	\$3,000.00
6	Developments fees	\$10,000.00
7	Prototype	\$388.00
8	Licenses & Hosting	\$251.28
9	Initial Operating Fees	\$40,000.00
10	Rent for the first 3 months	\$2,730.00
11	Laptops (2 unit)	\$2,000.00
	Total	\$66,269.28

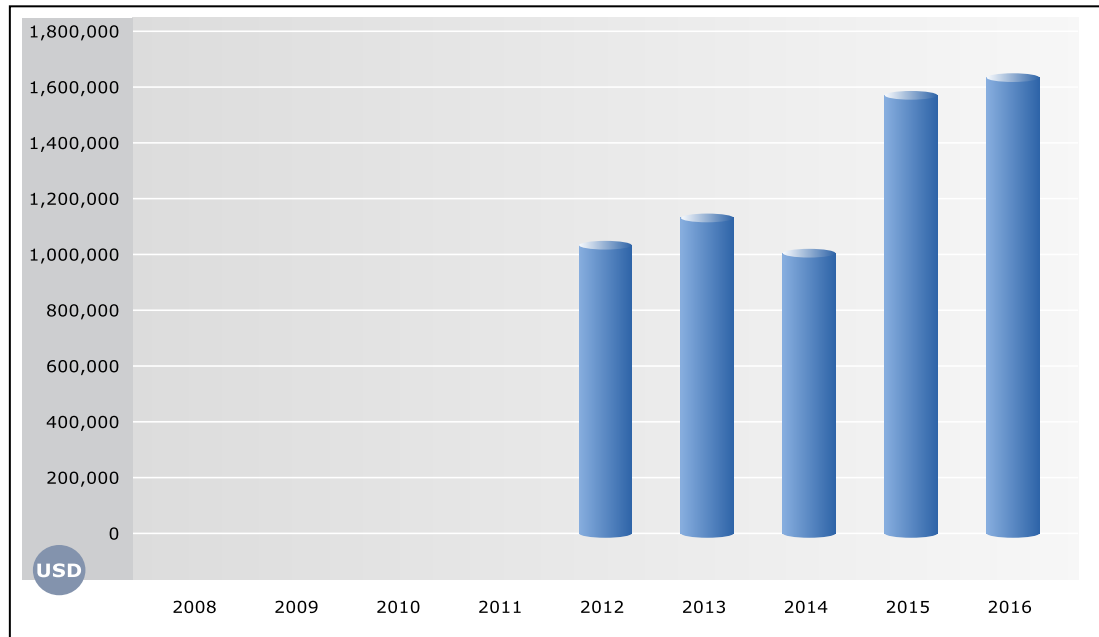
Table 11: Operating Expenses

Financial performance of similar businesses

There are no similar companies in Peru, that is why the research was based in Latin America. However, we could only find some relatively new start-ups in Mexico such as Emma (closed operations in 2017), Save Me and Atend (founded in 2016) with revenue in the first quarter of 2017 of 2 million pesos equivalent to \$106,288.11 USD ("¿Necesitas una enfermera? Esta app la lleva a tu casa", 2018), all mentioned with an idea very similar to ours, but unfortunately without public financial data.

For this reason, we are going to present the financial performance of Kleinsorge GmbH (Privater Ambulanter Pflegedienst), a German medium company that has a business model very similar to BMW.

Operating income (business volume) (2012 - 2016)



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	31/12/2016	31/12/2015	31/12/2014	31/12/2013	31/12/2012
	USD - 12 months	USD - 12 months	USD - 12 months	USD - 12 months	USD - 12 months
Change Rate EUR/USD	Local GAAP	Local GAAP	Local GAAP	Local GAAP	Local GAAP
	1.0541	1.0887	1.2141	1.3791	1.3194
Operating Income	\$ 1,633,854.32	\$ 1,570,396.31	\$ 1,004,471.16	\$ 1,130,861.97	\$ 1,033,088.55

Figure 13: Operating income Kleinsorge GmbH (2012 - 2016)
Source: Orbis

Germany is one of the largest economies in the world in terms of PPP, has a growth rate of 2.5% of GDP for the year 2017 with \$4,171 trillion USD and the GDP in the services industry is 69.3%. While Perú, has a highly diversified economy due to its topography, it has a growth rate of 2.5% (2016→4.1%) of GDP for the year 2017 with \$424.4 billion USD and the GDP exclusively in the services industry is 56.1% ("The World Factbook – Central Intelligence Agency", 2018).

According to this, the big difference between the two economies is evident. Germany is a developed country with high growth rates and a larger adult population. On the other hand,

Peru, although it is a developing country, has stable and constant growth rates over the last decade. It is also a very attractive market because all the latent business opportunities in the market have not been exploited, such as the services for our target market.

Overall financial attractiveness of the proposed venture

	Low Potential	Moderate Potential	High Potential
1. Steady and rapid growth in sales during the first one to three years in a clearly defined target market	Unlikely	Moderate likely	Highly likely
2. High percentage of recurring income – meaning that once you win a client, the client will provide recurring sources of revenue.	Low	Moderate	Strong
3. Ability to forecast income and expenses with a reasonable degree of certainty	Weak	Moderate	Strong
4. Likelihood that internally generated funds will be available within two years to finance growth	Unlikely	Moderate likely	Highly likely
5. Availability of exit opportunity for investor if applicable	Unlikely to be unavailable	May be available	Likely to be available

Table 12: Overall Financial Attractiveness of Proposed Venture Assessment Tool

Conclusion

To conclude the financial feasibility analysis, as a low-risk and investment project, it has a very attractive and feasible future. We have created a business model based on service commissions (30%) that makes the model profitable.

INDUSTRY ANALYSIS

Industry definition

BWMe is a company that will be implemented in Peru, which occupies the third place in Latin America in the ranking Doing Business for the year 2018 (Ministerio de Economía y Finanzas, 2017). Initially in Lima (including Callao), department which is the capital of the country and has the largest percentage of the population at the national level with 9'485.405 million people by the year 2017 (Velarde: Estimado de crecimiento económico en 2018 podría elevarse, 2018).

According to the Standard Industrial Classification SIC-code, this company belongs to the Health Care and Social Assistance industry, with the NAICS Code 621399 - Offices of All Other Miscellaneous Health Practitioners.

53 The official description of the classification given is "This U.S. industry comprises establishments of independent health practitioners (except physicians; dentists; chiropractors; optometrists; mental health specialists; physical, occupational, and speech therapists; audiologists; and podiatrists). These practitioners operate private or group practices in their own offices (e.g., centers, clinics) or in the facilities of others, such as hospitals or HMO medical centers." (Siccode.com, n.d.). This classification is because the services of the company will be of support and care, not only with care providers with a basic knowledge of first aid, but also with technical nurses, who will offer their services through our platform BWMe. Is important to precise that even there exist other classifications that could be related to these services, the web platform is not intended to replace clinics or specialized health centers.

Industry size, growth rate and sales projections

Considering that the company will be launched in Peru, the information will be related to this country. Thus, according to the National Institute of Statistics and Informatics (from now on INEI for its official denomination in Spanish), the following figure shows is the Peruvian GDP for the category of Other services (as the other categories established for activities in Peru are focused on other activities very different to that offered by BWMe):

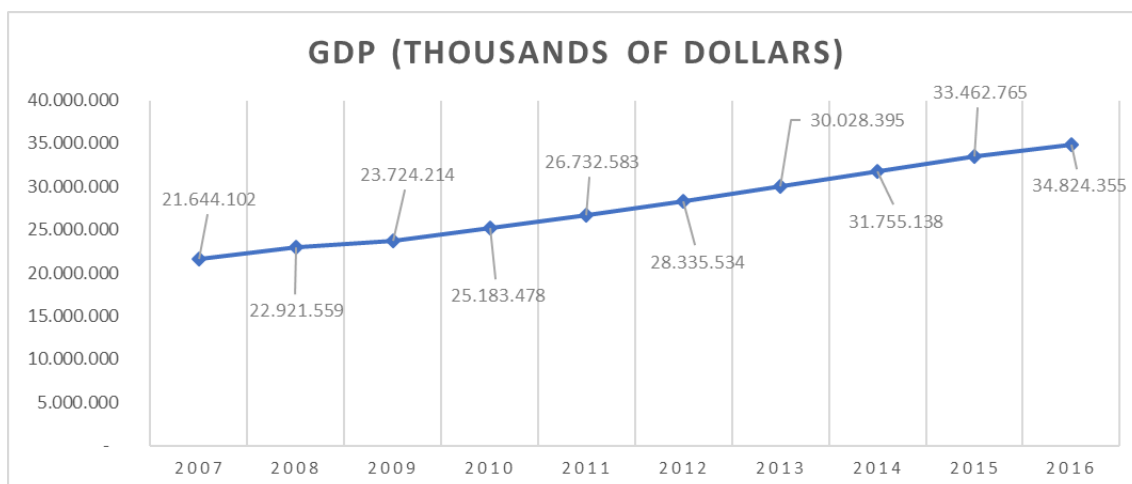


Figure 14: Gross domestic product for other Services in Peru
Source: PBI Total País 2007-2016 (INEI, n.d.)

It is important to specify that the information provided by the INEI is shown in Soles, which is the official currency of Peru, and that the information in the document is presented in dollars that is a global currency unit, considering an exchange rate of 3,3 (PEN/\$).

At the general level, the Central Reserve Bank of Peru precise that in the first five months in Peru, the GDP has increased by 4.83%. (Velarde: Estimado de crecimiento económico en 2018 podría elevarse, 2018). According to table 13, the growth of the production of companies in Peru, in the category of "Other services" is positive, with a growth greater than 60% in 10 years, without a single year of decrease in production, as you can see below:

Year	GDP (Thousands of Dollars)	GDP (Thousands of Soles)	Growth rate (percentual)
2007	21644102	71.425.535	6,00%
2008	22921559	75.641.146	3,50%
2009	23724214	78.289.907	6,15%
2010	25183478	83.105.478	6,15%
2011	26732583	88.217.525	6,00%
2012	28335534	93.507.262	5,97%
2013	30028395	99.093.702	5,75%
2014	31755138	104.791.956	5,38%
2015	33462765	110.427.125	4,07%

Table 13: Gross domestic product for other Services in Peru

Since the initial launch will take place in the Department Lima, can also be appreciated the growth rate of "Other Services" there, according to the figures provided by the INEI:

Year	GDP (Thousands de Dollars)	GDP (Thousands of Soles)	Growth rate (percentual)
2007	13.582.029	44.820.695	6,46%
2008	14.459.083	47.714.974	2,31%
2009	14.792.615	48.815.629	7,33%
2010	15.876.746	52.393.263	6,74%
2011	16.946.480	55.923.383	5,96%
2012	17.956.792	59.257.413	6,49%
2013	19.123.060	63.106.098	6,45%
2014	20.356.069	67.175.029	5,67%
2015	21.509.373	70.980.932	4,18%

Table 14: Gross domestic product for other Services in Lima
Source: PBI Lima 2007-2016 (INEI, n.d.)

In this case, the growth of the production of companies in Lima in the mentioned category was almost 65% in 10 years (the production for 2016 was 22.409.385 thousand of dollars).

In relation to health services, although it is not an independent category in Peru for statistics, we have the following: (Alcalde-Rabanal, Lazo-González & Nigenda, 2011)

- In Peru the health system is divided into governmental, and private sectors. In the case of the public sector, the following subdivision is:
 - The comprehensive health insurance (SIS by the Spanish denomination "Seguro Integral de Salud"), which provides services to the population in poverty or extreme poverty through various governmental establishments.
 - The social security system provides its services through the governmental institution EsSalud and private institutions called EPS. EsSalud is only for people who have a salary. Additionally, there is an internal and independent subsystem for the military and police.

In the private sector there exist EPS, private clinics, polyclinics, medical clinics and other private establishments. Also makes it clear that there are also non-profit institutions that provide mainly first-class services such as the Volunteer Fire Company, NGOs, the Peruvian Red Cross and others.

- The population affiliated with health insurance has increased from 2011 to 2015, from 64.5% to 72.9%, but due to the inefficiency of the system the Peruvian pocket expenses for health is high, thus, for the private sector the family's pocket spending is 73% against 27% of private insurance expenditure. In this regard, we can appreciate the interest of Peruvians to access a better quality in health services even if it involves making a higher expenditure. (Sausa, M., 2018)
- The percentage variation for the Consumer Price Index in Lima Metropolitan for the health care and medical services category had been 0.8 by June of 2018, compared to the same month last year (Indicadores de Precios de la Economía. (2018).
- According to the Pan American Health Organization for the year 2014, national health expenditure as a percentage of GDP was, in the public sector 3.3% and in the private sector 2.2% (Situación de Salud en las Américas: Indicadores Básicos 2017, 2017), when the recommended by the World Health Organization is at least a 6%. Despite this, Peru is among the 6 countries with the highest growth potential in the health sector due to its good reception to technological innovation considering its increase in the acquisition of medical equipment for the year 2017. (Perú entre los 6 mercados latinoamericanos de mayor potencial para la industria médica, 2018)

About the above, the public part of the health system does not provide outpatient care and that it is focused to specific attentions regarding diseases. With respect to the EPS and direct insurance of the clinics, although they offer ambulatory and domiciliary attentions, these are given based in an illnesses or preventive checkups, but they are not focused to subjects of care or support, which is what is focused BWMe.

Industry structure

Concentration/fragmentation

The industry of services like those provided by BWMe is not concentrated, since there are no companies that are positioned in this sector or that stand out above others.

In fact, there are multiple websites where there are people offering their services of support or care, as well as people requiring such service, since there are no barriers or any restriction that difficult the entry of companies in this Industry. We can say that the industry is fragmented.

5 forces analysis

The analysis will be carried out based on the information found in the service industry in general, as well as focusing in the services related to the niche to be attended by BWMe, considering that they are not very widespread services in Peru.

- **New entrants:** The threat of new competitors is high because there are few barriers to provide similar services to BWMe. Thus, having a medium-sized capital would allow the launch of a company, and would be significantly enhanced by the appropriate use of diffusion channels and the adequate human resources management, so that it is not initially required to have a large amount of personnel to designate for the attentions to the customers.

In spite of this, given the importance of the security for this type of services, the time in the market and the positive feedback from customers will be the best ally for BWMe.

- **Buyer Power:** Both the persons who will receive the service directly as well as the relatives or others who would acquire the service for another person, will be considered as buyers. In both cases, the power of the buyer is low, since the value of the services will be previously established and will applied to everyone in the same way. And although it will be defined based on the demand and the costs, it will not be able to be modified by any of the clients.

The opposite occurs with the independent professionals, where the buyer can negotiate prices more easily.

- **Supplier Power:** For us the supplier power is medium, because even when there is a percentage of profit already established, they might press for obtaining a major percentage. The greatest threat would for us would be to offer their services in an independent way, although this implies less probability to find clients.

There are many people who could provide services in this industry, and in relation to services for senior people and dependents, there are many people with the minimum knowledge and skills as those willing to receive the training.

- **Threat of substitutes:** For us this threat is high, because we have as principal substitutes the independent professionals, who provide their services separately and could offer lower prices. Other substitutes could be other organizations such as

nursing homes or geriatrics, that even do not offer the same service as our company, they could partially satisfy the need that we intend to attend.

- Competitive rivalry: The rivalry with competitors is media, because even when we do not have direct competitors, is probable that new options will be emerging and compete against BWMe.

Nature of industry participants

About the health industry participants there are multiple competitors as institutions (not individual persons), thus, there are public or governmental health establishment (such as health centers, health posts, hospitals and regional health directions) and private sector establishments as well, such as personal medical offices, clinics and medical insurance. At 2012, we had the following data about the 5 more important enterprises:

Ranking 2012	Enterprise	Net sales 2012 (US\$ MM)
1	Social health Insurance- EsSalud	2836,8
2	Rimac Internacional EPS	217,2
3	Hospital Complex "San Pablo"	121,5
4	Clinic "Internacional"	111,1
5	Clinic "Ricardo Palma"	95,7

Table 15: Principal Health Companies in private sector
Source: (Catalán, 2014)

With regard to the subclassification given to the service of BWMe, it should be pointed out that although there are no care services companies, there are multiple people (some with more or less experience or studies, in their majority nurses) who offer their services of support and care through websites that offer career services or websites where people buy or sell objects or services. As well, as there are multiple nursing-training institutes and institutions in general, it is another way for clients to obtain qualified persons for support and care services for those who require it.

Considering this, we will take as reference the average salary of a nurse which is of approximately 465 dollars (in peruvian national currency is of 1535 soles) (¿Cuánto ganan los profesionales y técnicos en el Perú? [LISTA], 2018), but is not feasible to determine the market share of each one of them.

Operating and financial industry ratios

In Peru, the companies that belong to the health industry (and to previously mentioned subclassification) do not have financial information available for the public. So, looking for a similar company to BWMe, we found the company Kleinsorger-GMBH, in Germany, with the information shown in the following table:

Ratios	31/12/2016 USD	31/12/2015 USD	31/12/2014 USD	31/12/2013 USD	31/12/2012 USD
Net assets rotation (x)	5,54	9,78	3,62	7,33	10,71
Solvency ratio (x)	n.s.	3,30	n.s.	1,39	1,34
Liquidity Ratio	n.s.	3,30	n.s.	1,39	1,34
Solvency Coefficient (%)	67,92	58,58	39,63	35,80	32,67

Table 16: Financial Ratios Kleinsorger GMBH
Source: Orbis

Industry critical success factors (CSF)

The main aspects that must be taken care of the company to be successful, are:

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- Capacities of the personnel.
- Staff attitude.
- Flexible staff.
- Good relation between the price and the value.
- Wide geographical coverage
- Quality of customer service
- Efficient diffusion for different types of customers

Industry trends

This section will be focus in the Services Industry, and focused in the health services, evaluating the different aspects that will affect the operation of BWMe

Environmental trends (PESTEL)

- **Political:** In Peru, the services industry and specific health services are not directly impacted by the country's political environment. There is, in fact, legislation that seeks to protect citizens' rights and impacts the operation of EPS, hospitals, health clinics and other public or private health centers that provide medical and specialized care. But the difference of these institutions with BWMe, is that by the

nature of the attentions that they provide require an authorization from the Ministry of Health through their establishments at national level, as is the case of regional directions of health.

Therefore, for BWMe there would be no direct impact. The situation that could affect the operation and profitability of BWMe, is the political circumstances related to the vacancy of the President of the Republic given in the year 2017 and the multiples cases of corruption revealed. Such cases of corruption involve multiple political actors and multiple governmental institutions, such cases are still being investigated and it is not clear which new information could be revealed, so the impact of such a situation is not yet clearly defined, but the risk would be the decline in investment and domestic spending because of the political instability of the country.

- **Economic:** Peru is a country that is economically stable but is impacted by the change in world-wide prices of the products it exports, mainly mineral resources such as copper, silver and gold. Thus, at 2017 the GDP was approximately 215.22 billion U.S. dollars, with a projection to 2022 of 294.06 billion U.S. dollars. With regard to inflation for several years has remained low, even from the year 2016 to 2017 went from 3.59% to 2.8%, with a projection to 2022 to be around 2%. (The Statistics Portal)

Another important fact is that in the first quarter of 2018 (Condiciones de Vida en el Perú, 2018) 43.3% of the population with a job had a savings card (which represented a 48% of the urban area).

- **Social:** In agreement with the study carried out by APEIM (Peruvian Association of Market Research Companies) for the year 2017 (Niveles Socioeconómicos 2017), households at the level A and B socioeconomic levels, which are our target audience, represent 29.4%. In the Appendix B we show the detail of the distribution of socioeconomic levels by zones in relation to existing districts in Lima.

According to the study conducted by the INEI (Situación de la población adulta mayor, 2018), in the first quarter of 2018, in Peru there is a demographic change related to the increase in the adult population, thus, from 1950 to 2018 the percentage of adult population (over 59 years) increased from 5.7% to 10.4%. Existing at national level 42,2 % of households with at least a person older than 59 years, of which 82,6 % is literate, and only 44,5 % has secondary finished or a higher education (university student or not). Of the senior adult population, a 45.1% suffer from a disability, and 25.6% of those who had a health problem did not attend a health facility by distance, distrust or delay of care, factors that would be overcome by BWMe.

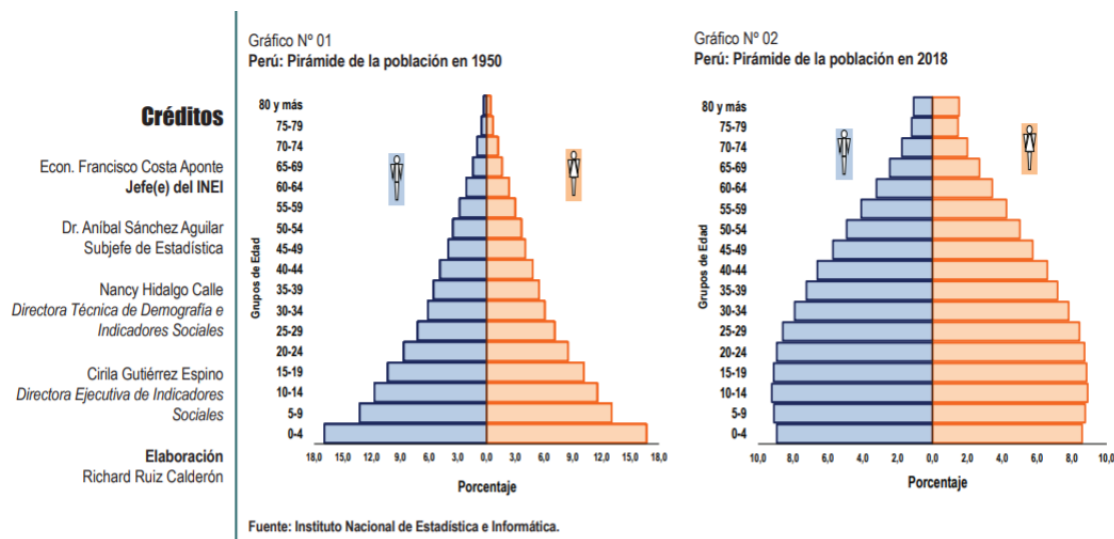


Figure 15: Demographic Tendency
Source: INEI

- Technological:** Peru is a country that already has Internet in the main regions at National level, and the first quarter of 2018, Peru has been located among the countries with the highest download rate at the South American level with 20 Mbps, which has represented an increase of 10.9% with respect to the previous year (Perú lidera entre los países de Sudamérica con mayor velocidad de descarga, 2018)

To date the use of mobile devices is more widespread, thus, at 2017 in Lima, 93.4% of households already had access to cell phones. (Niveles Socioeconómicos 2017) For the first quarter of 2018, 16.2% of the older adult population makes use of the Internet.

- Environmental:** Peru is a country that has multiple natural resources and has 3 regions: Coast, mountain range and forest, each with its many environmental characteristics. But considering that some of the economic growth has been supported in the exploitation of mineral resources, the actions implemented to date, as part of an environmental management framework, for the safeguarding of other natural resources and the environment, do not end up attending to all the concerns that are generated in different parts of the country for the care of the Environment.
- Legal:** The steps necessary to establish a company in Peru are already established and do not have much complexity. On this, given the BWMe process, the latter will be referred as an employment agency, so the associated legal framework is the one

that will have an impact on BWMe, considering this the principal legal dispositions are:

- Supreme Decree N° 005-2003-TR
- Supreme Decree N° 011-2003-TR
- Ministerial Resolution N ° 216-2004-TR approving the procedure directive for the registration of employment agencies.
- Directive N° 005-2004 MTPE-DVMPEMPE-NPEFP
- Ministerial Resolution N° 303-2006-TR approving the format of statistical information of employment agencies and timetable of presentation of job statistics.

In addition to this, since BWMe as a fundamental part of its processes is supported in the technology and in the use of mobile devices for the management of the attentions, it is necessary to mention that in Peru there is a legal empty in this respect, so, the considerations that must be meet are basic.

Another aspect is given the nature of the services it will provide, there is a risk that during the attentions could happen a detrimental situation to the clients. And while the direct responsible for such actions would not be the company, but the service provider directly, in a penal process the company could remain responsible for solidarity (legal figure), which could imply economic responsibility in case of indemnification. Under this possibility, the acquisition of insurance is the chosen option, in such a way to prevent an event with economic impact that could jeopardizes the operation of the company, additional, to the specific contracts in responsibilities that would be signed with each one of the Service providers.

Business Trends

Considering the above, there can perceive that despite a possible decrease in the household budget, increasingly, the people are aware of the importance of spending part of their budget on health care, so they tend to look for more fitted options for them and their needs, evaluating and taking advantage of the new offer that can be presented in the market. This, in addition to the ageing trends of the population and more family members working and no longer staying in their homes, generates that assistance is required for the care of some no independent family members. There are also positive trends in the use of technology tools, Internet access and mobile devices in Peru, which includes the senior adult segment, as these are increasingly less distant from technology. This allows us to indicate that the trends are positive for the business.

Industry long-term prospects

The services industry in Peru has been increasing steadily from 2007 to 2016 at the national and regional level, and it is estimated that the growth will continue given the large projects programmed to a horizon of 5 years, but at different rates given the political circumstances that has been presented in Peru from the year 2017.

Also, due to the nature of the industry, is important its constant adaptation to the changes that could be given in Peru at the cultural level and in the technological aspect. For example, due to the recession presented in 2017 in Peru, the people have been leaving the EPS (particular option) and have chosen the insurance provided directly by the clinics (given that require a monthly investment minor), which were new services created base in the national situation.

In November 2017, EPS affiliates represented only 20% of the total number of people with a formal job (¿Cuáles son las diferencias entre las EPS y Essalud?, 2017), which is a limited amount. But, as a counterpart to that, it has been seen that the spending of health pocket in the Peruvians is high, so, the difference between these last expenses and the payment for an EPS, is that the first are on demand and are not constant, which is the opposite of what happens with EPS , which generates a higher monthly investment, even when there are months when it may not be used.

This is a characteristic of the culture in the country, which together with the tendency of growth of the population of senior adults, represent characteristics of a market conducive to BWMe and the services to demand that it will provide.

Module 2

COMPANY DESCRIPTION

Introduction

BWMe (Be with me) is a company of support services and care on demand, which aims to allow people who cannot do activities independently, so they could have a support to develop normally in society and in their lives.

Company history

BWMe is a company based on an idea that arose from a direct need of the founders of this project, because we both have parents, in addition to other relatives, who are senior adults and there are times when they cannot attend meetings or visit their friends (or even their own family) because they have no one to accompany them. In this sense, and doing a review of other experiences, we both had acquaintances or relatives not so old with physical ailment that needed support to carry out activities that require a regular investment or greater effort.

These experiences were those that motivated the proposal of a support and care company, initially focused on senior adults. But then, considering that in Peru there are people with reduced mobility and that the infrastructure in the country is not suitable for them, it was defined that the scope would be general, for those who cannot move or carry out activities independently.

The name chosen was determined because we wanted a short name, easy to pronounce and easy to remember, and without ruling out the option to increase their coverage to other countries in the future, the phrase "Be with me" seemed straightforward and clearly reflected the message of the company, added that Peru is not foreign to English, the name was the chosen one.

Mission statement

BWMe has the mission to provide a reliable, humanized and differentiated service of support, care and health on demand, for people who cannot perform a physical activity or move independently, for the benefit of the social integration of them.

Vision statement

The vision for BWMe is to be for the 2021 the reference company of care and support services on demand for people, nationwide, with greater coverage and satisfied customers.

Company objectives

- Socialize the business concept at the Peruvian level.
- Provide the services with the greatest of efforts to ensure the quality.
- Bring to the customers a response in optimal times.
- To maintain the platform updated and faced to the different types of customers.
- Continually assess growth options to achieve national coverage.

Products and services

BWMe is a service company that is supported on a web platform and a mobile application (which will be available for the two most used mobile operating systems: Android and IOS), these tools will allow customers to request online services, consult details and access to a personalized section for each one where they will can see the history of their attentions.

In the other side of the platform, there will be the service providers, which will be called Partners (as part of the business model at BWMe) and will be able to manage their profile so that the customers can choose them according to their necessities. The interaction between both customers and partners will be online and in real time, so that there will be needed only a minimum of hours of anticipation to be able to request a service.

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It is necessary to specify that the partners will not be direct workers of BWMe, although a contract will be handled with each one where the responsibilities are established, the company only serves as a specialized space where the interaction can be given between customers and partners. In addition to this and given the nature of the services to be provided, and with the aim of minimizing any negative impact for the company this will have an insurance, which would be used in case it is determined penalty that a customer must be compensated for something that happened as part of a service.

This business model still does not exist in Peru, despite the existing need, because while there are multiple public and private health centers, the quality of care is not optimal and none of these provides a service such as the one proposed by BWMe.

Therefore, the added value of BWMe will mainly be the quality of the service, a quick response and the social approach rather than medical, in addition to the innovation of the company's proposal.

Future products and services

Initially it is planned to launch the business in Lima Metropolitan (include districts in Lima and Callao), but after a period (according to the revenues and the performance obtained)

would aim to expand the scope of the company to other major provinces of Peru, considering that by having a family income growth of 22%, the provinces become a more tempting market. (El nuevo consumidor Peruano y el desafío del Marketing hoy, 2016)

Also, based on the demand, it will be possible to expand the services like for the care of children or others. And in a constant way it would be evaluated to work with companies linked to the BWMe business activity with the objective to improve the services and/or improve the company's performance.

Current status

Although the idea of the business has recently been developed with this plan, the evaluation of the industry and the market allows us to guarantee that the launching of this business in Peru is feasible. This in turn has been reinforced with the surveys and the concept statement, which has seen a very positive response of potential customers and even we received messages directly, pointing out that the idea of business is something really required. And that not only would have the social focus on the customers, but it would also help to assess the capacity of the people who would provide the services, mostly nurses, which to date are not well paid in Peru.

67 Therefore, the founders have defined that at the end of the Master will work to launch the company, under the established social reason, BWMe (Be with me) and will take an approximate 6 months to achieve given the administrative issues that are required to perform in Peru.

Company legal structure

Since the company will be established in Peru, it is determined that the type of company will be the SAC (coming from the denomination closed company in Spanish), which can be established with a minimum of 2 partners and does not require a minimum capital for its establishment. Besides that, the responsibility is limited to the patrimony of the company, which means, it would not affect personal patrimony of the members.

In general, it is decided that the company will belong to the founders, Angela Canales and Katherine Palomino, then will be defined the terms of the contract and other documents to be signed officially.

MARKET ANALYSIS

Considering that the survey carried out for the first module contains the data required for the analysis of the market, will work with these results in this section. Additionally, for the sections included in this chapter will be considered also secondary data.

Market segmentation

As was specified in Module 1, the business will be focused on senior adults and people who could not independently manage to perform some activities, all those belonging to socioeconomic levels (NSE) A and B. On this, and based on the buying intention survey, we have information related to the number of people and the reasons why they may require support:

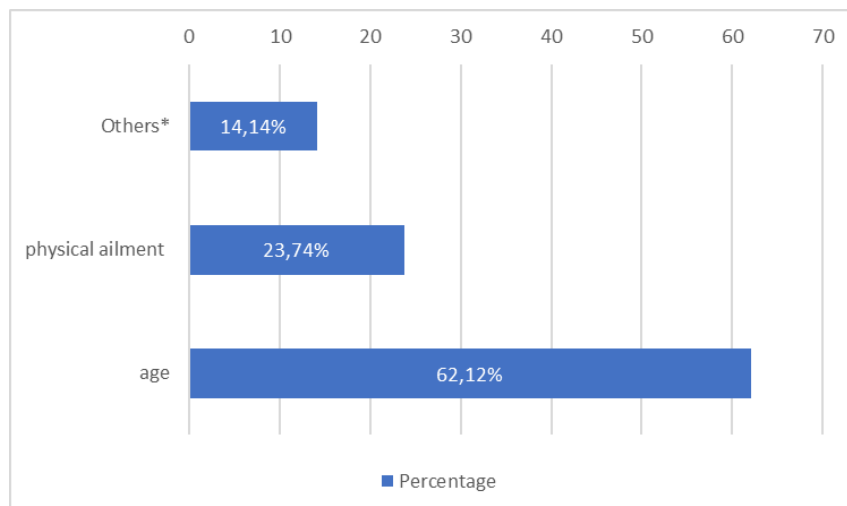


Figure 16: Survey Statements - Distribution of dependency reasons in activities

To begin, we will be carried out a first segmentation of the market under the demographic criterion, based in the districts of Lima (including the province Callao) and in the NSE A and B, for being those who has more possibility to invest part of its budget to accede to the BWMe services. For that will be evaluated information corresponding to the APEIM (Peruvian Association of Market Research Companies) for the year 2017 (Niveles Socioeconómicos 2017, 2018):

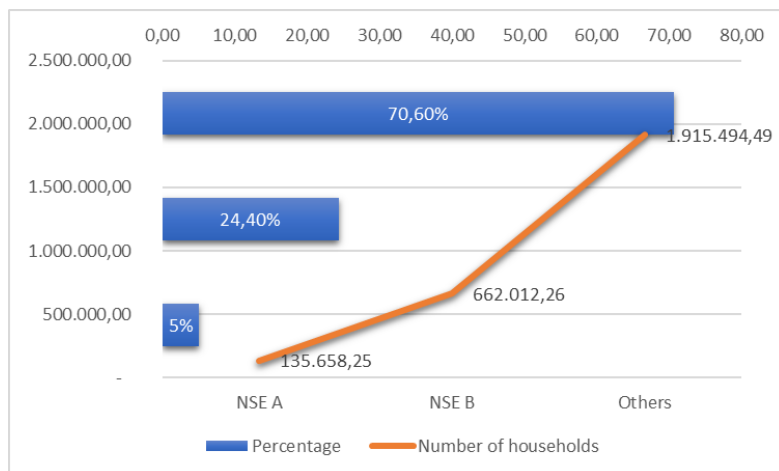


Figure 17: Distribution of households according to NSE 2017 in Lima
Source: APEIM

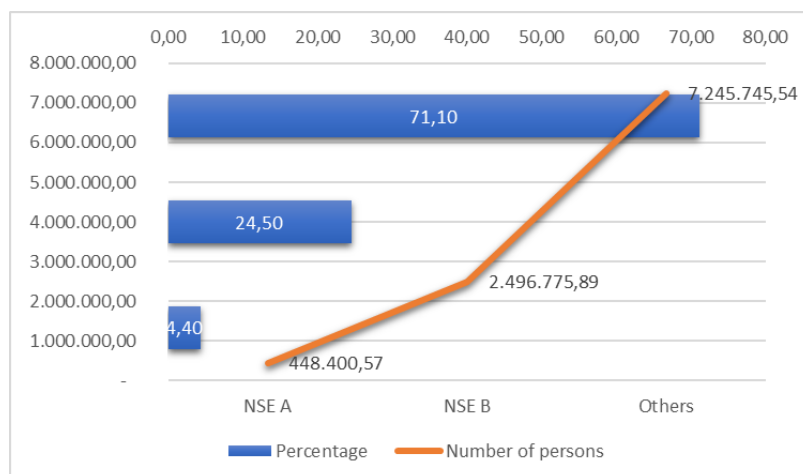


Figure 18: Distribution of people according to NSE 2017 in Lima
Source: APEIM

From this information, we have the 29,4% of the households in Lima belong to NSE A and B, which added 797.670,51 households, which in quantity of people is 2'945.176,46. Considering that BWMe is focused on senior adults and people in general who cannot move independently, we have the following:

- According to INEI (Perú: Crecimiento y distribución de la población 2017, 2018), senior adults (60 years or more) in the province of Lima (without Callao) represent 12,7% of the total number of people with respect to other age groups, and in the province of Callao is the 12,4%, taking for the case of BWMe (will cover Lima and Callao) a 12,55% of senior adults in Lima. Considering this segmentation carried out, in Lima y Callao there are 397.018 senior adults that belong to the NSE A and B.

Based on this information (related to quantity of senior adults in Lima in the NSE A and B), and considering the projection and data for the senior adults (Situación de la población adulta mayor, 2018) in Peru for the years 2015, 2016, 2017, 2018 and 2020, the number of senior adults has been extrapolated for the 2019, year in which would be launched BWMe. It can therefore be concluded that:

For the 2019 will be 397.018 the senior adults in Lima (including Callao) belonging to the NSE A and B.

- According to INEI (Perú: Perfil Sociodemográfico, 2018), for the year 2017 the percentage of people with disabilities (according to INEI this include: mental, intellectual or physical permanent deficiencies) at the level of Lima and Callao is 11,1% (Lima: 949.969 people, Callao: 110.210 people), which are segmented by age groups, but since the senior adults have been already counted in the previous group the remaining groups will be evaluated, having this:

Age	People
0-17 years	165.235
18-25 years	127.793
30-59 years	358.731

Table 17: Groups by age for people with disabilities

So, we will work with people from 0 to 59 years old with some disability or deficiency in general (for the case of the minors, the service will be ask for an adult). And given that there is not an index per NSE for this group, we will take the percentage of disabled people in the urban residency nationwide which is 10,70% (Perú: Perfil Sociodemográfico, 2018), so, there would be 113.439 disabled people in Lima and Callao in the urban area for the 2017.

With the mentioned data (referred to the disabled people in the urban area in Lima for all the ages), and considering the official information of the disabled people in Lima for the year 2012 (Perú: Características de la Población con Discapacidad, 2015) and the year 2017 (Perú: Perfil Sociodemográfico, 2018), we proceeded to make a linear series to obtain the projected data for the year 2019, having the following:

For the 2019 will be 122.389 disabled people in Lima that belong to the urban area.

BWMe will also have as potential customers to people who have some temporary deficiencies or who require support in general, but since there are no statistics on that population, it will not be included in the calculations of the market segmentation.

Target market selection

As specified in the previous section, BWMe will be focused in the NSE A and B (for the case of the people with disabilities we are working with the urban indicators), according to APEIM (Niveles Socioeconómicos 2017, 2018) for these levels we could consider this:

- The housing in which he lives has electrical system of illumination.
- The hearth to which it belongs they destine to care, conservation of the Health and Medical Services in average 4,58% of its monthly familiar revenue, an average of \$146,00.

In these socioeconomic levels (A and B), as BWMe is focused on senior adults and people with a disability or impediment to travel or perform any activity, the description of every segments is provided below:

SENIOR ADULTS

- People 60 years or older (men and women).
- In this age segment, there is a greater proportion of women with disabilities than men, Being the group with the highest percentage of disability people from 70 to 79 years.
- 20,6% uses the Internet (percentage of the urban area) (Situación de la población adulta mayor, 2018)
- The main group of people with visual impairment is in the segment of senior adults.
- Invest most of their budget for care and cleanliness (more than 50%).



PEOPLE WITH DISABILITIES

- Is included people from 0 to 59 years old.
- The main difficulty (more than 50%) is to see, followed by the difficulty of walking or moving.
- The main educational levels achieved are high school education (approximately 60%) and complete university education (an average of 10%).
- According to INEI (Primera encuesta nacional especializada sobre discapacidad 2012, 2014), although there is no information for Lima only, the following data at national level will allow us to have more detail for the disabled people segment:
 - o The following are the main percentages of access problems to different public places:

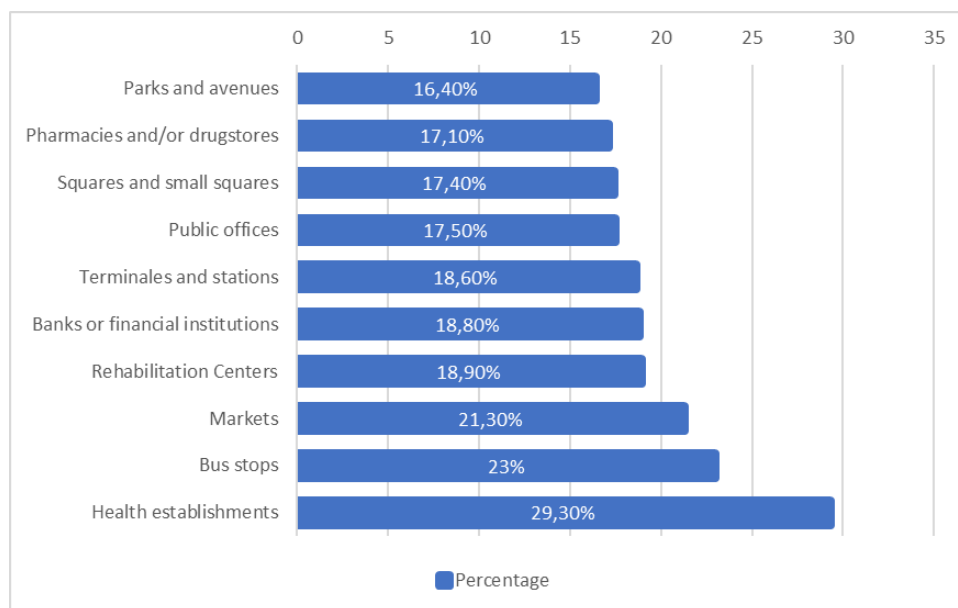


Figure 19: Public places with difficult access for the disabled

Source: INEI

- o The activities which require most support is: support for go to shopping (78.5%), the preparation of the meal (75.3%), go outside the home (72.7%) and cleaning the home (72.1%).
- o In the urban segment, they mainly present problems of understanding for television (24,5%) and radio messages (22,6%), followed by Magazines and newspapers (20,7%) and, panels and posters (18,1%).

Target market size

For the case of senior adults, we have (El adulto mayor de hoy es una persona activa, 2014) that in 2014 the 81% of these do not require any support to carry out their activities, because, on the contrary, they tend to contribute economically to their houses with some activity or support with the care of the grandchildren, getting that 19% of senior adults require support (the data is not specified by NSE, so it will be applied directly).

For the case of the people with disabilities, according to INEI (Primera encuesta nacional especializada sobre discapacidad 2012, 2014) the 40,6% of them require the support of someone else to realize their activities, so we will focus in that segment of disabled people. In addition, will be filtered the 61,48%, which is equivalent to the portion of people that does have less than 60 years, considering that people older than that is already considered in the previous segment.

For both cases, considering that the service will be requested mainly by smartphone, since 73% of the Peruvians has one (El consumidor peruano es más astuto, 2017) and the 68% of Peruvians download in his smartphone at least 10 applications (not counted the percentage of people that install less than 10 applications because these spaces are mostly covered by the messaging, social networks, productivity and geolocation application) (Apps en el Perú: ¿qué buscan los usuarios y qué ofrecen las empresas?, 2015), the market size for the 2019 would be:

- 37.445 senior adults that require support in Lima and Callao, for the NSE A and B
- 16.274 people with disabilities that require support in Lima and Callao in the urban area

We are considering for both groups (senior adults and people with disabilities) that although there could be a lower percentage of use of mobile devices and Internet access, those indicators will not be used because it has been considered that the hiring of the service can be made by their relatives or responsible who do use a smartphone regularly.

Target market trends

Globally there is a trend towards demographic change where senior adults are a growing percentage of the population, and according to the World Health organization (OMS by the name in Spanish) (Ageing and life-course, 2014), for low-or middle-income countries, including Peru, this demographic change is even faster. OMS also indicate that for developing countries, Peru among these, by the year 2050 the number of senior dependent adults will be 4 times the current amount. Added to this, in Peru the life expectancy has

increased over the years, the fertility rate has been declining and the people who previously did not work now they do (for example before there were more women who were dedicated only to the home), so the attention of the senior adult over time will be in the hands of people outside the family.

In relation with the technology, senior adults have become more technological, thus in 2014, 12% indicate that they know how to use a computer and 43% has a mobile device. Thus also 22% in the NSE A has a Facebook account, which happens for 6% of the NSE B. (El adulto mayor de hoy es una persona activa, 2014).

It should be pointed out that we are not considering all requests for care will come directly from senior adults and the people with disabilities, but from a family member or responsible for them, according to IPSOS PERU (El 61% de adultos peruanos ya es digital y 43% se conecta todos los días, 2018) 61% of adults in Peru (36 to 59 years of age) is digital and 43% is connected every day, with an average of 5.6 days in Lima.

Buyer behavior

Considering the specified in the previous section and the increase in the trend towards digital, it is not surprising that gradually increase the adults that, as part of their purchase evaluation, consult the detail of products or services online or make purchases on line.

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About the senior adults, with the years they invest more of their budget for care and cleanliness, thus, in 2014, 51% of them invested in this area, when in 2012 only 31% used to do that. Also, for 2014 in Lima, 31% of senior adults have a greater culture of saving, to later allocate more than 60% for health issues and treatments (Adultos mayores de NSE A priorizan sus gastos en cuidado personal, 2014), in addition to being more dynamic, supporting economically the home in which they live.

Also, considering the results of the survey, the main advertising channels were the word-of-mouth referrals, social media and Internet advertising.

Competitor analysis

For the competitors analysis will be taken into account that BWMe has as objective to cover the need of support and care to the elderly and disabled in general, as well as to cover the desire that the attention is carried out in their homes, on demand, in a safe way, with flexible schedules, personalized and with the highest value possible for customers, based on the compatibility that the partner can provide to customers about preferred activities.

Direct competitors

Based in that BWMe points to an unattended market, it could not identify direct competitors, since to date there are no companies that provide products or services that meet the same need and desire that wants to satisfy BWMe taking advantage of the available technological platforms.

Indirect competitors

The indirect competitors identified are:

- Health centers, mainly private clinics, that can provide care to patients as a complement to some provided treatment or some attention caused by an illness, because although this care are provided in the centers themselves and not are provided independently, could be an option to cover the need for care someone.
- Nursing homes, these care centers for dependent people also cover the need for care a person, but they do it in their locals, and not in a personalized way, implying the transfer of the person to those places.
- People who provide their services independently, who using general web pages put ads with their capacities and knowledge to offer their services. In this case, the attentions are usually made at home, and sporadically, but it does not provide any guarantee, neither of security nor of fulfillment of the service, both for the customer and for the person who makes the attention. It also implies greater investment of time to search by customers, and less probability of success for those who offer their services.
- Nurses, health specialists or related career students, similar to the previous point, provide their services independently, but in this case, the customers approach to hospitals or study centers to look for people who want to provide their care services for their families.

So, it is possible to appreciate, although there are no direct competitors for BWMe, the indirect competitors can be several, so the value we want to provide to customers must be clearly differentiated from the services offered by the others, considering these last do not cover the need and/or the desire of our target market in the way it aims to do BWMe, at the technological level and at the level of facilitating the process of converting leads to customers that BWMe will consider.

Future competitors

Considering the necessity for a business like BWMe is latent, there is the alternative that in future some clinic expands its services and include some support and care service, or there is also the possibility that another company of the same nature of BWMe is established.

Competitive analysis grid

Whereas there are no direct competitors, this will be carried out with those that have been considered indirect competitors and based in the CSF. The indirect competitors are:

- Health centers, mainly private clinics,
- Nursing homes,
- People (Nurses, health specialists or related career students) who provide their services independently

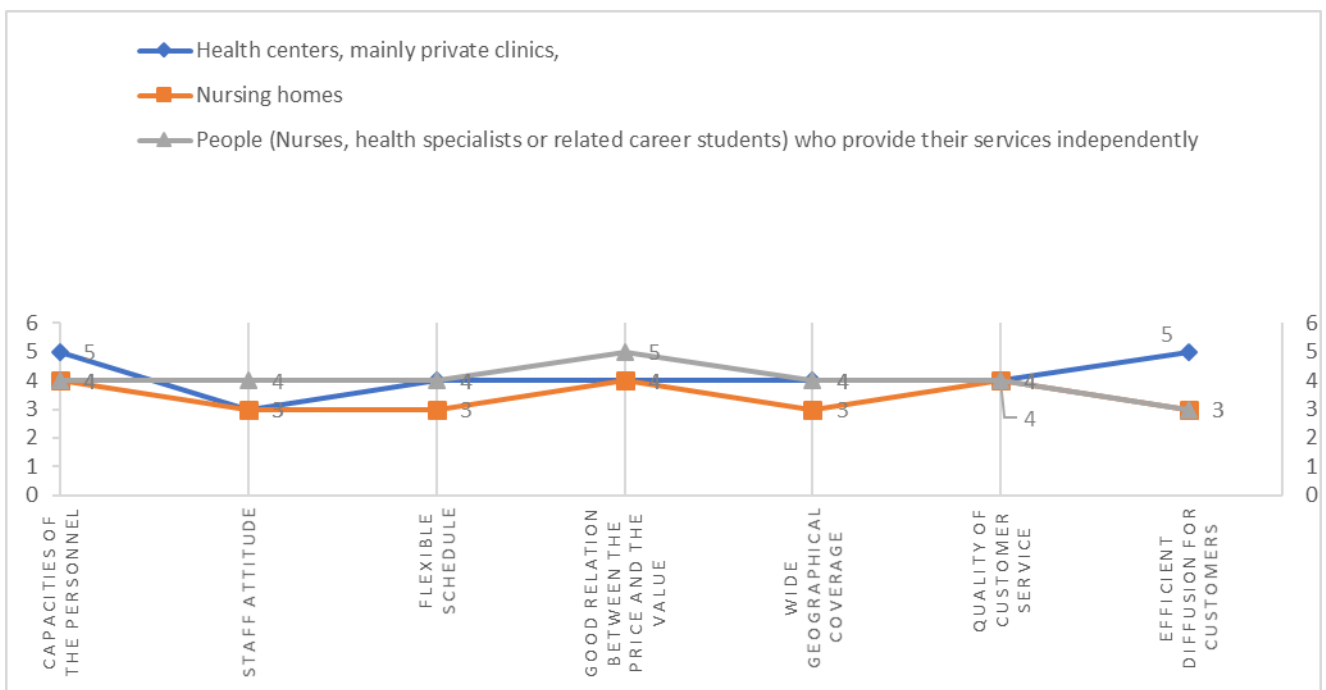


Figure 20: Comparison of competitors based in the CSF

Estimate of annual sales and market share

As was mentioned above, as to date in Peru there are no companies that have a similar turn to BWMe there is no information to compare the quota that would correspond, so considering the amount of the market segments multiples scenarios of the sales objectives will be considered and evaluated, which will be analyzed in greater detail in the financial

section, but for this section will be considered the realistic scenario for the next 5 years, getting the following information:

Period	2019						2020	2021	2022	2023
	Jul	Aug	Sep	Oct	Nov	Dec				
Sales objectives (%)	0,2%	0,2%	0,2%	0,5%	0,5%	0,5%	1,5%	3%	5%	6%
Service per period	298	298	298	751	751	751	28.305	58.977	116.928	145.826

Table 18: Sales objectives for BWMe per year (2019 -2023)

On such information, and considering the results of the buyer intention survey, the services to be provided will be as follows (the third service was initially not considered, but given the suggestions and comments of potential customers through the survey, it was decided to add), first showing the prices for every service through the years affected by the inflation rate (2,1%) and then showing the sales for every year (the prices and sales are without the VAT rate which is 18% in Peru):

	Plan	% of sales	Times per month*	2019	2020	2021	2022	2023
1	Care & Support	40%	3	\$ 8,47	\$ 8,65	\$ 8,83	\$ 9,02	\$ 9,21
2	Support & Health	40%	3	\$ 12,71	\$ 12,98	\$ 13,25	\$ 13,53	\$ 13,81
3	Prevention & Support	20%	2**	\$ 15,25	\$ 15,57	\$ 15,90	\$ 16,24	\$ 16,58

Table 19: Projected prices for services per year (2019 -2023)

	Plan	2019	2020	2021	2022	2023
1	Care & Support	\$ 11.440,68	\$ 104.963,99	\$ 223.294,40	\$ 395.498,65	\$ 503.604,01
2	Support & Health	\$ 17.161,02	\$ 157.445,99	\$ 334.941,59	\$ 790.997,30	\$ 1.007.203,41
3	Prevention & Support	\$ 6.818,64	\$ 62.968,01	\$ 133.971,34	\$ 237.299,19	\$ 302.156,88

Table 20: Projected BWMe sales per year (2019 -2023)

(*) It is taking from the survey, considering that there is also a percentage of people who would take 5 to 10 times the service.

(**) Taken by the trend in the previous services.

MARKETING PLAN

Overall marketing strategy

As part of the marketing plan, segmentation has been considered, so in previous sections we have been able to identify the market segments and the target segments. Having this, the BWMe strategy is to take advantage of its position as the first and unique intermediary platform of care, support and health services, on demand in Peru, focusing in digital advertising and highlighting the differentiated value of the services we provide.

At the beginning the market will be in the province of Lima and Callao, with a probable future expansion to other provinces and departments. Having a social approach, in senior adults and people in general, with some disability or deficiency to carry out activities, in a way that contributes to the inclusion of the same ones to the society.

Positioning strategy

Market position relative to rivals

78 Since there are no direct opponents, an appropriate comparison would not be possible, and on the contrary it could end up confusing potential customers on the company's goals and services to provide.

Differentiation strategy

BWMe's positioning strategy will be based on differentiation, departing that it will be a company that provides services that as a company are not yet offered in Peru, because there are only independent professionals. Currently in Peru there is no a platform that provides a centralized space for an interaction between clients and partners, in the location that requires the client, and having as target audience senior adults and people with a disability or deficiency.

In fact, the independent professionals use web pages where anyone can offer and request services of various natures, which implies greater investment of time and less guarantees for the customers, as well as less probability of success for the providers, thus, having a platform dedicated to this type of service benefits both customers and partners.

In this way, the clients will find a space where they could find qualified persons with at least the minimal required capacities to offer the support, in addition to the confidence and security that they will find people with no dangerous background (considering that as part

of the selection process BWMe will request to the possible partners their judicial, penal and police precedents, taking into account that was one of the principal requirements for the potential clients in the buying intention survey).

And all of this, the customer will be able do it without the need to search in various sources, as web pages or having to move physically to multiple centers of nursing studies or going to hospitals, which implies much more inversion of time and money for them. Because taking advantage of the technologies, thanks to a mobile device and internet, through a mobile application it will be possible to request and schedule the attentions. Partners will also be benefited by BWMe, due to, they will have a centralized platform to record their profile, capabilities and studies, and it will increase their probabilities to find more customers and with more fitted necessities.

Therefore, the social approach of BWMe should also be highlighted, since this intermediary platform will facilitate the process by which people is supported so they can carry out their activities normally and integrate into society more regularly, and at the same time the platform will increase the job options for many people, mainly for nurses, who are not currently well paid in Peru.

The differentiation points of BWMe are:

1. The importance of the convenience of the platform, since it can be accessed from any mobile device that has internet.
2. Provide support, care and health services on demand, with reduced waiting time.
3. Provision of details to facilitate compatibility between partners and customers, increasing the possibility of successful care.
4. Focus and respond to segments that are often considered little by society in general, so the importance of the services provided is high.
5. Support for a situation that compromises customers, through the BWMe company insurance.
6. The novelty of the business, making it different to what currently exists in the service market.
7. Although it is a business idea that can be imitated, the prestige of BWMe will be consolidated with the attentions made with the time, which will give us the experience that will not have the new others in the field.
8. The profitability of the business.

Additional to that, there are the CSF that were mentioned before, and were the points that the comparative grid was done based in:

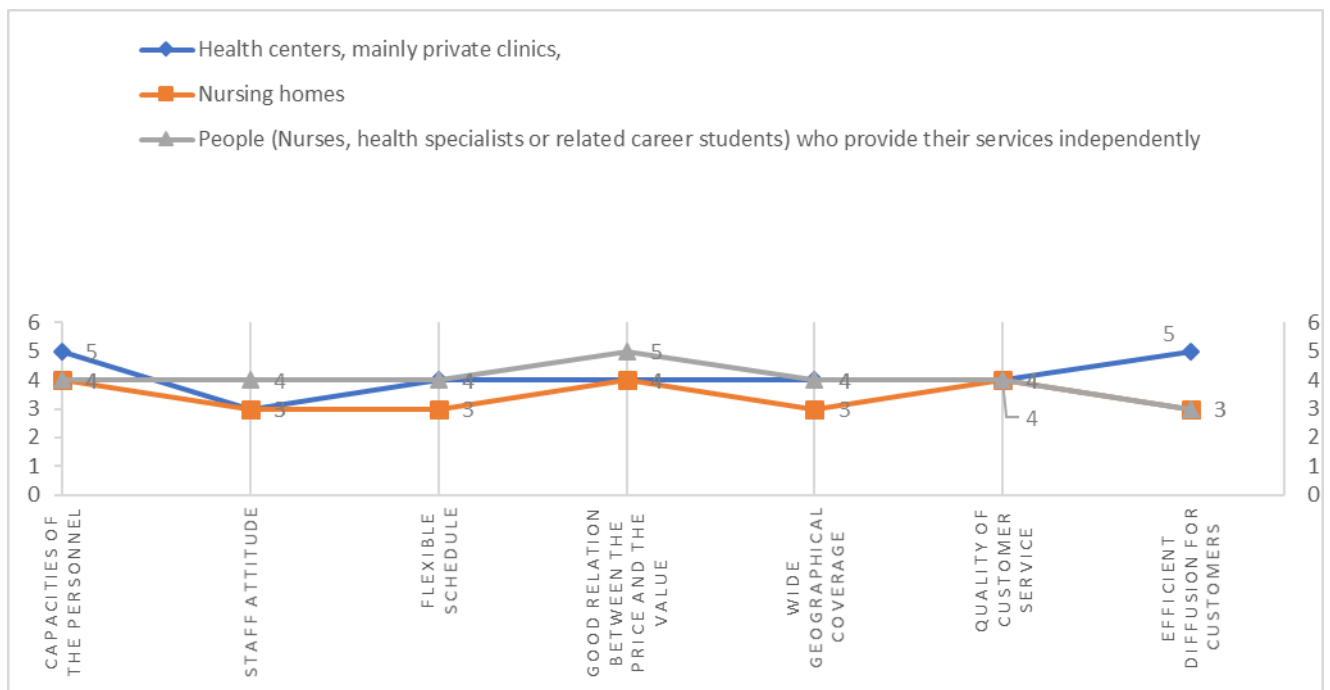


Figure 21: Comparison of competitors based in the CSF

Pricing strategy

Cost-based pricing

BWMe will have an hourly rate for each of the 3 categories of the services and the payment will be made through the platform by the clients, so, twice a month the payment will be done to the partners according to the conditions that have been established between the partner and BWMe (the amount to be deposited may vary mainly on the basis of the health insurance and to the rewards), of which the company takes 30% to cover the cost of the management of the company. Thus, for the first year the estimated costs to provide the services is \$93.449,44 USD and being 3147 the projected amount of attentions for that year (considering that for the first year will begin with the attentions in July). In this regard, each category has the following commissions for BWMe:

Services	Price	BWMe commission
Care & Support	\$10	\$3
Support & Health	\$15	\$4,5

Prevention & Support	\$18	\$5,4
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Table 21: BWMe commissions per service

Therefore, the price to be offered to the public will be aligned to the commissions of the different service categories, the costs in which BWMe will incur and to the profits that the partners have, which will be based on the quality of the services provided and the satisfaction in the customers.

Value-based pricing

Considering that BWMe will offer services, the value-based pricing is the one that is considered most suitable for us, because the acceptance of the company will be based on the quality of the services provided and the loyalty of the customers, although at the beginning will be given with the price of services, continuity and repetition of services by a customer will be based on the experiences and the added value received by BWMe through the attention.

Thus, BWMe will consider the ranking of the partners based in the customer qualification, to improve, change or retain the provider, so eventually the platform will have more suitable partners and capable to improve the customers loyalty. Therefore, as specified in the previous section, the quality and value that the customer perceives in each service will be fundamental to support the established price.

In addition, BWMe does not intend to enter the niche market with prices below the adequate, because considering the sensitivity of the services provided is essential that quality and safety are part of the services.

Sales process

The sales process for our case will consider the two sides of the platform the market of the partners and the market of the customers, because for the proper functioning of the platform of services, it is necessary that they have become from leads to “customers” on both sides, based on the characteristics established for each one of them.

Prospecting

About the customers, considering the budget that requires advertising in traditional media, such as print media or advertising panels, or mass media, such as television and radio, we will prioritize digital advertising, which is currently showing positive results in other

companies in Perú and Latin American in general. This decision is supported too, by the results of the buyer intention survey about the channels of communication, where the principal one is the word of mouth referrals (26.81%), followed by the social networks (25.71%) and the Internet advertising (16.70%).

So, the way to capture leads will be through social networks in general (including communication through WhatsApp), YouTube channel, blogs (our own blog principally and others where articles are placed referring to BWMe) and advertising on Google, so that cover a wide spectrum of actions such as : Data collection, Dissemination and recognition of the services of BWMe, attendance to events or talks to be programmed, motivate people to download the mobile application and contact BWMe for queries, questions or suggestions. Additionally, we will apply the mailing strategy and we will deliver flyers in hospitals, in familiar locations and in areas where the highest percentage of our segments are located, at convenient times to capture the largest number of potential customers. Moreover, we will try to access to events made by municipalities, to provide information about the services and to capture information for future contacts. And we will evaluate the possibility of doing some focus groups.

In the case of the partners the strategy will be similar, although it will invest more in handing out flyers (in areas where there would be more prospects such as nursing studies centers and hospitals in Lima), and in social networks ads to publishing will be about job offers. Additionally, ads will be placed on Peruvian job search websites and we will do mailing for them too. Because of all these actions is expected to receive communications via mail or calls consulting, as well as direct applications through the website.

And, with impact in both sides, customers and partners, we will provide free talks, with basic but useful information related to the care of dependents, so the people can appreciate our domain of the topic, but also that generates interest in the audience to know a little more about BWMe. As part of these talks, promotions will be offered to those who access our platform, we will ask them for information contact and information about people who would be interested in hiring our service, or to offer their services as partners of BWMe.

The initial contact

For the partners, the first contact will be through the website where a form will be available (where the registration steps will be detailed), to record the required data and load the necessary documents, after that, they will approach the BWMe office physically to continue the process. Also, applicants can call BWMe via phone.

Regarding customers, all the leads will be called or contacted via mailing, with the contact

information obtained from the website, during talks or subscriptions to the social networks of BWMe, to explain in detail, the services and the benefits of hiring the specialists available through BWMe. Also, we will answer all communications that reach us via telephone and networks, and at the time of making talks or focus groups will also establish the first contact with potential customers.

Qualifying the lead

With regard to partners, applicants may approach to the BWMe office where they will present the documents in physical form and will perform a basic health assessment (for this BWMe will consider a specialist in the subject, to prepare a repository of questions that will be randomly displayed during the tests) via the Internet and on-site at the office, using the laptops that will be available in the office in order to give the greatest possible transparency to the evaluation. Additionally, there will be a psychological exam that will be part of the evaluation. All this let us to qualify to the leads in the partner side.

In relation to the customers, after the communication made by the various channels, will evaluate the response of the people contacted to determine if the necessities that they present fit with the services provided by BWMe and indeed are potential customers, or if there are any requirements or considerations that may be incorporated into the services provided by BWMe.

Sales presentation

To present the quality of the services will be produced continuous testimonial videos of previous customers, as well as videos of the main and best evaluated partners, and videos explaining the advantages of the service, with common terms for the target audience and showing mastery of the topic about the situation of senior adults and persons with disabilities and demonstrating compliance in CSF mentioned in module 1.

And as was mentioned, as part of the free talks that we would give, we would include information of interest about BWMe, showing the specialized and detailed care that we bring to our customers, all the benefits that we give both to customers and partners, and giving some promotions to those who register in our platform.

Since BWMe has been thought as a scalable company, will be considered the implementation of new services, as baby care, and for this is being evaluated our participation in several fairs or events focused in the baby care.

In the case of the partners, will be clearly explained the content of the contract, as well as the procedures to be followed for each of the categories of services, and how to act in certain situations.

Meeting objections and concerns

In order to be aware of the concerns that could be generated about the partners, after the talks that are given we will communicate with the potential customers in order to consult them whether or not they would take the service, and the reasons as it corresponds to determine whether it is indeed that the need does not fit to the provided service or there is something that is not clear about the company. We will also evaluate and respond to queries that could be made via the website or social networks. With the most repetitive concerns or doubts, videos will be made explaining what is necessary, in case it is something that is covered by BWMe.

Closing the sale

The sale will be closed when each customer requests an attention through the mobile application and pay for the service.

Follow up

Customers would be asked to qualify partners, and they would be contacted to participate in testimonial videos about the experience, to feed the testimonial section, which will serve as references. It is intended to make periodic promotions for customers who recommend to other ones, with option to access to free attentions.

We will also collect the partner's assessment about the customer to determine if this last one ask correctly for what he needed, or whether he was a customer who generated problems or requested assistance not included in the services. This will allow us to define actions to provide a better service to that customer, or to determine if the client could generate reputational problems for the company and take other actions, such as canceling the user account following a defined procedure.

It should be pointed out that, by the business model, can be given that both customers and partners can consider more convenient for them to carry out transactions directly, without going through the platform BWMe, so we are intended perform the following actions:

- Continually consolidate and highlight the security provided by hiring services through BWMe.

- Implement a Rewards & Bonus plan for the partners.
- Provide courses of interest to partners at reduced prices.
- Provide voice and data corporate plans for the partners.
- Distribute to partners discount coupons in local shops.
- We can provide to partners with documentation (those manage by BWMe) that can contribute to obtaining a positive financial evaluation.
- Implement a rewards plan and promotions for the care customers.

Promotions mix

Advertising

The advertising will be done in a digital way, which as was mentioned is currently showing positive results in other companies at a Peruvian and Latin American level. For that we will consider the follow actions:

- Use social networks: We will have a BWMe fan page and a group on Facebook related to the care of senior adults and people with disabilities (not only to offer our services but also to provide information of interest). We will make campaigns on Facebook. the tool WhatsApp will be included to facilitate the communication through it. We will publish information in Instagram too. We will have a YouTube channel, to publish videos referred to satisfied clients, emphasizing on the web page the amount of services that are provided and testimonials of customers.
- Blogging: To apply the content marketing, BWMe will have and manage its own blog, with contents valuable by potential customers. In this aspect, we will consider including our advertising in already existing blogs related to our services.
- Internet advertising: We will use Google AdWords, to reach customers who do not use social networks, and look for information and services about caring people. About that, we will review pages that talk about senior adults or people with disabilities, so we will include there our advertising too.
- Forum: We will include our advertising in forums that already exist with topics related to our services.
- Mailing: Through the capture of the contact data of potential customers, we will proceed with the periodic delivery with information about services, attention campaigns and general information of interest of the meta segments related to the business of BWMe.
- Job offers pages: Ads will be placed on these websites and this will be focused in get more partners.

Public relations

The public relations that will be handled by BWMe are:

- Consumers: As has been pointed out previously the communication with customers will occur through different ways, but principally in the digital way.
- Employees: In BWMe we have few employees, beside the founder, we will just have some specialists to manage the company and the communication with them will be constant and direct, personally and by phone and email. It should be pointed out that during the free lectures and workshops, promotions will be offered to the attendees, so a major interest is generated in the services provided by BWMe.
- Stakeholder: With the partners, the communications will be through via e-mail, telephone and in person in the periodic trainings that will be given, or in cases where it is necessary.
- Shareholder: Communication can be diverse, in person, via telephone or via E-mail.
- Government: In the same way, it would establish close communication with CONADIS, to evaluate how there can be mutual collaboration, because although the objective of generating economic gains are characteristic of any business, BWMe also has a social approach, and this Institution would enhance the image of solidarity of BWMe. We will handle personal communication with municipalities from different districts of Lima to incorporate our participation in the events that they could manage, and even, through them, to promote events (for example there is a Senior adult club in a district in Lima).

Also, we will contact personally with hospitals, so that in their advertising spaces can be placed posters and information of the services of BWMe, and we can give flyers to potential customer. In this aspect we will evaluate the divisions in the hospitals with major probability to find people who could need hire the services of BWMe, for example, we would discard a dermatology division or some division that could require highly specialized services.

- Different social groups: BWMe would contact various organizations in Peru related to the care of people, and inclusion and support of their daily activities, in different way, personally, via mail and by telephone.

We will also consider partnering with insurers, so that as part of insurance, discounts would be provided in the attentions that we give. For example, currently RIMAC insurance provides discount for yoga sessions as part of a program for pregnant women.

Other promotion-related activities

Additional to what was explained in the section for advertising, we will deliver flyers in strategic locations where the highest percentage of our segments are located, at convenient times to capture the largest number of potential customers.

Subsequently, depending on the performance of the business and the investment capacity, it would be considered advertising through mass media, such as radio and television. And to place advertising panels on some of the busiest roads in the main districts with the largest population in the NSE A and B.

Annual promotions budget

Considering the strategy of promotion detailed above, mainly focused on the digital environment, it has been established that for the first year the budget that would require to invest is \$5000. For the next few years, the budget will vary considering that the profits will be reinvested, so we will have:

Concept \ Year	2019	2020	2021	2022	2023
Online	\$ 3.520,00	\$ 1.700,00	\$ 4.200,00	\$ 5.200,00	\$ 5.200,00
Ads on Facebook	\$ 780,00	\$ 360,00	\$ 700,00	\$ 700,00	\$ 700,00
Mailing	\$ 300,00	\$ 300,00	\$ 600,00	\$ 600,00	\$ 600,00
Google AdWords	\$ 1.440,00	\$ 540,00	\$ 1.000,00	\$ 1.000,00	\$ 1.000,00
Blogs / Forum	\$ 1.000,00	\$ 500,00	\$ 900,00	\$ 900,00	\$ 900,00
Radio Broadcasting			\$ 1.000,00	\$ 2.000,00	\$ 2.000,00
Public Relationship	\$ 1.025,00	\$ 1.100,00	\$ 900,00	\$ 1.600,00	\$ 1.600,00
Free Courses/Conferences	\$ 300,00	\$ 400,00	\$ 300,00	\$ 600,00	\$ 600,00
Discounts Promotional Campaign	\$ 725,00	\$ 700,00	\$ 600,00	\$ 1.000,00	\$ 1.000,00
Printed	\$ 455,00	\$ 200,00	\$ 5.000,00	\$ 5.000,00	\$ 5.000,00
Street Banners			\$ 5.000,00	\$ 5.000,00	\$ 5.000,00
Newspaper, magazines	\$ -	\$ -	\$ -	\$ -	\$ -
Distribute Flyers	\$ 455,00	\$ 200,00	\$ -	\$ -	\$ -
Total	\$ 5.000,00	\$ 3.000,00	\$10.100,00	\$11.800,00	\$ 11.800,00

Table 22: Marketing budget for BWME (2019 – 2023)

Distribution and sales

The services will be provided directly by the partners, according to the model of the business no intermediary is required for the delivery of the Services. The platform will serve as an intermediary between partners and customers, but the cost of transport of partners and what is necessary is directly assumed by them. So, we do not have distribution costs.

MANAGEMENT TEAM & COMPANY (OWNERSHIP) STRUCTURE

Management team and key personnel

✓ *Katherine Palomino, BWMe CEO*

Background

Professional Systems and Informatics Engineer with a degree from Universidad Nacional Mayor de San Marcos, student of the MBA of ESAN Business School, specialized in IT Project Management and certified in ASP.NET Applications with Framework 3.5. Team and research oriented fast learner with leadership skills, initiative and proactive attitude in the workplace. Certified ITIL® Expert and certified in Information Security Foundation (based on ISO/IEC 27002), Cloud Computing, Agile Scrum, and ASP. Currently completing a master's degree in Management, specialized in Innovation and Entrepreneurship in Paris.

Experience

Information Technologies Manager for more than 5 years in several institutions. Experience in project management, implementation of information infrastructure and systems. In charge of supervising works carried out by consulting companies and teams. Optimization of internal processes in coordination with the IT Strategic Plan and the Integral security plan. Experience in project management to develop and implement information systems.

Functions

- To guarantee the general management of the company.
- Determine the roles of each employee.
- Develop strategic, tactical and operational planning. Establish the objectives, resources and procedures.
- Make strategic decisions according to the KPI generated in conjunction with the COO.
- Work with the COO to achieve the long-term goals, positioning the product in the minds of consumers and partners.
- To manage information technologies.
- In charge of Marketing general management, promotions mix, and Rewards plans to clients and partners.
- Chief Executive Officer, Chief Technology Officer & Chief Information Officer.

✓ *Angela Canales, BWMe COO*

Background

Industrial Engineer with a degree from Universidad de Lima, student of the MBA of ESAN Business School, specialized in services and improvement of processes. With an International Diploma in Logistics and Operations from ESAN Business School and an International Diploma in Management of Restaurants from Institute Le Cordon Bleu. A results-oriented and fast learner worker. Solid management skills focused on the overall functions of planning, organizing, leading and controlling. Excellent interpersonal skills with stakeholders and the capacity to work under pressure. Currently completing a master's degree in Management, specialized in Innovation and Entrepreneurship in Paris

Experience

With more than 5 years experience in services and process improvement. Operations Manager for 4 years, responsible of the overall functions of planning, organizing, leading and controlling the whole operation. In charge of customer management y project management. Developed operational tools and Kardex inventory and Implemented a control system of collections, sanctions, trainings and historical data of costumers/users. Likewise, with experience in KPIs implementation and Audits.

Functions

- Make strategic decisions according to the KPI generated in conjunction with the CEO.
- Work with the CEO to achieve the long-term goals, positioning the product in the minds of consumers and partners.
- Responsible of the overall functions of planning, organizing, leading and controlling BWMe operations.
- Responsible for the quality of the services provided and the procedures employed by the partners.
- In charge of customer service through the different channels of the company.
- In charge of revising the financial and accounting information of the company.
- Responsible for establishing contact with different shareholders, people interested in investing in the project and being the contact line regarding the communications of the company.
- Chief Operating Officer, Chief Financial Officer & Chief Communications Officer.

Gap 5														0
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Table 23: Skill Profiles & Gaps

In order to be able to cover the gap in community manager, as we already explained, an expert practitioner in this area will be hired. Regarding the other gaps, accounting and finance, development of the application and Web page, knowledge of health and legal, we will outsource the accounting services of the company, we will hire eventual consultants for legal and health issues, as described below.

On the other hand, the development of the application and the website is being outsourced. All these costs will be presented in module 3.

Ownership structure and compensation

BWMe will be owned by the two founders, Angela Canales and Katherine Palomino, in equal parts. Each one will possess 50% of BWMe's equity.

As for compensation issues, it has been arranged that the first 4 months after the launch, they will not have any kind of salary. From the fourth month onward, they will have a salary of \$1000 monthly. As a salary not according to the studies carried out by both, they will have an additional compensation that varies according to the results of the company. Hence, when BWMe begins to produce blue numbers, they will receive dividends corresponding to 15% of the net Income.

Board(s) of advisors

BWMe will count on the following board of advisors from Peru:

- Dr. Olga Cirilo. – She is coordinator of innovation and Entrepreneurship of the MBA at ESAN Graduate School of Business. Currently, she is pursuing a PhD in business Administration. She has visited organizations related to the health, innovation and entrepreneurship sector in 15 countries. She is CEO of her own company VMY Marketing, which is responsible for marketing and management consulting in the Health sector. Olga contacted us for her interest in our venture and offered to contact us with people interested in investing in projects like BWMe. Moreover, she offered to mentor us with ESAN's entrepreneurship mentor team.
- Dr. Tania Tello. – She is a doctor geriatrician. She has a Magister in geriatrics and Gerontology. Currently she is Professor at the Medicine Faculty of UPCH (Peruvian University Cayetano Heredia). She specializes in research and teaching. The doctor will give us her support in the type of care required by the elderly, their needs and to

understand the opportunities and deficiencies of the market in which we are developing as a company.

- Ing. Giovanni Bedoya. - Systems Engineer specializing in the development of applications and Web Pages. Currently, he is developing the BWMe prototype.

Other professionals

BWMe will hire consultancy services of some professionals for certain activities in the company. Below is the detail:

- Nurse or Health Advisor. - The nurse will be hired to conduct an assessment of first-aid and CPR knowledge; and a knowledge evaluation of nursing-technical. This recruitment will be given periodically to change the entrance exams. also, three types of tests will be handled for each specialty to avoid any type of fraud.
- Accountant. - The accounting services will be outsourced. Being a start-up, the first year, probably the first 8 months, the activity of the company will be almost insignificant and the last few months will generate very little documentation to hire someone full time. Eventually, the hiring of a permanent accountant will be assessed.
- Psychologist. - He / She will be hired 3 times a week for the psychological evaluation in the procedure of acquisition and validation of the partners.
- Legal Advisor. - Will be hired for the constitution of the company and by projects or consultations

Organizational chart

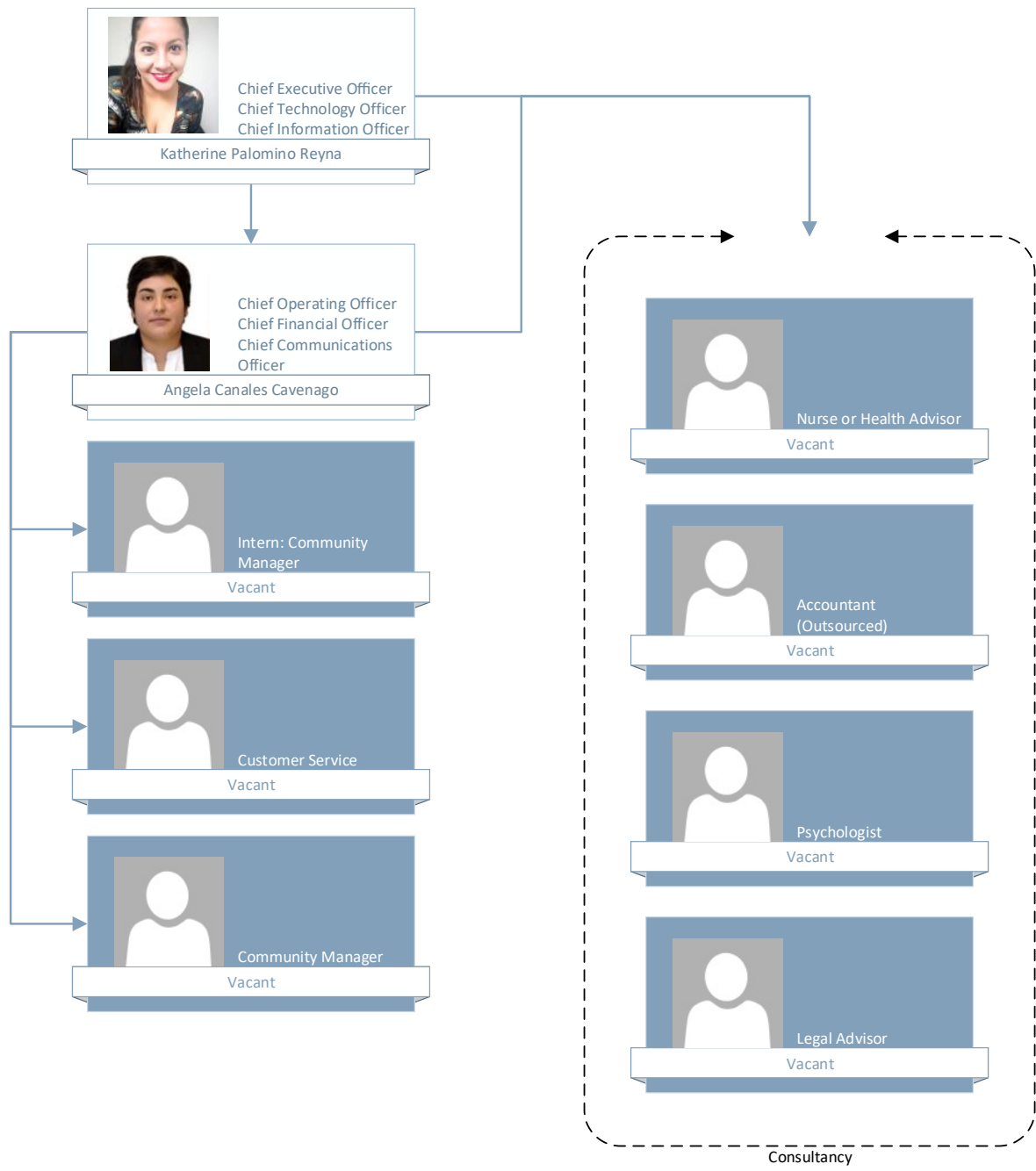


Table 24: Organizational Chart

OPERATIONS PLAN

Operations model and procedures

In this part we are going to develop the operations model and procedures of BWMe that includes the business model, the operations flow diagram of the sales process, post-sales process and acquisition and validations processes. To conclude we are going describe our operations strategy and how we are going to implement it.

General approach

BWMe's value proposal is the convenience, security and accessibility that it will bring to its customers. As we said, that includes final users of the application that require care, support and health services; and services providers that will supply these services through the mobile application. The general approach of our operations is the following:



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Back stage operations

BWMe's back stage operations are divided in two parts: the administrative activities as accounting, managing and marketing; and acquisition and validations processes for the services providers.

Acquisition and Validation Processes

1. First Contact. - The first contact with the prospects of partners will be provided through the web platform. Potential suppliers can also be contacted through associates such as universities, nursing institutes or recruitment campaigns.
2. Acquisition. - On the web page there will be a partner registration section, which will allow potential partners to register with a Facebook account, another social network or e-mail. When the first registration is made, a form will be displayed which will specify the steps for the registration and the opportunities and benefits that would bring as a BWMe partner. Likewise, the person will have to enter their basic data and upload some documents online. The application will inform the

applicant of the required documents and the delivery address to continue with the nomination process. They will also be able to communicate through our telephone line or online (chat or e-mail) to make any kind of consultation.

3. Validation. – In order to provide security and quality services, applicant providers will pass rigorous data verification and be assessed through a test to certify their health knowledge. Initially they will approach to the offices of BWMe to deliver the physical documents required for the inscription like personal data, domiciliary, credentials, evaluation or psychological certificate and curriculum vitae documented.
4. Evaluation. – During the document verification period, the applicant will be asked to submit the health examination on one of the computers provided in the office to ensure transparency of the evaluation.
5. Approval. – By successfully passing the exam, the applicant will receive the "BWMe certificate" that will accredit him to offer his services on the platform and to proceed with filling his profile according to his skills and competences. Also, BWMe will provide a kit with a uniform that will guaranty the image of the company.

Administrative Processes

The BWME team is composed of three people: 2 founders and one intern, who will take care of all the normal activities of a company. On the other hand, the accounting services will be outsourced for the moment, according to the growth of the company it is possible that we will hire a person in charge of the accounting and financial area of the company. The marketing and promotions campaigns and activities are described in the marketing plan.

On the other hand, to ensure the quality, the image and the differentiation of the company, we will give a uniform to our services providers. Each partner will have a t-shirt and an apron with the logo. We will outsource the fabrication of uniforms.

Back Stage Problems

- Partner unavailable. – it is possible that the partner will be unavailable in a certain schedule or place. Indeed, it is almost impossible that it will happen, since the platform will only provide the services providers available and their availability schedule. Nevertheless, if this happen, the platform itself will provide a replacement that will meet the same characteristics and customer's needs avoiding any inconvenience to the user. Finally, the application will inform the customer about the partner assigned for the services and the justifications of the decision.
- Extraordinary Cases. – There may be different types of extraordinary cases, so the procedures will be described in a general manner.

- Natural disasters. – In the event of a natural disaster during the service, the provider will ensure that the customer is at the hands of a family member before leaving the domicile, within the time paid and scheduled. It is necessary to notify, through the application, the conformity by the client so that the supplier can leave the facilities. The customer must know that if this happened, the service is considered as "made or carried out", therefore, there is no money-back for the service provided. Otherwise, the partner will remain up to meet the schedule agreed with the client.
- Accident or incident during the service. – The partner must notify BWMe by telephone about the situation, indicating their partner number and describing the incident. BWMe will contact the client to verify the facts and to give solution in situ. If the incident is serious, the case will be assessed with the company's legal adviser.
- Service contracted out of the application. – The company will have rigorous policies if a service is being supplied outside the application. If this happens, the supplier will be expelled from the application and will be immediately liquidated. It is important to note that a Rewards & Bonus program will be implemented to encourage partners to provide services through the platform. This is described in more detail in the marketing section.

Front stage operations

Our front stage operations will be basically the website, the mobile application and our social networks. Likewise, when the service is delivered, customers will see BWMe partners in a standardized uniform, clean and presentable to communicate a clear brand image and develop brand recognition. These will be described in detail in the product/service development section.

Remarks

Inventory

The company will not have inventories since it is a company exclusively of web services. However, in order to provide quality and differentiation in the services given, partners will be provided with a uniform. This stock will be stored in the company's offices.

Payment issues

Payment methods will be exclusively online through a Peruvian startup called CULQI, which centralizes all payment processors through its platform such as Visa, MasterCard, American Express and others. Other payment platforms such as PayPal will also be assessed in the future.

On the other hand, payments made to partners will be directly to the account registered on the platform. These payments will be on a fortnightly and monthly basis, only if they met the minimum of 10 services, they will be paid the 15th of each month, if they did not meet the objective, all the services provided will be paid at the end of the month. All payments to other suppliers will be made at the end of the month.

Quality control

- Uniforms. – To ensure the quality of the service provided, BWMe partners will wear a t-shirt and an apron embroidered with the company logo. This will allow customers to identify our suppliers and differentiate them from potential competitors. BWMe partners must ensure that the uniform is in good condition and clean at the time of providing services, at the same time, it is mandatory to wear it every time they have a scheduled appointment.
- Punctuality. – The platform will send an alert 2 hours before each service to ensure that providers have enough time to reach the destination. Information will be provided with the exact address and references, as well as a training of the use of gps, Waze and Google Maps. 15 minutes before the agreed time with the customer, the partner will be called randomly to report their journey and a confirmation of arrival will be requested through the platform.
- Training. – An initial theoretical-practical training will be provided on the use of the platform, incident procedures, payment methods, gps, Waze and Google maps. As well, the company will offer courses at reduced prices in different entities on nursing, upgrades, geriatric care and more.
- Customer feedback. – We will provide a Rating and feedback system. This system will be fed by the same customers who will evaluate the service and the supplier according to their lived experience. Likewise, eventually telephone calls will be made during the scheduled appointment to confirm with the customer the quality of the service provided. This is described in more detail in the marketing plan section.
- Platform. – Constant maintenance will be given to the web and mobile platform to not have any type of overloads per use. In case the storage capacity exceeds the limits, it will be evaluated to increase the capacity of the hosting service contracted.

After-sales service

This is described detail in the marketing plan section.

Operations flow diagram

Acquisition & Validation Process

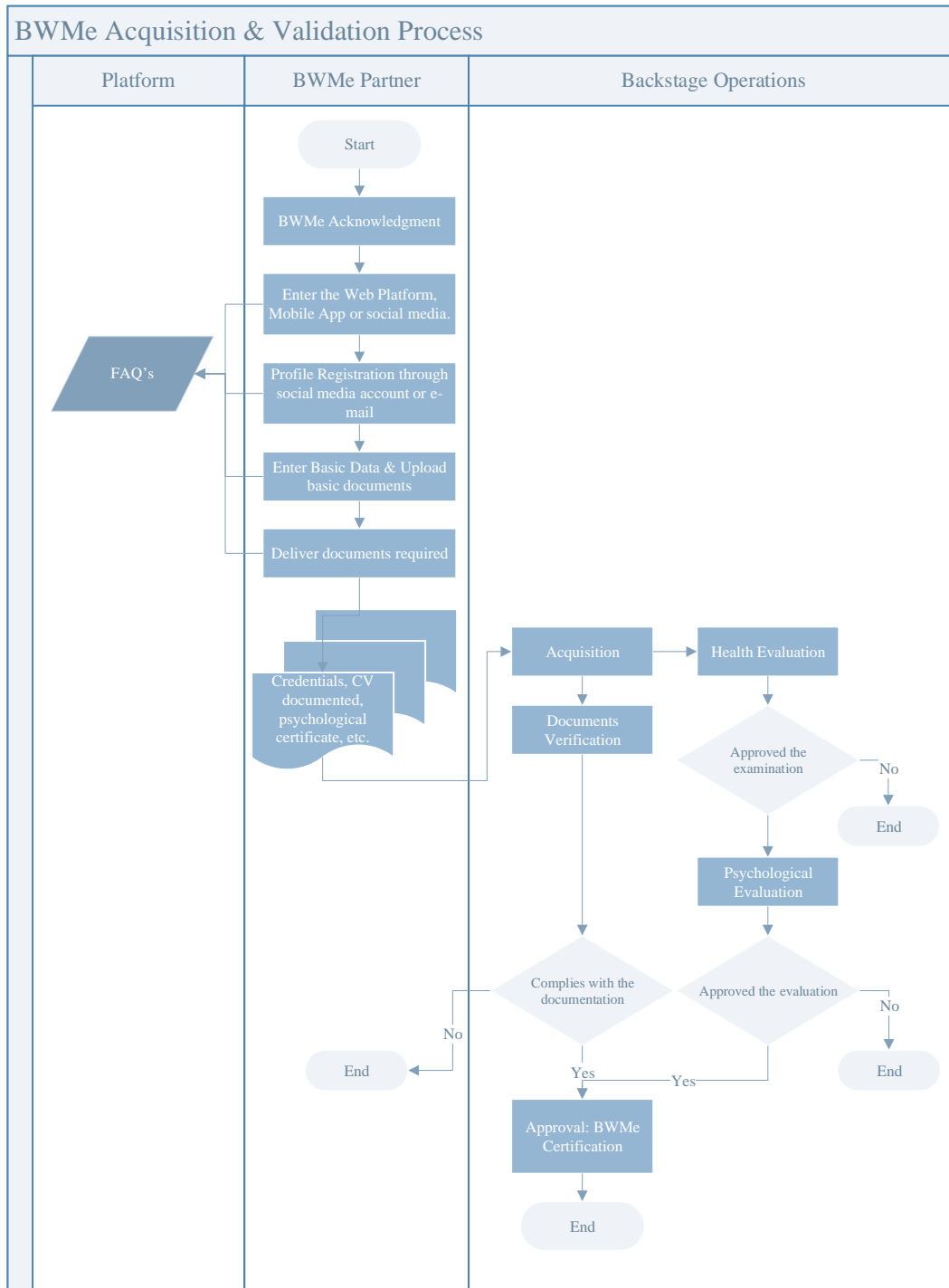


Table 25: Acquisition & Validation Process

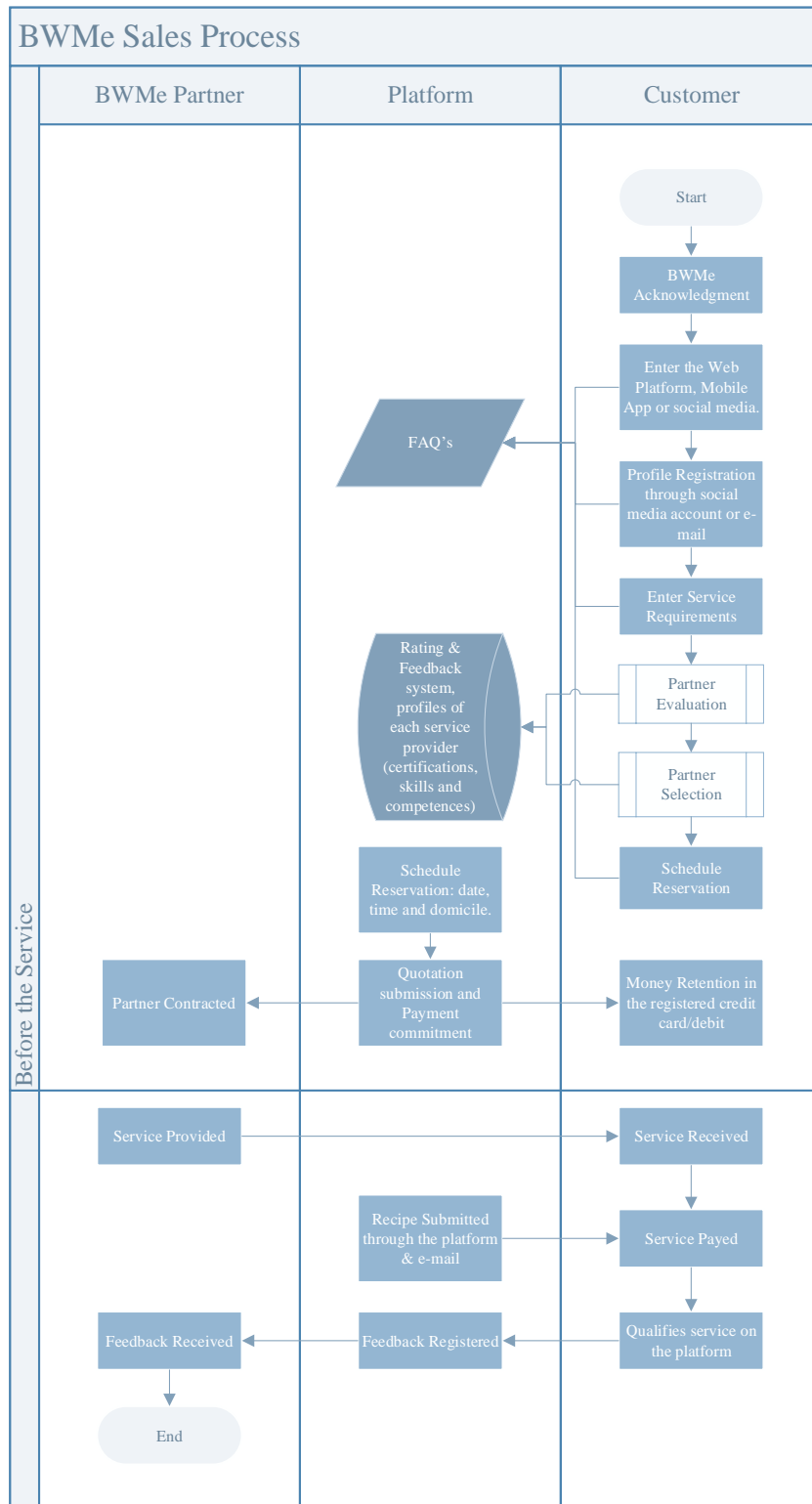


Table 26: Sales Process

Post-Sales Process

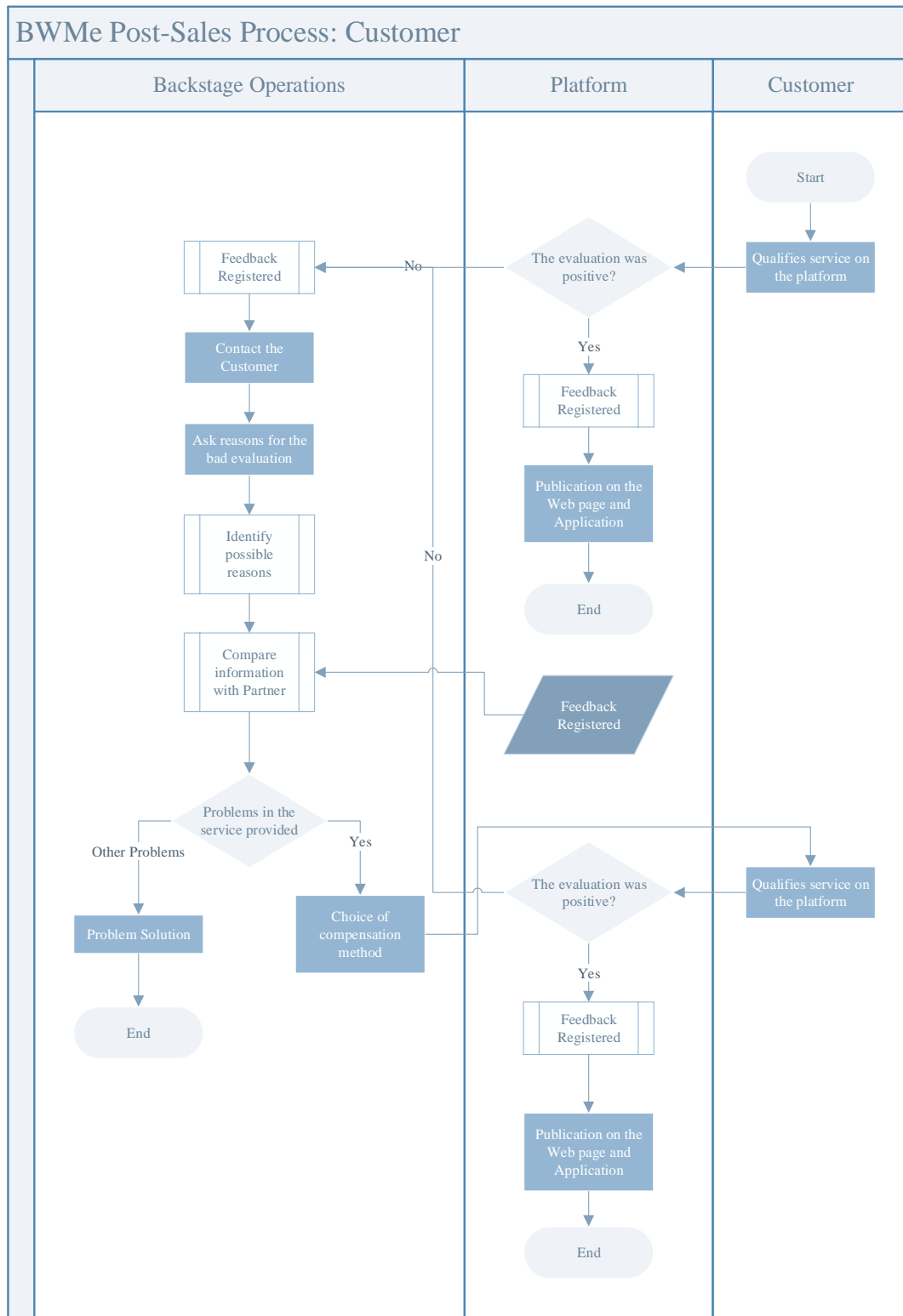


Table 27: Post-Sales Process – Customer

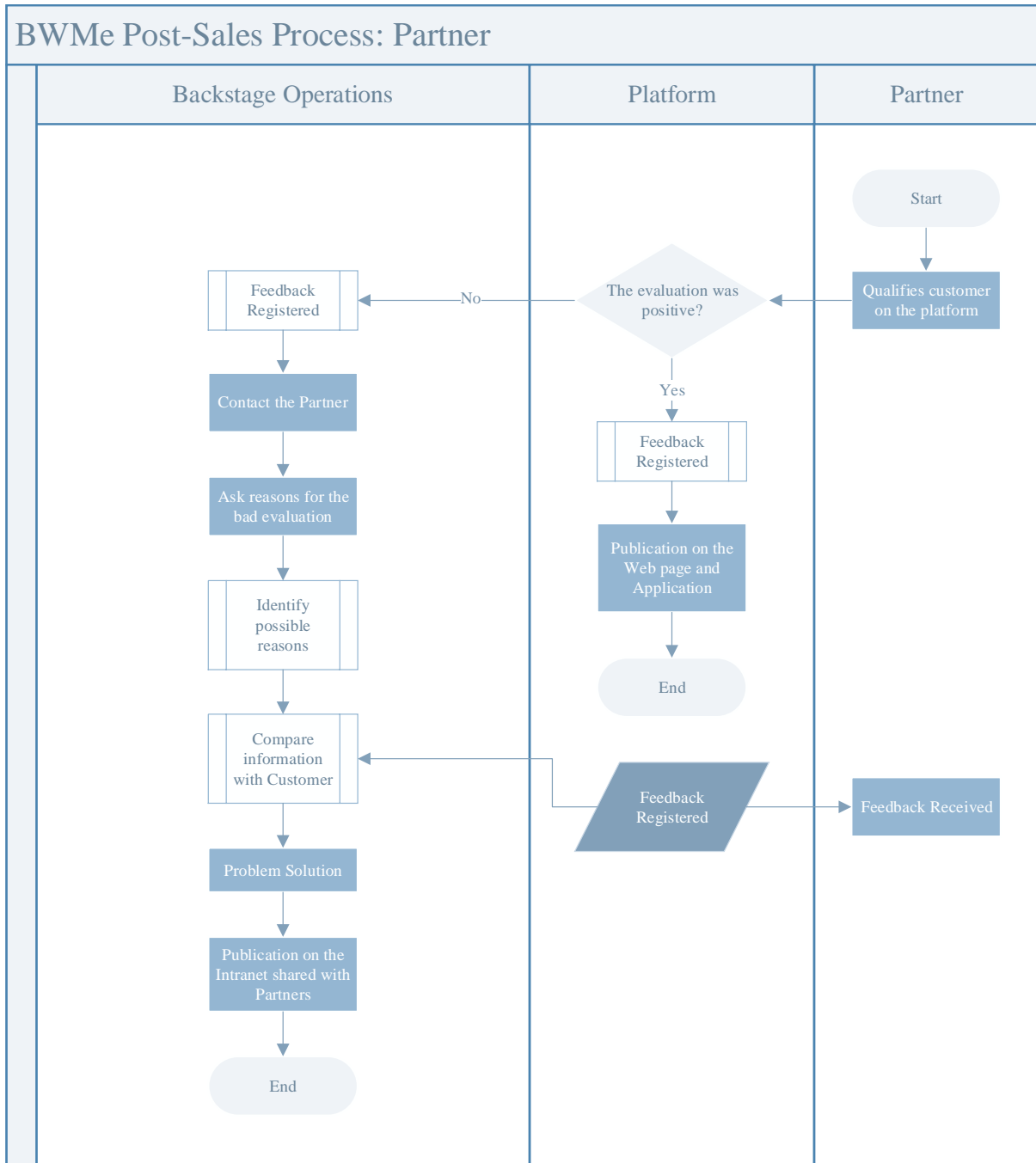


Table 28: Post-Sales Process – Partner

Business Model

To describe in a more complete way our business model, we will use the business model Canvas proposed by Osterwalder & Pigneur in his book "Business model generation: a

Handbook for Visionaries, Game Changers, and challenges". Moreover, we are going to explain in more details each of the parts contained in the model:

1- Customer Segments

Like we already described in our marketing plan our market is segmented and multi-sided. Multi-sided, because we have two independent customer segments. On one side, our customers are elderly, people with disabilities or whoever might need assistance; likewise, the families or individuals who need support to take care of their beloved ones. Both of our customers, belonging to the socioeconomic levels A & B in Lima Metropolitan, Peru. On the other side, our users are technicians, certified nurses or assistants, physical therapists, people with CPR and first-aid certification or knowledge and people who like to provide care and support in general.

2- Value Propositions

Our value proposition is established as follows: “**BWMe**. Support, care & health when you need it.” Of which is possible to evaluate each of the attributes of our services as following:

- Service on Demand. – the services providers have a flexible schedule based on demand. If a customer needs support, care or health, he/she can easily go to BWMe application and get a partner, it will only depend on the availability and the type of care the customer may need.
- Convenience. – Our value proposition offers a full range of services for care, support and health in the hands of customers, with feedback online from previous users and the features, certifications and skills that the provider may have, therefore the user will be able to choose according to his selection criterion.
- Security. – the partners will be verified prior to enrollment through document requirements, evaluations and psychologist certification. Likewise, to be a BWMe partner they will have to take a technical assessment to prove their capabilities and to get the “BWMe Certificate”.
- Accessibility. – Currently, this market is totally unsatisfied. In case one of the potential customers may need this type of service is usually very difficult to access the market offer and normally they acquire the service for recommendation.

As a multi-sided market, we also have some attributes for the partners:

- Flexible Working Schedules. – the partners can work in the application according to their convenience. They could work part time, full time or per hours, it will depend

on the availability they have. By not having to comply with a rigorous work schedule, it is considered also as an additional source of income.

- Easy Payment System. - payments made to partners will be directly to the account registered on the platform on a fortnightly and monthly basis.
- Access to the Market. - Currently, if partners are not hired by a private or state company, they are unemployed and without access to private individual demand.
- Rewards & Bonus. - The partner will be able to enroll in full health insurance (EPS) with access to private clinics at a minimum cost where they can enroll their family at no extra cost. They will be offered a program of discounts and bonuses, courses in different institutions at reduced prices, optional corporate data plans (unlimited internet access), discount coupons in local stores, recognition badges and documentation for financial viability in financial institutions.

3- Channels

- a) Awareness. - In order to make awareness of the services provided by the online platform, we are going to implement the marketing campaign described in the marketing plan section.
- b) Evaluation. - Our platform will help the customer with the evaluation process through the Rating & Feedback system of each partner. Likewise, with the complete profiles of each partner detailing their certifications, skills and competences. On the other hand, the FAQ 's part of the webpage will have all the relevant information and questions in order to clarify certain aspects of the service.
- c) Purchase. - is detailed in the marketing plan, in the sales process section.
- d) Delivery. - The delivery of the service is given in the place and the time agreed by the client, in mutual agreement with the partner.
- e) After sales. - Our after-sales service will be given by a system of Rating and feedback for the customer by partner. It will also provide continuous monitoring of customer satisfaction and partners, so that the service provided is aligned to our value proposition.

4- Customer Relationships

- Automated Services. - Like is said above, we will provide a Rating and feedback system. This system will be fed by the same customers who will evaluate the service and the supplier according to their lived experience. Likewise, the customer will have a personal online profile to get their customized service according their needs, their location and requirements. BWMe will provide several features online to get the service in the most convenient way: online registration with social media accounts, credit card payments online, chat online, among others. We will offer 3 fix

plans: Care & Support, Support & Health and Prevention & Support, which will be offered by a team of professionals with different skills according to the needs of each client.

- Dedicated Personal Assistance. – BWMe will provide online and e-mail support during the evaluation, the purchase and after sales process. Also, we will have a telephone line in case the customer needs it.
- Communities. – We want to create the BWME community in social networks, where customers, family members, partners and stakeholders can share their experiences with the service, some tips, testimonials, among others. Moreover, it will allow us to be closer to our clients and to understand their needs and adapt them to the service provided.

5- Revenue Streams

Our income comes for a sales commission of 30% per hour of service we matched between the customer and the partner. This kind of revenue streams is called brokerage fees. BWMe is an online platform that serves as intermediary for our potential market and our care, support & health partners.

6- Key Resources

- Financial. – the project will be financed by personal funds for activities of development, marketing and design.
- Human. – 2 founders and 1 intern for all the regular activities of a company.
- Technological. – We need the BWME platform and website and the pricing & selection algorithm. Currently, we are already developing the platform prototype. Likewise, we will need to get some mailing services for the company.
- Intellectual. – Katherine has all the technical knowledge and Angela has the operations/business knowledge. The development and designed will be outsourced with developers specialized in these activities. On the other hand, our health partners will need to be technicians in nursing or nurses and our prevention partners will need to be physical therapists.
- Physical. – The only physical resources we need are the computers. We already have 2 for the regular activities of the company and 2, contemplated in the investment, for the acquisition and validation of partners.

7- Key Activities

Our key activities are closely related to the platform itself (Platform & Algorithm) development and design, and all the activities related to it, like platform management,

promotion and support. Likewise, the activities of acquisition and validation of services providers and the marketing plan to balance supply and demand that is detail in the operational and the marketing plan section, respectively.

8- Key Partnerships

Our key partnerships will be mainly for the reasons of acquisition of particular resources and activities. As we said repeatedly, BWMe is an online platform that provides services on demand. In order to provide these services, we will need human resources, mailing services, location services, payment processors and insurances providers.

9- Cost Structure

Our cost structure is cost-driven, we want to minimize costs as much as is possible. As an online platform our main investment is the development and design of the platform itself. We are hiring 4 permanent employees that will do the regular activities of the company. The location will be outsourced with Co-Labora Coworking Space as the accounting services, so we will not have high fixed costs. We are only having a huge cost in marketing in the first years with the only propose of acquiring customers and retaining them.

Business Idea: BWMe is an online platform that provides care, support and health services on demand targeting elderly, people with disabilities or whoever might need assistance				
Key Partners <ul style="list-style-type: none"> Technicians in Nursing Services Providers Physical Therapists Universities Nursing Institutes Culqi Insurances providers Co-Labora Coworking Space 	Key Activities <ul style="list-style-type: none"> Platform Development & Support Platform Design Nurses, Services Provides & Physical Therapists acquisition & validation Marketing plan to balance supply and demand 	Value Propositions <u>Customer</u> BWMe. Support, care & health when you need it. Service on Demand Convenience Security Accessibility <u>Partner</u> Flexible Working Schedules Easy Payment System Access to the Market Additional Income Rewards & Bonus	Customer Relationships <ul style="list-style-type: none"> Automated Services Personal Assistance (by phone or online) Rating & Feedback system Communities 	Customer Segments <ul style="list-style-type: none"> Elderly People with disabilities Whoever might need assistance Families or individuals who need support to take care of their beloved ones Socioeconomic levels A&B and urban residency
	Key Resources <ul style="list-style-type: none"> Financial Human Technological Intellectual 		Channels <ul style="list-style-type: none"> BWMe App & Website Social Media Word of mouth Local MKT Campaigns Content Distributors (Apple, Microsoft...) Bandwidth 	User Segments <ul style="list-style-type: none"> Technicians, Certified Nurses or Assistants Physical Therapists People with CPR and first-aid certification. People who like to provide care and support in general.
Cost Structure Platform Development, Design & Maintenance Advertising & Promotion Campaigns Permanent Employees		Revenue Streams Care & Support Plan \$10 per hour (30%) Support & Health Plan \$15 per hour (30%) Prevention & Support Plan \$18 per hour (30%)		

Table 29: Business Model

Business location

BWMe is an online platform that will not have a physical address. However, for the acquisition and validation process for partners we will need a place to gather the documents required, verified them and to evaluate the candidate. Therefore, we are outsourcing a private office in a coworking space called Co-Labora, which its headquarters are in Av. Aramburú 878, Lima. We have chosen this space because its location in San Isidro, a very central location.



Facilities and equipment

How the facilities and equipment are being chosen

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As we have mentioned previously, as a mobile application, BWMe does not have large installations or equipment for launching. Nevertheless, in order to be able to develop the activities of the company like the process of acquisition and validation of suppliers, it was necessary to evaluate the location of an office to start our activities as a company. In this way, the decision was taken by the two founders according to the budget and the most convenient location for the project. Our first office will be located within a co-working space, so all services are included as the use of telephone equipment, printer and scanner, meeting rooms, among others.

Concerning the equipment, we will need 4 laptops to ensure the regular activities of the company. Therefore, we are considering acquiring 2 laptops exclusively for all the recruitment process, to assure transparency and quality, and the other 2 were acquired from private property of the founders. On the other hand, we are going to outsource the development and design of the platform and mobile application, hence, we will not need any other equipment for these activities.

Building and future growth

Our growth is not limited, BWMe is preparing from the beginning to have an exponential growth in the city of Lima and thus be able to expand within the whole country. As for our

limitations, the purchased database could reach its limit or be saturated by the overuse, so we will evaluate the acquisition of a larger database or acquire larger cloud Services. Secondly, a greater proportion will be invested in marketing campaigns to ensure continued Growth.

On the other hand, the offices are probably relocated within the same district or in Miraflores, because they are central districts, to an office that has more space to be able to increase our team. The following steps for our long-term goals would be to increase the services provided to another public such as baby care, pre-natal exercises and early stimulation for children.

Equipment

As we said, we will need 4 laptops to ensure the regular activities of the company. We are considering 2 laptops as investment and the other 2 were acquired from private property of the founders.

Technology

109 As for the technological aspect, BWMe will be developed based on the SWIFT and JAVA programming language for iPhone and Android mobile applications, respectively. Our technology will be basically the application and platform that will be available to customers in order to interact in a convenient, fast, easy and safe way.

It is necessary to take into account technological innovation in current mobile devices and in the software industry. It is also necessary to be informed of the latest technological trends and new social networks, to be at the forefront in the industry and apply the new technology in our platform to be always a step ahead of the competition.

Government regulations

BWMe's proposal is an online intermediation platform to provide care, support and health services. In other words, it will be created as a company of labor intermediation. However, since it is a company that will work in a mobile application and mobile devices, for tax purposes it must register as a computer services company, which has basic regulations concerning copyright and software but non-regulation regarding the services provided by the platform itself. In other words, with regard to the services proposed by BWMe, there is currently a legal vacuum in this country.

Operations strategy and plans

Relationship between business strategy and operations strategy

As we said, BWMe's strategy is differentiation since is the first and only platform created to provide care, support and health services, on demand in Peru. Our differentiation strategy is aligned with the company's operations strategy, this is best detailed in the operations plan section regarding the quality and business model.

Our operations will ensure the quality, ease, safety, speed and accessibility of the platform and the services provided by the BWMe Partners. Indeed, several policies have been implemented in quality and after-sales services, in order to ensure a total customer satisfaction. BWMe's strategy is explained in detail in the marketing plan section.

In-house and outsourced activities

All the regular activities of a company as managing, organizing and marketing will be done by the company. We are going to outsource several activities in order to decrease some costs in our first and second year of activities:

- Accounting services.
- Uniforms fabrication.
- Consulting a psychologist for psychological evaluations.
- Consulting with a nurse specialist for the evaluation of health knowledge for partners.
- Legal services in case is needed.

PRODUCT/SERVICE DEVELOPMENT PLAN

Development status and tasks

In this part we are going to develop the product/service plan of BWMe.

Completed milestones & milestones to be completed

Currently, we are working on the prototype of application and the web page, and the business plan that includes the business model, branding and so on. The prototypes are not considering the implementation of the search algorithm or the connection to a dynamic database, the prototype is in a basic stage of what is going to be implemented for the launch. We also have talked with the ESAN's MBA Entrepreneurship director, Olga Cirilo, who is very interested in contacting us with interested investors. The logo is already done as following:



BWMe

Be With Me. Care, Support & Health services when you need it!

We were able to define the service plans that we will offer in the application:

- Care & Support Plan. - Care and support services provided by partners with altruistic spirit, CPR knowledge and other competencies that will be identified according to the partner's profile.
- Support & Health Plan. - Support and health services provided by partners with altruistic spirit, qualified as technical nurses and specialists, nursing assistants and other competencies that will be identified according to the partner's profile.
- Prevention & Support Plan. - Prevention and support services provided by partners with altruistic spirit, qualified physical therapists and other competencies that will be identified according to the partner's profile. These services are exclusively dedicated to the prevention of dependence of the elderly.

- Baby Care & Support. – From the year 2022, Baby Care & Support services will be introduced. This service will be provided by partners with altruistic spirit, qualified as technical nurses and specialists, nursing assistants and other competencies that will be identified according to the partner's profile.

To do this we must meet certain planning and quality requirements:

- Highly qualified and motivated partners according to the service plan provided. – We will carry out a rigorous verification of documents, health knowledge and psychological evaluation to guarantee our services. Likewise, we will have a Rewards & Bonus program to keep our partners motivated.
- Standardized customer Service. – The same service will be given by the different channels of information such as Web page, online chat, platform, social networks and telephone line. The communication will be smooth, personalized and immediate with concise answers for customer's Ease.

Web page and application features:

The domain name bwme.com.pe is not registered, so we will buy it.

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- Website. – The tabs of the Web pages will be as follows: BWMe Team, how it works, services, community, FAQs/help, contacts, work with us, testimonials and an Intranet for clients and partners. On the other hand, the profiles of each partner must detail their professional skills, competences, recognition, punctuation and rating; and opinions of the customers. The Web page must display a list of partners or suppliers with the aforementioned information. The intranet will have an access platform for partners where they can modify their data and others; and with an access platform for customers to access their history and service requirements.
- Mobile Application. – The mobile application will be developed in function of the website design. It will be available for iPhone and Android mobiles devices with free download of the application. Only credit and debit cards will be accepted as payments methods, not cash.
- Social Networks. – We will have Facebook, Twitter and Instagram, where we will seek to create a community in order to the interests of the company BWMe. Through these networks will be shared testimonials, help, tips and useful information for customers and partners of company.

Other General Characteristics

- Historical payments and invoicing for customers and partners.

- Multiplatform: PC, Smartphones and Tablets.
- Self-managed web. Allows you to configure the indexing tags in a personalized way.
- Multitasking App.
- Social Networks integration. – Facebook, Twitter, Instagram, LinkedIn, and so on.
- Google Analytics Integration
- SWIFT programming language for iPhone and JAVA for Android.
- Intranet for customers and partners.
- Dynamic Menus.
- Rating & Feedback system.
- CRM through the app and platform.
- Payments processors integrated to the app and platform as Visa, Mastercard and American Express through the integration of CULQI.
- SEO configuration (Search Engine Optimization). Allows you to optimize the positioning of the Web page in the Searches.
- BWMe will introduce the electronic handshake to ensure the service provided to the customer, so when they will meet in the appointment, they will touch their devices and automatically the application will confirm the service. “Software handshaking is a type of protocol that controls data transmission between two systems or devices” (“What is Software Handshaking? - Definition from Techopedia”, 2018).
- The Mobile App will look for the partner who is at the shortest distance to provide the service, if there is no availability in that sector, the app will expand its search to other districts near to the requested place.

Timeline

Currently, BWMe is developing a prototype of the online platform. Before launching our company, we need approximately 6 months and a half counting from September 15th to April 30th to develop the platform, the website and have all the operations ready in order to launch the business to the market. During the last month we were working on the business plan exclusively and the logo was already design. The following activities need to be done in the next period to fulfill the requirements of the whole service, additionally, we created a Gantt diagram to organize in a better way the activities to be done:

- Business Plan
- Logo Design
- Prototype Development
- Analysis and Planning
- App & Web Design
- App & Web development

- Customization & Launch

Table 30: Gantt diagram of activities

Id.	Activity	Start	End	Duration	Sep. 2018	Oct. 2018				Nov. 2018				Dic. 2018				Jan. 2019				Feb. 2019				Mar. 2019				Apr. 2019			
					16/9	23/9	30/9	7/10	14/10	21/10	28/10	4/11	11/11	18/11	25/11	2/12	9/12	16/12	23/12	30/12	6/1	13/1	20/1	27/1	3/2	10/2	17/2	24/2	3/3	10/3	17/3	24/3	31/3
1	Business Plan	17/09/2018	16/11/2018	9s	█																												
2	Logo Design*	17/09/2018	21/09/2018	1s	█																												
3	Analysis & Planning, First Stage*	21/09/2018	4/10/2018	2s	█																												
4	Prototype Development*	5/10/2018	22/11/2018	7s	█																												
5	Analysis & Planning, Second Stage	22/11/2018	5/12/2018	2s					█																								
6	App & Web Design	5/12/2018	1/01/2019	4s					█																								
7	App & Web Development	2/01/2019	9/04/2019	14s									█																				
8	Launch	9/04/2019	6/05/2019	4s																	█												

* Made as part of the Business Plan

Challenges and risks

As a virtual platform for service intermediation, BWMe faces different challenges and risks during the implementation of the platform, with customers, partners and during regular operations. Below we will list the main risks we have taken into account in the development of the business proposal:

- Attracting customers to the platform. – Being an entirely new platform and almost virtual business, brand identification and recognition is difficult. On the other hand, the services supplied by the platform are of utmost care to be directed to the health and care of people with reduced mobility and elderly. So, to gain the confidence of our customers will be a great challenge.
- Match supply and demand. – This will be a great challenge because we must balance both the registered partners and the customers who are going to purchase the service. We do not know what types of services are required first, a customer may request a service with certain requirements and we do not have the right person to provide the service, which would discourage the customer to request services again by the application.
- Service contracted out of the application. – It is possible that the partner and the client creates a common agreement to work directly, evading the company's participation.
- Service Quality. – It is possible that the service provided by the partners is not according to the requirements of the client or is not sufficiently qualified for some tasks. also, the intention or execution of criminal acts that would end up damaging the reputation of the company.
- Extraordinary Incidents. – There may be some incident or misuse of certain methods, care and/or therapies, which harms the customer and the reputation of the company.
- Loss or disclosure of data. – There may be a weak data-at-rest encryption on the mobile device which will allow a theft or loss of the database. To counteract this threat, the encryption used will be according to the Advanced Encryption Standard (AES) of 128, 192 or 256. Using this control, data is stored securely to prevent malicious application extraction when data is Idle. Other security protocols in the application will be taken into account to avoid fraud, hacking or misuse of Data (Mohammed J. Khan, 2018).
- Loss or theft of the mobile device. - It is possible that a partner might lose the device or be part of a robbery, which would allow unauthorized access to the device's mobile applications and data fraud.

Costs remaining

During the last month money has been invested in the design of the logo and the development of the prototype of the application and the web page (the quotation is shown in the Appendix C). This has cost:

Prototype:

- Beta App 700 Soles or \$212.
- Website 400 Soles or \$121.
- Logo design 180 Soles or \$55.

On the other hand, the investment related to the platform itself are the following:

	INVESTMENT	\$
1	Designer fees	\$3,000.00
2	Developments fees	\$10,000.00
3	Licenses & Hosting	\$251.28
	Total	\$13,251.28

Table 31: IT Investment

All other remaining costs are described in more detail in Financial section or module 3.

Intellectual property

We are considering within the investments the registration of the brand as name property in INDECOPI, Peruvian entity in charge of commercial management of brands. As part of the initial expenditure, we are considering the source code of the application which will be considered as intellectual property as it would be part of the core business of the company. We do not have any other intellectual property.

Module 3

FINANCIAL STATEMENTS

Sources and use of funds

As a technological platform, the primary investments will be for the development and marketing of the web and mobile application. Likewise, other costs have been considered as investment, as it is necessary to sustain the business the first year. We do not have any capital investments.

This project will be financed exclusively with personal funds from the two founders. To launch BWMe, we will need a total of 66,269.28 USD. In the year 2019, a loan of \$30,000 USD will be requested to cover the operating expenses. Because interest rates for small businesses and startups in Peru range from 35% to 50% (Elcomercio.pe, 2018), it will be considered to take out a personal loan at a rate of 14% (Ríos, 2018).

Due to this, those responsible for the loan will be exclusively the founders, who take out this personal loan and compensate the payments with the dividends distributed. It should be noted that, not being a loan on behalf of the company, the company is not responsible for the payments of the debt, therefore, this loan is not present in the company's accounts (balance sheet, income statement and cash flow).

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On the other hand, it is necessary to evaluate the legal aspect and the feasibility in Peru for the company to be the entity responsible for the payment of interests and dues, either as management fees or as an internal contract of loan from the founders that contemplate the interest rate of 14%. This will be pending until the launch of the company. According to this, the tables presented below detail the investment costs to start the project:

	INVESTMENT	\$
1	Legal, accounting, and professional services	\$2,400.00
2	Advertising and promotions	\$5,000.00
3	Legal establishment of the company	\$300.00
4	Name property	\$200.00
5	Designer fees	\$3,000.00
6	Developments fees	\$10,000.00
7	Prototype	\$388.00
8	Licenses & Hosting	\$251.28
9	Initial Operating Fees	\$40,000.00
10	Rent for the first 3 months	\$2,730.00
11	Laptops (2 unit)	\$2,000.00
	Total	\$66,269.28

Table 32: Total Investment

SOURCES		\$
1	Personal funds	\$66,269.28
2	Loan Bank / Private Grant / etc.	\$0.00
	Total	\$66,269.28

Table 33: Sources

Currently, we already invest in the beta of the application, the web page and the logo design, as following:

PROTOTYPE		\$
1	Beta App	\$212.00
2	Website	\$121.00
3	Logo design	\$55.00
	Total	\$388.00

Table 34: Prototype

Assumptions sheet

General

- The attention in BWMe will be 7 days/week, 24 hours/day, 365 days/year.
- The Applications for minors will be made by adults.
- The launching will be done in 2019, and there will not be big changes in the exchange rate (3.3 PEN/\$) and inflation in Peru (2.1%). The inflation rate for Peru in 2018 and 2019 is shown in the Appendix F.
- Although in our segmentation we have considered senior adults and people with disabilities, it is known that there are people who for short periods of time require this type of support, but as they are not in any statistic, were not included in the calculations but will also be potential customers for BWMe.
- The prices and variable costs of each service and the fixed costs have been calculated in Peruvian Soles (PEN) and USD, according to the exchange rate of 3.3 PEN/\$.

Income statement

- BWMe will offer three plans: Care & Support Plan, Support & Health Plan and Prevention & Support Plan. According to the surveys carried out, we were able to determine the frequency of monthly usage per person of each plan: 3, 3 and 2,

respectively. Also, the participation of each service in our mix of services, which are 40%, 40% and 20%, respectively.

- From the year 2022, the baby care service will be introduced as a new plan: Baby Care & Support, at the same price as the Support & Health plan, so from this year on, the usage frequency for the second service increases from 3 to 4 times per person monthly.
- The growth of sales will be given in an organic way according to the growth of the target population.
- As we said in the market analysis section (in the section aforementioned all this information is described in detail), we mainly focused on elderly and disabled people. Basically, from the total of elderly in Lima and Callao from SES A&B, 19% of senior adults require support. On the other hand, we focused in the urban residency nationwide percentage, which is 10,70%, and we applied it to the total of disabled people in Lima and Callao, 40,6% of them require support and 61,48% have less than 60 years (since people older than this age is already considered in the previous segment). For both cases, we consider that 73% of Peruvians have smartphone and 68% download at least 10 mobile applications, so, the market size would be as following:

		2019	2020	2021	2022	2023
1	Disable Target Market	16274	17382	18491	19600	20709
2	Elderly Target Market	37445	38781	40019	41302	42584
3	Total Market Size	53718	56163	58510	60901	63293

Table 35: Market Size per year

- As there are no similar companies in Peru, so the Market Share will be defined as realistic targets or sales objectives for the following years based on the market size and the frequency of monthly usage per person of each plan. The base or realistic scenario will be developed in detail in the first year, where BWMe expect sales of 0% for the first 6 months, 0.2% for the next three months from July and 0.5% for the last three months of the year, starting in October. For the years 2020, 2021, 2022 and 2023, realistic targets of 1.5%, 3%, 5% and 6% of sales were set, respectively (the sales forecast for each scenario is shown in the Appendixes M, N and O).

	SERVICE	2019	2020	2021	2022	2023
1	Care & Support	1350	12131	25276	43848	54685
2	Support & Health	1350	12131	25276	58464	72913
3	Prevention & Support	447	4043	8425	14616	18228
	Total	3147	28305	58977	116928	145826

Table 36: Total Services per year – Realistic Scenario

- According to the survey carried out, prices (including VAT) for the Care & Support plan, support & Health plan and Prevention & support plan were defined, with \$10, \$15 and \$18, respectively.
- The introduction prices (including VAT) will increase according to the market response. Likewise, prices will be increasing in 2.1% for the next 5 years according to the average inflation rate from 2018.

	PLAN	2019	2020	2021	2022	2023
1	Care & Support	\$ 10.00	\$ 10.21	\$ 10.42	\$ 10.64	\$ 10.87
2	Support & Health	\$ 15.00	\$ 15.32	\$ 15.64	\$ 15.96	\$ 16.30
3	Prevention & Support	\$ 18.00	\$ 18.38	\$ 18.76	\$ 19.16	\$ 19.56

Table 37: Prices (including IVA) per year affected by the inflation rate

- All payments will be made online through the application or the Web page. For this, we will use the services offered by Culqi, a Peruvian startup that acts as a payment processor consolidating all the brands like Visa, American Express, Mastercard, Diners Club, cash transactions and more. Its costs are 3.99% + \$0.30 per transaction (the quotation is shown in the Appendix E). This will represent an average of 6% of the sales. BWMe is assuming that these costs will remain constant between 2019 and 2023.
- BWMe partners will earn the 64% of the sales according to the amount of services provided through the application.
- The sales cost is the 70% of the sales, composed by the 6% from Culqi and 64% from BWMe partners payment.
- BWMe will have 4 employees: 2 founders, 1 intern as community manager and 1 person for nightly customer service. In 2021, we will hire a Community Manager to manage exclusively the social networks of the company. The Appendix K shows in more detail the employees' salaries and social charges.
- The social charges include extraordinary bonuses in July and December (1 Net Salary per month), CTS (Net Salary + 1/6*Net Salary) and Insurance & Extraordinary Bonus (9% of the employee annual costs).

- Specialized consultancy will be outsourced. The accounting services and the Psychologist for \$100 and \$70 per month in activity, respectively. A specialized nurse will be payed \$300 every 6 months to develop the recruitment exams. Finally, we will have an amount of \$2000 per year for hours of legal consultancy in extraordinary cases.
- The employees' salaries will be fixed for the 5 first years. However, founders' salaries will increase in \$500 from the year 2022.
- According to the Ministry of Labor and Employment promotion, nursing graduates earn an average of S/. 1,535 PEN (gross salary before the law discounts) per month and technicians in nursing (involving less years of study) earn on average of S/. 1,014 PEN (gross salary before the law discounts) monthly, that will be \$465 and \$307, respectively (Levizaca & S.A.C., 2018). And while the unemployment rate is quite low, periodic strikes are given by these health professionals, indicating that salaries are not at the level of remuneration of other careers, despite the delicate and the implications of nurses' work. In addition, although by law, nurses should work 150 hours per week, multiple institutions breach this law, and actually they work an average of 200 hours. It should be pointed out that between 2007 and 2011, the annual average of graduates of the nursing career was 1404 people (Jiménez et al., 2018).
- That is why BWMe would represent a rather beneficial option for these health professionals, not only because the profit through our platform would be much greater per hour but because they will have more access to the market. Likewise, BWMe will provide competitive salaries compare to the current market, so there will be no problems in attracting partners.
- For a year of 52 weeks, a part-time job of 4 hours per day and 5 days a week, a regular partner (meeting that schedule in full) could perform 1040 hours or services per year. According to this and to the number of services provided per year, the following table shows the average partners expected and services provided per person in a year:

<i>CONCEPT</i>		<i>2019</i>	<i>2020</i>	<i>2021</i>	<i>2022</i>	<i>2023</i>
<i>1</i>	Partners	30	100	200	250	300
<i>2</i>	Services per Person	105	283	295	468	486

Table 38: Partners expected per year

- Marketing costs will be different year-to-year according to the company's possibilities. The launching year will be a strong marketing campaign focused on social networks and the third year will increase the investment to make a larger

campaign at the same time of the introduction of the baby care service. This topic is developed in more detail in the marketing annual promotions budget section.

- The Rewards and Promotions (R&P) program will include a discount of 10% of the total price of a private insurance for the BWMe partner. This 10% is divided in two parts, 7% discount provided by the insurance company for getting the insurance through BWMe and 3% that will be payed through the program by BWMe. We will consider an average price between the private insurance price for persons of 30 years and 45 old (prices are shown in the Appendix H). The R&P (3%) discount per person will be calculated for the average amount of BWMe partners expected to recruit year by year.

	REWARDS & PROMOTIONS	ANUALLY \$	DISCOUNT (7%)	R&P (3%)	NET
1	Private Insurance 30 years	\$ 569.37			
2	Private Insurance 45 years	\$ 851.31			
3	Average Price	\$ 710.34	\$ 49.72	\$ 21.31	\$ 639.31

Table 39: Insurance Price Average

- We are considering that the administrative costs (rent, licenses, insurance, platform maintenance, uniforms and R&P), consultancy costs and all salaries are increasing according the inflation rate from Peru (2.1%), however, marketing and sales costs remain constant through the analysis.
- We will rent a private office in a coworking space called Co-Labora. The office will be for 3 persons and the rent will be 910 USD or 3000 PEN monthly. In 2021, we will change to a bigger office for 4 persons, the rent will be 1182 USD or 3900 PEN monthly (prices are shown in the Appendix G).
- As part of the recruitment process, a pack with 2 T-shirts and 1 apron with the company logo to the BWME partner will be awarded for a single time. The first year will be manufactured 40 packs to have in stock, additional to those forecasted to deliver to the registered partners. If the partner wants to purchase a new pack, he/she will assume the sale price provided by BWMe. For the model it is assumed that no partner BWMe will buy an additional pack of uniforms.
- The cost of the platform development and the prototype will be considered as expenses in the first year. This investment includes the first year of platform maintenance. For the following years, an expenditure of \$1.500 per annum will be considered.
- The taxation rate will be 29.5% according to SUNAT's rates from Peru. This will be paid from the moment the company generates positive numbers in the income

statement. On the other hand, the tax credit obtained during the periods of loss will be used from the year 2020, since the results begin to be positive.

- It is considered a cost of \$5,000 from the second year to acquire an insurance for extraordinary cases that could happen with the service provided by the partner. Being the company that provides the services as an intermediary, in case there was some kind of incident, in a penal process the company could remain responsible for solidarity (legal figure), which could imply economic responsibility in case of indemnification. As an insurance that is not within the commonly requested, the cost will be adjusted when we can quote the service in Peru.
- The legal establishment of the company (SAC), the registration of the brand as name property in INDECOPI and the licenses and hosting will cost an average of \$300, \$200 and \$251.28 (the quotation is shown in the Appendix D), respectively.
- In the year 2019, a personal loan for \$30,000 USD, at a rate of 14% per annum, will be requested by the founders to cover the operating expenses. As following:

PERIOD	BALANCE	AMORTIZATION	INTEREST	QUOTA
0	\$ 30,000.00	\$ -	\$ -	\$ -
1	\$ 23,903.86	\$ 6,096.14	\$ 4,200.00	\$ 10,296.14
2	\$ 16,954.25	\$ 6,949.60	\$ 3,346.54	\$ 10,296.14
3	\$ 9,031.70	\$ 7,922.55	\$ 2,373.60	\$ 10,296.14
4	\$ -0.00	\$ 9,031.70	\$ 1,264.44	\$ 10,296.14

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Table 40: Personal Loan

- To remunerate the founders, as part of a variable salary, dividends will be distributed from the third year, as the results are positive, by a percentage of 15% and 20% for the years 2021 and 2022 onwards, respectively. Initially it had been considered a smaller percentage, but since the founders will have to pay the loan and interest, the percentage is adequate. It should be noted that the first year of payment of the loan, the founders will not receive dividends because the company will not have positive results. The remainder will be retained for new investments in the coming years

Balance sheet

- The VAT (Value Added Tax) corresponding to the month of operation will be paid the following month, therefore, during the year only 11 months will be paid, from January to November, the VAT corresponding to the month of December will be paid the month of January of the following year. The VAT rate in Peru is 18%.

- BWMe will buy two computers and a printer in 2019. The depreciation of the assets will be calculated according to the information presented in the following table:

	CONCEPT	INVESTMENT	USEFUL LIFE	DEPRECIATION
1	Equipment	\$ 2,000.00	3 years	\$ 666.67

Table 41: Equipment Depreciation

Cash flow

BWMe will assume that within the investment contemplated, the cash corresponding to legal, accounting, and professional services, advertising and promotions, legal establishment of the company, name property, designer fees, developments fees, prototype, licenses and hosting, initial operating fees and the rent for the first 3 months will be used in the pre-opening period during the first year of activities.

- All the sales will be received in the same month.
- All provider's payments will be realized in the same month.

Pro forma income statement

We will make a sensitivity analysis contemplating three possible scenarios: the negative, the realistic and the positive. The sensitivity analysis focuses on the variation of sales according to the proposed sales objectives for each scenario. Likewise, the actions to be taken according to the results obtained in each scenario will be described. The following table shows the different sales objectives for each scenario:

Scenario	Sales Objectives							
	2019-1	2019-2	2019-3	2019-4	2020	2021	2022	2023
Negative Scenario	0.0%	0.0%	0.0%	0.2%	1.0%	2.0%	3.5%	4.0%
Realistic Scenario	0.0%	0.0%	0.2%	0.5%	1.5%	3.0%	5.0%	6.0%
Positive Scenario	0.0%	0.2%	0.5%	1.0%	3.0%	5.0%	6.5%	8.0%

Table 42: Sales Objectives expected per scenario

Realistic Scenario

BWME's Income Statement					
	2019	2020	2021	2022	2023
Sales	\$ 35,420.34	\$ 325,377.99	\$ 692,207.33	\$ 1,423,795.15	\$ 1,812,964.30
Cost of Sales	\$ 24,937.84	\$ 228,902.55	\$ 486,594.34	\$ 999,557.23	\$ 1,271,849.81
Gross Profit	\$ 10,482.50	\$ 96,475.44	\$ 205,612.98	\$ 424,237.91	\$ 541,114.48
Administrative Expenses					
Salaries	\$ 23,920.00	\$ 32,590.32	\$ 39,274.72	\$ 50,555.51	\$ 51,617.18
Social Charges	\$ 9,086.35	\$ 12,307.37	\$ 14,831.66	\$ 19,091.73	\$ 19,492.65
Marketing Online	\$ 3,520.00	\$ 1,700.00	\$ 4,200.00	\$ 5,200.00	\$ 5,200.00
Marketing Printed	\$ 455.00	\$ 200.00	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00
Public Relationships	\$ 1,025.00	\$ 1,100.00	\$ 900.00	\$ 1,600.00	\$ 1,600.00
R&P	\$ 639.31	\$ 2,175.77	\$ 4,442.92	\$ 5,670.28	\$ 6,947.23
Rent	\$ 10,920.00	\$ 11,149.32	\$ 14,785.98	\$ 15,096.49	\$ 15,413.52
Depreciation	\$ 666.67	\$ 666.67	\$ 666.67	\$ -	\$ -
Platform & Prototype	\$ 13,388.00	\$ -	\$ -	\$ -	\$ -
Uniforms	\$ 1,750.00	\$ 1,786.75	\$ 2,606.10	\$ 1,330.42	\$ 1,358.35
Consultancy	\$ 2,390.00	\$ 4,737.44	\$ 4,836.93	\$ 4,938.50	\$ 5,042.21
Insurance	\$ -	\$ 5,000.00	\$ 5,105.00	\$ 5,212.21	\$ 5,321.66
Platform Maintenance	\$ -	\$ 1,500.00	\$ 1,531.50	\$ 1,563.66	\$ 1,596.50
License	\$ 751.28	\$ 256.56	\$ 261.94	\$ 267.45	\$ 273.06
Total Administrative Expenses	\$ 68,511.61	\$ 75,170.20	\$ 98,443.42	\$ 115,526.23	\$ 118,862.36
Operative Income	\$ -58,029.10	\$ 21,305.24	\$ 107,169.56	\$ 308,711.68	\$ 422,252.13
Lease interest	\$ -	\$ -	\$ -	\$ -	\$ -
Loan interest	\$ -	\$ -	\$ -	\$ -	\$ -
Bank interest	\$ -	\$ -	\$ -	\$ -	\$ -
Net Income Before Taxes	\$ -58,029.10	\$ 21,305.24	\$ 107,169.56	\$ 308,711.68	\$ 422,252.13
Taxation (29.5%)	\$ -	\$ -	\$ 20,781.48	\$ 91,069.95	\$ 124,564.38
Net Income	\$ -58,029.10	\$ 21,305.24	\$ 86,388.08	\$ 217,641.73	\$ 297,687.75
Dividends			\$ -12,958.21	\$ -43,528.35	\$ -59,537.55
Income to Equity	\$ -58,029.10	\$ 21,305.24	\$ 73,429.87	\$ 174,113.39	\$ 238,150.20

Table 43: BWMe's Income Statement – Realistic Scenario

Negative Scenario

BWME's Income Statement					
	2019	2020	2021	2022	2023
Sales	\$ 10,057.63	\$ 216,906.26	\$ 461,446.23	\$ 996,659.67	\$ 1,208,641.33
Cost of Sales	\$ 7,081.24	\$ 152,593.00	\$ 324,378.47	\$ 699,692.26	\$ 847,898.74
Gross Profit	\$ 2,976.39	\$ 64,313.26	\$ 137,067.75	\$ 296,967.41	\$ 360,742.59
Administrative Expenses					
Salaries	\$ 23,920.00	\$ 32,590.32	\$ 39,274.72	\$ 50,555.51	\$ 51,617.18
Social Charges	\$ 9,086.35	\$ 12,307.37	\$ 14,831.66	\$ 19,091.73	\$ 19,492.65
Marketing Online	\$ 3,520.00	\$ 1,700.00	\$ 4,200.00	\$ 5,200.00	\$ 5,200.00
Marketing Printed	\$ 455.00	\$ 200.00	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00
Public Relationships	\$ 1,025.00	\$ 1,100.00	\$ 900.00	\$ 1,600.00	\$ 1,600.00
R&P	\$ 639.31	\$ 2,175.77	\$ 4,442.92	\$ 5,670.28	\$ 6,947.23
Rent	\$ 10,920.00	\$ 11,149.32	\$ 14,785.98	\$ 15,096.49	\$ 15,413.52
Depreciation	\$ 666.67	\$ 666.67	\$ 666.67	\$ -	\$ -
Platform & Prototype	\$ 13,388.00	\$ -	\$ -	\$ -	\$ -
Uniforms	\$ 1,750.00	\$ 1,786.75	\$ 2,606.10	\$ 1,330.42	\$ 1,358.35
Consultancy	\$ 2,390.00	\$ 4,737.44	\$ 4,836.93	\$ 4,938.50	\$ 5,042.21
Insurance	\$ -	\$ 5,000.00	\$ 5,105.00	\$ 5,212.21	\$ 5,321.66
Platform Maintenance	\$ -	\$ 1,500.00	\$ 1,531.50	\$ 1,563.66	\$ 1,596.50
License	\$ 751.28	\$ 256.56	\$ 261.94	\$ 267.45	\$ 273.06
Total Administrative Expenses	\$ 68,511.61	\$ 75,170.20	\$ 98,443.42	\$ 115,526.23	\$ 118,862.36
Operative Income	\$ -65,535.22	\$ -10,856.94	\$ 38,624.33	\$ 181,441.17	\$ 241,880.24
Lease interest	\$ -	\$ -	\$ -	\$ -	\$ -
Loan interest	\$ -	\$ -	\$ -	\$ -	\$ -
Bank interest	\$ -	\$ -	\$ -	\$ -	\$ -
Net Income Before Taxes	\$ -65,535.22	\$ -10,856.94	\$ 38,624.33	\$ 181,441.17	\$ 241,880.24
Taxation (29.5%)	\$ -	\$ -	\$ -	\$ 42,383.64	\$ 71,354.67
Net Income	\$ -65,535.22	\$ -10,856.94	\$ 38,624.33	\$ 139,057.54	\$ 170,525.57
Dividends			\$ -5,793.65	\$ -27,811.51	\$ -34,105.11
Income to Equity	\$ -65,535.22	\$ -10,856.94	\$ 32,830.68	\$ 111,246.03	\$ 136,420.45

Table 44: BWMe's Income Statement - Negative Scenario

As we can see, in this scenario the second year have negative results unlike the realistic scenario, so it will be necessary to evaluate certain actions to take as:

- The hiring of the community manager in the third year will not be possible.
- The marketing budget will have to be evaluated for not having a large increase in the third year of operation.
- We will stay in the same office rented initially.
- The introduction of the Baby Care & Support service will be in the second year.
- The salaries of the founders will remain constant at \$1.000 USD.
- The marketing for the recruitment of BWMe partners will decrease, so that the registered partners decrease and consequently the amount destined to R&P is reduced.
- The percentage (15%) of dividends distributed in the third year will decrease to 10%.

Positive Scenario

BWME's Income Statement					
	2019	2020	2021	2022	2023
Sales	\$ 86,145.76	\$ 650,771.56	\$ 1,153,691.54	\$ 1,850,953.18	\$ 2,417,291.87
Cost of Sales	\$ 60,651.04	\$ 457,815.95	\$ 810,999.45	\$ 1,299,438.08	\$ 1,695,804.01
Gross Profit	\$ 25,494.72	\$ 192,955.60	\$ 342,692.09	\$ 551,515.09	\$ 721,487.86
Administrative Expenses					
Salaries	\$ 23,920.00	\$ 32,590.32	\$ 39,274.72	\$ 50,555.51	\$ 51,617.18
Social Charges	\$ 9,086.35	\$ 12,307.37	\$ 14,831.66	\$ 19,091.73	\$ 19,492.65
Marketing Online	\$ 3,520.00	\$ 1,700.00	\$ 4,200.00	\$ 5,200.00	\$ 5,200.00
Marketing Printed	\$ 455.00	\$ 200.00	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00
Public Relationships	\$ 1,025.00	\$ 1,100.00	\$ 900.00	\$ 1,600.00	\$ 1,600.00
R&P	\$ 639.31	\$ 2,175.77	\$ 4,442.92	\$ 5,670.28	\$ 6,947.23
Rent	\$ 10,920.00	\$ 11,149.32	\$ 14,785.98	\$ 15,096.49	\$ 15,413.52
Depreciation	\$ 666.67	\$ 666.67	\$ 666.67	\$ -	\$ -
Platform & Prototype	\$ 13,388.00	\$ -	\$ -	\$ -	\$ -
Uniforms	\$ 1,750.00	\$ 1,786.75	\$ 2,606.10	\$ 1,330.42	\$ 1,358.35
Consultancy	\$ 2,390.00	\$ 4,737.44	\$ 4,836.93	\$ 4,938.50	\$ 5,042.21
Insurance	\$ -	\$ 5,000.00	\$ 5,105.00	\$ 5,212.21	\$ 5,321.66
Platform Maintenance	\$ -	\$ 1,500.00	\$ 1,531.50	\$ 1,563.66	\$ 1,596.50
License	\$ 751.28	\$ 256.56	\$ 261.94	\$ 267.45	\$ 273.06
Total Administrative Expenses	\$ 68,511.61	\$ 75,170.20	\$ 98,443.42	\$ 115,526.23	\$ 118,862.36
Operative Income	\$ -43,016.88	\$ 117,785.41	\$ 244,248.67	\$ 435,988.86	\$ 602,625.50
Lease interest	\$ -	\$ -	\$ -	\$ -	\$ -
Loan interest	\$ -	\$ -	\$ -	\$ -	\$ -
Bank interest	\$ -	\$ -	\$ -	\$ -	\$ -
Net Income Before Taxes	\$ -43,016.88	\$ 117,785.41	\$ 244,248.67	\$ 435,988.86	\$ 602,625.50
Taxation (29.5%)	\$ -	\$ 22,056.71	\$ 72,053.36	\$ 128,616.71	\$ 177,774.52
Net Income	\$ -43,016.88	\$ 95,728.69	\$ 172,195.31	\$ 307,372.15	\$ 424,850.98
Dividends			\$ -25,829.30	\$ -61,474.43	\$ -84,970.20
Income to Equity	\$ -43,016.88	\$ 95,728.69	\$ 146,366.02	\$ 245,897.72	\$ 339,880.78

Table 45: BWME's Income Statement – Positive Scenario

As we can see, in this scenario the loss in the first year is lower and in the second year we see better results compared to the realistic scenario. For this reason, we will evaluate the strategic changes and priorities as a company, with the following actions to be implemented:

- The introduction of the Baby Care & Support service will be in the second year and maybe more plans according to the needs of the market such as pre-natal exercises and early stimulation for children.
- We will extend our service to other cities of Peru as Arequipa, Trujillo, among others.
- We will open a bigger and private office in a similar location but not in a coworking space.
- We will hire more a permanent accountant and a marketing specialist.
- Our budget for R&P will increase to gain more partners and consequently to maintain our quality standards.
- Dividends of 15% will be paid from the second year and will increase by 5% each year.

Pro forma balance sheet

Realistic Scenario

BWME's Balance Sheet

	2018	2019	2020	2021	2022	2023
ASSETS						
Current Assets						
Cash	\$ 64,269.28	\$ 7,438.15	\$ 33,759.42	\$ 113,358.40	\$ 298,445.60	\$ 542,433.34
Total Current Assets	\$ 64,269.28	\$ 7,438.15	\$ 33,759.42	\$ 113,358.40	\$ 298,445.60	\$ 542,433.34
Other Assets						
Deposit	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Other Assets	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Fixed Assets						
Long-term investments	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Equipment	\$ 2,000.00	\$ 1,333.33	\$ 666.67	\$ -	\$ -	\$ -
Total Net Fixed Assets	\$ 2,000.00	\$ 1,333.33	\$ 666.67	\$ -	\$ -	\$ -
TOTAL ASSETS	\$ 66,269.28	\$ 8,771.48	\$ 34,426.09	\$ 113,358.40	\$ 298,445.60	\$ 542,433.34
LIABILITIES						
Current Liabilities						
VAT		\$ 531.31	\$ 4,880.67	\$ 10,383.11	\$ 21,356.93	\$ 27,194.46
Total Current Liabilities	\$ -	\$ 531.31	\$ 4,880.67	\$ 10,383.11	\$ 21,356.93	\$ 27,194.46
Long-term Liabilities						
Loan	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other long-term liabilities	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Long-term Liabilities	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Liabilities	\$ -	\$ 531.31	\$ 4,880.67	\$ 10,383.11	\$ 21,356.93	\$ 27,194.46
OWNER'S EQUITY						
Capital stock	\$ 66,269.28	\$ 66,269.28	\$ 66,269.28	\$ 66,269.28	\$ 66,269.28	\$ 66,269.28
Retained earnings	\$ -	\$ -	\$ -58,029.10	\$ -36,723.86	\$ 36,706.01	\$ 210,819.40
Period income		\$ -58,029.10	\$ 21,305.24	\$ 73,429.87	\$ 174,113.39	\$ 238,150.20
Total shareholder's equity	\$ 66,269.28	\$ 8,240.18	\$ 29,545.42	\$ 102,975.29	\$ 277,088.68	\$ 515,238.87
TOTAL LIABILITIES AND EQUITY	\$ 66,269.28	\$ 8,771.48	\$ 34,426.09	\$ 113,358.40	\$ 298,445.60	\$ 542,433.34

Table 46: BWMe's Balance Sheet – Realistic Scenario

Negative Scenario

BWME's Balance Sheet						
	2018	2019	2020	2021	2022	2023
ASSETS						
Current Assets						
Cash	\$ 64,269.28	\$ -448.40	\$ -7,535.94	\$ 29,629.50	\$ 148,903.73	\$ 288,503.91
Total Current Assets	\$ 64,269.28	\$ -448.40	\$ -7,535.94	\$ 29,629.50	\$ 148,903.73	\$ 288,503.91
Other Assets						
Deposit	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Other Assets	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Fixed Assets						
Long-term investments	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Equipment	\$ 2,000.00	\$ 1,333.33	\$ 666.67	\$ -	\$ -	\$ -
Total Net Fixed Assets	\$ 2,000.00	\$ 1,333.33	\$ 666.67	\$ -	\$ -	\$ -
TOTAL ASSETS	\$ 66,269.28	\$ 884.93	\$ -6,869.28	\$ 29,629.50	\$ 148,903.73	\$ 288,503.91
LIABILITIES						
Current Liabilities						
VAT		\$ 150.86	\$ 3,253.59	\$ 6,921.69	\$ 14,949.90	\$ 18,129.62
Total Current Liabilities	\$ -	\$ 150.86	\$ 3,253.59	\$ 6,921.69	\$ 14,949.90	\$ 18,129.62
Long-term Liabilities						
Loan	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other long-term liabilities	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Long-term Liabilities	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Liabilities	\$ -	\$ 150.86	\$ 3,253.59	\$ 6,921.69	\$ 14,949.90	\$ 18,129.62
OWNER'S EQUITY						
Capital stock	\$ 66,269.28	\$ 66,269.28	\$ 66,269.28	\$ 66,269.28	\$ 66,269.28	\$ 66,269.28
Retained earnings	\$ -	\$ -	\$ -65,535.22	\$ -76,392.15	\$ -43,561.47	\$ 67,684.56
Period income		\$ -65,535.22	\$ -10,856.94	\$ 32,830.68	\$ 111,246.03	\$ 136,420.45
Total shareholder's equity	\$ 66,269.28	\$ 734.06	\$ -10,122.87	\$ 22,707.81	\$ 133,953.84	\$ 270,374.29
TOTAL LIABILITIES AND EQUITY	\$ 66,269.28	\$ 884.93	\$ -6,869.28	\$ 29,629.50	\$ 148,903.73	\$ 288,503.91

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Table 47: BWMe's Balance Sheet – Negative Scenario

As we can see, in the second year the total shareholders equity is negative, which is not possible. If we look at the cash of the year 2020, we can conclude that the company will not have the necessary cash to assume its costs, as a result, it will be necessary to inject money as capital or change the payment policies of suppliers, to make the payment after three months of service done.

Positive Scenario

		BWME's Balance Sheet					
		2018	2019	2020	2021	2022	2023
ASSETS							
Current Assets							
Cash		\$ 64,269.28	\$ 23,211.25	\$ 128,076.00	\$ 282,652.48	\$ 539,009.12	\$ 887,384.98
Total Current Assets		\$ 64,269.28	\$ 23,211.25	\$ 128,076.00	\$ 282,652.48	\$ 539,009.12	\$ 887,384.98
Other Assets							
Deposit		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Other Assets		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Fixed Assets							
Long-term investments		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Equipment		\$ 2,000.00	\$ 1,333.33	\$ 666.67	\$ -	\$ -	\$ -
Total Net Fixed Assets		\$ 2,000.00	\$ 1,333.33	\$ 666.67	\$ -	\$ -	\$ -
TOTAL ASSETS		\$ 66,269.28	\$ 24,544.58	\$ 128,742.66	\$ 282,652.48	\$ 539,009.12	\$ 887,384.98
LIABILITIES							
Current Liabilities							
VAT			\$ 1,292.19	\$ 9,761.57	\$ 17,305.37	\$ 27,764.30	\$ 36,259.38
Total Current Liabilities		\$ -	\$ 1,292.19	\$ 9,761.57	\$ 17,305.37	\$ 27,764.30	\$ 36,259.38
Long-term Liabilities							
Loan		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other long-term liabilities		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Long-term Liabilities		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Liabilities		\$ -	\$ 1,292.19	\$ 9,761.57	\$ 17,305.37	\$ 27,764.30	\$ 36,259.38
OWNER'S EQUITY							
Capital stock		\$ 66,269.28	\$ 66,269.28	\$ 66,269.28	\$ 66,269.28	\$ 66,269.28	\$ 66,269.28
Retained earnings		\$ -	\$ -	\$ -43,016.88	\$ 52,711.81	\$ 199,077.83	\$ 444,975.54
Period income			\$ -43,016.88	\$ 95,728.69	\$ 146,366.02	\$ 245,897.72	\$ 339,880.78
Total shareholder's equity		\$ 66,269.28	\$ 23,252.40	\$ 118,981.09	\$ 265,347.11	\$ 511,244.82	\$ 851,125.60
TOTAL LIABILITIES AND EQUITY		\$ 66,269.28	\$ 24,544.58	\$ 128,742.66	\$ 282,652.48	\$ 539,009.12	\$ 887,384.98

Table 48: BWME's Balance Sheet – Positive Scenario

As we can see the results are much better than in the realistic scenario. Therefore, the acquisition of new and exclusive computers for the use of each workstation will be assessed. As well as improvements in the design and ease of use of the technology platform. As well as improvements in the design and ease of use of the technology platform. As already mentioned, the payment of dividends will be from the second year with the sole objective of

returning as soon as possible the investment by the founders and pay the personal loan they acquired at the launch of the company.

Pro forma cash flow statement

To analyses in more detail the cash flow sceneries, check the appendixes I and J.

Realistic Scenario

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		BWME's Cash Flow				
		2019	2020	2021	2022	2023
Cash flow from operation						
	Cash Sales	\$41,796.00	\$383,946.03	\$816,804.65	\$1,680,078.28	\$2,139,297.87
	Cost of Sales	(24,937.84)	(228,902.55)	(486,594.34)	(999,557.23)	(1,271,849.81)
	Administrative Costs	(67,844.94)	(74,503.53)	(97,776.76)	(115,526.23)	(118,862.36)
	VAT	(5,844.36)	(54,218.67)	(119,094.88)	(245,309.31)	(320,496.04)
	Tax	-	-	(20,781.48)	(91,069.95)	(124,564.38)
	Net cash flow from operation	(56,831.13)	26,321.28	92,557.19	228,615.55	303,525.29
Cash flow from investing activities						
	Buildings	-	-	-	-	-
	Other constructions	-	-	-	-	-
	Equipment	-	-	-	-	-
	Net cash flow from investment	-	-	-	-	-
Cash flow from financing activities						
	Debt Variation	-	-	-	-	-
	Interest Payment	-	-	-	-	-
	Dividends	-	-	(12,958.21)	(43,528.35)	(59,537.55)
	Net cash flow from financing	-	-	(12,958.21)	(43,528.35)	(59,537.55)
Net cash flow						
	Net cash flow	(56,831.13)	26,321.28	79,598.97	185,087.20	243,987.74
	Beginning cash balance	64,269.28	7,438.15	33,759.42	113,358.40	298,445.60
	Ending cash flow	7,438.15	33,759.42	113,358.40	298,445.60	542,433.34

Table 49: BWME's Cash Flow Statement – Realistic Scenario

Ratio analysis

To analyses in more detail the profitability, liquidity and overall financial stability ratios for each scenario, check the appendixes I and J.

Profitability ratios

As we can observe in the following table, the return on assets indicator is not very good in the first 3 years, nevertheless, in the following years it increases predicting a good growth and performance. In 2022, BWMe generates 0.123 USD per every dollar that the company holds on assets. The return on equity is similar to the return on assets. On the other hand, the profit margin indicator is better than the other indicators. From the year 2020, we have a positive indicator. So, in 2020, we can say that BWMe earned 0,22 USD for every dollar sold. Finally, for the following years we can say that BWMe earned 0,42 USD, 0,51 USD and 0,55 USD for every dollar sold in 2021, 2022 and 2023.

BWME's Ratios					
	2019	2020	2021	2022	2023
Profitability					
ROA	-661.57%	-168.56%	-32.40%	12.30%	38.87%
ROE	-704.22%	-196.41%	-35.66%	13.25%	40.92%
Profit Margin	-554%	22%	42%	51%	55%

Table 50: BWMe's Profitability Ratios – Realistic Scenario

Liquidity ratios

As we can observe in the following table, from 2019 to 2020, the current ratio is decreasing and in 2020 it begins to increase again. This is because in the year 2020, our capacity to pay decreases because we have to cover our operating costs both of the first year and the second year. In fact, in 2019, for every dollar in current liabilities, BWMe has 14 dollars in current assets. So, the company have the availability to pay its short-term obligations without any problem. Both ratios are the same, since our only current asset is the cash obtained from the sales.

BWME's Ratios					
	2019	2020	2021	2022	2023
Liquidity					
Current	14.00	6.92	10.92	13.97	19.95
Quick	14.00	6.92	10.92	13.97	19.95

Table 51: BWMe's Liquidity Ratios – Realistic Scenario

Overall financial stability ratios

As we can observe in the above table, our debt indicators are stable and low. But over the years they are declining since BWMe will have less debt compared to its total assets. It is important to say that BWMe will only have VAT debts for each year, because as a company we do not apply for a bank loan.

BWME's Ratios					
	2019	2020	2021	2022	2023
Overall Financial Stability Ratios					
Debt	6%	14%	9%	7%	5%
Debt to Equity	6%	17%	10%	8%	5%

Table 52: BWMe's Overall Financial Stability Ratios – Realistic Scenario

Break-even analysis

To find the break-even point of BWMe, we had to develop an average unit price and an average unit variable cost according to the participation of each of our services. The unit variable cost is 70% of the unit price of the service, which includes the percentage of the payment processors and the payment to the BWME partners.

The analysis was performed for the 5 years of the realistic scenario since in each year BWMe will present changes in their fixed costs (this can be analyzed in detail in the Income Statement assumptions sheet).

Realistic Scenario

	2019			
	Plan 1	Plan 2	Plan 3	Prom
Real Services/year	1350.00	1350.00	447.00	3147.00
Variable Costs Per Service	\$ 5.93	\$ 8.90	\$ 10.68	\$ 8.07
Price Per Service	\$ 8.47	\$ 12.71	\$ 15.25	\$ 11.52
Profit Margin	\$ 2.54	\$ 3.81	\$ 4.58	\$ 3.46
% Participation	40%	40%	20%	
Total Fixed Costs	\$ 27,404.64	\$ 27,404.64	\$ 13,702.32	\$ 68,511.61
Break-Even Services \$				\$228,372.02
Break-Even Services	10784.00	7187.00	2995.00	20966.00

Table 53: BWMe's Break-Even analysis 2019 – Realistic Scenario

As a result, we will start to break-even in 2020 (second year), in October (when the number of services sold is higher than the break-even point).

	2020	2021	2022	2023
Total Fixed Costs	\$ 75,170.20	\$ 98,443.42	\$115,526.23	\$118,862.36
Break-Even Services \$	\$ 250,567.32	\$ 328,144.74	\$385,087.45	\$396,207.86
Break-Even Services	22525	28897	33240	33561
Plan 1	11586	14864	17114	17207
Plan 2	7721	9906	11384	11475
Plan 3	3218	4127	4742	4879
Real Services/year	28305	58977	116928	145826

Table 54: BWMe’s Break-Even analysis 2020-2023 – Realistic Scenario

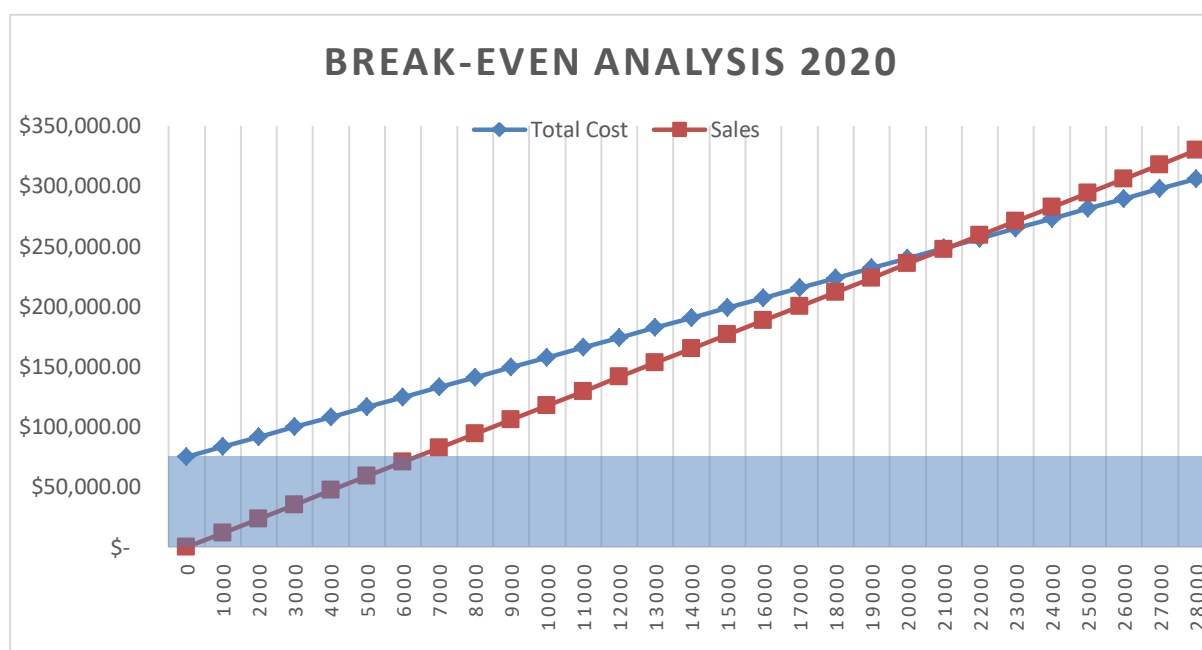


Table 55: BWMe’s Break-Even diagram 2020 – Realistic Scenario

Negative Scenario

In this scenario we will start to break-even in 2021 (third year), in September.

	2019	2020	2021	2022	2023
Total Fixed Costs	\$ 68,511.61	\$ 75,170.20	\$ 98,443.42	\$115,526.23	\$118,862.36
Break-Even Services \$	\$ 228,372.02	\$ 250,567.32	\$328,144.74	\$385,087.45	\$396,207.86
Break-Even Services	20966	22525	28897	33240	33561
Plan 1	10784	11586	14864	17114	17207
Plan 2	7187	7721	9906	11384	11475
Plan 3	2995	3218	4127	4742	4879
Real Services/year	894	18869	39316	81850	97217

Table 56: BWMe’s Break-Even analysis 2019-2023 – Negative Scenario

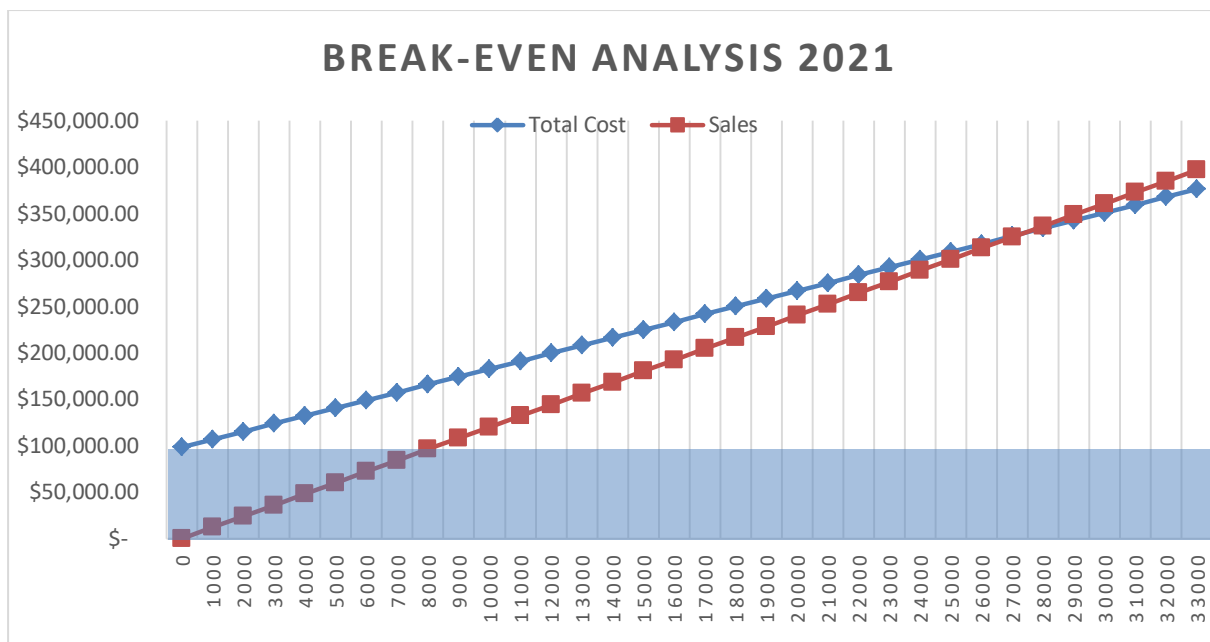


Table 57: BWMe’s Break-Even diagram 2021 – Negative Scenario

Positive Scenario

In this scenario we will start to break-even in 2020 (second year), in May.

	2019	2020	2021	2022	2023
Total Fixed Costs	\$ 68,511.61	\$ 75,170.20	\$ 98,443.42	\$115,526.23	\$118,862.36
Break-Even Services \$	\$ 228,372.02	\$ 250,567.32	\$328,144.74	\$385,087.45	\$396,207.86
Break-Even Services	20966	22525	28897	33240	33561
Plan 1	10784	11586	14864	17114	17207
Plan 2	7187	7721	9906	11384	11475
Plan 3	2995	3218	4127	4742	4879
Real Services/year	7653	56611	98296	152008	194435

Table 58: BWMe’s Break-Even analysis 2019-2023 – Positive Scenario

Finally, in the following table you can observe the different scenarios, the real services performed and in which year the break-even point is reached. As already mentioned, in the year 2020, BWMe reaches the break-even point in the realistic and positive scenario; while in the negative scenario, the break-even point is reached in 2021. No scenario was close to reach the break-even point in the year 2019.

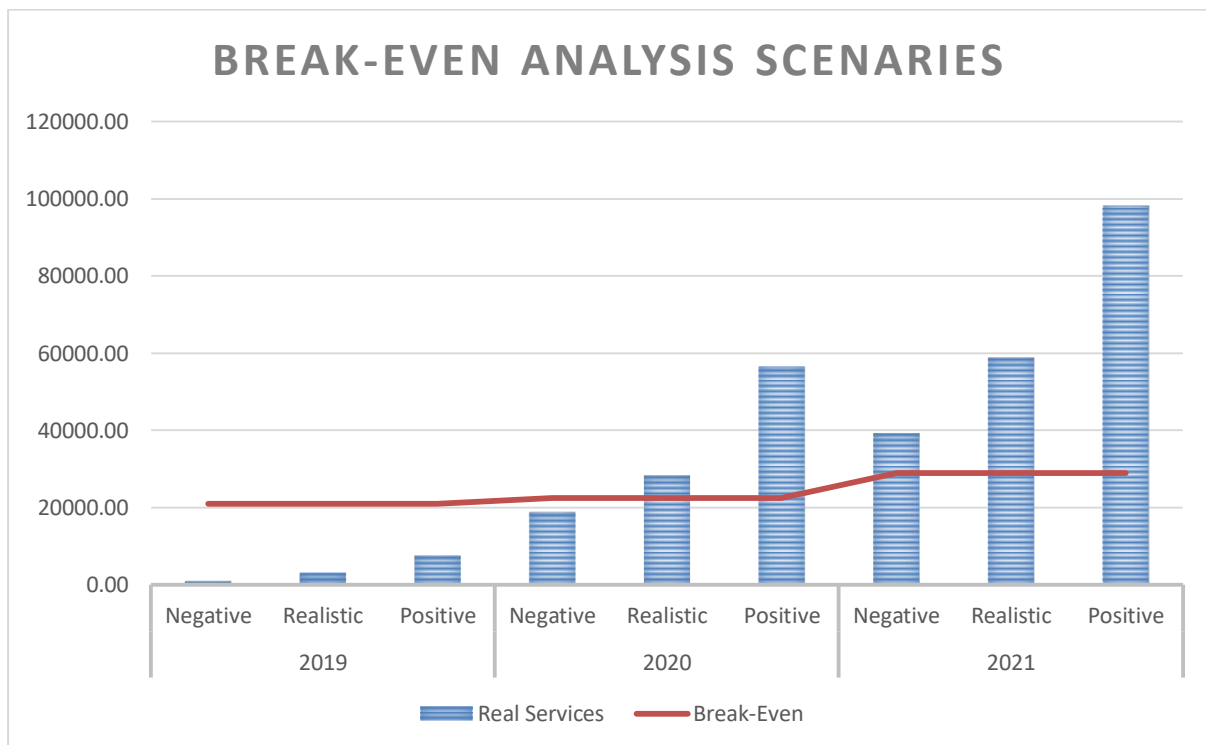


Table 59: BWMe’s Break-Even comparisson diagram 2019-2021

DEVELOPMENT OUTLOOKS & EXIT STRATEGY

We plan to evaluate the launch of BWMe in Peru having completed the PCE. For this, as was defined in Modules 1 and 2, initially the launch would contemplate offer 3 services and will take place in the capital of the country, Lima, mainly because of the high concentration of population in this province, as well as there is a higher percentage of access to various services (as Internet) and the population has more spending capacity.

Based on the growth of the company, after the first 2 years will be assessed the introduction of new services, such as care focused on pregnant or people in general who require more specialized care, for example, nannies or specialists in therapies for the physical and/or mental improvement for any public. In the third year the social work will also be contemplated. In the fifth year, considering a positive growth, BWMe would be also launched in other major provinces, where we could identify a high percentage of our target segments. These growth deadlines will be adapted to the growth of the company.

Thus, initially it has been considered that we, as founders, will work in the company, participating in the selection process and managing the activities necessary for advertising, financial and others (in the case of specialized activities, the hiring of external persons has been considered). After the first year, staff recruitment will be assessed to cover the activities we were doing.

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During the first year we will also be defining and improving the manual procedures as part of the operation of BWMe. Also, we will evaluate and work on the positioning of the brand during the first year, to be able to be suppliers of insurance companies at the beginning of the second year. It will also be evaluated in a constant way which agreements can be signed with different companies (and of different sectors) that will allow us to keep motivated our partners, and to retain and to increase our customers. For example, for our senior adults' segment, there are several specialty products such as Kimberly-Clark incontinence diapers, supplements such as Geriplus sold by Inkafarma (a pharmacy), and other products for which we could offer discounts for a quantity of services in BWME.

After 6 years, BWMe's growth and other markets in Latin America would be assessed in order to define the launching of BWMe in major cities of other countries.

Exit Strategy:

BWMe could be bought by an insurance company or a clinic that wants to expand its services and does not want to invest in positioning a new service and all that it implies, so a

brand already positioned and running with profits would be a very attractive investment for the aforementioned companies.

Another situation could be that the earnings of BWMe would not be as expected or decrease, hence, the reduction of services will be assessed and BWMe will notify 1 month earlier (at least) to partners who are providing their services to evaluate other options.

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