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FINAL UNDERGRADUATE PROJECT

Company Creation and Business Plan



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1. Executive Summary.

The variety of options available on the market to play football has been the same for the last 30 years (federated leagues, amateur leagues or one-off tournaments), and is becoming outdated and obsolete. People have less and less time available in their busy schedules, and the need to commit to playing on a medium to long term football team has become an impediment that pulls back those who only want to play football on a one-off, sporadic basis. The immediacy of things has become a prerequisite, hence the need to offer a new and innovative product that gives the customer the opportunity to play when, where and with who they want almost instantly.

Based on this idea, as a young self-employed entrepreneur, I have created Joga, a company that, through a mobile application, offers friendly football game on a daily basis at different times and locations around the city. All you have to do is download the app (available on the App Store and Google Play), search for the game that best suits your availability and sign up to play.

Our company puts the people in contact that want to play football but don't have people to play with or access to a field. We manage the entire organization of the games so that all the customers have to do is select a game through the app, put on their cleats and play on the field and the chosen time. This is where the value of our product lies, in the ability to organize and connect people with the common interest of playing football.

The location chosen to start the business is in the city of Valencia, as it is the third most populous city in Spain, in an exceptional geographical location and with a privileged climate for sports. It is a city with a long football tradition, where our product has never been offered and where direct competition is very low. It also is a very popular place to visit among tourists with its rich cultural history. It is endowed with a good network of infrastructures and has 8 universities, being the 3rd national city of preference for international students.

Joga is in charge of renting the fields, providing the necessary equipment (balls and pennies) and directing the games through our organizers, so the client only has to worry about playing and scoring goals.

Each player registers through the application, paying a price of €6 per game. In each game there are a total of 16 players, 15 of which are paying customers since the organizers (volunteers) play for free in compensation for their work. Our profit margin per game is €16.25. The key to our business lies in the number of games we can organize on a monthly basis. The aim of the company at the end of the first year of activity is to organize 150 games on a monthly basis, a figure that gives economic profitability to the company, generating an income of €11,157.

In order to create this business, an initial financing of €20,000 is required through a bank micro loan from La Caixa Foundation for young entrepreneurs. With this funding, two essential investments will be made for the viability of the project: the first investment valued at €9,300 will be used to contract the services of a freelance programmer for the creation of the multi-platform mobile application, and a second variable investment in marketing and advertising, with the goal to attract a minimum of 600 users in the first 3 months of business, and to end the year with 1,600 users.

Marketing and communication expenses will be constant and will cover much of the company's costs along with football field rentals. Working with a new and unknown product makes marketing and advertising vital to create business growth. The company's marketing strategy is based on SEO (Search Engine Optimization), the dissemination of interactive content through all social networks, visual advertising in sports venues and direct marketing. A large promotional campaign is planned for the first month of activity which consists in the organization of two major football tournaments in the city of Valencia to promote the product and make the application known to a clear potential audience.

In accordance with the marketing objectives and the commercial hypothesis, once we prepared the income statement, we noticed that the company would close the first year having abandoned the losses, starting the second year with full optimism towards the production and gradual increase of benefits derived from a larger number of games organized.

This whole project will be managed and developed by a single freelancer with great knowledge and experience in the sector, having worked for CeleBreak, a business leader in the national market.

The project we are proposing has already been tested and developed in other cities such as London, Barcelona and Paris, having achieved great success at the business and social level in periods of 2-3 years, often organizing more than 300 monthly games. We fully believe in the potential of this project as an innovative way to offer and disseminate the practice of football through society, connecting people and creating a community of those passionate about the sport. It is a business that has a great capacity for expansion because its structure and system are applicable in any large city. Because of this, if conditions of viability and business profitability are demonstrated, the possibility of expansion to other cities will be taken into account in the future.

2. Introduction.

Have you ever wanted to play football, but couldn't because you had no one to play with? It is a situation many people have probably found themselves in throughout their lives, as the mere fact of getting enough people to be able to play a game or find a field, can oftentimes be much more difficult than it seems.

According to data from the Consejo Superior de Deportes (2018), football is the most popular sport in Spain and the most practiced collective sport by Spanish people, and the one with the most federated licenses and the largest number of clubs. This data shows the high demand for the sport that millions of people love. But, is this high demand being adequately met?

Many people cannot play football due to lack of time, the lack of people to play with, the time and effort required to coordinate the players, looking for a field, finding a time that works well for everyone... This entire organization process can be done by a company; satisfying the needs of all these people by connecting with them through a mobile application and allowing them to choose the field that is closest to them and the schedule that best suits their availability.

This project will consist in creating a business plan for the organization of football games in the city of Valencia. The player only needs to worry about playing football and the rest, the other players, the material, the field and the time are taken care of by us, Joga.

Spain is the country in Europe with the most smartphones per capita, meaning that 21 million people can connect to the internet and access all kinds of information at any moment. This is why our business is developed through a mobile application. The cell phone is what keeps us connected today, which is what we want to achieve, putting people that want to play football in touch and providing them the means to do so through our application with information about the games, fields and players available in real time. Clients can sign up to play a game whenever they want, with just a click.

Football is a prominent sport that moves and unites millions of people around the world. Throughout this work we will see the great potential of sports, especially football, to bring people together and create communities. This last aspect will be very relevant throughout

the work. If the Crossfit phenomenon has been successful thanks to its socializing ability to create a Crossfit community, we at Joga want to achieve the same with football. Through this business plan we want to give a new social vision to playing sports, and its socializing and integrating potential. Humans are social beings by nature, and this is a pillar that we will cling to when creating our business.

This work will bring us new knowledge of sports sociology and business creation and management. In addition, the business plan provides practical benefits that can be utilized in the football industry, demonstrating the existence and viability of offering football in new ways, looking at all its facets: practical, sports, social and consumer.

In an article from 2017, El Periódico referred to a company that offers a service similar to the one we propose as “the Tinder of football.” This definition reaffirms the potential of our idea, and raises the hypothesis that football really is a social product.

In the course of the work we will study socialization through football and take examples from other sporting phenomena that have achieved success by betting on the creation of social communities. We will study the environment of the city of Valencia, it being the chosen location to launch our product. We will analyze its sports system (especially football fields), our potential customer and direct, indirect and international competition in order to understand the reality of our market. Based on the conclusions drawn from the market study, we will adapt our product to the characteristics of the situation and design the marketing and communication strategy of the company. Once we have done the commercial part, we will develop the entire operational part which will give us an insight into the viability of the business. At the end of the work we will set up our company and analyze the finances for the first year of activity to show if the business is profitable.

All this work has been driven by the personal motivation to undertake this professional project in real life. All the information that appears in the course of the work is completely true and up-to-date, and while always attempting to stick to the real situation of the entrepreneur and the market. That said, we want to confirm that the Joga business project was born as a non-fictitious business plan, but aims to become a reality.

3. Description of the idea and the business opportunity.

In 2010 there were exactly 805,707 federated football players in Spain, and today the number has risen to 1,063,090 licenses, according to figures published by the Royal Spanish Football Federation. Football is the king of sports in Spain, a business that continues to grow, with more players every year. But how will all these players, after so many years practicing the sport, continue to play when they can no longer balance their academic, professional and family lives with the commitment required to be part of a federated team and playing weekly leagues?

The vast majority of people stop playing team sports after high school or college due to a lack of time for work and family, and a lack of supply to suit their availability (Martin, Moscoso, Martínez & Ferro, 2009). This decrease in the sport is accentuated much more after the age of 35, when most people that continue to play sports opt for individual physical activity, such as running, cycling or going to the gym, losing the socialization aspect that comes with the practice of a collective sport.

There are many current and former football players that do not have the opportunity to continue playing as they would like. Many times we would like to play football and we don't have people to play with or we just don't know where we can play. We find many people with this same problem, which is where the need for this business plan comes into play.

Today the demand to play football can only be met in three ways: playing on a federated club with a lot of time and money involved, playing weekly on an amateur league, having to commit to a team for a minimum of 3 months (minimum duration of an amateur league), and independently organizing a football game with friends and acquaintances. But what if these friends and acquaintances fail? And what time and football field works best for everyone? For all those who want to play football without having to commit long-term and without people to play with, our company is born, Joga.

We put these people in touch and offer them the opportunity to play football together, socialize and make new friends every day while enjoying the green. Through our mobile application, Joga gives them the opportunity to play when and where they want with new people in each game, allowing them to build new relationships. If you play football and

would like to make new friends that you can play with every week on a regular basis, the experience we aim to provide will be a success.

During my professional career I have had the opportunity to work in a company that offers this type of product in the city of Barcelona, among many other major cities around the world. I have been able to learn deeply about the operation of this business, and I have seen the achieved business success through its large social component. Throughout my professional experience in this sector, I detected the unmet needs and deficiencies of the service, to develop an improved system that can provide a superior, high-quality product.

Joga aims to provide the best possible experience for playing football and connecting people from all over the world that live in the same city, in this case, Valencia, through an easy and dynamic way of playing football. Valencia is currently one of the most attractive cities in Spain to live, study or visit. As the third largest city in the country with a good climate, location, geography, beach and culture... it certainly has a lot to offer. Valencia has an excellent football tradition with 17 federated clubs, and the product we want to offer has never been offered here before.

A mobile application where you can consult the different football games that are played around the city in different fields and at different times. Signing up to play whenever you want and with whoever you want, invite friends or family, organize business parties or with private groups, or just play alone with strangers. We aim to create a large community of people who love football, and who want to play.

In addition to the need for sports, we also want to respond to the great social need. That's why we want to collaborate with social projects to help the local community and work with people at risk of social exclusion, and help them better integrate into society through football.

A game with a good atmosphere, fair competition between two teams that want to have fun and win, without aggression or violence. This is the type of games we offer. Games open to the general public, where age, nationality, gender and level do not matter. Passion for football, level teams, team play, great multiculturalism and many smiles and goals.

3.1 Objectives.

In order to demonstrate the business and economic viability of this project, we must set out the following objectives:

1. Demonstrate the business and financial viability of the project.
2. Develop a business hypothesis that confirms the economic profitability of the company.
3. Analyze, in detail, all the football fields of the city of Valencia.
4. Design a real marketing strategy appropriate for the situation of the company and the market, with well-defined programs.
5. Study the demand for football practice in Valencia, assess the state of the market and understand the needs of customers.
6. Conduct an analytical and comparative study of other successful companies in the sector with a similar profile.
7. Prove that playing sport contributes to the socialization and integration of people.

4. Theoretical justification of the business idea.

4.1 Football as a mass phenomenon.

We live in a globalized world where a mass culture seems to have been established, supported and promoted by technology, the mass media and excess-marketing. The sport has also been absorbed by this current, having been transformed by the aspects of show and entertainment. This is likely a key factor that has made football a global mass phenomenon.

All this has produced a high level of professionalism in the world of sports, and especially in the world of football. Spontaneous community games, traditionally called "street" games, have lost their validity and significance and, in many cases, have ceased to exist (Mulet, 2019, p. 489).

Leisure and sports-related activities are increasingly tolerated when they are large events and shows performed by major institutions. Street football has, in many cases, been marginalized and linked to conflict and confrontation, causing a loss of sense of community. It seems like sporadic and urban football has been decontextualized and removed from popular culture. On the other hand, when this type of football is listed as a show, and is televised and promoted by the media, it acquires an impressive resonance related to entertainment and fun, representing it as a great experience. An example is the commercial campaign of "Red Bull Neymar Jr's Five" organized by the company Red Bull and sponsored by professional football player Neymar Jr.

Somehow we see that if we do not assume and assimilate our social behavior by adapting to the dynamics and pace set by society, we run the risk of excluding groups and communities (Mulet, 2019, p. 492). In order to avoid falling into this process of exclusion, we will adopt certain behaviors and establish new social relationships, with the intention of satisfying the new needs and dependencies created by the social structure. This social aspect has largely contributed to the immense popularization of football worldwide and especially in Spain.

The social structure of football from a vision of fun, entertainment and leisure, has created an ultra-competitive sport and a spectacle sport, ready to satisfy a "sporty" society (Mulet, 2019, p. 494). The popularity of football manages to easily adapt to any space and

situation. There are no requirements to play football, anyone can play it regardless of level, social class, gender, etc., but there are different ways to play football from a sporting and social point of view.

4.2 Classifications of sports practice.

Many authors over the years have made different classifications of the sport according to its format of consumption and practice. Simpler classifications such as playing sports or watching sports (Quiroga, 2000), or more complex classifications stating that there are up to 6 ways to classify sport: competition, entertainment, education/training, health and wellness, recreation and tourism (Defrance and Pociello, 1993). A common aspect that almost all authors agree on when classifying sports is the fact of differentiating between competitive sports and recreational sports.

Competitive sports consist of a smaller number of athletes but at the same time they generate the greatest impact and media interest. Athletes in this group seek victory and good results by representing well-prepared clubs and institutions (Puig, Vilanova, Inglés and Mayo, 2009). Contrarily, recreational and recreational sports include most people who play sports. This majority practices sports on their own with the main goal of achieving health benefits, regardless of scores, victories or rankings. It has almost no media impact, but it is economical because, as we mentioned, it concentrates the vast majority of sports consumers.

It is interesting to highlight another classification made by authors such as Salguero and Martos (2011) or Puig and Heinemann (1991) among others, who agree that sport can also be classified according to its instrumental and educational function. This model uses sport to transmit values, cultivate the mind and body and improve social relationships between people. This group is usually made up of schools, commercial gyms or sports communities. The company Joga moves away from competitive and professional sports, in search of a more informal recreational way of playing.

4.3 Socialization through sports.

The 1992 European Charter of Sport defines sports as follows:

"Sport means all forms of physical activity which, through casual or organized participation, aim at expressing or improving physical fitness and mental well-being, forming social relationships or obtaining results in competition at all levels".

We see that sport includes social relationships and the concept of socialization. The sports field is a privileged space to foster relationships and bonds between people, especially in recreational practice, as in many cases a democratic, comfortable, close and family-like atmosphere is created.

Guy Rocher (1980, p. 134) indicates that socialization is a process where the human person learns and internalizes the socio-cultural elements of their environment and integrates them into the structure of their personality, under the influence of the most significant social agents, and adapts them to their own social environment social.

Playing sports helps develop the social skills, and promotes responsible behavior, both socially and personally (Gutiérrez, 2003, p. 274). In team sports, cooperation and teamwork are essential to achieve goals and success, creating a natural path for socialization. But this socialization must be regulated by a proposal that promotes healthy social relationships.

In competitive sports we also find elements of socialization, but this does not occur in the same way as in recreational or educational sports. This rivalry and competitiveness that we find in the first typology prevents, in most cases, that the socialization between players is healthy and natural. It is important to work on individual and cooperative competitiveness, which is a fundamental feature of sports, instilling new roles and forms of behavior in the face of competitiveness that foster respect, education and togetherness. Through a positive atmosphere, based on trust, between the members, we can generate affective interactions that are strengthened by participation in physical activity.

In a study conducted by Mulet (2019), he interviewed 70 young students athletes, in fields of social education and teaching, asking them about socialization through sports. He determined that when young people socialize through sports, they cling more to the

positive part of it and the values it conveys, focusing them on the educational field. Many of the interviewees agreed that sports help build social relationships and internalize norms and codes of conduct. They believed that practicing sports is one of the methods that produces the most camaraderie and social integration.

When describing the practice of sport, young people relate it to fun, good health, leisure activities and the enrichment of their socio-family environment. On the contrary, the most critical aspects of today's sports are the division that is created by competitive sports, social inequality in sports (stating that many people cannot afford to practice sports), and also the masculinization of sports.

Playing sports helps people escape their daily reality, encourages them to pursue goals, and makes them proud of themselves when they achieve them. It helps us refrain from judging others without knowing, and self-controlling our temperament in aggressive and conflict situations (Gründel, 2012). This personal growth and the commitment acquired through being part of a team, produce integration. In order to achieve the maximum possible integration, we must look for sporting experiences that deconstruct all kinds of discriminatory prejudices. One way is through the strategic distribution of teams by preventing racist and xenophobic behaviors, and by encouraging direct communication between completely different individuals. The moment that all participants feel fully integrated into the group, is when we can start talking about community.

4.4 Creating communities through sports.

According to Fleur and Ball-Rockeach (1993) a community is an organization in which people are strongly linked to each other by tradition, kinship, friendship or some other socially cohesive factor.

Today the feeling of belonging to a community has suffered great wear and tear, especially in big cities. We live in crowded, lonely, impersonal and anonymous societies, causing many people to constantly seek feeling integrated within a group or community, which in many cases is so large that feeling invisible and undervalued is very likely. An example is in entertainment sports, which through the media brings us together in large communities, with the intention of creating and encouraging consumption. Individuals are not treated or valued for their personal qualities, but are valued for the degree to which they can maintain staying in contracted obligations (Fleur and Ball-Rockeach, 1993). All of this generates a constant mistrust between individuals who, theoretically, are part of the same community.

It has been observed, however, that when recreational and educational sports are used as a socializing tool, without the presence of differential or competitive elements between users, it contributes greatly to correcting social imbalances, improving social inclusion, cultivating social relationships and fostering solidarity. According to Quiroga (2000), any organized sports activity that seeks to have a future perspective must include the socializing and educational element in its DNA and must be present in its mediators.

Communities are created based on the ability to make each individual that is part of the group feel seen and understood, valued for their personality, and that they have real trust among the members of that community. All of these aspects can be obtained through physical activity, and there are sports that have managed to foster their success by creating their own communities.

4.5 Community building through sporting phenomena: Crossfit

Crossfit is a clear, recent example of a sporting phenomenon that has achieved great success and popularity, in becoming a social sport. Its relevance is so great that it has become the fitness giant and created its own Olympics, the Crossfit Games, which have more of an impact in the US than football itself.

In a study on Crossfit conducted by Salvatierra (2014), he states that Crossfit is a sport to live out with peers, as this makes it more fun and maintains the motivation of its participants. The creator of CrossFit Inc., Greg Glassman, says that what his clients really like is training in small groups where everyone knows each other, in a healthy competitive environment.

A study published by Patridge, Knapp, and Massengale (2014) demonstrates the importance of the existence of this healthy competitiveness as a motivational method, for athletes to focus on improving their personal performance compared to their peers, while receiving their support. Both the level of competitiveness and the level of motivation can vary depending on the age variable.

One of the keys to creating the Crossfit community is the welcome and acceptance that new members receive when they start. New users receive a lot of support and training in order to encourage them to continue and seek to improve. This well-being and healthy

coexistence that is generated in the training sessions, is replicated outside of the box (denomination that receives the premises where the Crossfit is practiced) with a multitude of events proposed by the same box and its members.

4.6 Modern socialization: smartphones, applications and social networks.

New sports trends are characterized by their strong social component. Social culture and lifestyle affect, not only our private lives, but also our public lives, as we have seen in the case of the Crossfit community. These new sports trends with social needs create the necessity for companies to adapt to new forms of socialization, or run the risk of not being able to offer the network of relationships that users are looking for. That is why the offering of sports is taking on new forms and channels of promotion.

Sports/gaming apps have been drastically increasing in recent years, with more than 14,000 apps available across the Google Play and App Store platforms. According to the study by Aznar, Torres, Trujillo and Romero (2019), these applications establish new motivational components for playing sports through virtual gaming and socialization systems, using their social networks and chat groups. The study corroborates the fact that these new components incorporated into smartphones are a powerful resource for the promotion, improvement and increase of sports practice.

5. Strategic business plan.

5.1 Market survey.

5.1.1 METHODOLOGY.

Below is a table with the different variables that will be analyzed throughout the project, as well as the instruments and indicators to assess them.

DIMENSION	VARIABLE	INSTRUMENT	INDICATORS
ENVIRONMENT	Demographics <ul style="list-style-type: none"> - Demographic evolution - Population density - Immigration Social, economic and cultural <ul style="list-style-type: none"> - GDP - Family income and distribution - Economic activity - Unemployment - Population education level Geography <ul style="list-style-type: none"> - Size and location - Natural barriers - Climate Urban Area <ul style="list-style-type: none"> - Infrastructure network - Artificial barriers - Type of housing - Health system - Public transport network - Universities - Green areas 	Online research Valencia City Council Statistics Office Spanish Statistical Office (INE) Ministry of Finance GVA National Meteorological Institute EMT	Positive/negative evolution Demographic pyramid Number of residents per Km2 GDP per capita Income level Unemployment High/low level of education Dimensions of the municipality Existence or lack of natural barriers Hot, cold, snowy or rainy climate Infrastructure capacity Residential homes, second homes, tourist or unemployed Communications Supply
SPORTS SYSTEM	Sports Equipment - Football Fields <ul style="list-style-type: none"> - Number of fields - Location - Management company - Free times and prices - Description of the facilities - Accessibility - Means of contact 	Google Maps Valencia City Council websites, management companies and football clubs Contact the field managers via email or phone Google Reviews	Fields per district Affordable prices Schedule availability Strategic location (neighborhoods with high levels of population and income) Popular assessment New/old grass condition If it's easy to get there or not

DIMENSION	VARIABLE	INSTRUMENT	INDICATORS
COMPETITION	Direct, indirect and related competition - Number of companies - Location - Products and services offered - <i>Modus operandi</i> - Prices and times	Online Research Investigation of social media Contact via email or phone for information on prices, times and special offers	Number of companies in direct competition Affordable and realistic, competitive prices Extensive hours Variety of services Presence in many fields
CLIENT	Sport habits of the population Survey questions Information about the football sector Needs	Questionnaires Interviews Sports habits of the population of Valencia City Council and the Valencian Community Records from the Valencian football federation	What customers are looking for Most valued aspects Number of federal licenses Level of demand
ENTREPRENEUR	Analyze the strengths and weaknesses of a person or professional, identifying what the risks and opportunities are	SWOT	Value of (SWOT) Strengths, Weaknesses, Opportunities and Risks

The following are the samples of the population that our surveys will be directed toward for the analysis of the potential customer.

·Sampling and Data Collection

A market research survey was completed based on the following criteria:

- Age: Between 18 and 55 years old.
- Gender: Mixed Gender.
- City: Valencia.
- Neighborhood: Any.
- Practice: We are looking for people who play football today, as well as people that have played football in the past and no longer play, or who have never played football on a regular basis and show an interest in playing.

·Research Instrument

The sample criteria detailed above will be taken into account when conducting the survey. The survey will be distributed in Spanish and consists of a total of 14 questions. There will be 3 questions for the collection of classification data (analytical control variables), and 12 content questions. Below is a sample of the survey that will be distributed.

Age.	Gender.	Neighborhood of Residence
<u>1. Have you ever been a federated football player or been part of an amateur league or team?</u>		
YES	NO	
<u>2. Do you currently play football?</u>		
YES	NO	
<u>3. What type of football do you typically play?</u>		
Federated league	Amateur league	Pick-up games with friends
At the park with strangers	I don't play anymore	
<u>4. How often do you typically play?</u>		
1-2 times a week	3 or more times a week	
1 or 2 times a month	Never	
<u>5. Have you ever wanted to play football but not had people to play with?</u>		
YES	NO	
<u>6. Would you consider playing football with people you don't know?</u>		
YES	NO	
<u>7. What is the most important aspect to you when it comes to playing a game of football?</u>		
Location of the field	Price	Player skill level
The state of the grass	Knowing the other participants	
<u>8. Which of the following would most likely be a reason for you to decide not to play football with strangers through an app?</u>		
Making the payment online	Low player skill level	Not knowing anyone
Possibility of physical or verbal violence	Being out of shape	
I would never sign up to pay a game of football through an app		

9. Which of the following schedules best suits your availability to play a game of football on a weekday?

Mornings 10-12am Afternoons 12-5pm Evening 5-9pm Nights 9-11h

I would only play during the weekend None of the schedule options

10. Select the closest football field to you from the following fields in Valencia:

- Camp de futbol del Túria Tram III
- Camp de futbol del Riu Túria Tram II
- Camp de futbol del Pont de l'Exposició
- Camp de futbol de Tres Creus
- Camp de futbol de Quatre Carreres
- Camp de futbol del poliesportiu Nazaret
- Camp de futbol del poliesportiu Beteró
- Camp de futbol de Benimaclet
- Camp de futbol de Torrefiel
- Camp de futbol de Benimàmet
- Camp de futbol de Pinedo
- None of the above
- I don't play

11. Would you agree to organize football games in exchange for playing for free?

YES NO

12. Would you go out for some beers with people you just met playing a football game?

YES NO Only if there's a football game playing at the bar

5.1.2 MACRO-ENVIRONMENT.

5.1.2.1 Demographic Environment.

Valencia is the capital of the Valencian Community, the fourth highest populated community in Spain. In fact, it has been the 3rd community to have the largest increase in population with an increase of 37,165 inhabitants. Valencia is the third most populous city in Spain with a population of 791,413 in 2019. In the Figure 1 we can see how Valencia's population has evolved in the last 12 years.

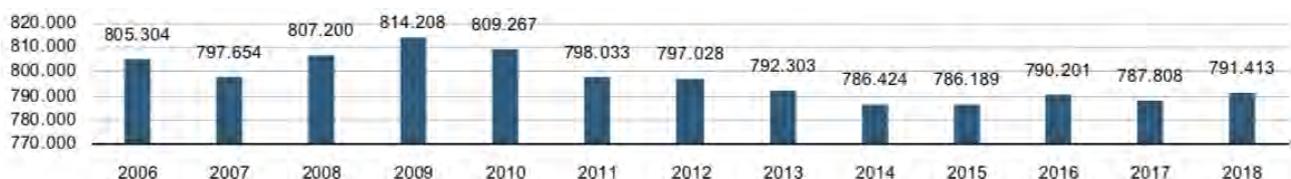
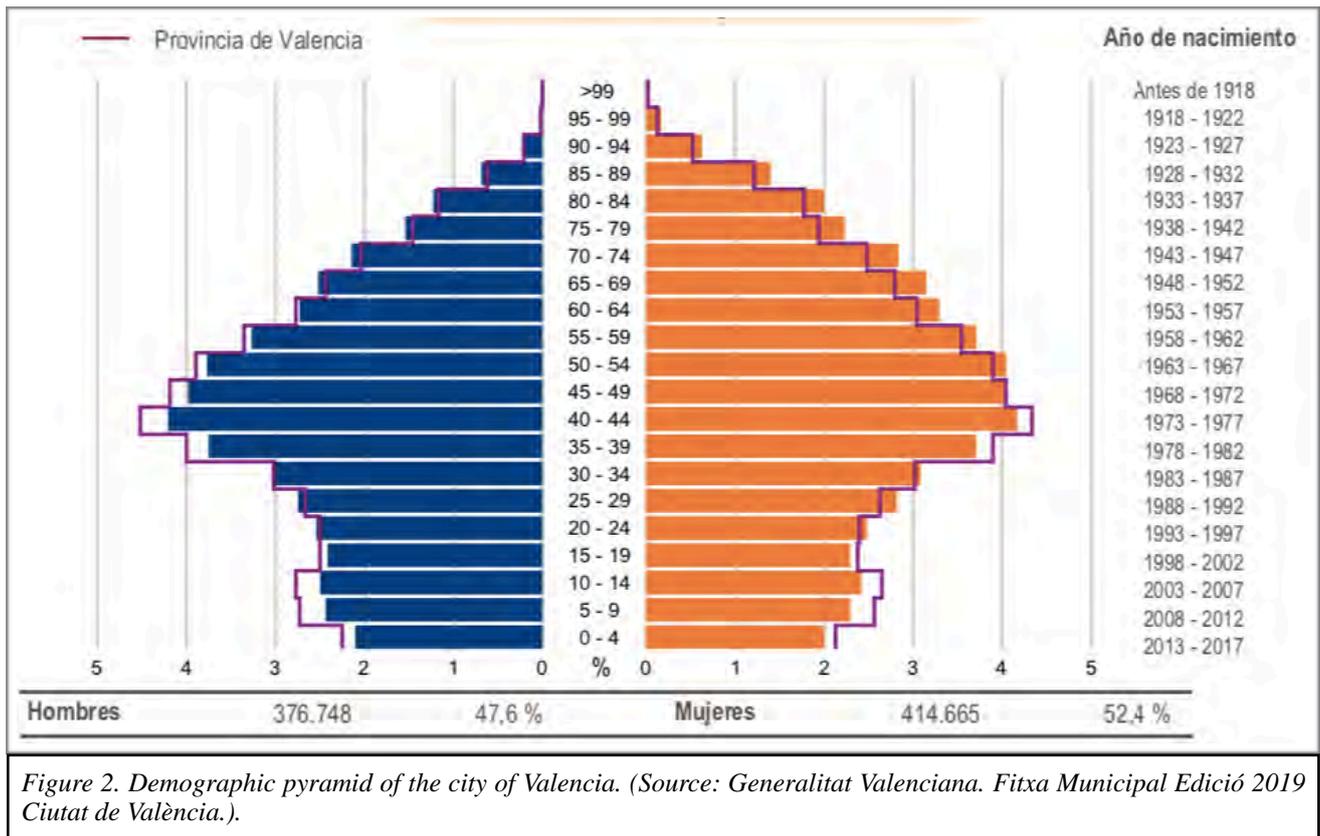


Figure 1. Evolution of the population in Valencia during the last 12 years. (Source: Generalitat Valenciana. Fitxa Municipal Edició 2019 Ciutat de València).

As a result of the severe economic crisis that Spain suffered, the city's population decreased immensely between 2010 and 2011. However, it seems that in recent years it has started to grow once again and is receiving a lot of immigration (40,231 immigrants registered in 2018).

In Figure 2 shown below, we can see how the different age groups are distributed through the population pyramid in the city of Valencia:



We see that it is a regressive pyramid, where the central part is largely concentrated with inhabitants between 40 and 49 years. The age group that interests us most in regards to the study, between 18 and 35 years, has quite low figures compared to older age groups. The median age in the city is 44.3 years. We detect that the bulk of the population that interests us most (18-35 years) comprises 20.11% of the total population (see Annex 1.1).

Anys complits	2019	
	CER	%
18 a 19	45.691	2,4
20 a 24	105.967	5,57
25 a 29	110.925	5,83
30 a 34	120.017	6,31

Table 1. Distribution of CER by age in the city of Valencia (Source: Generalitat Valenciana).

A very important factor in our study is immigration. It is necessary to know the flow of immigration in the city and what countries these immigrants coming from, as many of these people could be potential customers. According to the Statistics Office of the Valencia City Council, 144,227 of the city's population are immigrants from abroad (see Annex 1.2), mainly from South America (26,664), Europe (31,277) and Asia (17,452). Highlights include countries such as Bolivia, Honduras and Morocco as well as an increase in young Americans and Australians who come to study in the city.

The city of Valencia is divided into 19 districts: 1. Ciutat Vella, 2. L'Eixample, 3. Extramurs, 4. Campanar, 5. La Saïdia, 6. El Pla del Reial, 7. L'Olivereta, 8. Patraix, 9. Jesús, 10. Quatre Carreres, 11. Poblats Marítims, 12. Camins al Grau, 13. Algirós, 14. Benimaclet, 15. Rascanya, 16. Benicalap, 17. Pobles del Nord, 18. Pobles de l'Oest i 19. Pobles del Sud. Valencia's population density is 8,055 inhabitants per km². According to data provided by Valencia City Council, the 5 most populated districts in the city are: Quatre Carreres (73,915 inhabitants), Camins al Grau (65,451 inhabitants), Patraix (57,783 inhabitants), Poblats Marítims (55,843 inhabitants) and Rascanya (53,570 inhabitants).

As seen in the following maps, most of the population is concentrated in the eastern part of the city, near the beach, and the southwest area. The population is fairly evenly distributed around the city center where we can deduce is a more commercial and office area. Annex 1.3 details the exact population figures by neighborhood.

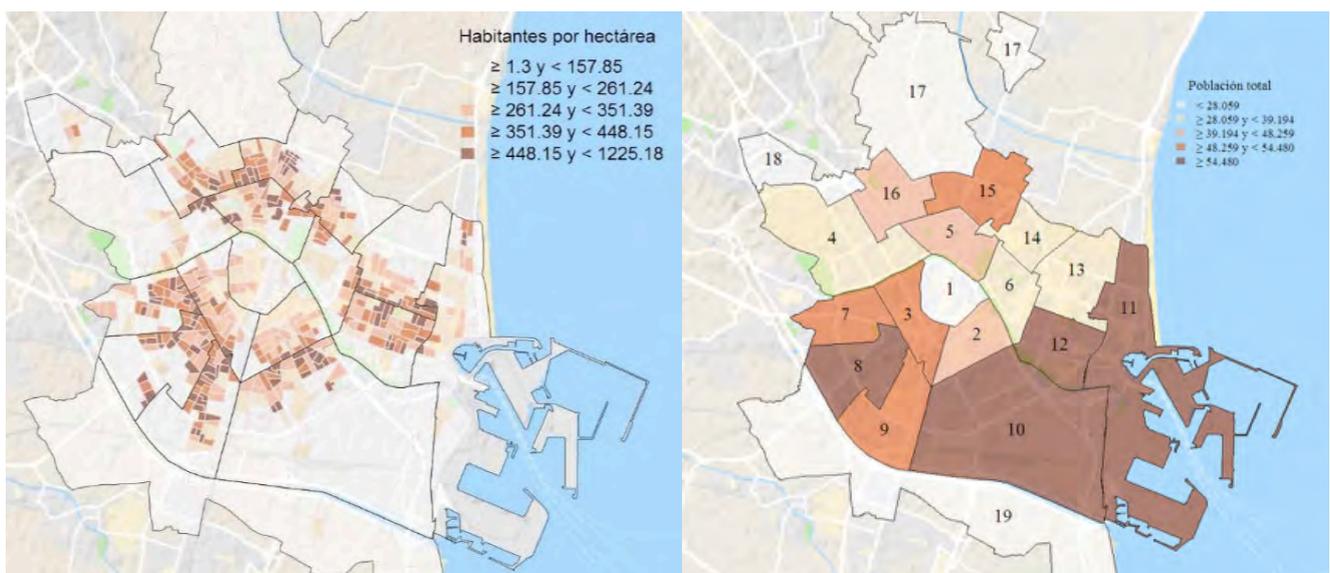


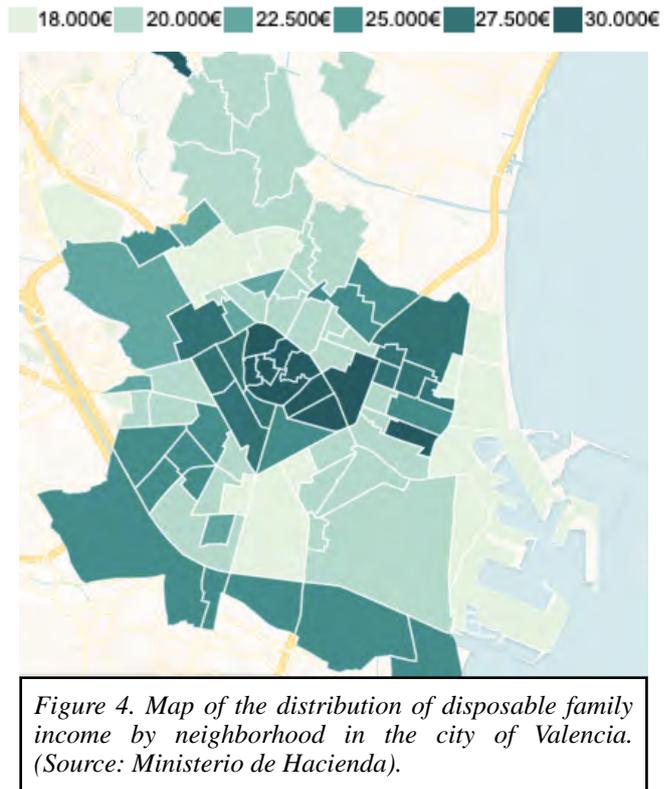
Figure 3. Map of population density by districts and total population distribution. (Source: Oficina d'estadística de l'Ajuntament de València (2019). Recull Estadístic Ciutat de València).

5.1.2.2 Socio-economic Environment.

Valencia has a GDP of €52,748M and a GDP per capita of €28,289, putting the city in 3rd place nationally, behind Madrid and Barcelona. The average disposable family income is €23,532, which is the highest of the bigger cities in the Valencian Community.

In Figure 4 on the right, we can see how the higher-income districts are concentrated in the city center, while the lower-income districts are distributed among the outskirts. Wealth is concentrated in the most central districts of the city, where population density is lower, as opposed to in the eastern district, where we find the highest population density in the city and the lowest incomes.

The five neighborhoods of the city of Valencia with the highest income are: Pla del Remei (€50,393), Mestalla (€36,377), Gran via (€34,329), La Xerea and El Carne (€31,554). All of them belong to the 3 central districts of the city of Eixample (€35,547), Ciutat Vella (€30,738) and El Pla del Real (€28,903). It is important to highlight the high level of income in the Massarrojos neighborhood (€30,996), the only neighborhood far from the center that exceeds €30,000 in average income, located in the district of Pobles del Nord (€ 22,796). On the other hand, the five neighborhoods with the lowest incomes are: La Llum (€19,858), Nazareth (€19,050), La Creu Coberta (€18,847), Benicalap (€18,630), and Benimàmet (€17,616). The two districts with the lowest average income are Poblats Marítims (€ 19,613) and Benicalap (€ 20,030). In Annex 2.1 we can see the disposable family income in all the districts and neighborhoods of the city.



Looking at the economic activity in the City of Valencia, it is mainly dedicated to the services and trade sector, a growing sector in the face of the fall of the agricultural and industrial sectors (see Annex 2.2).

	Total	Livestock	Industrial	Construction	Commerce and services	Professionals	Artistic
2019	128.562	39	4.330	8.586	85.857	28.828	922
%	100,2	0,0	3,4	6,7	66,8	22,4	0,7

Table 2. Economic activities in the city of Valencia by type (2019). (Source: Impost d'Activitats econòmiques. Oficina d'Estadística. Ajuntament de València).

Hospitality, finance and insurance, along with construction are the main economic activities in the city, and the majority of the inhabitants work in these sectors.

In regards to unemployment, the municipality of Valencia has presented some rather disappointing data in the first quarter of 2020 (central government figures) with 53,007 unemployed people (14.25%). Of this total number of unemployed people, 9,718 unemployed are between 18 and 45 years old, an alarming figure, as it indicates that most there is a high level of unemployment among young people. The unemployment situation in Valencia, however, seems to have evolved positively in recent years, as can be seen in the Figure 5. Here we can see unemployment rates from the past 4 years. There has been a gradual decline in the unemployment rate, especially among men.

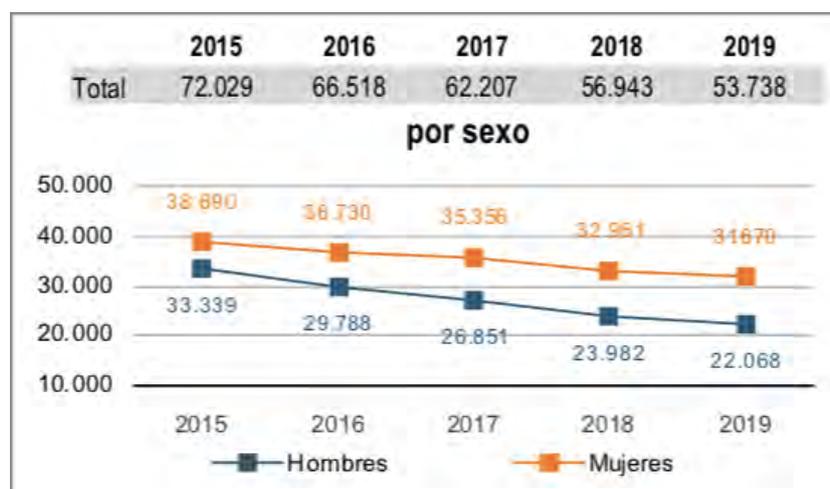


Figure 5. Evolution of the unemployment rate over the last 4 years. (Source: Generalitat Valenciana. Fitxa Municipal Edició 2019 Ciutat de València).

It turns out that youth unemployment is one of the main causes of concern in Valencia and the Valencian Community. Along with it, is the concern of school dropout rates in the Valencian Community, which is currently at a drop-out rate of 20.2%. In Valencia, the unemployment rate for males between 20-25 years of age is 17.5% and for females of the same age it is 29.8%. Unemployment among those under 25 years old is 26.2%. This data indicates the economic precariousness that our potential audience may have, but at the same time, the amount of free time they have.

The level of education among the population is a very important factor in assessing the local labor market. In the following table we can see the level of education among the population of Valencia from 2011. The large number of people without studies is concerning. According to Table 3, we see that most of the population has completed high school. After high school, the number of people that decide to pursue higher education decreases. Many opt for vocational training. The number of university degrees is quite high, as Valencia is one of the main university cities in the country, a very beneficial aspect for us.

	Total	Varones	Mujeres
Total	672.094	317.871	354.223
Analfabetos	6.954	1.822	5.132
Sin estudios	43.314	15.242	28.072
Primer grado	82.816	35.300	47.516
ESO, EGB, Bach. Elemental	162.685	79.995	82.691
Bachillerato Superior	105.909	55.068	50.841
FP Grado Medio	38.267	18.511	19.756
FP Grado Superior	41.238	22.431	18.808
Diplomatura	58.410	25.271	33.139
Grado	15.576	7.069	8.507
Licenciatura	94.861	45.652	49.208
Master oficial universitario	11.825	5.345	6.481
Doctorado	10.238	6.165	4.073

Table 3. Population by level of education in Valencia. (Source: Oficina d'estadística de l'Ajuntament de València. Recull Estadístic Ciutat de València 2019).

There are currently 8 universities in Valencia, 6 of which are private and 2 that are public: Universitat Europea de València, Universitat Internacional de València, Universitat Catòlica de València Sant Vicenç Màrtir, CEU Universitat Cardenal Herrera, IMF Business School, ESIC València, CEF València, Florida Centro de Formación, Universitat de València and l'Universitat Politècnica de València.

We also have sports centers in the city where we can reach new customers and promote the company.

Name of the Center	Typology	Address	ZIP Code and City	Phone
CENTRE ENSENYAMENTS ESPORTIUS ANEFF	PRIV.	C. DIBUJANTE MANUEL GAGO, 10-12	46018 - VALÈNCIA	652493502
CENTRE ENSENYAMENTS ESPORTIUS CENAFE	PRIV.	Avda. DE LES CORTS VALENCIANES, 1	46015 - VALÈNCIA	912486617
CENTRE ENSENYAMENTS ESPORTIUS CENETED	PRIV.	C. MÚSICO JARQUE CUALLADÓ, 9	46009 - VALÈNCIA	675552015
CENTRE ENSENYAMENTS ESPORTIUS ELITE SPORT	PRIV.	C. SALAMANCA, 45	46005 - VALÈNCIA	693220600
CENTRE ENSENYAMENTS ESPORTIUS FASCV	PRIV.	C. POETA RICARDO SANMARTÍN, 3	46020 - VALÈNCIA	963154491
CENTRE ENSENYAMENTS ESPORTIUS FVCV	PRIV.	C. POETA RICARD SANMARTIN, 3	46020 - VALÈNCIA	963530120
CENTRE ENSENYAMENTS ESPORTIUS GM FOOTBALL ACADEMY	PRIV.	C. SALAMANCA, 55	46005 - VALÈNCIA	610824781
CENTRE ENSENYAMENTS ESPORTIUS MARNI	PRIV.	C. PADRE VIÑAS, 94	46019 - VALÈNCIA	963650198
CENTRE ENSENYAMENTS ESPORTIUS MIFRA	PRIV.	Avda. DE LA PLATA, 10	46013 - VALÈNCIA	619915628

5.1.2.3 Geographical Environment.

The city of Valencia is located in an area ideal for sports. It is the capital of the Valencian Region, and is the third largest city in Spain, with an area of 13,834.9 hectares. The city is located on the Mediterranean coast on the great alluvial plain formed by the rivers Xúquer and Túria, on the banks the city, far from the mountains. The Puig hill is about 12 km north of the city and a few kilometers further to the northwest is the Serra Calderona, the main mountain range near the city. To the south of the city is the Albufera de Valencia, a natural park that is home to a freshwater lake by the sea, separated by a restinga.



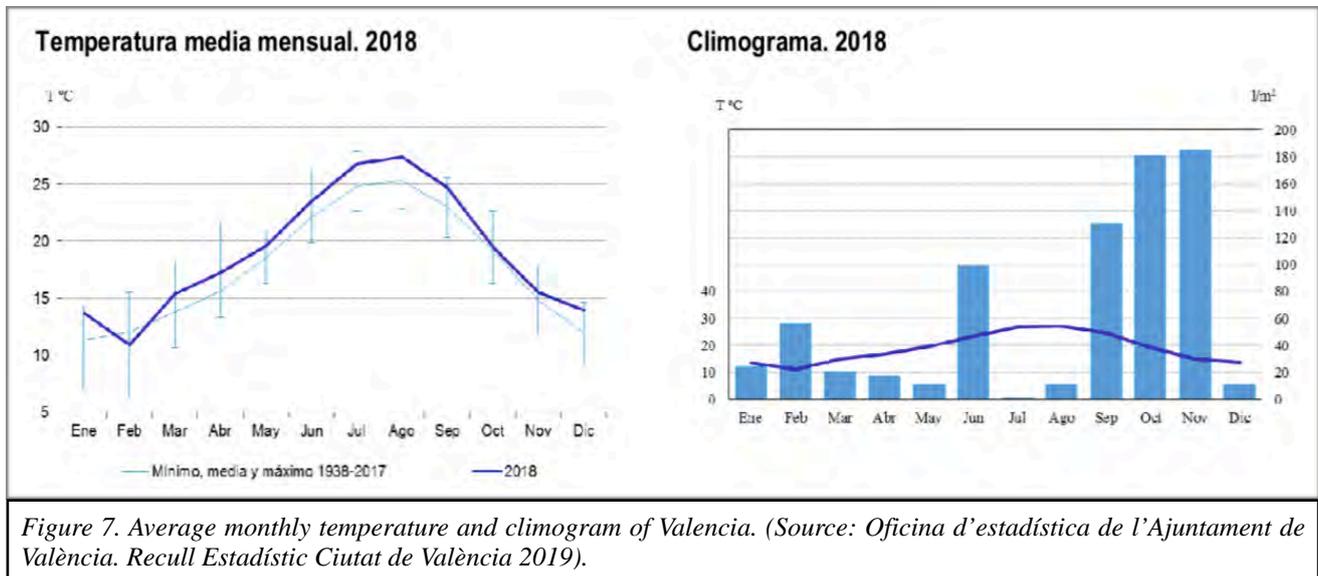
Figure 6. Satellite photograph of the city of Valencia. (Source: Google Maps).

The city is flat for the most part, with no mountains or hills. The fact that there are no mountains within the city facilitates internal transportation, making the city very accesible. The city is located on the Mediterranean coast with long beaches along the east coast. It is divided to the south by the Túria River which flows into the Mediterranean Sea, just below where the port of Valencia is located. In the center of the city we find the old bed of the Túria River converted into a natural park, considered the green lung of Valencia, that goes from west to east and divides the city. This park is equipped with sports facilities, playgrounds, bike lanes and areas for running and walking.

The city's climate is a differentiating and vital factor. One of the pillars that is vital for our business project to run smoothly is the climate. A good climate of sun and moderate to warm temperatures encourage physical activity and sports, in addition to encouraging people to go out. It is one of the main reasons why we have chosen Valencia to start our business.

Valencia is known as the land of light, flowers and The Fallas of Valencia festival. This gives us the green light to start in this environment, full of light and sun. In order to offer our service it is essential that there is sun, as with rain and cold the demand decreases radically, which is why a sunny, warm climate is essential. The average annual temperature in the city is 19.0°C, a perfect temperature for sports, not cold or too hot. 197

days a year, ie. more than half of the year, the temperature is equal to or higher than 23°C. The coldest months of the year are in February and March when the temperature is around 6°C with a minimum temperature of 2.6°C.



The hottest months are July and August with temperatures close to 38°C, which is important to take into account when structuring the quantity of games and schedule offered. According to the climogram, the average number of rainy days in Valencia is 98 days a year, 27%, with an annual rainfall of 749.1 l/m2.

As we can see, the location and climate of Valencia make it an ideal city for physical activity and the promotion of sports.

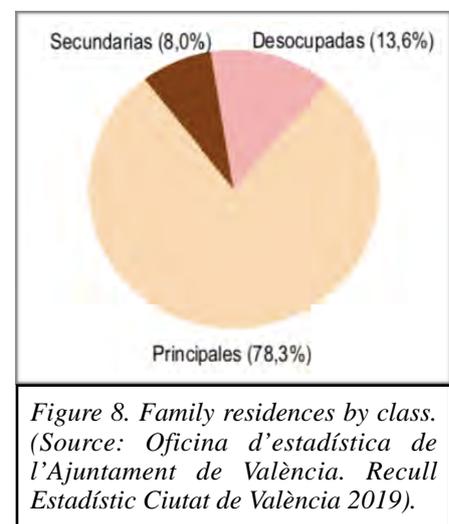
5.1.2.4 Urban Environment.

Valencia has a large sea and industrial port to the east, where ships from all over the world and large cruises come in; in 2019, more than a million passengers disembarked in Valencia. It also has an airport, Manises, located 10km from the city, with regularly scheduled domestic and international flights. Valencia is also well connected by highway, as the main national highways run through the city, such as the AP-7 towards Barcelona (north) and Alicante (south) and the A3 runs towards Madrid. The city also has a good railway network, with a direct AVE train connection to Madrid and Barcelona, as well as long and medium distance trains and trains going to the suburbs of Valencia.

The industrial and livestock areas are located in the southeast, near the industrial port and the Túria River. In the city center we find mainly offices, service companies and shops. Residential areas are concentrated in the center and toward the north, east and west. In reference to the city's health network, there are currently 16 hospitals distributed throughout the city.

Valencia is a city with its own identity. Famous all over the world for some of its traditions, such as the The Fallas of Valencia festival, its gastronomy and large monuments that endow the city with great beauty and make it unique. These factors, and Valencia's proximity to the Mediterranean beaches make it one of the main tourist destinations in Spain. It is currently the seventh city in the country to receive the most visitors, with 1,838,460 tourists in 2019. The city offers a large and varied culture, with large monuments that attract thousands of visitors each year, such as the City of Arts and Sciences, the Oceanogràfic, the Torres de Serrano, the Llotja de la Seda, the Cathedral, the Central Market and the Bioparc (Campanar). Most of the emblematic buildings are located in the city center in the old part, the Ciutat Vella district, except for the area of the City of Arts and Sciences and the Oceanogràfic, which are located between the Quatre Carreres and Camins al Grau districts.

In regards to housing, as seen in Figure 8, most of the houses in the city are occupied by full-time residents rather than holiday resort goers or those with second residencies in the city. Being a large urban center, this factor gives us access to a large number of retainable customers, as they reside in the area and can repeat the service. This aspect benefits us, as it does not make our service a seasonal service, but one that can function regularly year round.



A big advantage that Valencia has is the metro and tram to commute by public transport around the city, as well as a well-connected bus network. Below, we can see the map of the City of Valencia's metro and tram which shows us the accessibility to all areas of the city through this network. The Pobles del Sud district is perhaps the least communicated area in terms of the metro and tram network.

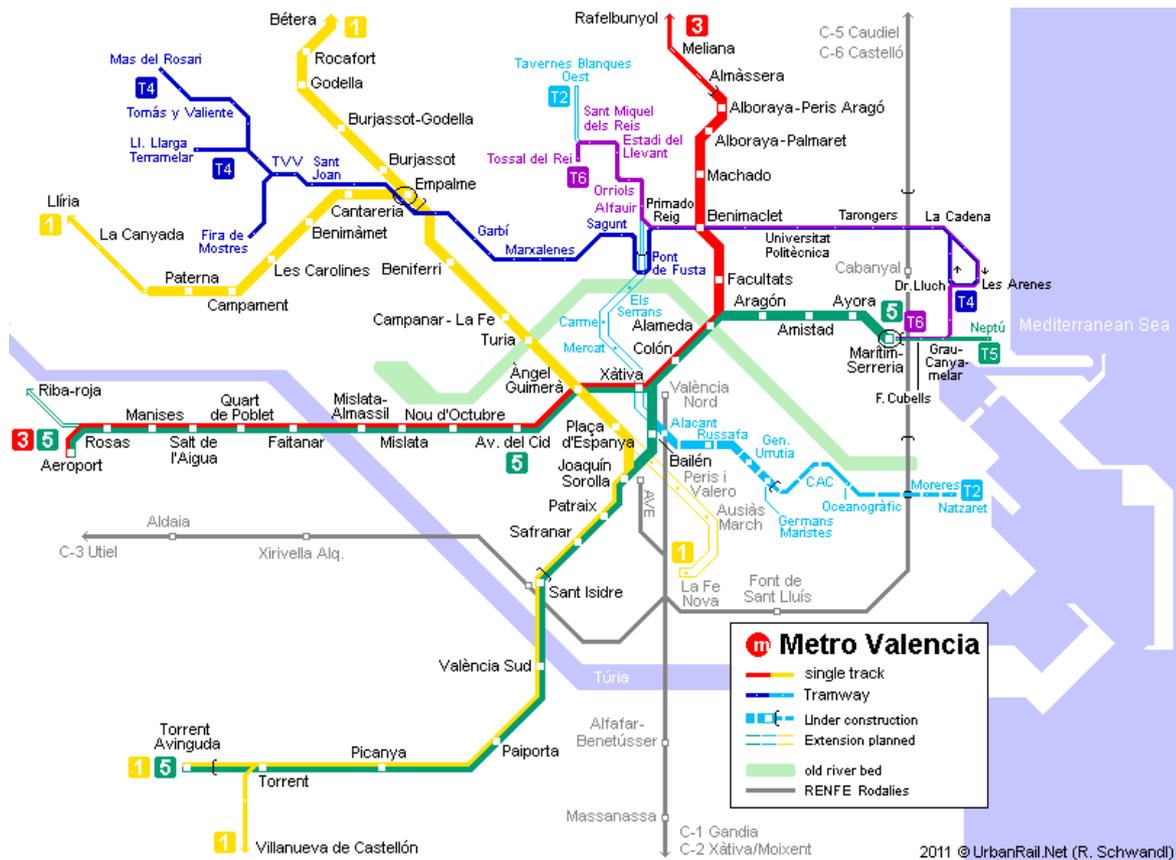


Figure 9. Map of the metro and tram of the city of Valencia. (Source: EMT València).

The price of a single ticket for public transportation in Valencia is €1.50, while the 10-trip voucher costs around €8.50 and the monthly pass costs around €62.30. In addition, the city of Valencia is very involved in reducing CO2 emissions, which is why the use of bicycles and electric scooters is expanding greatly through the Valenbici platform, developed by the Valencia City Council. This ecological commitment allows citizens to travel around the city by bike, thanks to the more than 200 bicycle stations spread throughout the city.

A good public transport system will be of great advantage for our project, as it greatly facilitates the mobility of our customers through the city and allows us to increase and vary our services in different strategic points of the city.

As we learned previously, in Valencia there are a total of 8 universities, two of which appear in the prestigious Academic Ranking of World Universities (ARWU) of 2019. These two institutions are: the University of Valencia (UV) and the Polytechnic University of Valencia (UPV), which appear as fifth and eighth in the national ranking of best universities (Ranking Universities of Spain 2019, El País). In addition, in recent years Valencia has positioned itself as the third city in the country with the largest number of Erasmus

students, with the University of Valencia being the most chosen by foreign students. The main nationalities of foreign students who come to Valencia are British, German and French. The Universities are concentrated in the center of the city in the districts of Ciutat Vella, Pla del Real and Algirós. The university area is right next to the Mestalla district, and is equipped with all kinds of modern facilities and quality sports facilities. In addition, the UV has 3 university campuses spread across the city: the Burjassot-Paterna Campus on the outskirts of the city, the Blasco Ibáñez Campus located in the center, and the Campus dels Tarongers near the beach, in the Algirós district . We also find the campus of the Catholic University of Valencia located in the heart of the city, in the El Pilar neighborhood.

Valencia has a total 3,534,912 m² go green areas, mainly concentrated around the old bed of the Túria River that crosses the city. This area is equipped with different types of sports facilities (football fields, athletic courts, rugby fields, basketball courts...). Valencia currently has 451 sports facilities, with 229 sports facilities for the practice of all types of football, whether it's regular football, futsal or indoor football. All the football fields have been built or remodeled between 2000 and 2013, and a large number of them have changed and modernized the synthetic turf in the past 3 years.



Figure 10. Green areas in the city of Valencia. (Source: Oficina d'estadística de l'Ajuntament de València. Recull Estadístic Ciutat de València 2019).

5.1.3 MICRO-ENVIRONMENT.

5.1.3.1 Sectorial Environment.

According to data from the MECD (2015), 47% of the Valencian Community population play sports, with a weekly average of 351 minutes per person. Of this percentage, 41.4% play sports regardless of whether they do it on a working day or on a weekend, and 48.4% have a preference for outdoor sports.

Looking specifically at football, according to data on sports habits of the Spanish population in the Yearbook of Sports Statistics (Consell Superior d'Esports, 2019), football

is the most practiced collective sport by the population on a weekly basis, and is the 7th most practiced sport after individual sports such as swimming, weight training or running. Futsal is the 3rd most practiced team sport after football and paddle and the 10th most practiced sport by Spanish people. If we add the two modalities, football becomes the 5th most practiced sport on a weekly basis after running, gymnastics and cycling, and the 3rd most practiced sport by Valencians on a monthly and annual basis after cycling and swimming.

Football is the most practiced sport by young Spanish people between 15 and 24 years old, and the most practiced collective sport by people between 25 and 54 years old, and is the 8th most practiced sport, looking at all ages. From age 55, the practice of football drops drastically to 17th place.

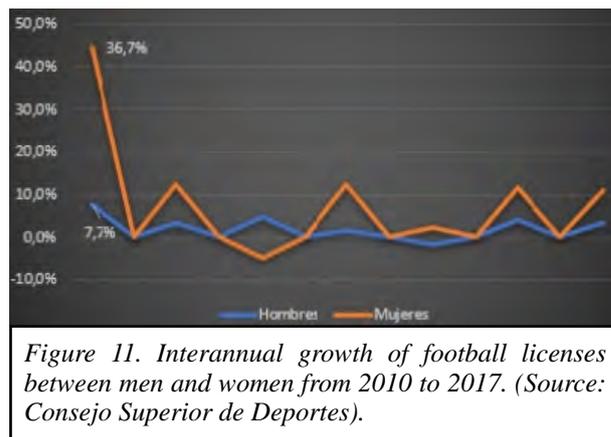
Football is the sport with the most federated licenses in the Valencian Community, with 102,901 licenses registered in 2018. This autonomous community ranks fourth in regards to federated football licenses, representing 9.67% of the total federated football licenses in Spain (1,063,090). Of these 102,901 federated licenses, 97,647 licenses are for men (4th in Spain), and 5,254 licenses are for women (6th in Spain).

In 2018, the Valencian Community had a total of 1,387 federated football clubs, making it the 5th autonomous community with the most federated clubs in Spain. According to data from the the Valencian Community's Ministry of Education, Culture and Sport, of the 1,387 clubs, only 156 11 and 7 football teams, and 56 federated futsal teams were from the city of Valencia. This indicates that 15.28% of the total federated football clubs in the Valencian Community are exclusively from the City of Valencia. It is the sport and the two modalities (11-7 football and futsal) with more federated teams in the city of Valencia, before basketball. In addition, Valencia has two professional football teams that play in La Liga Santander (first division of Spain): Levante UD and Valencia CF.

Women's athletics are greatly evolving at a national level, as well as in Valencia. Football is the sport that has experienced the greatest potential growth among females, with a growth rate of 36% in 2017, which is because women's federated football licenses are increasing more than men's in recent years.

Year	Nº of women's football licenses
2015	40.524
2016	44.123
2017	60.329
2018	65.091

Table 4. Evolution of women's football licenses from 2015 to 2018. (Source: Own elaboration).



Women's football is constantly expanding and growing and we are finding more and more women's teams and more girls playing from an early age. The city of Valencia has a total of 11 women's football teams, varying by age group. The Valencian City Council has municipal football schools so that girls can play football and train. There are currently 7 women's soccer teams in the city's municipal schools with a total of 123 girls participating.

- **Sports facilities for the practice of football in the city of Valencia.**

The city of Valencia has a total of 229 sports facilities for the practice of football, whether it's football 11 fields, football 7 or indoor football pavilions. This total includes municipal and private facilities for either sports or school use.

Table 5. Football sports facilities per district. (Source: Own elaboration).

District	Nº of football fields	District	Nº of football fields
1. Ciutat Vella	3	2. l'Eixample	2
3. Extramurs	10	4. Campanar	15
5. La Saïdia	16	6. el Pla del Real	12
7. l'Olivereta	16	8. Patraix	7
9. Jesús	11	10. Quatre Carreres	24
11. Poblets Marítims	27	12. Camins al Grau	13
13. Algirós	16	14. Benimaclet	7
15. Rascanya	12	16. Benicalap	6
17. Pobles del Nord	3	18. Pobles de l'Oest	7
19. Pobles del Sud	22		

It is worth noting that the most central districts (1 and 2) have a very low number of sports facilities because they are more commercial and business areas, with many shops and offices. We can see that there is a large concentration of facilities in the south-eastern districts of the city (10, 11, 12 and 13), and the low number of facilities in the north-western districts (16, 17 and 18) is quite surprising.

It has recently been published that the Institute of Biomechanics of Valencia (the only Spanish laboratory accredited by FIFA to carry out studies on improvements and new implementations of artificial turf) has developed a new synthetic turf that reduces the probability of injury, improves the ball handling and control, and greatly increases the durability of the turf. This project is known as Safesport2. All the experimental work has been carried out on football fields of the Fundació Esportiva Municipal de València, which aims to gradually incorporate this new technology into its fields. This demonstrates the existing commitment of the Valencia City Council to local football and its municipal facilities.

Valencia's football fields have a fairly high demand (see Annex 3). A minimum of 2 football clubs work in almost every fields (with more than 5 categories per team in most cases), and many of them have external companies that also use the fields, almost exceeding 200 users per club/company. This gives us an idea of the amount of traffic and the likely lack of free hours available for our project. Due to this reason, we must carefully choose the football fields we are start working with and then negotiate in the future.

5.1.3.2 *Competitive Environment.*

The market we want to enter is a very new market where the business idea is still being developed. There are very few companies that currently offer a service like ours, and although there is no consolidated company in the sector, we can analyze the emerging companies that offer a similar service and product in different locations in the country or even abroad.

We chose Valencia as the location to start our project, largely due to the fact that there is currently no direct competition, which would provide a very considerable market and competitive advantage. However, we cannot ignore indirect competition or foreign

companies with large capital and future expansion projects. We must remember that we do not compete with federations, federated leagues or one-off tournaments. Thus, the companies we analyze below are largely direct but unrelated competition, and are located outside the municipality where we want to start our business. These competitive companies are:

- CeleBreak Ltd.: A German company based in Barcelona, the only Spanish city where it operates. We can consider it a direct competitor even though it has no influence on our location. They offer exactly the same service that we want to offer in Valencia.

The logo for CeleBreak is written in a stylized, cursive, black font. The letters are connected and have a dynamic, flowing appearance.

Figure 12. Logo of the company CeleBreak.

With just two years serving Barcelona, CeleBreak has grown drastically and has become an overnight sensation in Barcelona, organizing an average of 80 games a week on a regular basis. The price per player in each game are €5.99 with some games running €6.99. To reactivate demand and promote certain fields, they use price offers by lowering the price per player to €4.99 or even €3.99. Their marketing strategy is based on SEO, and they have a strong web positioning within the main web search engines. They also work utilize social networking and looking for direct collaborations with companies and platforms in the sports sector, such as UrbanSportsClub and Decathlon. They currently have a monopoly in Barcelona and the fast growth suggests that they will soon expand, and due to its proximity, it could be Valencia, the closest big city to Barcelona and with a similar style to it.

A competitive advantage is having worked for the company for 8 months and having an in-depth knowledge of its strengths and weaknesses. The company currently has a significant amount of debt and a great financial dependence on its private investors. The annual accounts of recent years have seen large losses, as the company also operates in Germany (Berlin, Frankfurt and Munich) and Los Angeles in the US. Currently, Barcelona is the only profitable location, with a turnover of approximately €6,500 per month. Its app has operational issues and seems to be stuck offering a number of very basic features. Their website is very obsolete, most of their customers are obtained by Facebook and word of mouth.

- Timpik: Another direct competitor, although this one does operate within Valencia, despite not offering the same service as us. Timpik is a platform that was created Madrid in 2011, which allows you to find and meet people to join a team, form groups or even look



for rivals to play virtually any sport anywhere and anytime, so that not having people to play with is not an excuse to not play sports. The essence of its message is similar to ours, to unite people through sports, and to encourage the practice of sports among people through socializing. Timpik's offer covers all sports and does not focus on any exclusively, meaning it includes football, the sport we work with. Through its app, anyone can organize a game or sporting event. The Timpik platform is responsible for connecting the various interested users but without managing or organizing anything, which is the responsibility of the "organizer", completely outside of the company. This is a big difference compared to the service we aim to offer. Our business is based on the ability to organize, manage and coordinate the holding of football games, connecting people and offering a service already planned and organized (rented field, necessary material, organizer linked to the company, fixed time).

Timpik is well-expanded throughout Spain, reaching almost the entire country. In the past year, they have focused mainly on paddle and 7-a-side football and indoor soccer. The fact that Timpik does not organize games means that there are no regular schedules or games, but that new ones appear every day with a change in location, organizer and prices. Prices per player are lower than those of CeleBreak, especially for futsal: 5-6€ for 7-a-side football and 2€ for futsal. The app features an offer of 2 games daily.

The design of the app is fairly basic and similar to the design of the CeleBreak app. An important difference is the amount of reliability that Timpik offers to help combat "non-show" customers who pay and sign up but then do not show up at the game. This is one of the main problems of CeleBreak. It also appears that Timpik allows different payment methods by accepting cash payment in the field itself, an interesting feature.

It seems that starting in 2018, the company has suffered a stagnation in its business development as has lower figures than the prior year. Its monthly turnover is around €8,000 including all services, not just football.

- TikiTaka F7 Leagues: A local direct competitor. Created in Valencia in 2008, this company organizes leagues and 7-a-side football cup tournaments for amateur teams through private registration. It has a good reputation in the city and a social media presence, where it exceeds 2,000 followers between Instagram, Facebook, Twitter and YouTube. They do not have a mobile application; all their services are advertised on their website. They play league games Monday through Thursday. Their services include the recording of games, the supply of equipment and balls, and water and shower service. They work with two football fields: the Serrans Football Field (managed by CD Serranos) and the Túria River Football Field Section II (managed by CD Rumbo), fields close to the city center. All of their games are played starting at 11:00pm.



Figure 14. Logo of the organization TikiTaka F7.

- Futbolcity: Direct competitor that organizes leagues with daily games and tournaments. They have their own facilities with 7-a-side football pitches and indoor football. They also rent the courts for private parties. Its



Figure 15. Logo of the company Futbolcity.

- facilities are located on the immediate outskirts of the south part of the city. They only organize leagues, not friendly games, so their product is not exactly the same as ours. They have their own app and are very present on social media, with their own blog as well. The price is paid in a single fee of €140 which includes all services: changing rooms, fields, referees, balls, pennies and material discounts. They work with companies and private groups, and they also organize women's leagues. The hours they offer are from 8-11pm on weekdays and on weekends from 10am-1pm and from 4-7pm. The fact that they do not have availability in the middle of the day and evenings (on weekdays) can be advantageous for us, as these times can be very productive.

- Futbol 7 València: This group is a direct freelance competitor, where a group of anonymous people coordinate and organize the organization of football games through their website and WhatsApp group, where anyone can sign up. They play on Mondays and Thursdays at 8pm in the

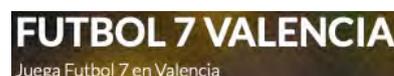


Figure 16. Logo of the Futbol 7 València group.

Massanassa field, with a price per player of 5€, and a total of 14 players. The group has a single organizer who coordinates the whole group and manages the teams. They don't have any social networks or mobile application.

- Futbol Live València: A local company that organizes non-federated football leagues. They organize leagues of futsal and football 7 for closed teams with prior registration. They also organize



Figure 17. Logo of the company Futbol Live València.

leagues of veterans and companies. They organize them by geographical area, that is, depending on the neighborhood where the team is targeted, they will always play on that field and at the same time. They work with the following fields: El Terrer - Paiporta (Monday, Wednesday 9:30-10:30pm and Saturday 4-6pm), Sant Marçalí (Monday-Thursday 10-11pm), Pinedo (Tuesday and Thursday 10-11pm), Four Races (Monday-Thursday 10-11pm), Marxalenes (Tuesday and Thursday 10-11pm) and the San José Schools (Monday, Tuesday, Thursday and Friday 9-11pm and Saturday 4-6pm). Their prices for futsal are €35/game per team, and for football 7 €42/game with a pre-registration fee of €100 per team regardless of the number of players. The leagues of the Quatre Carreras and Marxalenes fields are more expensive with a price of €50 per game and a registration fee of €150.

They offer a wide variety of services to ensure the proper functioning of games: game recording, referees, balls, video summary of games... They have a website and mobile application to consult all the information of results and rankings in real time.

- Galaxy BCN: This company has been around for less than a year. It was founded in 2019 in Barcelona with the intention of competing with CeleBreak. The business idea is the same but alternates services such as the daily organization of friendly games open to the public and the organization of leagues with closed teams. We consider the company an indirect competitor as they only operate in Barcelona. They currently only offer one game a day and



Figure 18. Logo of the company Galaxy BCN.

an average of 8 games a week, priced at €6 per player. Its star service is the league organization with 10 teams paying a single fee at the start of the season. This app has a market segment more focused on South American s living in

Barcelona since most of its customers are from South American countries. The model of their app is virtually identical to that of CeleBreak with one difference being that they sponsor the football fields where they play and advertise them for rent and organization of tournaments and private games. Another interesting feature of their app is the fact that each player can describe themselves in their player profile for other members to see. This means that players can explain what position they play, their good leg, level of experience, nationality, professional football team they support, etc. Perhaps when it comes to creating a community where people get to know each other and build friendships, factors like these are important to keep in mind.

- Footy Addicts: This company is originally from England, more specifically London. They are the pioneers and the first to implement this business idea. They currently operate throughout the UK in major cities such as London, Manchester, Liverpool and Birmingham. They are not a direct competitor as they have no influence in Spain, but they are the leading company in the sector in Europe, providing a business model reference. In the city of London alone they host an average of 44 games a day with a total of over 300 games a week. They mainly organize 7-a-side football games, but also 11-a-side football and indoor football as well as women's football and private games. Their prices per player in each game range from £6 to £8 (€6.61 to €8.81 in EUR). Their game schedules range from 10am to 9pm. They have a mobile app for iOS and Android and a website. On social media they have a large following, with 9.6K followers on Facebook, more than 2,000 on Instagram, just over 1,200 on Twitter and 57 on YouTube. Their structure is the same as that of CeleBreak and what we want to propose. Some interesting differences in their structure is the ability to connect with the game organizers by providing their phone number, Facebook information and Instagram profile so that the players of the game can contact them directly for any questions. To cut down on no-shows, the app has a public indicator of reliability for each player, which shows the number of games played and how many of them the player cancelled or didn't show up for, along with penalties of X days or weeks without playing following repeated no-shows and/or cancellations. Another highlight of their system is the fact that they do not use pennies to differentiate the teams; they directly divide the teams at the time of registration and, depending on the team the player is put on, the color of the shirt

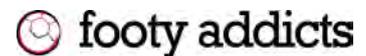


Figure 19. Logo of the company Footy Addicts.

they must wear is specified. The players must dress accordingly are also asked to wear a shirt of the other team's color in case players need to be changed teams to even out skill level. A very original service they also offer is the organization of free games on public fields and parks on weekends, bringing people together and coordinating to meet at a specific time in a public field or park and to play.

- Krank: This company is similar to Timpik, except it only operates in France. It is widespread throughout the country, especially in large cities. Krank works with all kinds of sports, similar to Timpik, but the bulk of the business comes from organizing football, basketball, tennis and running groups. They offer their services



Figure 20. Logo of the company Krank.

through a mobile application. Based in the city of Paris, they organize an average of 11 games a day with prices ranging from 10 to 12€ per player for football 7 and 11 games and 6-7€ for futsal. They organize futsal and football 7 and 11 games with a longer duration than the typical 1.5-2 hours. A service offered by the company that stands out is how they organize their games by level, detailing the level of play expected of participants playing in a beginner, amateur or expert level game. They also organize women's games, private games and futsal tournaments.

- Rendezfoot: This company is from the south of France, Montpellier. They offer the same service as us and with an identical structure. The company was created in 2016 and operates in 4 cities in the south of France: Montpellier, Lattes, Castelnau-le-Lez and Bordeaux. In France, it is a pioneer in this sector. They currently organize an average of 6 games a day. An innovative service they offer is the sale of football t-shirts designed by urban artists and based on television or comic themes. Their products can be purchased directly through their app or website.

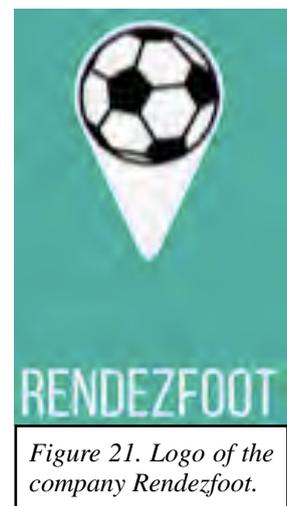


Figure 21. Logo of the company Rendezfoot.

After this in-depth analysis of the companies we are competing with, we have a comparative table of the companies we have just analyzed, where we can see in detail the type of competition they present us with, their area of operation, as well as the type of

services they offer, their prices, operating hours and the technological platform they work with.

Table 6. Comparative analysis of competition. (Source: Own elaboration).

COMPANY	LOCATION	COMPETITION	SERVICES	PRICE	SCHEDULES AND COMMENTS
<i>Timpik</i>	<i>Valencia</i>	<i>Direct/ Related</i>	<i>Organization of daily games open to the public</i>	<i>5-6€ Football 7 2€ Futsal</i>	<i>7-10pm They operate through a mobile application.</i>
<i>TikiTakaf7</i>	<i>València, Serrans and Riu Túria Tram II</i>	<i>Direct</i>	<i>Leagues</i>	<i>X</i>	<i>10-11pm They operate through a website.</i>
<i>Futbolcity</i>	<i>Massanassa (Their own field)</i>	<i>Direct</i>	<i>Leagues</i>	<i>40€/Team Futsal 50€/Team Football 7</i>	<i>8-11pm and weekends 10am-1pm and 4-7pm They operate through a mobile application and a website.</i>
<i>Futbol 7 València</i>	<i>Massanassa (Futbolcity's fields)</i>	<i>Direct</i>	<i>Leagues</i>	<i>5€ Football 7</i>	<i>Monday and Thursday 8-9pm They operate through a website.</i>
<i>Futbol Live València</i>	<i>Av. d'Ausiàs March, 73, 46013 València. Sant Marcel·lí, Pinedo, Quatre Carreres, Marxalenes and Escoles San José.</i>	<i>Direct</i>	<i>Leagues</i>	<i>35€/ Team Futsal 40€-50€/ Team Football 7 + 100-150€ Registration</i>	<i>Monday, Tuesday, Wednesday, Thursday 9:30-11pm and Saturday 4-6pm They operate through a mobile application and a website.</i>
<i>CeleBreak</i>	<i>Barcelona, Germany and the US</i>	<i>Indirect / Related</i>	<i>Organization of daily games open to the public</i>	<i>5-7€ Futsal, Football 7 and 11</i>	<i>10am-10pm They operate through a mobile application.</i>
<i>Galaxy BCN</i>	<i>Barcelona</i>	<i>Indirect / Related</i>	<i>Organization of daily games open to the public and leagues</i>	<i>6€ Football 7</i>	<i>4-10:30pm They operate through a mobile application.</i>
<i>Footy Addicts</i>	<i>England</i>	<i>Related</i>	<i>Organization of daily games open to the public</i>	<i>6.50-9€ Futsal and Football 7</i>	<i>10am-9pm They operate through a mobile application.</i>
<i>Krank</i>	<i>France</i>	<i>Related</i>	<i>Organization of daily games open to the public</i>	<i>6-7€ Futsal 10-12€ Football 7</i>	<i>10am-9pm They operate through a mobile application.</i>
<i>Rendezfoot</i>	<i>South of France, Montpellier</i>	<i>Related</i>	<i>Organization of daily games open to the public</i>	<i>X</i>	<i>6-10pm They operate through a mobile application.</i>

Almost all of our direct competition offers a service different than ours, except Timpik, which offers the same service, though not very developed in the city and with limited services. The companies that offer the same service as us are all located outside of the Valencian region or even in a different country.

The prices offered by the direct competition do not vary much, although most charge a one-time fee of €150 (1 game per week and the leagues last 6 months) or €40 per game split between 8 players, where the final price per person comes out to 5€. If we look at the indirect competition offered by the companies with the same service as us, most cost an average of €6 per player, except for companies operating in different countries that charge higher prices (France and England).

It is important to highlight the operating hours of companies that offer the same services and compare them with the schedules of the competition. We see that most companies with the same service offerings operate for most of the day from 10am to 10pm. While, on the other hand, the competition's schedules are all concentrated in the same evening slots from 8pm to 11pm, leaving plenty of free time to play. Another aspect worth noting is that almost all of the companies work through a mobile application to reach the consumer in a more direct way and to be able to offer their services instantaneously and in real time.

5.1.3.3 *Potential Client Analysis.*

Our service is aimed toward the general public that is fond of football, between 18 and 55 years old, regardless of gender and nationality. Our potential audience is residents of the City of Valencia, although our service also reaches the cities and towns in the nearby vicinity. We are mainly interested in reaching all the public that plays football today, as well as those who have played football in the past and no longer play it.

Ros-Castello, Calabuig, and Gómez (2019) studied the user profiles from the sports facilities of the Fundación Esportiva Municipal de València, as well as their sports habits. Some of the results they obtained are of great relevance to our project (see Annex 4), as our product is developed in the municipal facilities of the Fundació Esportiva de València, and these findings provide us with a real description of the type of person that uses them.

According to the study of Ros-Castello et al. (2019) the majority of those who use the municipal facilities have higher education (57.82%), and 68.91% of them work. 5.27% of

users only study while 7.45% study and work at the same time. With a higher percentage we find the unemployed, who represent 12%.

Related to sports habits, users have a predilection for playing sports on weekdays, with Monday being the day with the highest percentage of sports practice 39.67%. We see how there is a palpable decrease in sports practice as the days of the week go on and we get to the weekend. In fact, Saturdays and Sundays have the lowest values of the whole week with 19.15% and 14.60% respectively, almost less than half of the values from Monday to Wednesday. Regarding the hours of the day in which users usually practice their sport, 44.35% of users play after 7pm, which is the most frequent time slot for practice. It is worth noting the 36.36% of users that practice physical activity between 9am and 2pm, as our project aims to offer games in morning. Schedules in the afternoon between 2pm and 4pm are not very popular, with only 12.53% of users practicing sports within this time slot.

Only 16.15% of users rent out the collective spaces, a rather low percentage compared to the use of the rooms for guided activities 51.56% or the individual use for weight training 59.35%. In relation to the reasons for practice, we see that the reasons related to the social factor such as "Being with my friends", "Making new friends and relating to people", and "Relating to people from the same social environment" have slightly lower averages, just under half of the total assessment. Maintaining fitness, improving health and body image are reasons with a higher percentage. We see, then, that socialization is not a priority for the users of the FEM of Valencia, although it does have a presence. We must remember that one of the main values and objectives of our project is to promote socialization and create a community through football.

Below are the results obtained through the survey shown prior in the instruments section. A total of 68 people were analyzed, 59 of which were men and 9 women, between 18 and 41 years old, with an average age of 27.4 years. Of the total number of people surveyed, 48 live in the city of Valencia, while 20 people live near the city. The districts with the most resident respondents were the Eixample District (12 people) and Ciutat Vella (9), accounting for 30.8% of the survey sample.

Figure 22. Have you ever been a federated football player or been part of an amateur league or team?

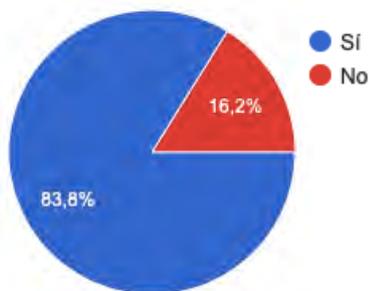
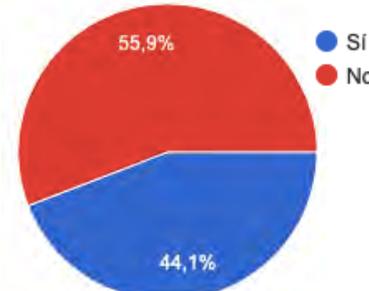


Figure 23. Do you currently play football?

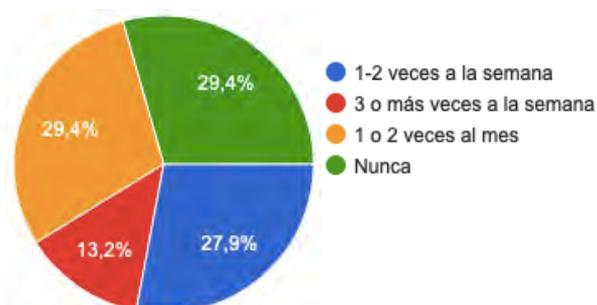


The amount of people that abandon the practice of football is surprising when you see that, of the 83.8% of people who have been directly linked to football at some point in their lives, currently only 44.1% still play football today.

Figure 24. What type of football do you typically play?



Figure 25. How often do you typically play?



Something worth noting is that 38.2% play friendly, informal games, which is certainly a very interesting audience for our business. It should also be noted that 41.1% play football on a weekly basis: 27.9% once or twice a week and 13.2% three or more times. The latter information may be related to federated players attending training sessions and games each week.

Figure 26. Have you ever wanted to play football but not had people to play with?

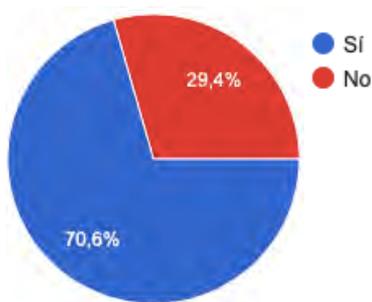
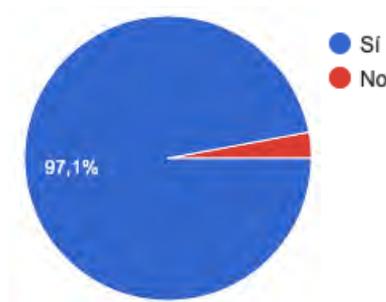
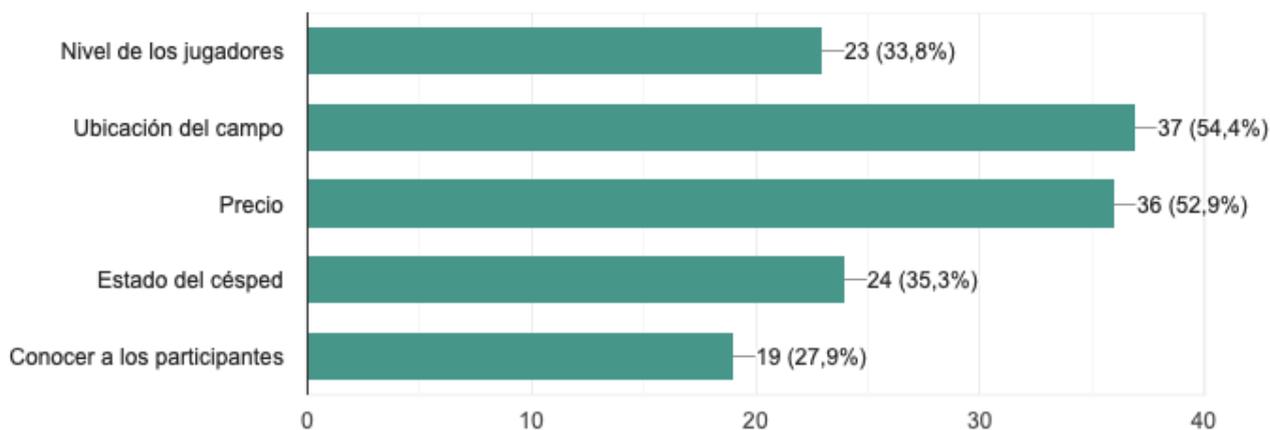


Figure 27. Would you consider playing football with people you don't know?



The information gathered from these two questions is of great importance to the viability of our business. We see that 97.1% would agree to play football with strangers. In addition, our hypothesis is confirmed, with 70.6% stating to have wanted to play football but didn't have anyone to play with, this being the basic need that our product seeks to satisfy.

Figure 28. What is the most important aspect to you when it comes to playing a game of football?



As expected, the price and location of the field are the aspects that customers value most. Amending the "knowing the participants" factor, which receives the lowest rating, shows that it is not an impediment for the customer to play with strangers.

Figure 29. Which of the following would most likely be a reason for you to decide not to play football with strangers through an app?



We note that, of the possible situations related to our product that generates the greatest amount of distrust from customers is the fact that there may be cases of verbal or physical violence during the course of our games. It is certainly an issue that must be monitored and controlled closely in order to ensure quality on our product. We must also take into account the mistrust generated by "paying online", showing the customer that our payment service is secure, transparent and that it complies with all legal guarantees. Despite being a low percentage, it should be noted that 8.8% of people completely reject the possibility of signing up for a football game through a mobile application.

Respondents were asked about their time preferences for playing a football game, as well as the football fields where they usually play at. The results have not been surprising (see Annex 5), as 60.3% have a preferred time slot between 5pm and 9pm and 41.2% between 9pm and 11pm. As for the football fields, the most central fields have been the most chosen: Camp del Túria Tram III (33.8%), camp de futbol del riu Túria Tram II (30.9%), el camp del Pont de l'Exposició (12.7%), i el camp de Benimaclet (22.1%).

Finally, 54.4% of respondents were in favor of the idea of becoming a party organizer in exchange for playing for free, and 89.2% said they would go out for a few beers with those they just met playing a football game, a fact that greatly encourages our goal of creating a community on and off the field.

5.1.3.4 Analysis of the Football Fields of Valencia.

Installation Name	Location	Management Company	Availability	Prices (1h)	Description	How to Arrive	Contact Info	Number of uses and users (2018)
Camp de Futbol Serrans (Riu Túria Tram VI - right side)	Av. de Manuel de Falla Jardins del Turia Tram VI (Marge dret) - 46003 València. (District 5 - La Saïdia).	CD Serranos (Contract).	Mon - Thurs 10am-5pm and 10-11pm. Fri 10am-5pm and 8-11pm. Weekends depending on the league games.	X	1 Football 11 field (2 football 7 fields) Outdoor artificial turf. Natural park by the river, very central.	Tramvia: L4 (Pont de Fusta). Bus: 1 - 5 - 6 - 11-16 - 26 - 28 - 29 - 36 - 79 - 80 - 95 - N10. Little public parking.	Tel: 963 279 528 Email: cdserranosvalencia@gmail.com	121,784 1,171
Camp de Futbol Sports center Nazaret	Carrer de Fernando Morais de la Horra - 46024 València. (District 11 - Poblats Marítims).	Fundació Esportiva Municipal. (Direct).	Mon - Fri 8am-12am. Weekends 8am-10pm.	F7: 36.10€ (No light), 51.35€ (lt.) F11: 73.30€ (No light), 88€ (light). Futsal: 36.10€ (No light), 46.30€ (light)	1 Football 11 field (2 football 7 fields) Outdoor artificial turf. 2 Indoor soccer fields Outdoor with artificial turf. In front of the port.	Bus: 4 - 15 - 23 - 30 - 95 - N8. A lot of public parking.	Tel: 96 367 79 48 Email: polideportivonazaret@fdmvalencia.es	98,381
Camp de Futbol Sant Marcel·lí	Carrer de Pius IX, 8 - 46017 València. (District 9 - Jesús).	Escola Salgui EDE CDA San Marcelino (Contract).	Mon - Fri 9am-5pm. Weekends depending on the league games.	X	1 Football 11 field (2 Football 7 fields) Outdoor with artificial turf. 2 Football 7 fields Outdoor with artificial turf. Far from the center.	Metro: L1 - L2 - L7 (Sant Isidre) Bus: 9- 10 - 23 - 27 - 99 - N6. A good amount of public parking.	Tel: 96 358 03 43 96 377 05 32 Email: secretaria@clubcolegiosalgui.es sanmarcelino1958@gmail.com	65,520 630

Installation Name	Location	Management Company	Availability	Prices (1h)	Description	How to Arrive	Contact Info	Number of uses and users (2018)
Camp de Futbol Riu Túria Tram II	Av. de Manuel de Falla, 41, Jardí del Túria - 46035 València. (District 4 - Campanar).	CD Futbol Rumbo (Contract).	Mon - Thurs 9am-5pm. Fri 9am-7pm. Weekends 1-10pm depending on the league games.	X	1 Football 11 field (2 Football 7 fields) Outdoor with artificial turf. Natural park by the river, very central.	Metro: L1 - L2 (Túria) / L3 - L5 - L9 (Nou d'Octubre). Bus: 7 - 29 - 67 - 73 - 89 - 90 - 95 - 99 - N4 - N89 - N90. Little public parking. 	Tel: 96 359 99 67 / 60 221 03 61 Email: secretaria@cdrumbo.com	60,528 582
Camp de Futbol Quatre Carreres	Carrer d'Àngel Villena, s/n, - 46013 València. (District 10 - Quatre Carreres)	CP Les Abelles (Grant).	Mon - Fri 9am-10pm. Weekends from 8am-8:30pm.	X	2 Football 11 fields (4 Football 7 fields) Outdoor with artificial turf. Very close to the Ciutat de les Arts i les Ciències.	Metro Orbital. Bus: 6 - 7 - 13 - 14 - 18 - 23 - 35 - 99 - N7 - N9. A very good amount of public parking. 	Tel: 96 373 76 61 96 337 54 71 Email: recepcion@polideportivoqc.com	58,552 563
Camp de Futbol Tres Creus	Carrer Campos Crespo, 58 - 46014, València. (District 9 - Jesús).	Deportivo La Rambleta C.F. (Contract).	Mon all day. Tues - Fri 10am-5pm. Sat 3-10pm. Sun 3-9pm.	X	1 Football 11 field (2 Football 7 fields) Outdoor with artificial turf. Far from the center, very close to the camp de Sant Marcel·lí.	Metro: L1 - L2 - L7 (San Isidre). Bus: 9 - 10 - 23 - 72 - 73 - 99 - N5 - N6. A very good amount of public parking. 	Tel: 655 24 98 52 96 377 27 78 Email: secretaria@deportivolarambleta.es	52,832 508

Installation Name	Location	Management Company	Availability	Prices (1h)	Description	How to Arrive	Contact Info	Number of uses and users (2018)
Camp de Futbol Pont de l'Exposició (Riu Túria Tram VIII)	Passeig de la Ciutadella, 11 - 46003 València. Jardí del Túria (Tram VIII). Sota el Pont de l'Exposició 7083. (District 6 - el Pla del Real).	CEF Deportes Júcar Ciutat de València. (Contract).	X	X	1 Football 11 field (2 Football 7 fields) Outdoor with artificial turf. Natural park, right in front of the Pont de l'Exposició and very close to the Camp de Mestalla del València CF. Very central.	Metro L3 - L5 - L7 - L9 (Alameda). Bus 1 - 2 - 3 - 4 - 5 - 6 - 9 - 10 - 11 - 13 - 16 - 25 - 26 - 28 - 31 - 32 - 47 - 70 - 71 - 79 - 80 - 81 - 95 - N1 - N2 - N8 - N10. Little public parking. 	Tel: 96 330 18 30 646 11 84 90	52,104 501
Camp de Futbol Dr. Lluch	Carrer del Dr. Lluch, 60 - 46011 València. (District 11 - Poblats Marítims).	Unión Deportiva Marítimo-Cabanyal and CF Femenino Marítim. (Grant).	Mon - Fri 9-6pm. Sun 3-9pm.	X	1 Football 11 field (2 Football 7 fields) Outdoor with artificial turf. Next to the beach.	Metro: L4 - L6 (Dr. Lluch). Bus: 1 - 2 - 19 - 20 - 23 - 31 - 32 - 41 - 81 - 99 - N1 - N9. Public parking. 	Tel: 627 88 43 52 645 24 89 75 Email: campodoctorlluch@gmail.com	51,376 494
Camp de Futbol Orriols (Torre Levante)	Carrer de l'Arquitecte Tolsà - 46019 València. (District 15 - Rascanya).	CF Torrelevante (Subsidiary team to Levante UD). (Contract).	Mon 9am-6pm and 9pm-12:30am. Tues - Wed 9am-5pm and 9pm-12:30am. Thurs 9am-4pm Fri 9am-4pm and 10pm-12:30am. Sun 2-4pm and 7pm-12:30am.	X	1 Football 11 field (2 Football 7 fields) Outdoor with artificial turf. Poor communication. Located on the outskirts.	Metro: L3 - L9 (Machado). Tramvia: L6 (Alfauir). Bus: 11 - 12 - 70 - 89 - N2 - N89. Little public parking. 	Tel: 652 537 457 Email: c.parrilla@cftlo.com	47,944 461

Installation Name	Location	Management Company	Availability	Prices (1h)	Description	How to Arrive	Contact Info	Number of uses and users (2018)
Camp de Futbol Pont de Fusta (Riu Túria Tram VI - marge esquerra)	Carrer de la Trinitat, 103 - 46010 València. (District 5 - La Saïdia).	Atlético del Turia and CF Collvert. (Contract).	Mon - Thurs 9am-5pm. Fri 1-6pm and 10pm-12:30am. Sun 1-4pm.	X	1 Football 11 field (2 Football 7 fields) Outdoor with artificial turf. Natural park, right next to the camp de Serrans (right side).	Tramvia: L4 (Pont de Fusta). Bus: 1 - 5 - 6 - 11-16 - 26 - 28 - 29 - 36 - 79 - 80 - 95 - N10. Little public parking. 	Tel: 652 56 45 98 Email: administracion@atleticodelturiacf.com	47,736 459
Camp de Futbol Marxalenes	Carrer de Sant Pançaç, 29 - 46009 València. (District 5 - La Saïdia).	C. Parreta C.F. and C.C.P. Marchalenes (Contract).	Mon 9am-8pm. Tues and Thurs 9am-6pm. Wed and Fri 9am-4pm. Sat 3-5pm. Sun 4pm-12:30am.	X	1 Football 11 field (2 Football 7 fields) Outdoor with artificial turf. It is located in an area full of schools. In close proximity to the camp del Pont de Fusta.	Tramvia: L4 (Marxalenes). Bus: 6 - 16 - 26 - 28 - 29 - 60 - 64 - 89 - 90 - N10 - N89 - N90. A very good amount of public parking. 	Tel: 65 599 30 01	47,008 452
Camp de Futbol del Túria (Riu Túria Tram III)	Av. de Tirso de Molina, 18 - 46035 València. (District 3 - Extramurs).	Fundació Esportiva Municipal. (Direct).	Mon, Wed, Thurs and Fri 1-5pm. Tues 10am-6pm. Sat 3-5pm. Sun 3-9pm.	F7: 36.10€ (No light), 51.35€ (light).	1 Football 7 field Outdoor with artificial turf. Natural park by the river, very central. Near the camp de futbol del Tram II (CD Rumbo).	Metro: L1 - L2 (Túria). Bus: 2 - 29 - 60 - 62 - 63 - 64 - 67 - 73 - 79 - 80 - 89 - 90 - 95 - 99 - N3 - N4 - N89 - N90. Little public parking. 	Tel: 96 348 50 00	46,087

Installation Name	Location	Management Company	Availability	Prices (1h)	Description	How to Arrive	Contact Info	Number of uses and users (2018)
Beteró Sports Center	Carrer Campillo de Altobuey, 1 - 46022 València. (District 13- Algirós).	Federació d'Hoquei Comunitat Valenciana (Direct).	Mon - Fri 8am-12am. Sat - Sun 8am-10pm.	F7: 50.30€ (No light), 64.60€ (light).	2 Football 7 fields Outdoor with artificial turf. Very close to the camps de Dr. Lluch and Malvarrosa.	Tramvia: L4 - L6 (Tarongers). Bus: 1 - 2 - 19 - 29 - 30 - 31 - 32 - 40 - 81 - 99 - N1. A lot of public parking. P	Tel: 96 338 90 86 Email: poliesportiu@fhcv.es	44,788
Camp de Futbol Beniferri	Carrer Favarella, 18 - 46035 València. (District 18 - Poblats del Oest).	Club de Fútbol Escuelas San José Colegio Alemán. (Contract).	Mon - Wed 9am-5pm. Thurs and Fri 9am-6pm. Sun 3-8pm.	X	1 Football 11 field (2 Football 7 fields) Outdoor with artificial turf. Far from the center, humble District.	Metro: L1 - L2 (Beniferri). Bus: 62 - 67 - 99 - N3. A good amount of public parking. P	Tel: 96 346 24 55 Email: info@cfsanjose.com	38,584 371
Camp de Futbol Torrefiel	Camino de Moncada, 92 - València. (District 15 - Rascanya).	Torrefiel Athletic Club Esportiu, Club Valencia Féminas. (Contract).	Mon and Tues 9am-5:30pm and 9pm-12:30am. Thurs 9am-5:30pm and 8:30-10pm. Wed and Fri 9am-4pm and 10pm-12:30am. Sat 2-6pm and 9pm-12:30am. Sun 2-5pm and 7pm-12:30am.	X	1 Football 11 field Outdoor with artificial turf. Poor communication. Far from the center.	Tramvia: L4 (Trànsits). Bus: 6 - 12 - 26 - 60 - 64 - 89 - N10 - N89 - N90. A lot of public parking. P	Tel: 61 061 05 58 Email: info@torrefielace.es	37,128 357

Installation Name	Location	Management Company	Availability	Prices (1h)	Description	How to Arrive	Contact Info	Number of uses and users (2018)
Camp de Futbol Malilla	Carrer Joaquin Benloch, 61 - 46026 València. (District 10 - Quatre Carreres).	CD Malilla. (Contract).	Sat 2-5pm and 7-9pm. Sun 3-7pm.	X	1 Football 11 field (2 Football 7 fields) Outdoor with artificial turf. Poor communication.	Bus: 6 - 7 - 8 - 18 - 23 - N7. A good amount of public parking. 	Tel: 962 11 04 06 Email: info@clubdeportivomalilla.es	32,656 314
Camp de Futbol Malvarrosa	Carrer del Beat Joan Grande, 14 - 46011 València. (District 11 - Poblats Marítims).	Club Futbol Malva-rosa and Club Futbol Els Impossibles Llevant. (Contract).	Mon - Wed 10am-5pm and 8-11pm. Fri 10am-5pm. Sat 3-5pm and 8-10pm. Sun 2-5pm and 8-10pm.	X	1 Football 11 field (2 Football 7 fields) Outdoor with artificial turf. One of the oldest in the city. Next to the beach. Near the camp Dr. Lluch.	Tramvia: L4, L6 (La Cadena), L5 (Grau). Bus: 1 - 2 - 19 - 20 - 23 - 29 - 31 - 32 - N1. A good amount of public parking. 	Tel: 615 98 36 03 66 564 02 18 Email: pedviallo@hotmail.es	31,928 307
Benimaclet Sports Center	Carrer Daniel Balaciart, s/n - 46020 València. (District 14 - Benimaclet).	Fundació Esportiva Municipal. (Direct).	Mon - Fri 8am-12:30am. Sat - Sun 8am-10pm.	F7: 36.10€ (No light), 51.35€ (light). Futsal: 36.10€ (No light), 46.30€ (light).	1 Football 7 field Outdoor with artificial turf. 1 Futsal field Indoor with parquet. Very central, next to the university area and the estadi de Mestalla de València CF.	Metro: L3 - L9 (Facultats). Tramvia: L4-L6 (Vicente Zaragozá). Bus: 10 - 12 - 18 - 29 - 30 - 31 - 41 - 70 - 71 - 79 - 80 - 81 - 89 - 90 -N2 - N89 - N90. Little public parking. 	Tel: 96 361 20 03	30,024

Installation Name	Location	Management Company	Availability	Prices (1h)	Description	How to Arrive	Contact Info	Number of uses and users (2018)
Camp de Futbol Pinedo	Travessia de Pinedo al Mar, 67 - 46012 València. (District 19 - Pobles del Sud).	CD Apolo Pinedo. (Contract).	Mon - Thurs 10am-5pm. Fri 10am-7pm. Sun - Occasional	X	1 Football 11 field (2 Football 7 fields) Outdoor with artificial turf. The field has recently been inaugurated, the turf is in like-new condition. By the end of the river, right next to the beach. Poor communication.	Bus: 14 - 15 - 25. A good amount of public parking. P	Tel: 67 869 89 53 61 632 16 11 62 699 49 81 Email: direcciondeportiva@cdapolo.es apolopin@hotmail.com	29,952 288
Camp de Futbol Benicalap	Carrer Francisco Morote Greus, s/n - 46025 València. (District 16 - Benicalap).	Fundació Esportiva Municipal. (Direct). CF UD Benicalap.	Mon - Fri 9:30am-1:30pm and 4:30-5:30. Sat and Sun 8:00am-10:30pm depending on the leagues; hours of preference from 12pm-4pm.	X	1 Football 11 field (2 Football 7 fields) Outdoor with artificial turf. Integrated in to the parc de Benicalap. It is the only football field in the district.	Tramvia: L4 (Palau de Congressos). Metro: L1 - L2 (Empalme). Bus: 12 - 26 - 28 - 62 - 63 - 99 - N3 - N10. A good amount of public parking. P	Tel: 96 347 00 34 67 262 24 77 Email: secretariaudbenicalap@gmail.com	20,878

Installation Name	Location	Management Company	Availability	Prices (1h)	Description	How to Arrive	Contact Info	Number of uses and users (2018)
Camp de Futbol Benimàmet	Carrer de San Josep, s/n - 46035 València. (District 18 - Poblats del Oest).	Escuela de Fútbol Benimàmet Club de Fútbol. (Contract).	Mon - Fri 10am-5pm and 8pm-12am. Sat and Sun 1-9pm.	F7: 36.10€ (No light), 51.35€ (light).	1 Football 7 field Outdoor with artificial turf. A very old football field, the condition of the grass is quite precarious. Very humble neighborhood located on the outskirts.	Metro: L2 (Les Carolines/Fira). Bus: 62- N3. A lot of public parking. P	Tel: 65 173 06 65 66 626 01 30 Email: mvortega@hotmail.com	8,840 85
Camp de Futbol Municipal La Light	Carrer Vint-i-cinc d'abril, 1A - 46950 Xirivella, València. (District 7 - l'Olivereta).	Fundació Esportiva Municipal. (Direct).	Mon - Sun 2-7pm.	X	1 Football 11 field (2 Football 7 fields) Outdoor with artificial turf. Poor communication. Located on the outskirts.	Bus: 71. A good amount of public parking available. P	Tel: 60 802 93 87	X

Installation Name	Location	Management Company	Availability	Prices (1h)	Description	How to Arrive	Contact Info	Number of uses and users (2018)
Camp de Futbol del Esportiu Don Bosco València	Avinguda de la Plata, 10, 46013 València. (District 10 - Quatre Carreres)	Escola San Joan Bosco - Salesians de València. (Direct).	X	X	1 Football 11 field (2 Football 7 fields) Outdoor with artificial turf. It is part of the school's facilities and is very close to the camp Quatre Carreres.	Bus: 6 - 7 - 18 - N7. A good amount of public parking available. 	Tel: 96 322 53 92 93 419 68 79 Email: cddonboscovalencia@hotmail.com secretaria@clubfutboldonbosco.com	Private
Camp de Futbol Universitat de València (UV Campus de Blasco Ibáñez)	Av. Menéndez Pelai 19 - 46010 València. (District 6 - el Pla del Real).	Universitat de València (UV). (Direct).	Mon - Fri 9am-11:30pm. Sat 9am-9pm. Sun 9am-2pm.	F11: 50€ / 65€ (light). F7: 30€ / 38€ (light). Futsal: 20€ / 28€ (light).	1 Football 11 field (2 Football 7 fields) Outdoor with artificial turf. University sports facilities. Very central, in the middle of the university area. Close to the Camp de Benimaclet and the estadi de Mestalla del València CF.	Metro: L3 - L9 (Facultats). Bus: 10 - 12 - 79 - 82 - 89 - 90 - 98 - N2 - N89 - N90. Little public parking. 	Tel: 96 398 32 36 Email: servicio.educacio.fisica@uv.es	Private



Figure 30. Location of the football fields on the map of the city of Valencia. (Source: Own elaboration).

Below is an analysis of various football fields that, although not located within the city of Valencia, are of great interest due to their immediate proximity to the city, their strategic location and the state of their facilities.

Installation Name	Location	Management Company	Availability	Prices (1h)	Description	How to Arrive	Contact Info	Number of uses and users (2018)
FutbolCity Football Complex	Carrer del Polideportivo, 2 - 46470 Massanasa, València. Poble de Massanasa.	FutbolCity. (Direct).	Mon - Fri 9am-12:30am. Sat 9am-9pm. Sun 9am-3pm.	F7: 8-17h: 30€ 17-22h: 60€ F5: 8-17h: 20€ 17-22h: 50€	3 Football 7 fields Outdoor with artificial turf. 2 Football 5 fields Outdoor with artificial turf. Outside the city. Next to IKEA.	Tren: C1 - C2 (Massanasa). A lot of public parking available. P	Tel: 96 113 03 50 Email: info@futbolcity.net	Private
Camp de Futbol Les Oliveres	Carrer del General Prim, s/n - 46100 Burjassot, València. Poble de Burjassot.	Ajuntament de Burjassot. (Direct).	Mon - Thurs 9am-5pm and 9pm-12:30am. Sat Free. Sat and Sun 3-10pm.	X	1 Football 7 field Outdoor with artificial turf. Close to university area and campuses.	Tramvia: L4 (Sant Joan). Metro: L2 (Canterería). Bus: Facultats. Parking at Burjassot Sports Center. P	Tel: 963 16 05 00	X
Camp de Futbol La Patacona	Camí nº 21, 3 - 46120 Alboraya, València. Poble d'Alboraya.	Patacona CF (Contract).	X	X	1 Football 11 field (2 Football 7 fields) Outdoor with artificial turf. Next to the beach, at the northern end of Valencia, outside the city. Little communication.	Bus: 31. A good amount of public parking available. P	Tel: 67 426 53 12 Email: dirección.deportiva@pataconacf.com	X

Installation Name	Location	Management Company	Availability	Prices (1h)	Description	How to Arrive	Contact Info	Number of uses and users (2018)
Camp de Futbol Alboraya	Carrer Tavernes Blanques, s/n - 46120 Alboraya, València. Poble d'Alboraya.	Alboraya UD. (Contract).	Mon - Wed 1-6pm and 9-11pm. Thurs 1-5pm and 10-11pm. Fri 1-6pm and 10-11pm. Sat 3-5pm. Sun 1-4pm.	X	1 Football 11 field (2 Football 7 fields) Outdoor with artificial turf. 2 Football 7 fields. Outdoor with artificial turf. 1 Futsal field Indoor with parquet.	Metro: L3 - L9 (Alboraya - Peris Aragó). A lot of public parking available. 	Tel: 961 85 00 05 Email: info@alborayaud.com	X

Next we will look at the exact location of each field on the map of Valencia, as well as the latitude and longitude of each football field to be able to locate it in the map and obtain the routes to arrive there. It also shows the services available at each facility (bar, changing rooms and showers, bleachers, gym, etc.), the number of football clubs that use the facility to get a rough idea of the demand and the frequency of use of each field, and finally, an overall rating of those who utilize the installation, extracted through reviews published on Google. All ratings and comments are public. This indicator gives us an idea of the quality and condition of the installation and the perception that its users have of it. It will be interesting to later relate the assessments of each football field to the economic and demographic characteristics of its relevant locations (districts).

Annex 6 will show the images of each of the football fields we have analyzed, divided according to location in each district.

Camp de Futbol Benicalap
 -Latitude: 39.496840
 -Longitude: -0.395049
 -Services: Sports center, public pool, changing rooms and bar
 -Average Rating: **4.0**
 -Football clubs that play here: CF UE Benicalap

Camp de Futbol Marxalenes
 -Latitude: 39.488324
 -Longitude: -0.382040
 -Services: Sports center
 -Average Rating: **4.1**
 -Football clubs that play here: Històrics València, CF Parreta and C.C.P Marxalenes

Camp de Futbol Torrefiel
 -Latitude: 39.494839,
 -Longitude: -0.381075
 -Services: Bar amb terrassa
 -Average Rating: **4.3**
 -Football clubs that play here: Torrefiel ACE and Club València Fèminas

Camp de Futbol d'Orriols
 -Latitude: 39.491482
 -Longitude: -0.364052
 -Services: Changing rooms, covered bleachers and bar
 -Average Rating: **3.9**
 -Football clubs that play here: CF Torre Levante

Camp de Futbol Benimaclet
 -Latitude: 39.480541
 -Longitude: -0.354423
 -Services: Sports center, pool and changing rooms.
 -Average Rating: **4.0**
 -Football clubs that play here: Sporting Benimaclet

Camp de Futbol Universitat de València (Campus Blasco Ibàñez)
 -Latitude: 39.480341
 -Longitude: -0.359800
 -Services: Sports center and changing rooms
 -Average Rating: **4.3**
 -Football clubs that play here: None

Camp de Futbol Benimàmet
 -Latitude: 39.498461
 -Longitude: -0.427175
 -Services: Sports center, changing rooms, pool and bar
 -Average Rating: **4.0**
 -Football clubs that play here: CF Benimàmet

Beteró Sports Center
 -Latitude: 39.476102
 -Longitude: -0.337088
 -Services: Sports center, changing rooms and bar
 -Average Rating: **4.0**
 -Football clubs that play here: None, fields mainly used for grass hockey.

Camp de Futbol Beniferri
 -Latitude: 39.493228
 -Longitude: -0.407677
 -Services: Changing rooms, bar
 -Average Rating: **3.9**
 -Football clubs that play here: CF San José

Camp de Futbol Malvarrosa
 -Latitude: 39.477001
 -Longitude: -0.329058
 -Services: Changing rooms and bar
 -Average Rating: **3.8**
 -Football clubs that play here: CF Malvarrosa and CF Los

Camp de Futbol Municipal La Light
 -Latitude: 39.496822
 -Longitude: -0.395064
 -Services: Changing rooms, bar
 -Average Rating: **3.7**
 -Football clubs that play here: CF At. Barri La Light

Camp de Futbol Dr. Lluch
 -Latitude: 39.469990
 -Longitude: -0.327338
 -Services: Changing rooms and bar
 -Average Rating: **4.0**
 -Football clubs that play here: UE Maritim-Cabanyal and CF Femení Marítim

Camp de Futbol Tres Creus
 -Latitude: 39.452036
 -Longitude: -0.399978
 -Services: Changing rooms and bar
 -Average Rating: **3.9**
 -Football clubs that play here: CD Zafranar and Esportiu La

Nazaret Sports Center
 -Latitude: 39.450891
 -Longitude: -0.330778
 -Services: Sports center, pool, changing rooms and bar
 -Average Rating: **4.1**
 -Football clubs that play here: ASOC C.I.D At. Nazaret



Camp de Futbol Sant Marcel·lí
 -Latitude: 39.443838
 -Longitude: -0.395869
 -Services: Changing rooms, bleachers, 2 bars and terraces
 -Average Rating: **4.0**
 -Football clubs that play here: CDA San Marcel·lí and Club Escola Salgui EDE

Camp de Futbol Malilla
 -Latitude: 39.450921
 -Longitude: -0.373897
 -Services: Changing rooms, bleachers and bar
 -Average Rating: **4.1**
 -Football clubs that play here: CD Malilla

Camp de Futbol del Esportiu Don Bosco Ciutat de València
 -Latitude: 39.452674
 -Longitude: -0.369057
 -Services: Changing rooms
 -Average Rating: **4.0**
 -Football clubs that play here: CD Don Bosco Ciutat de València

Camp de Futbol Quatre Carreres
 -Latitude: 39.452038
 -Longitude: -0.361747
 -Services: Sports center, changing rooms and bar
 -Average Rating: **4.2**
 -Football clubs that play here: Competitor company Futbol Live

Camp de Futbol Pinedo
 -Latitude: 39.422448
 -Longitude: -0.336026
 -Services: Changing rooms and bar
 -Average Rating: **3.9**
 -Football clubs that play here: CD Apolo Pinedo

Camp de Futbol Pont de Fusta (Riu Túria Tram VI- left side)

-Latitude: 39.480540
-Longitude: -0.374440
-Services: Changing rooms and bar
-Average Rating: 3.8
-Football clubs that play here: CF Collvert i FC At. del Túria

Camp de Futbol Serrans (Riu Túria Tram VI- right side)

-Latitude: 39.479032
-Longitude: -0.373426
-Services: Changing rooms and bar
-Average Rating: 4.1
-Football clubs that play here: CD Serrans

Camp de Futbol Pont de l'Exposició (Riu Túria Tram VIII)

-Latitude: 39.473563
-Longitude: -0.366957
-Services: Changing rooms and bar
-Average Rating: 4.2
-Football clubs that play here: CEF Deportes Júcar

Camp de Futbol del Túria (Riu Túria Tram III)

-Latitude: 39.476288
-Longitude: -0.394896
-Services: Changing rooms and bleachers
-Average Rating: 4.1
-Football clubs that play here: None

Camp de Futbol Riu Túria Tram II

-Latitude: 39.475144
-Longitude: -0.399742
-Services: Changing rooms
-Average Rating: 3.8
-Football clubs that play here: CD El Rumbo

Camp de Futbol Les Oliveres

-Latitude: 39.506050
-Longitude: -0.414651
-Services: Changing rooms
-Average Rating: 3.7
-Football clubs that play here: CF Los Silos and Escola Municipal de Futbol

Camp de Futbol Alboraya

-Latitude: 39.500053
-Longitude: -0.356200
-Services: Changing rooms, bar and bleachers
-Average Rating: 3.7
-Football clubs that play here: UE Alboraya

Camp de Futbol La Patacona

-Latitude: 39.487859
-Longitude: -0.330031
-Services: Changing rooms
-Average Rating: 3.9
-Football clubs that play here: CF Patacona

Futbolcity Football Complex

-Latitude: 39.412242
-Longitude: -0.390828
-Services: Changing rooms, bar and sports center
-Average Rating: 4.0
-Football clubs that play here: Futbolcity leagues



Below we indicate the number of football fields in each district and the population density and family income available in each of them.

District in València	Number of Football Fields	Name of the Installations	Population Density (2019)	Disposable household Income
1. Ciutat Vella	0		16.019 (hab/km ²)	30.738 €
2. l'Eixample	0		24.589 (hab/km ²)	35.547 €
3. Extramurs	1	Camp de Futbol del Túria (Riu Túria Tram III).	24.658 (hab/km ²)	25.748 €
4. Campanar	1	Camp de Futbol Riu Túria Tram II.	7.320 (hab/km ²)	22.221 €
5. La Saïdia	3	Camp de Futbol Serrans (Riu Túria Tram VI - right side). Camp de Futbol Pont de Fusta (Riu Túria Tram VI - left side). Camp de Futbol Marxalenes.	24.225 (hab/km ²)	21.148 €
6. Pla del Real	2	Camp de Futbol Pont de l'Exposició (Riu Túria Tram VIII). Camp de Futbol Universitat de València (UV Campus de Blasco Ibáñez).	18.038 (hab/km ²)	28.903€ €
7. l'Olivereta	1	Camp de Futbol Municipal La Llum.	24.412 (hab/km ²)	20.643 €
8. Patraix	0		20.115 (hab/km ²)	24.545 €
9. Jesús	2	Camp de Futbol Sant Marcel·lí. Camp de Futbol Tres Creus.	17.631 (hab/km ²)	20.568 €
10. Quatre Carreres	3	Camp de Futbol Quatre Carreres. Camp de Futbol Malilla. Camp de Futbol del Esportiu Don Bosco València.	6.527 (hab/km ²)	20.803 €
11. Poblat Marítims	3	Camp de Futbol Dr. Lluch. Camp de Futbol Malvarrosa. Nazaret Sports Center.	14.078 (hab/km ²)	19.613 €
12. Camins al Grau	0		27.649 (hab/km ²)	22.805 €
13. Algirós	1	Beteró Sports Center.	12.406 (hab/km ²)	25.352 €
14. Benimaclet	1	Benimaclet Sports Center.	18.288 (hab/km ²)	23.905 €
15. Rascanya	2	Camp de Futbol Orriols (Torre Levante). Camp de Futbol Torrefiel.	20.379 (hab/km ²)	20.261 €
16. Benicalap	1	Camp de Futbol Benicalap.	21.075 (hab/km ²)	20.030 €
17. Pobles del Nord			432 (hab/km ²)	22.796 €
18. Pobles de l'Oest	2	Camp de Futbol Beniferri. Camp de Futbol Benimàmet.	7.154 (hab/km ²)	20.760 €
19. Pobles del Sud.	1	Camp de Futbol Pinedo.	637 (hab/km ²)	22.277 €

Now we will visually analyze on a more detailed and specific level population distribution and family income available in each neighborhood and district, also showing the location of the football fields mentioned above on the map. The visual representation allows us to see which football fields are located in more advantageous areas and what are the characteristics of the district and neighborhood where each one is located.

In the following maps we can make observations about the distribution of the fields in Valencia, divided by its 19 districts, and the respective neighborhoods of each one. In the first map we differentiate the population density within each district, while in the second map the population density is shown by neighborhood.

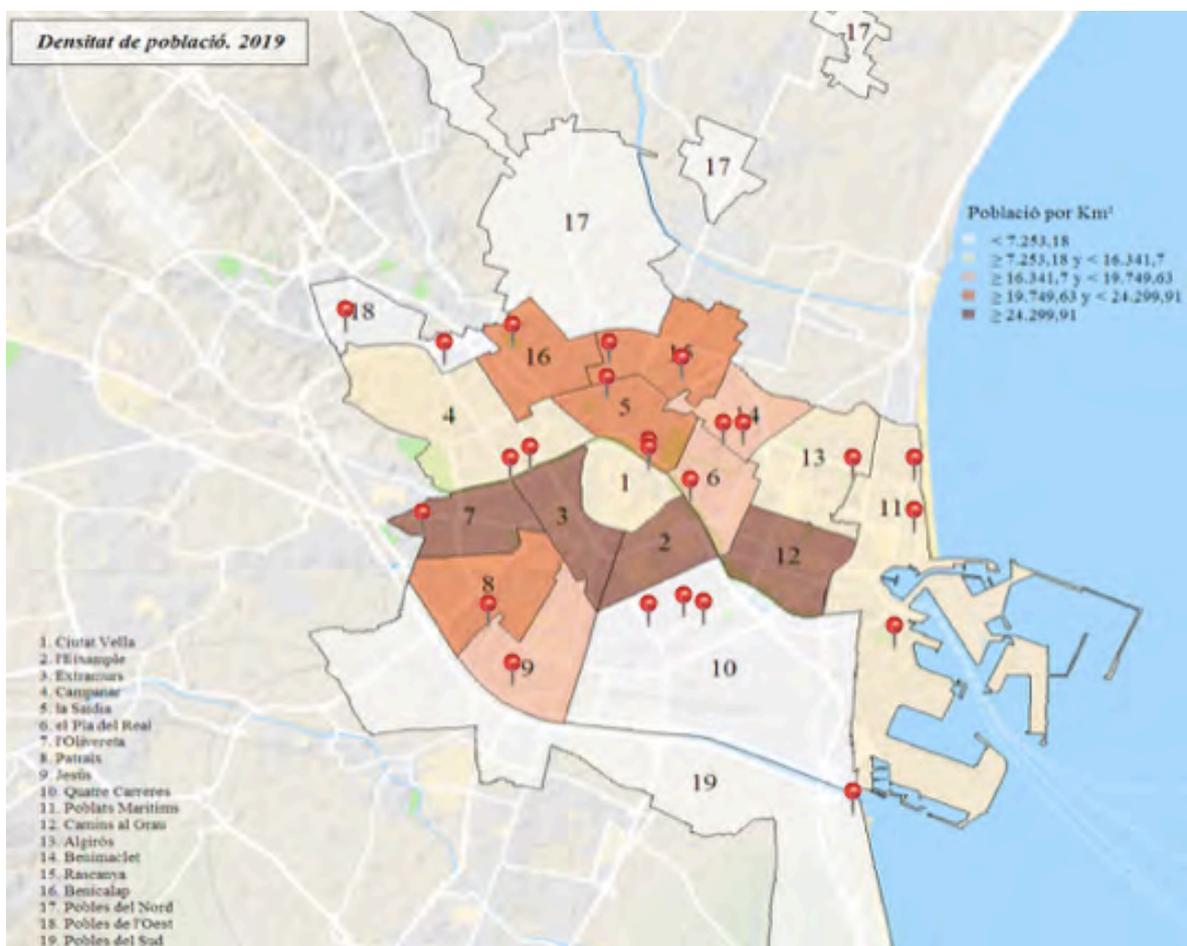


Figure 31. Location of the football fields in the city of Valencia according to the population density in each district. (Source: Own elaboration using the Padró Municipal d'Habitants 01-01-2019 (1.4 Mapa 1) de l'Oficina d'Estadística, Ajuntament de València).

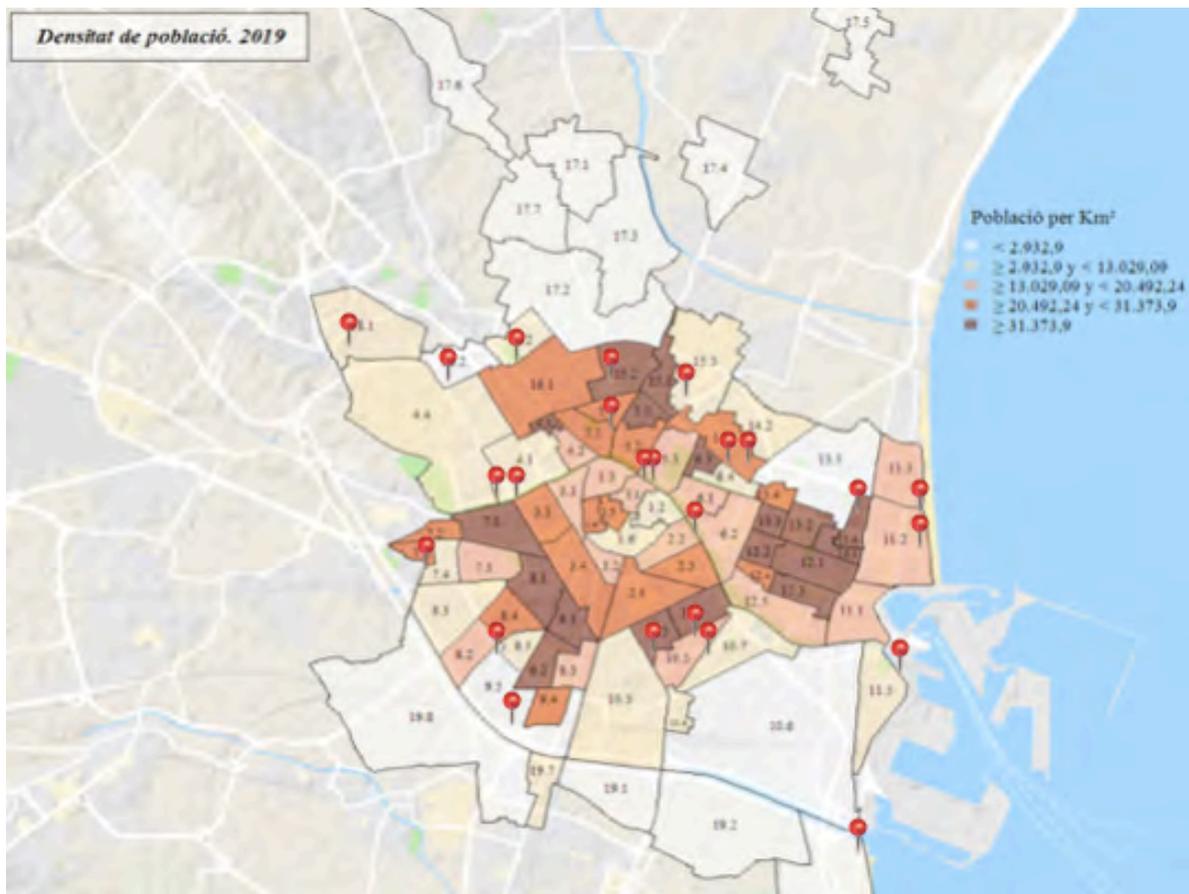
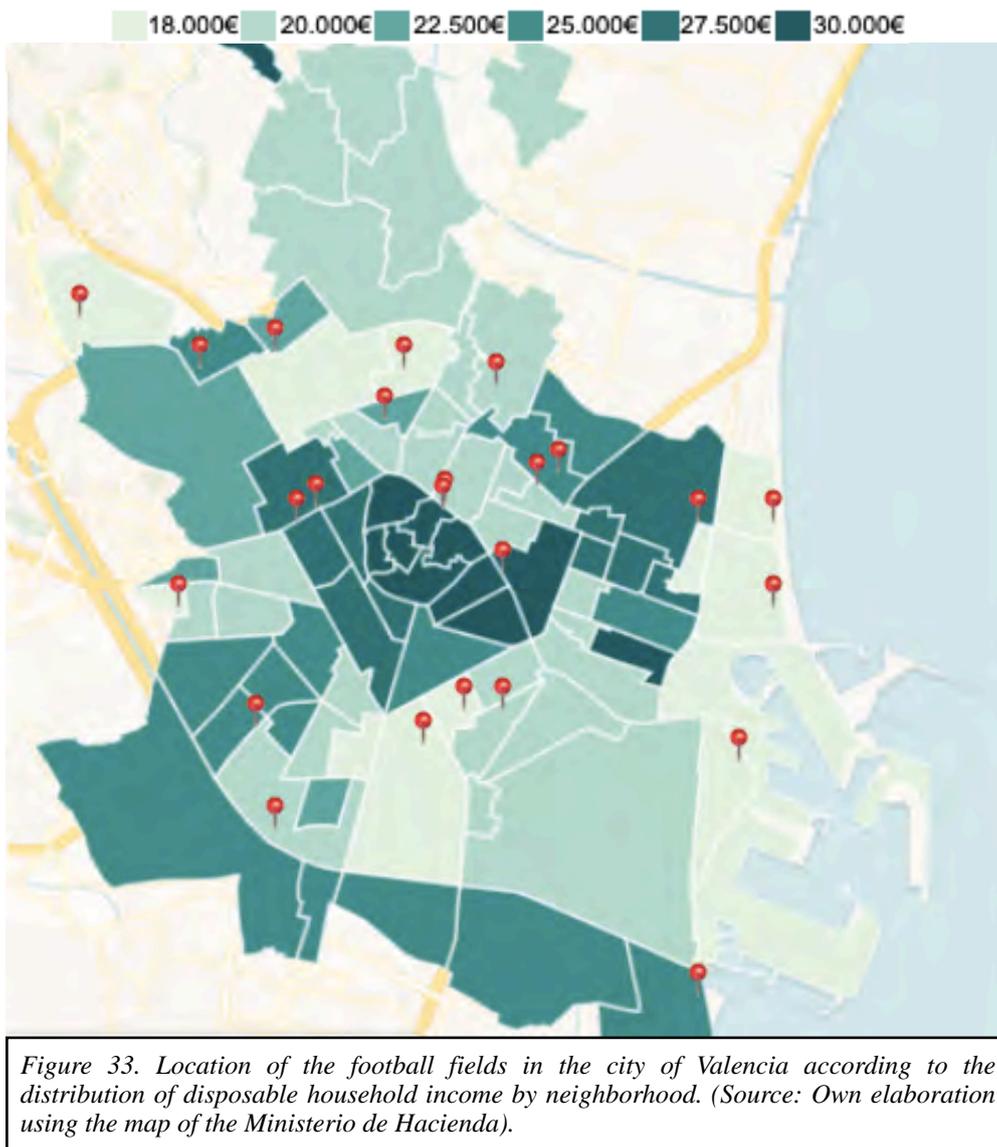


Figure 32. Location of the football fields in the city of Valencia according to the population density in each neighborhood. (Source: Own elaboration using the Padró Municipal d'Habitants 01-01-2019 (1.4 Mapa 2) de l'Oficina d'Estadística, Ajuntament de València).

As we can see, the fields located in the areas where the population density is highest are: the football fields of the River Túria Trams II (4) and III (3.3), the field Municipal de la LLum (7.5), the Torrefiel field (15.2), the football field of the Beteró sports center (13), the Marxalenes field (5) and the Quatre Carreras football field (10.7) or Manila (10.5) due to its strategic position near areas of high population density without nearby sports facilities. For the same reason, the Tres Creus football field (9) should be taken into account to reinforce the southwest part of the city, given the proximity of its location to densely populated neighborhoods and the remoteness of other sports facilities. The districts of Camins al Grau (12) and Algirós (13) are very important areas due to their high population density and the lack of sports facilities.

Below we can see the map showing the level of disposable household income available by neighborhood and district along with the location of the football fields.



In this map we see that the distribution of disposable family income does not quite game the population density. Here we see how the neighborhoods with a higher income are concentrated in the city center, mainly in the districts of Ciutat Vella (1), Eixample (2) and Pla del Real (6), districts precisely with low population densities. Focusing exclusively on the distribution of income, the fields of most interest to us would be those in the city center, which are the football field of Serrans (5), the camp del pont de fusta (5) and the field del pont de l'exposició (6).

Interestingly, once again we find the field of Tres Creus (9) within an area of influence, due to disposable household income and the field's proximity to densely populated neighborhoods, despite not being within the actual neighborhood vicinity. In these nearby neighborhoods we find a high population density with a level of income similar to the average income within the city.

In conclusion, if we make a comparison between districts and neighborhoods with higher population density and higher disposable household income, we can deduce which football fields have a better strategic location in order to attain more quality customers.

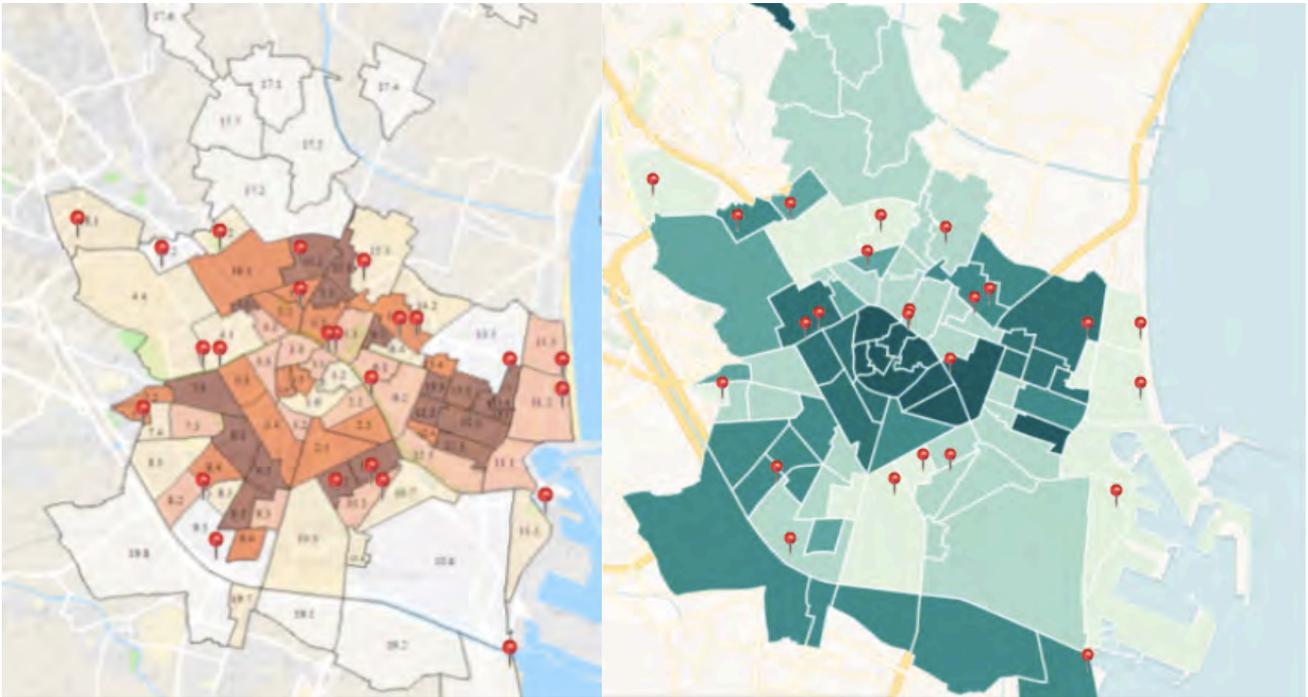


Figure 34. Comparison of football field locations in the city of Valencia according to population density (left) and distribution of disposable household income (right) by neighborhood. (Source: Own elaboration.)

The football fields of the River Túria Trams II (4) and III (3.3), the field of the Beteró sports center (13), the field of the Pont de l'Exposició (6) and the field of Tres Creus (9) are the most suitable fields to get the business up and running, given their location. The fields of the Beteró sports center and the River Túria Tram III are almost certain bets given the availability of hours and the affordable prices. While the Tres Creus field seems to have quite a few free hours, the other two have high demand and few free hours in terms of afternoons and weekends, and we don't have an exact price.

After seeing which fields could be more suitable according to the characteristics of each facility and the locations analyzed up to this point, we can proceed to detail below the football fields chosen to start negotiating and offering our product:

Field Name	District	Advantages
Camp de Futbol del Túria (Riu Túria Tram III)	3. Extramurs	Strategic location, very central and availability of hours. Chosen by clients.
Camp de Futbol Riu Túria Tram II	4. Campanar	Strategic location. Chosen by clients.
Camp de Futbol Pont de l'Exposició (Riu Túria Tram VIII)	6. Pla del Real	Strategic location. Close to University residences and sports bars. Chosen by clients.
Camp de Futbol Universitat de València (UV Campus de Blasco Ibáñez)	6. Pla del Real	Close to the center, availability of hours, quality facilities, affordable prices.
Camp de Futbol Tres Creus	9. Jesús	Strategic location and schedule availability.
Camp de Futbol Quatre Carreres	10. Quatre Carreres	They have many quality facilities and have availability of hours. Its location is strategic to boost demand in the south of the city.
Nazaret Sports Center	11. Poblats Marítims	Affordable prices and important location, as it can meet the demand of the inhabitants of the Poblats Marítims district. It is located right in front of the seaport.
Beteró Sports Center	13. Algirós	Prime location and availability of hours.
Benimaclet Sports Center	14. Benimaclet	Good location, easily accessible by public transportation, availability of hours and affordable prices. Close to universities. Chosen by clients.
Camp de Futbol Torrefiel	15. Rascanya	Availability of hours, one of the most popular fields in the city, and the location we plan to offer for the northern neighborhoods.
Camp de Futbol Benimàmet	18. Pobles del Oest	Good prices and availability of hours. It boosts supply in the northwestern part of the city.
Camp de Futbol Pinedo	19. Pobles del Sud	Its location plays a very important role, as it is the only football field in the south of Valencia (Pobles del sud) after crossing the River Túria, and is located right in front of the beach, which gives it added value, especially during the good weather season. The field has been recently renovated.

5.1.4 ENTREPRENEURIAL SWOT ANALYSIS.

SWOT analysis is a method used to analyze the Strengths, Weaknesses, Opportunities and Threats of an idea or company to judge its feasibility. The Entrepreneurial SWOT Analysis is closely linked to comprehensive self-knowledge, meaning it involves emotional, rational, academic, and professional aspects.

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> - Motivation for entrepreneurship. - Experience working in this sector for the competitor, CeleBreak, in Barcelona. - Thorough knowledge of the sport in question and regular practice as a goalkeeper. - Young person with work experience in multiple sectors, working for renowned companies (Gucci, Nike, Reus Deportiu CF, Abercrombie & Fitch Group...). - Negotiating ability. - University training. - C1 English level. - Ability to travel. - Experience living abroad for long terms (Russia and USA). - Mastery of Microsoft Office and Apple software (Excel/Sheets, PowerPoint/Keynote, Word/Pages) and mobile apps. 	<ul style="list-style-type: none"> - Lack of experience in legal and financial matters. - Lack of experience in business creation and management. - Idealist. - Need for professional challenges. - Insecurity when it comes to big changes. - Fear of taking risks.
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> - Immediate capital availability. - Financial support. - Deep knowledge of the market and how to operate the business. - Drivers license and own car. - Family advice on legal and tax matters. 	<ul style="list-style-type: none"> - High level of unemployment among young people in the region. - The need to take out a loan and then get out of debt. - First entrepreneurial experience. - Lack of knowledge about the city of Valencia. - Totally dependent on a mobile application programmer. - Lack of contacts in the city. - Being a foreigner in the city and a Catalan person looking for business opportunities in Spain.

5.2 SWOT Matrix.

SWOT analysis is a tool to study the feasibility of a company or project, analyzing its internal characteristics and its external situation in a square matrix. This tool helps us obtain a more realistic view to see the situation that the company or project finds itself in. It is very useful to plan and develop future strategies for the company's own benefit

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> - Verifiable success of the same business idea in other cities such as Barcelona, Paris and London. - 3rd most populated city in Spain. - 3rd city with the highest GDP per capita in Spain. - Sunny climate with little rain. - Good communications and infrastructures. - City that attracts tourists. - Quality public transport and that reaches almost the entire city. - It is a mostly residential city. - Football is the most popular team sport on a weekly basis. - City with tradition and passion for football. - 36.36% of users of municipal facilities show a preference for playing sports between 9am and 2pm. - Increase in federated licenses in the Valencian Community, especially among women. - 54,4% of respondents would agree to organize games in exchange for playing for free. 	<ul style="list-style-type: none"> - Regressive demographic pyramid. - The average age in Valencia is 44.3 years old. - GDP per capita of € 28,289. - 14.25% unemployment rate. - Disposable household income €23,532. - 53% of the population of the community of Valencia does not practice sports. - Lack of trust in the City Council and management companies to work with a new, innovative business. - 44.35% of users of municipal facilities show a preference for sports after 7pm. - Respondents' preferred hours to play football are in the afternoon (5-9pm) and evening (9-11pm). - Customer concern about verbal or physical violence during games. - Need for volunteers to organize games.
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> - Unique and innovative service, without any competition offering a similar service. - There is little direct competition. - Large university network (8 universities). - Variety of football fields, as almost all districts have one or more football fields. - There is high demand to play. - Relatively low initial investment. - Women's football demand. - Predisposition of people to play with strangers. - A single expense for HR. - The company mitigates losses at the end of the year. 	<ul style="list-style-type: none"> - Imminent, severe economic recession. - Social uncertainty due to COVID19. - Health crisis, current ban on sporting events and physical activity that involves contact. - Football fields have a high demand from football clubs and outside companies. - Field rentals price above €50. - Competitive prices, forced to charge unprofitable prices. - Lack of trust from the customer when it comes to making the payment online. - A lot of effort and investment in marketing and advertising is necessary.

5.3 Value Proposal.

This section defines the concepts of mission, vision and values of the company. In order to understand the following sections, we will first define them and then briefly describe its relation to the company and the project to be carried out.

- *Mission.*

The mission is necessary to add value to our activity in the market, to contribute to the community and its singularity. The mission of Joga is to connect the people of Valencia that like to play football and don't have people to play with. Through physical activity, the practice of football and the socialization aspect of group sports, we want to create a community of people that play football and are passionate about playing the game, regardless of age, gender, nationality or socioeconomic level. On the field everyone is equal, and through football we seek to break the barriers of the field and take the connections made there into the day-to-day lives of the players, uniting people both on and off the field. Therefore, we don't just want to encourage the practice of football through the organization of games, but we want to also organize third half hangouts after games and to watch football games of our favorite professional teams, or to play e-Sports..

- *Vision.*

The vision is related to the goals and objectives that a company wants to achieve in the future. We talk about realistic, specific and achievable goals. This section rethinks what direction we want to take our company and how far we want to take it.

We understand our vision as the creation of a football community in and of itself. Through our mobile app, our customers can sign up to play a game whenever they want and connect with people on the turf. Our vision involves creating a kind of social network that revolves entirely around football, playing together, watching together, enjoying a good soda or beer after a game together. To organize football games where people feel comfortable and enjoy playing, without competition, with good vibes among the participants, without any type of violence; that those who come to play enjoy it so much, that they want to repeat the experience and bring more friends.

We want to create a unique and innovative service that can expand from city to city, bringing together more and more people and growing our community. To offer daily football games in as many locations as possible and in all time slots demanded throughout the country.

- *Values.*

In essence, company values are the beliefs, philosophies, and principles that drive a business.

As a sports company, our values are based on the values transmitted through the practice of sports. The values that come from playing sports are our home base and we integrate

them into the foundations of the company and our product. In fact, without meeting these values, it would be almost impossible for our product to succeed. That's why the following values are vital to the company's survival and success.

- **Respect:** It's the basis of everything. We need to recognize, appreciate and value all people and the environment. It's the point where the possibilities of doing or not doing are established, as a basis for all coexistence.
- **Teamwork:** A very important value in life. We must cooperate and work together with a common goal. On the field, it is important that the players, even if they do not know each other, play a team game, avoiding individualism and supporting each other. The company, through its organizers, must encourage team play, group motivation and competitiveness.
- **Commitment:** Sports lead us to engage with people and with the practice itself. We know that we cannot fail our customers, and that we must adhere to the schedules set out in the application, provide a quality service by providing a good organizer and quality material at every game and eradicate any violence in our games. Similarly, our customers must also show a commitment by attending the games they sign up for. As a company, we must ensure that this commitment exists and is maintained.
- **Coexistence:** Knowing how to get along with all participants, teammates and rivals in a healthy way. Encourage each other, accept and forgive mistakes and celebrate successes together.
- **Humility:** Recognize our skills, qualities, abilities and use them to help others. Be prepared to know how to accept criticism and suggestions for improvement.
- **Innovation:** Continuous improvement through the constant modernization of the media and the training of the staff, adding value to the services we offer.
- **Professionalism and transparency:** Maintain good communication with customers, organizers and field management companies. Ensure the availability of schedules and equipment, make all payments by the agreed dates, send out refunds when necessary and listen and understand the customer. The work is carried out as clearly as possible, reporting on the processes clearly, mainly those related to customers and their payments. Cancellation and refund conditions must be very clear and accepted by all participants.
- **Rules:** There are some rules that must be adhered to for everything to work properly. We must be consistent.

- Accept defeat: A very important value in our company. We must not forget that our games are characterized by not being competitive, and that the goal is to have fun playing football and meeting people. Players must know how to lose and respect both the winners and the losers. After all, it is a sport where we all win and lose at some point.
- Sense of community: Feeling like part of a group. We are a family where everyone is equal and we take care of one other.

- *Corporate Social Responsibility.*

Joga is a company closely linked to the local community. Our goals and values reflect the desire to connect people and build a team, create a community. We want to add value to society, not just by meeting needs through products and services, but by helping people and educating them through sports. To provide the opportunity for people to play sport, enjoy football, grow as a person and make new friends.

That is why we are very committed to the Social Foundation of Valencia and its collaborating organizations to help people at risk of social exclusion and with a lack of resources have access to sports. Our desire is to work hand-in-hand with local foundations and organizations to help these most disadvantaged groups feel like part of a group because of football.

Always under the direct supervision of and collaboration with social services and tutors, we would like to offer young adults to be part of our team of organizers and to be able to play football for free whenever they want. We believe that turning them into organizers will help them in many personal facets, and bring them growth, fulfillment, and maturity. Through sport and commitment, we want to help them become more responsible, develop leadership skills through leading games, manage their emotions healthily in different situations during a game, improve their social skills and being able to communicate with people from different cultures and social backgrounds, ultimately helping them to integrate as well as possible into the community.

We would like to collaborate with the València-vincula Project of the Apip-acam Foundation, to help build the beneficiaries' relationship with the environment, their social network, and to involve Joga in the social and community life of the neighborhoods and the city.

The Adsis Foundation works with children and young people at risk of social exclusion who want to transform their lives and take advantage of their opportunities. Through their "Education in values" program, they aim to promote social commitment by encouraging different kinds of activities, including physical activity and access to sports facilities. It is a program that fits in well with the capacities of our company.

The Amigó Foundation has several reception centers and juvenile centers in the city. We understand that working with minors is a more complicated situation, but we would like to be able to offer them our help and make it easier for them to gain access to playing sports.

Our regulations allow for a maximum of 2 organizers per game. When working with minors and young adults, we can offer their guardians and companions the opportunity to play with them in order to support them and help them overcome any difficulties. Even in the hypothetical case that they could organize a game on their own, it wouldn't be a problem for them to have a friend or colleague from the center or foundation sign up to play together and collaborate in directing and organizing the game.

If this social project prospers, after a certain period of time cooperating with the social services of Valencia and achieving success working with these groups, the company could opt for the application of discounts for sports entities in accordance with the article 11.1 of the report of Public Prices of Application in the Municipal Sports Facilities of 2020 published by the Sports Foundation of Valencia (p. 3): Sports entities or those that pursue purposes of general interest may acquire the status of subscriber and enjoy the services and benefits that are specifically provided for a specific sport, service or activity. (...) Entities in possession of the status of paid entity are subject to a 25% reduction in the rate of the price set out in Annex I.

If we could receive these discounts, this would mean a large tax relief for the company's costs, making more room for investment in marketing and advertising to further encourage the growth of the company.

6. Operational definition.

6.1 Marketing and commercialization plan.

6.1.1 PRODUCT AND SERVICES.

Our main product is the ability to organize football games and all that it entails: up-to-date information on the application, organizational capacity, supply of material, field rental, coordination with the administration of the field, and facilitation of an organizer that controls the game. There are friendly games on a daily basis, in other words, every day there are several football games at different facilities in the city of Valencia and at different times. The operation of the product is divided into 3 phases:

- Organization: Our company rents a football field for various hours per day or per week, depending on the availability of each field and makes an agreement on the hours that the facilities will be used by our company.
- Coordination and recruitment: With the hours confirmed and reserved the hours at the football fields, we publish the information about the game (place, time and characteristics of the game) on the app. Our members can check the availability of games everyday and sign up when they see a game that interests them by paying through the app by credit card. When the game is filled with up to 16 players (7-a-side football), it closes and a waiting list opens for people that still want to play, with the ability to sign up and play if someone cancels. We do not discriminate on the basis of age, level or gender, in fact most of our games are very diversified.
- Execution: At the time of the game, the registered players are on the field where the game is played at the time specified on the app. The game organizer welcomes them as they arrive, determines the teams and distributes the material (pennies and balls). The football game is played for 1 hour and, at the end, the organizer collects all the material and stores it at the field facilities.

We offer different types of games:

- Men's 7-a-side football: 16 male players maximum and 12 minimum, 8 vs 8, 1 hour on a 7-a-side field.
- Women's 7-a-side football: 16 female players maximum and 12 minimum, 8 vs 8, 1 hour on a 7-a-side field.

- Mixed 7-a-side football: 16 players maximum and 12 minimum, 8 vs 8, 1 hour on a 7-a-side field.
- Conventional Futsal: 10 players maximum, 5 vs 5, 1 hour on a football field of parquet, cement, carpet or artificial turf.
- Rotating Futsal: 15 players maximum and 10 minimum, 5 vs 5, teams rotate every 10 min, 1 hour on a football field of parquet, cement, carpet or artificial turf.
- Football 11-a-side: 22 players maximum and 20 minimum, 11 vs 11, 1 hour on a regulated football 11 field.

In addition, our service base includes various models such as:

- Expert level games: Exclusive games for higher level players. There is no previously checked skill level, but by presenting it as an “expert level game,” it would naturally deter lower level players from signing up (similar to the competitor Krank’s idea). They are always 7-a-side football games. The price is the same, €6 per player.
- Games for private groups and companies.
- Organization of tournaments for individuals and companies.
- 1-hour private 11-a-side football games with referees.
- Standard 90 minute football 11-a-side games, with rest and referees (2h rental). They can be preseason friendly for amateur teams.

Within our portfolio of services, we offer complementary and supplementary services. The complementary services are:

- Supply of pennies and balls.
- Private organizers for game control: welcoming of players, division of teams, time control, change of teams to level out the games if necessary, referee at specific times, delivery and collection of equipment (pennies and balls), announcement of the goalkeeper change every 5 minutes.
- Music.
- Access to changing rooms, showers and water fountains.

The supplementary services we offer are:

- Integral recording of games with a drone.
- Supply of football cleats if someone doesn’t have any.
- Rental of equipment without an organizer.

Joga aims to provide the best possible football experience, organizing high quality games and with a consistent and positive social atmosphere. Our product has a number of features to increase its value and make it more attractive and dynamic. All of our games have rules and conditions, which are public and can be consulted in our application and in the description of each game. These conditions are:

- In all games, all genders are accepted to play, unless specified in the game description. Example: For women's games, only females can sign up to play.
- Our games are open to everyone regardless of their level of play or previous experience in football.
- It is mandatory to be 18 years old to be able to participate in our games. In the case of a minor, a parental authorization, signed by a legal guardian authorizing the user in question's play of the sport, is necessary.
- All our games are friendly. They are not part of leagues or tournaments.
- In general, players have a very varied level, which is why the organizers have the right to change teams at any time in the game, with the intention of leveling out skill to achieve a balanced game and improve the quality of the game.
- Physical and verbal violence against any person is strictly prohibited. In the event that a player physically or verbally assaults someone, he/she will be immediately excluded from the game and his/her account will be disabled indefinitely.
- Games start 15 minutes after the specified time. We set it up this way so players are able to arrive on time, find the field, warm up and get to know their teammates.
- The games are played even in the case of rain, as long as the characteristics of the field allow for it and the weather conditions make it possible to practice sports.
- Each game has a company organizer who welcomes all participants in person as they arrive to the field.
- The organizer will assign a number to the players of each team to facilitate the goalkeeper rotations every 5 minutes. The organizer will be in charge of controlling the time and announcing each change.
- The aim is to encourage team play and healthy competitiveness. Players are asked not to play rough and to respect the play of all teammates. None of us are Messi or Cristiano, so passing the ball and knowing how to value the effort and work of our teammates is crucial.

Below we outline the payment policy to be carried out for charging our customers through the application when they sign up for games:

- The only accepted form of payment is online, by credit card, through the mobile app, or by direct bank transfer. Cash payment is not accepted.
- The mobile app is the only instant payment method that allows you to sign up for games. If the payment is not made successfully, the player will not appear on the roster and therefore will not be able to play.
- Payments by bank transfer can only be to purchase package deals (With options of 5, 10 or 20 games). Until the transfer arrives and has been verified, the transfer of the game credits to the profile of the user in question will not take effect.
- Each user can view the number of credits available to play in their user profile in the "Balance" section on the mobile application.

The company's refund policy, outlined below, is an aspect that can create controversy but is important for the customer to understand and be aware of when signing up for our football games. That is why all of the conditions set out below are detailed in the application and will be public to all of our members:

- There are no refunds in cash, all refunds are made in the form of game credits.
- If you unsubscribe from a game up to 15 hours of the start of the game, you will automatically receive a refund in the form of game credits that can be used for subsequent games. The personal balance can be consulted in the account profile of each user.
- Within 15 hours before the start of the game, if the user unsubscribes, he/she will not receive any refund. This helps us avoid no-shows and reduce cancellations, helping to maintain full games.
- If a player mistakenly registers for two games played at the same time, and therefore is unable to play both, he/she will receive a refund for the game he was unable to play.
- If a game is canceled, each player registered in that game will automatically receive a refund in the form of game credits.

Game cancellations are a serious problem for the company that must try to be avoided at all costs, as it creates insecurity and a bad image. The reasons why we would cancel a football game are as follows:

- Games are canceled if there are not enough players to develop a practical and entertaining game. In the case of playing 11-a-side football, the game will be canceled if there are less than 20 players. In the case of 7-a-side football it will be canceled if there are less than 12 players, and in the case of futsal if there are less than 10 players.
- If the weather conditions do not allow for the practice of the sports, the game will be canceled. Climates such as heavy rain, wind, orange or red alerts and municipal bans due to high risk are all reasons to cancel a game.
- Due to poor communication with the field administrations, leading to an overlap of schedules with league games, official training or coincidence with other games.
- Given the lack of balls, in the hypothetical case that all the ones kept in the facility were lost, and the administration of the field refused to lend us balls.

Tournaments.

In the first month of activity we will offer two unique products with an exclusively promotional intention, which will consist in the organization of two football tournaments.

The company has the intention of organizing two tournaments to promote the business and present the application to its potential audience. We organize two tournaments, one for futsal and the other for 7-a-side football, two different types in order to reach the maximum possible audience, as many players play exclusively or have a preference for only one of the two modalities. To attract the maximum number of teams, we offer large and attractive monetary prizes.

We believe that the best dates to organize them are in late May and late June, with a month difference between the two celebrations. They are also advantageous dates, as it is a time of good weather, we have more sunlight and reduce costs by not using electricity, it isn't during football season or exams, therefore people will have more time and desire to play, and football fields have more schedule availability.

The aim is to attract a total of 40 football teams (between the two tournaments) of different categories (semi-professionals, amateurs, groups of friends...) to concentrate, capture

their attention, and thus be able to spread the name of the company and promote our application directly to the potential audience. In order to achieve this, we will include the promotion of the tournament within our initial marketing strategy so that when we announce our application, they will also know about the celebration of the tournament and can sign up through the application. To ensure that all participants have download our app on tournament days, we will post all team information, game schedules and results on the app. At the time of registration and during the tournament, all teams will be reminded to download and check the application.

The fact that our app will be launched in early summer is strategic due to the fact that during this season many people are enjoying the holidays and have more free time and, as there are no competitions, the demand can grow rapidly. By the time October arrives and the weather isn't as nice, we hope to have enough users to have laid out the foundation of our business.

The tournaments will last one day and will take place on weekends, preferably on Sundays. Each tournament will last 11 hours, with a start time of 9am and to end around 8pm. Each tournament will have a minimum of 20 teams that can be mixed gender. Two games will be played at a time, and in the case of 7-a-side football, we will rent an 11-a-side football field and thus have two contiguous courts, while for futsal we will look for a facility with two fields. The duration game duration will be 20 minutes and there will be a margin of 5 minutes between each game for the preparation and change of teams. All participating teams in the tournaments will play a minimum of 4 games, as there are 4 groups of 5 teams in each group. In order to raise the quality of the service, the games will be directed by two referees of the Valencian football federation, one for each game played, during the two tournaments. The price per hour stipulated by the Valencian football federation is €32 for 7-a-side football and €22 for futsal.

The location of the fields where the tournaments will take place has not yet been determined, but the hourly prices of the public facilities of the Fundació Esportiva de València are €91.25 for the rental of a large 11-a-side football field and €65.50 for the two open indoor football courts. Below are some initial budgets for organizing tournaments:

Table 7. Budget for organizing the tournaments. (Source: Own elaboration).

	Football 7 Tournament	Futsal Tournament	Total
INCOME			
Number of Teams	20	20	40
Team Registration Fee	250 €	150 €	
TOTAL	5000 €	3000 €	8000 €
EXPENSES			
Field Rental	1003,75 €	720,5 €	1724,75 €
Referee Salary	704 €	440 €	1144 €
Prize Winner	1250 €	1150 €	2400 €
2nd Place Prize	250 €	150 €	400 €
Trophies	50 €	50 €	100 €
TOTAL	3257,75 €	2510,5 €	5768,25 €
TOTAL	1742,25 €	489,5 €	2331,75 €

Approximately 3 people will be needed to control the development of the tournaments and ensure the proper functioning of the activities. Attempts will be made to ensure that these people are from the manager's family environment and work voluntarily on two specific non-profit days. Two people will be in charge of the schedules, results, information table and attention to the public, while the manager will be in charge of public relations and show the application to the participants. A third party will take photos and videos for social media and future advertising for the company.

6.1.2 PRICE POLICY.

The main game type is 7-a-side football with 16 players, 8 per team. The price we charge each player per game is €6, a price set by the competition. Of this €6 price, we must deduct the VAT, which represents 21% of the total, reducing the profit to € 4.96. We must continue to subtract the cost for online collection and transaction, working with the company Stripe, which charges €0.25 per transaction plus a fixed commission of 1.4% of the total price, which leaves us a net profit of €4.63 per player. If we also deduct VAT from fees and commissions, we get a net profit of €4.68 per player.

Table 8. Breakdown of product price. (Source: Own elaboration).

Price per player	21% VAT	Commission 1.4%	Fee 0.25€	Net Price
6 €	1.04 €	0.08 €	0.25 €	4.63 €

In each game we gather 16 players, 15 of which pay (the organizer plays for free). This provides us with a theoretical benefit per game of €69.45, of which we have to subtract the rent of the field which is about €53.20 (standard price of the rent of the municipal fields per hour and with light). We end up with a profit margin of €16.25 per game. Assuming that the rent of the fields is the one indicated by the city council and that this one and the managing companies are not willing to negotiate.

Table 9. Price table by type of game. (Source: Own elaboration).

Type of game	Number of paying players per game	Net profit per player (before and after taxes and expenses)	Field rental with light	Total net profit
Futsal	9	8€ / 6.27 €	47 €	9,43 €
Rotation Futsal	14	6€ / 4.63 €	47 €	17,82 €
Football 7	15	6€ / 4.63 €	53,20 €	16,25 €
Football 11	21	7€ / 5.46 €	91,25 €	23,41 €

This gives us an idea of the urgency of the business to grow quickly and reach as many members as possible and the importance of investing in brand advertising and outreach. The more games we are able to organize, the more profit we produce. And that's why the relationship with football fields is vital. A certain factor for the future and when negotiating with the fields is to know their demand, as it will directly influence the price. The prices in relation to our services for private groups and companies are detailed below. Payment for

the following services will be made on a single invoice, which will be paid by bank transfer. Participating users will not be able to pay separately. As mentioned prior, these services include the rental of the field (1h), the supply of balls and pennies, the drone recording of games and the presence of an organizer if requested.

Table 10. Breakdown of product price. (Source: Own elaboration).

Type of game	Total price (with VAT) *	Price per player (with VAT and without organizer)**
Private futsal games	55 €	5,5 €
Private football 7 games	85 €	5,32 €
Private football 11 games	150 €	6,82 €
90min private football 11 games	260 €	11,81 €

* Depending on the rental of the field and the selected time the total price may vary..

** The price indicated is based on the exact number of players required by each modality. Depending on the number of players each group brings the price will vary.

In order to increase the portfolio of clients, different promotions will be carried out to motivate the registration of more participants and to encourage the practice of sports.

There are 3 possible promotions options:

- Promotion for new opening: when a game is inaugurated in a new venue located in a new district of the city, users who register can take advantage of a price reduction by paying €4.99 or €3.99 depending on the rental price of the facility. This promotion does not generate any direct economic benefit to the company, as the benefits amount to what is needed to pay the rent of the field. The sole purpose is to make the product's new location known to the public.
- Friend Promotion: The app allows players to invite as many friends as they want to a game so they can play together. During the first months there will be a widely used promotion that rewards users with free games for referring 2 or more friends to Joga. This promotion aims to encourage word-of-mouth marketing among users and advertise our service.
- Birthday or contest promotion: Each user will receive a free game for their birthday. In addition, monthly challenges and contests will be offered on our social networks where winners can receive discounts or free games and invitations to bring friends for free.

6.1.3 MARKET SEGMENTATION.

Market segmentation divides the market into smaller groups with common characteristics and needs based on different variables, in order to facilitate the design of a more differentiated offer and to be adapted to each group. Our company works with a very wide market made up of very diverse customers, which is why the variables chosen are: demographic, geographical, psychographic and behavioral variables.

- Demographic variable: Regardless of gender and nationality, our audience must be at least 18 years old, and with a maximum indicative age of 55 (from age 55 football practice falls drastically).
- Geographical variable: Our product is only offered in the City of Valencia, so our target audience is the residents of the city and its surroundings.
- Psychographic variable: Our product is intended for the amateur group of the sport of football. We are looking for people who are passionate about football, social, respectful and who can work well on a team. We avoid people who are too competitive, individualistic, aggressive, and prone to verbal or physical violence.
- Behavioral variables: Our main group is users who currently play football on a weekly basis, although we are also interested in users who have played football in the past and no longer play. We welcome anyone who wants to do physical activity through football, meet new people and be part of a healthy social community.

6.1.4 MARKETING AND COMMUNICATION STRATEGY.

The success of our business is based on the marketing and dissemination of our project as well as communication with our clients and fields. To develop different tasks that ensure exponential growth of the company and expansion through the community. The goal of Joga is to build a community of people who play and love football and who gather on and off the field. Through the socializing aspect of sports, we want to create this community that will help us grow as a business and bring us more members.

In the marketing plan, the essential tool is advertising and SEO, while in the communication plan it is the information that we transmit to the public. Both plans have common goals and complement each other, which is why we are committed to a comprehensive approach. The marketing and communication plan is structured in the following programs:

- Opening Tournaments: This is the company's first big bet in terms of marketing and advertising. As mentioned earlier in the product section, the goal of the tournament is to bring together 40 football teams to hold two tournaments on different dates at the end of May and the end of June. It is estimated that approximately 380 players will attend in total, plus attendees and guests. We will officially present our application and show how it works by announcing our service in front of this large number of football fans. During the tournaments, there will be a person in charge of communicating with the clients and presenting the project to them, making sure they download the app to easily access the tournament information and be aware of their playing times. Through the tournament, we want to get a minimum of 250 people to download our application and gradually become familiar with how it works. Flyers and corporate t-shirts will also be distributed for additional advertising.

- Advertising: Printing of brochures and posters where the public can scan a QRL code to directly access our application and download it. Advertising on the billboards available at the football fields where we play and handing out flyers at university outings, physical education and sports training schools, university campuses, student residences, business schools and vocational training centers. The price charged by the Municipal Sports Foundation for advertising on posters of its football fields is €350 (2m x 3m side), this type of poster has an approximate cost of €150. The intention is to advertise in three different fields for 6 months. In addition, it is estimated that about 2,500 flyers and 5 posters will be needed for the company's first promotional campaign, including the organization of the tournaments, to be printed by the Valencian company Reprografía VB S.L.

- Direct Marketing: We must look for organizations with a high number of workers, that bring together young people who are passionate about football. Companies that work with foreigners and seek to play football outside their home country, but don't know anyone to play with... All of these opportunities can lead to a large customer base and inflow of economic benefits. Our direct marketing strategy includes presenting the project to companies, inviting workers to play for free, offering our private services to companies, making use of LinkedIn and searching at co-working spaces. The Annex 7 specifies all the student residences, companies, and co-working spaces that may be interested in forming part of our community and becoming part of our business.

- SEO (Search Experience Optimization): SEO refers to the positioning of the company within the network. Appearing as the first choice on the main internet search engines every time someone searches for information about playing football in Valencia, makes a great difference. Through an attractive content design that meets all the needs of our customers and is well focused on the market sector that we want to address, social media presence and networking, we can build a website with authority and relevance to make us easy to find on search engines.

- Communication with the football fields: Direct communication with football field administrators is essential. There must be constant communication checking schedules, tracking availability and new hours, making sure we are up to date on payment to avoid surprises that could have a direct and very negative impact on our customers, creating a bad image for the company.

- Social Networks: They are indispensable for any business today and allow us to stay in touch and interact with our customers and to promote our product. The networks we work with are:
 - Facebook Valencia: The profiles of our players within the application are linked through their Facebook profiles. This allows us to find them easily and quickly on social media and share information with them. The strategy is based on publishing the different football games that are played daily on our official website, specifying the location and time, and encouraging people to register and share it with all their contacts and other private groups. This last aspect is very important; we must look for public and private Facebook groups with large numbers of followers living in Valencia. Usually these groups promote different activities for people who want to meet other people and make friends. Some examples of the groups of great interest to us are: Erasmus Valencia, Latinos Valencia, Colombians in Valencia, English speakers in Valencia, Fútbol Femenino in Valencia, Valencia Football and Beers... We will publish weekly in each group by sending the following message in different languages such as Spanish, English, French and Portuguese: "Hello everyone! Is anyone interested in playing football, hanging out and making new friends? We play friendly games in Valencia every day! We also organize women's soccer games! If you are interested, send us a message or leave a comment! " As we attain more players and fans, it is very important to look for their profiles in our

app and follow them all on social media so that our content reaches them and they are aware of our games, new fields, new schedules, contests... Facebook should be a tool to inform people who have questions or want to make inquiries regarding the operation of the application and/or our games. Because of this, we need to keep our networks up to date to make sure we respond to all people and keep them informed, and that we are publishing a variety of new and fresh content.

- Instagram Valencia: The strategy for Instagram is similar to that of Facebook, outlined above. In this network, we give more importance to visual content, which is why our strategy with Instagram is based on the following: at the end of each game, a group photo of all participating players will be taken. These photos will be shared on social media and the participants will be tagged so they appear on their feeds and others can see them. This way we can reach as many people as possible. We must remember that each member of Joga must accept the conditions of image rights that allow us to disseminate these photographs on social networks. Members who do not accept these conditions will not be tagged and their faces will be pixelated in each photo before posting. The fact that when they download our application, they have to log in through their Facebook or Instagram accounts, helps us to identify the participants of each game and to be able to find them more easily on social networks and tag them. Within this network we will also carry out contests, reports on some of our clients and organizers, football surveys, etc.
- WhatsApp Groups: A very useful tool, especially for the organization and coordination of our organizers. The quintessential instant connection and communication tool are cell phones. Having WhatsApp groups with private groups of people, or companies, is a very effective direct communication tool that can help us a lot when organizing games in new areas, or looking for new players to fill games. We are also able to communicate with the football field employees we work with in order to ask for more hours, dispel doubts and resolve issues. In addition, it is a widely used tool for internal communication as it allows us to coordinate all our organizers and share information with them, contact them to assign games, change schedules, resolve issues, etc.
- Meetup: Meetup is a platform for finding local communities of people. People use Meetup to meet new people and make friends, learn new things, find support and

advice and share passions with people from all over the world. This platform has grown a lot in recent years and has expanded throughout Spain and Europe, where it has millions of users. In addition, their values largely coincide with ours. Meetup has provided up to 10% of new members to competitor companies. We believe that it is an interesting tool and that we can exploit it for our own benefit. We publish some of our games on Meetup on a daily basis, describing the activity we carry out. This helps us promote the app, having the link next to the description.

- AirBnb: This platform is very useful when it comes to spreading our company name and our product to tourists that come to Valencia on holiday. Based on creating an experience within its platform (prior commission deducted by AirBnb), we post about one of our games, preferably the one with the best location and most likely to fill up. We post the exact location, time and price (higher than the average price due to the AirBnb commission) of €12 per player. Those interested can contact us through AirBnb itself to make their inquiries and to book. Once they have purchased the experience, we manually register them within the app. This platform helps us reach a very specific type of client and can help us spread the word about our company outside of Spain.
 - Local platforms: Posting on local blogs and platforms such as UrbanSports, AmigosValencia and Eversports can be a good method for spreading our product and our brand. Platforms that promote sports and have local and foreign members are of great interest to us. We can work with them to reach more people and spread the word about our services.
- Networking: Personally contacting people or organizations that may be interested in our project, with the intention of promoting it and initiating possible collaborations. Some actions may include participating in local sporting events representing the brand, collaborating with local organizations and companies, promoting oneself at city football fairs or tournaments, working with local NGOs and social assistance foundations. It is very important that Joga is present among the local community.
 - Parties, meetups and outings: Any activity that encourages socialization is very useful to us. Our company uses the values of playing sports to create a community of people who love football and enjoy playing the game. We believe that the socializing function of

sport is our main tool for growing our community on and off the field. We want our members to feel part of a united and identified group. For these reasons, we believe it is necessary to organize outings (in nature, bars, clubs, lunches and/or dinners) for members of our community, including the organizers and all of our players. We can get to know each other better in a more personal area and therefore establish stronger and lasting social relationships. This project can be a key factor in building and strengthening our community.

- Sponsoring sports bars: We should consider the option to collaborate with local sports bars in order to advertise one another. We would suggest our users that they go to these bars on game days and special occasions. The idea is to look for local sports bars with great capacity and present our project in order to get promotions on drinks and food in exchange for our loyalty. This can create a fixed meeting point for meetings and parties. In the Annex 8 there is a list of popular sports bars.
- Student programs: Another very interesting market to exploit is that of companies working with Erasmus students and foreign students with visas. These companies make it easy for many young students from all over the world to spend a period of 3 months to 1 year living and studying abroad. According to the Ministry of Education, Valencia is currently the second most desired city by young foreigners who want to study in Spain, a fact that clearly benefits us and makes these programs a primary market target. Some of the companies that work with foreign students that we could collaborate with to include our service in their offerings are: International Studies Abroad (ISA), Erasmus Group, UVA Valencia, USAC, Educatrip, USpain and AIFS Study Abroad

6.1.5 OBJECTIVES AND COMMERCIAL HYPOTHESIS.

This section describes the two-year business objectives, based on the evolution of the number of users that download the application and make use of our product, and as a result, the number of games we can organize and the resulting turnover rate from the games. The tables below are presented as a summary to establish the numerical target of users, organized parties and revenue.

Table 11. Progression of the number of customers per month, prediction for two years. (Source: Own elaboration).

1st Year	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Abr	May
Games	1	2	2	2	3	3	3	3	3	4	4	5
Users	250	400	600	800	950	1000	1050	1100	1250	1400	1500	1600
2nd Year	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Abr	May
Games	5	5	6	6	6	6	6	6	7	7	7	8
Users	1800	2000	2200	2600	2800	2900	2950	3000	3050	3300	3500	3700

* Those who have downloaded the application and played at least 1 game are counted as users.

Table 12. Commercial Objective. (Source: Own elaboration).

3 months	6 months	1st year	1.5 years	2nd year
600 users	1,000 users	1,600 users	2,900 users	3,700 users

Starting with the organization of the first tournaments and the advertising campaigns, the goal is to attain a minimum of 250 users, that have downloaded the application, in the first month. A more pronounced increase in users is expected during the summer season; from October onwards registrations will likely decline due to the weather and the start of amateur classes and leagues. The goal is to end the first year with 1,600 new members. In terms of the quantity of games organized, the number of games per day is not expected to exceed 3 games during the first 9 months. The number of games increases as the number of users increases and the demand grows, which creates a need for more football fields and more free time. Following the same pattern, the different types of football will be offered gradually over time, starting with 7-a-side football, rotating futsal games, and later, when we have more users, offering 11-a-side football and 5 vs 5 futsal.

The following is a calculation of the monthly income earned by the organization, according to the initial plan for one game daily during the first month. During the first 3 years, as a new self-employed person, a reduced personal income tax withholding of 7% is applied. Starting after the third year, this will become 15% or 21% depending on the volume of turnover. The self-employed rate for the first 12 months is €60. Also included are the expected benefits of the organization and holding of the two football tournaments (7-a-side football and futsal) during the first month that will represent the starting point of our business in Valencia, although they are not included in the balance. end of cash to be an extraordinary expense and not monthly. VAT is not included in the amounts included above.

We have applied this data to the following table, which allows us to calculate the monthly income according to the evolution of the number of games organized monthly.

Table 13. Calculation of monthly income. (Source: Own elaboration).

Revenue / Costs	Retail Price	VAT	Price without VAT	Activity Volume	
- Service(s)	6	1,04	4,96	Monthly games	30
- Transaction Commission	0,08	0,01	0,07	Players/game	15
- Fee per transaction	0,25	0,04	0,21		
- Rental of the field (h)	53,20	9,2	44		
- Telephone (monthly)	36,3	6,3	30		
- Transport	48,4	8,4	40		
- Other expenses	242	42	200		
- Self-employment fee			60		
Monthly Income			2232		
30 monthly games			2232	Settlement of VAT	
<i>Tournament revenue (1st month)</i>			<i>6611,57</i>	VAT Income	468,7
Monthly Costs			1773,2	VAT Expenses	359,8
- Commission/transaction			31,2	VAT payment	108,9
- Fee per transaction			93		
- Rental of the field (h)			1319		
- Telephone (monthly)			30		
- Transport			40		
- Other expenses			200		
- Self-employment fee			60		
Profit before tax			458,8	Profit before tax	468,8
				Personal Income Tax (7%)	32,1
				VAT Payment	108,9
				Monthly income	317,7

Table 14. Progression of the number of games and expected monthly income in two years. (Source: Own elaboration).

1st Year	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Abr	May
# of gGames	1	2	2	2	3	3	3	3	3	4	4	5
Monthly Cash Balance	317	885	885	885	1453	1453	1453	1453	1453	2021	2021	2589
2nd Year	Jun	Jul	Ago	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Abr	May
# of Games	5	5	6	6	6	6	6	6	7	7	7	8
Monthly Cash Balance	2513	2513	3081	3081	3081	3081	3028	3028	3596	3596	3596	4164

6.2 Production Plan.

Football fields are our main suppliers because without them our business plan is not possible. We are very dependent on these institutions, as they are the ones that give us hours and rent out their facilities to us so that we can offer our services. This forces us to adapt to their offer and be dependent upon them. It is very important to meet their conditions and requirements, so that the negotiations are successful and productive, and in the future we will have the opportunity to extend the contracts. We need to introduce them to the project, explain our goals and show them our a short- and long-term business vision. We need to be able to offer them fixed, daily games so that they see us as potential customers and for us to have the opportunity of renegotiating prices in order to achieve a higher profit per game. It is important to know the payment methods that each institution prefers, as in some cases cash payment can be very advantageous.

Negotiations are critical to the company's financial success. Most camps have a rental price of around €53.20 per hour, which is very high and suffocating, given the small profit margin we work with. The aim is to achieve rental prices of between 30 and 40€/hour medium-long term, and therefore it is vital to maintain a good professional and personal relationship with the administrators of each facility. The term of the contracts ranges from monthly to 6-month terms, always in accordance with the football season. A 6-month contract provides a lot of security but we have to take into account the potential use of the field and the stipulated rental price. As the volume of our demand increases, we will be able to request more hours and claim more profitable prices.

We coordinate the supply according to the game demand and the number of users. We need have regular schedules at fixed fields in order to offer a constant and secure service, giving customers the security that these games will take place. Changing schedules and locations too often makes it harder to build customer loyalty. As the customer sees that the games are played consistently and without any incidents or cancellations, they will start signing up regularly and we will have loyal customers. Once we get to this point, we need to try to rent out more hours from the current fields or open up a new field location. Beyond the fixed games, it is interesting to have changing games, meaning they can be added 48 hours beforehand if we see that the registrations for the fixed games increase progressively well in advance. That is why the great importance of constant and clear communication with the administration of the fields and facilities is to be demonstrated.

It is recommended to have fixed games in different locations around the city so that more people can make use of our service and, therefore we will reach more people and have greater dissemination. Fixed games are added to the app one week in advance so customers have time to check them out.

If we see that a certain field is more successful and fills up quickly (in less than 24 hours) it would be interesting to consider more hours at that location. On the contrary, if a field is has difficulties and many days we do not even reach 12 players, reason for the game to be canceled, it would be advisable to look for a different location that attracts more players.

While designing the schedules, we must pay attention to the characteristics of the neighborhood that each facility is located in: whether it is a residential or more commercial neighborhood, population density, income level, proximity to green areas or beaches.... According to the available schedules of each field, we must cover the main time slots of the highest demand in different areas of the city by organizing games in strategically located fields. Overlapping games in fields that are close to each other should be avoided, as they can affect demand and harm us.

6.2.1 MATERIAL AND PROVIDERS.

Our business requires basic sports equipment for sports practice. We have to select the suppliers that offer us the highest quality material at the cheapest price, taking into account whether shipping is included or whether there is extra fee.

- Balls

Acerbis brand balls for regular 11-a-side football can be purchased in packs of 50 with a 5% discount and free shipping, arriving in less than 7 days. The price of a single size 5 ball (standard for football 11 and 7) and size 4 for futsal is €13. If packages of 25 units are purchased, the discount is 3%.

Quantity	Unit Price	Cost
50	12,35 €	617,50 €
25	12,61 €	315,25 €

- Pennies

The price for pennies may vary depending on the order size. The cost per unit includes a fee of €1.86, which goes toward the corporate printing of the Ajax brand name. If we want to start with 3 games a day, a total of 21 games a week (assuming we have an organizer for each game), 16 pennies are required, totaling 336 pennies, with an approximate total price of €624.96.

- Merchandising

Through the tuscamisetas.com website t-shirts can be personalized with any logo or print. The price of a t-shirt with a corporate print and logo, regardless of size, is €4.35. To present the application at the opening tournaments, each organizer will have an official t-shirt.

Aside from sports equipment, our business operates through a mobile application that operates online, so all payments and monetary transactions must be made accordingly. Our company only accepts electronic payments, so it is necessary to use an online payment method so that our customers can make all of their payments efficiently and securely from their mobile devices. The two most important methods on the market are Paypal and Stripe, the latter being the one that best suits the characteristics of our business and that offers lower and affordable commissions and rates, which is important given the low profit margins we work with.

- Stripe:

This company provides the electronic payment services that best suit our business. Their commissions are 1.4% plus a fixed fee of €0.25 for each transaction and there are no additional charges for failed payments. The advantages of Stripe are that almost all existing types of credit cards are accepted and they have a quality security system and an SSL (Secure Sockets Layer) certificate, which is crucial. A disadvantage is that a more complex installation is required to integrate our system with the Stripe program.

6.2.2 ORGANIZERS.

The organizers are the face of our company. They are the point of reference for all our members that come to play and are looking for a quality experience. The organizers' function is to welcome customers to the field, direct football games, provide the necessary equipment and be the link between the company and customers. They are essential for the survival of the company and for the growth of the business, as they are responsible for the quality of our product. The organizers are volunteers, for which they will not receive any direct financial compensation, but to reward their commitment and work they will not pay the cost of the games they organize and will be able to play a maximum of 3 games per week for free, including the fixed games that they organize.

The organizers will be in charge of 1-2 fixed games per week at the time of their choice and in a field near their area of residence. They will be provided free basic materials such as balls, pennies and merchandising to carry out the activity. Each organizer will receive a t-shirt with the company logo, so that participants can identify them before, during and after the game. In addition, they will also receive 16 pennies, 8 yellow and 8 blue so they can differentiate teams during the game. Along with the pennies, we will give them a sports watch so they can control the time and rotate the goalkeepers during the course of the game. Each organizer is responsible for their material and must ensure that it is in good condition and not lost. At the end of each game the organizer must make sure to collect all 16 pennies and store them as well as the two balls and the speaker, and store them inside our locker.

At the beginning, while we only organize one or two games a day, the manager will personally organize them to have direct contact with the field administrations and customers, and thus look for potential candidates to become organizers. As we offer more games, we will require more organizers to be able to direct them. Given that each organizer has to run a game on a fixed basis weekly, and that they can play a maximum of 3 times a week, presumably they will likely repeat a game, not as organizers, and this will result in losses for us. Because of this, we need to carefully control the number of active organizers we have. In order to determine this amount, we have taken into account that the manager will organize an average of 10 games per week, as he plays in the position of goalkeeper and both the risk of injury and fatigue is much lower. The manager will organize 1 game every day during the first year, and a 2 games, 3 days a week. In addition, 25% of the monthly games that are leftover are to be covered freely by whichever

organizer is available and wants to play and organize more games (in addition to his fixed one). This helps us regulate the number of paying players, with the intention to have 15 in most games. We also took into account the month of the year and the evolution of the game offering. As demand increase and we anticipate the need to offer more games, we will start looking for and recruiting new organizers so that we are prepared for the additional games. The formula we use to calculate the number of organizers needed is as follows:

$$\text{\# of weekly games} - 10 (\text{games organized by the manager}) - 25\% = \text{\# of organizers}$$

This formula gives us a hypothetical approach. The reality could be very different depending on the availability and willingness of the organizers to play, as well as the workload of the manager, which could force him to play fewer games and need to recruit more organizers. The latter situation could occur, especially after the second year, where there will be a considerably larger amount of games.

Table 15. Progression of the number of organizers required according to the number of games offered. (Source: Own elaboration).

1st year	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Abr	May
# of games	1	2	2	2	3	3	3	3	3	4	4	5
# of organizers	1	2	3	6	8	9	10	11	13	14	16	18
2nd year	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Abr	May
# of games	5	5	6	6	6	6	6	6	7	7	7	8
# of organizers	20	23	24	24	25	26	27	28	29	31	33	35

As the number of games increases, we will need more organizers. While they help us to direct and fill games, by playing for free they also reduce our economic benefit derived from each game. Given the possible problems caused indirectly by the organizers, we have applied different measures:

- Overcrowding of games: There may be cases where a game is primarily occupied by organizers, an aspect that potentially decreases our benefit per game. Because of this, the organizers cannot play more than 3 games a week, including the ones they organize. There can only be 2 organizers registered to play the same game. In the event that a game has not reached the minimum number of players, the manager may include more organizers with their permission. Another solution to this problem is

to allow between 2 and 5 organizers to register for an 11-a-side football game on weekends, allowing us to keep other games free of organizers and fill them with paying customers.

- Material Losses: Organizers must take care of the material provided to them. In case of the loss of a penny, ball or watch, they must notify the manager as soon as possible in order to replace the missing material and continue carrying out their organization effectively.
- Return: When an organizer stops organizing, he/she must return the pennies and watches in their possession to the city manager. The organizer is in charge of scheduling an appointment to return the material. The company t-shirt can be kept as a method of dissemination.

6.2.3 COST ESTIMATE.

This section provides a breakdown of the future fixed and variable costs that the company will have on a monthly and annual basis.

The costs are mainly concentrated in fixed costs due to the high price of renting out the fields. It should be remembered that the public price for use set by the Municipal Sports Foundation of Valencia (€53.20) is used without taking into account possible future bonuses or price reductions arising from negotiating. The annual amount has been calculated according to the forecast of games organized in the first year. Also included are the costs incurred by the two opening tournaments, including field rentals for 7-a-side football and indoor football, as well as prizes and referee salaries.

Annual Android and iOS developer licenses for our customers to download the app to their devices have also been added. The value of these are 55€ and 99€ respectively.

When calculating the manager's salary, the 12 monthly payments plus two extra payments were taken into account. Remember that being newly self-employed, our fee is reduced by 80% and we pay €60 per month for the first 12 months.

Looking at the variable costs, the expenses on material and merchandising will be made twice a year, every six months, and in accordance with the evolution of the business..

Table 16. Fixed and variable costs on a monthly and annual basis. (Source: Own elaboration).

Costs	Monthly (excluding VAT)	Annual (excluding VAT)
FIXED		
- Manager salary	1.300	18.200
- Commission/transaction	31,2	1.187,1
- Fee per transaction	93	3.533,1
- Rental of the field (h)	1.319	50.122
- Telephone (monthly)	30	360
- Transport	40	480
- App maintenance	155	1860
- Bonuses for organizers	24,79	297,48
- Self-employment fee	60	720
- iOS and Android licenses	—	154
- Tournament expenses	4767,15	4767,15
VARIABLES		
- Marketing		
- SEO	165,29	
- Flyers	52,89	7.705,08
- Posters	495,87	
- Publicity	868,8	
- Material and merchandising**	771,07	
- Balls	516,5	2006,4
- Pennies	666,94	
- Merchandising		

6.2.4 QUALITY MANAGEMENT.

The quality of our games is an aspect we much invest a lot of effort and time into. If people enjoy playing, they sees that there is good organization, conveying security, and that there are positive “vibes” during the game, with the right amount of competitiveness, they will go home happy and repeat the experience in the future. This is what we need to achieve using tools that allow us to measure and ensure the level of quality we want for each of our games.

- Protocol: We have written an action protocol for our organizers, which can serve as a guide for them. In order to provide the best possible experience, we have specified the 15 steps to be followed by all of our organizers:

1. 🕒 Punctuality: arrive 20 minutes before the start of the game.
 2. 🙌 Greet and introduce yourself to the field managers.
 3. 🎵 Play music.
 4. 👕 Wear our official Joga clothes and watch.
 5. ⚽ Make sure the balls are properly inflated and have the pennies ready for each team.
 6. 😊🤝 Shake hands and greet each participant with a smile and socialize with all of them.
 7. 🧑🏠 Distribute pennies.
 8. 🅆 Make a circle with each team and ask them their names.
 9. ①-⑧ Give numbers to the goalkeepers so that they rotate every 5 minutes.
 10. 📍 Be clear about the position of each player on the field.
 11. 🔄 During the game, if the level of the teams is unbalanced, change them so that the game is as level as possible.
 12. 💪 Constantly motivate, encourage and convey good vibes.
 13. 🗣️ Let the players know when 10min is left and repeat when 5min are left, as well as the "last minute" or "last goal wins".
 14. 🙌 Say goodbye and congratulate each player by shaking his/her hand.
 15. 📸 Take a group photo before people leave and share it with the group.
- Organizers: They need to have some skill and dexterity in the game in order to gain more respect from other players, but at the same time it is essential that they know how to play as a team, pass the ball and not be selfish in the game. In order to ensure compliance with this aspect, it is necessary to have previously played with the potential organizer before submitting the offer.
 - Managing violence in a game: The organizers cannot cause fights or conflicts. On the contrary, they are expected to calm people down and ensure a good atmosphere and

the proper development of the game. If there are indications that an organizer has insulted, provoked or argued with a customer, this organizer will be let go of immediately. In case the violence comes from a client, the organizer will give a warning and try to calm down and talk to the client. If the behavior is repeated, the client will be expelled immediately. The organizer must identify the conflicting player in the registration list of the game in question on the application, and notify the manager of the conflict that has occurred so the account of the reprimanded user is disabled.

- Lack of attendance: If a user unsubscribes up to 15 hours before the start of a game, he/she will not receive a refund. This helps us avoid no-shows and reduce cancellations, helping to keep games full. Each user will have a section in their personal profile that will indicate their "reliability." That is, if they appear registered for the game but do not attend (and have not notified the cancellation so that the players on the waiting list can sign up or if someone wants to invite a friend), their absence will appear publicly from so that in the future other users can see their low percentage of reliability. As a player attends games without problems, his/her percentage will improve.
- Game material: An aspect that can mark the quality of our games is the state of the game material. Playing material includes pennies, balls and cleats.
 - Pennies: Pennies must always be washed and cleaned before each game. They must be the official pennies we provide with the company logo. They will always be of 3 possible colors: phosphorescent yellow, blue and black. The organizer must always carry the exact number of pennies according to the number of players in each game: 11-a-side football - 22 pennies, 7-a-side football - 16 pennies, indoor football - 10 or 15 pennies depending on the modality.
 - Balls: Another important element is the condition of the balls. They must be in good condition and properly inflated. It is recommended to test them before the game to see if they are too hard or soft and if they bounce properly. Field workers can inflate or deflate our balls right away. The use of the right ball for each field should be considered according to its size. This is why each field should be monitored and well known before we decide to rent it out. In a futsal field it isn't possible to play with a size 5 ball of 11-a-side football, just like playing with balls of 7-a-side football on the regulatory fields. Each game must have a minimum of 2 balls.
 - Cleats: Joga does not provide cleats to the organizers, but they can be provided on an occasional case-to-case basis, in case someone forgets and cannot perform

their function properly. However, we believe it is necessary to announce and advise the right type of cleat for each playing surface so that our customers can adapt and play more comfortably as well as anticipate possible injuries. All this information will be published in the information of each field in our application that participants can consult at any time.

- Music: We believe that music enhances the atmosphere and experience, which is why we want to provide speakers at our main fields. There will be a variety of music and the playlist will be chosen manually to ensure that no song has an offensive message. The volume can never exceed the legal decibels and the field management has full power to regulate the volume or even prohibit reproduction at any time.
- Game information on the app: It is important to ensure that all the information that appears on the app regarding the games is correct, truthful and up to date. People should be able to clearly see the location of the field, the time of the game, the duration of the game, the identification of the organizer, the modality. It shows the list of participants and the characteristics of the field (availability of showers, parking, artificial turf, natural or carpeted, if it is parquet or cement, if the installation is indoor or outdoor). Each game must include information about the company's rules, conditions of play and conditions of payment.
- Game evaluation: As mentioned above, at the end of each game, all players receive a small rating survey through the app. In this short survey, they answer 5 short questions and rate from 1 (very bad) to 5 (excellent) the organizer's performance and the game experience. The questions are the following:
 1. Timeliness: The game started and ended at the scheduled time.
 2. Pennies: All players had clean and pennies color coordinated according to team.
 3. Balls: There were two properly inflated balls at the game.
 4. Equality: Teams were level or otherwise changed and leveled out during the game.
 5. Conflicts: There was a good atmosphere during the game without fights, confrontations or arguments.
 6. General Comment: This part is optional.
 7. Organizer rating: 1  5.

8. Experience rating: 1  5.

The results provide us information to control the main risk points of our service. It helps us see where we can improve and which fields or organizers present the most problems. These indicators are directly related to the quality level of our games.

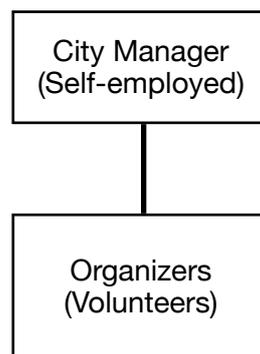
- Clienteling: is based on constant communication with the customer, keeping in touch after playing a game and using our product. This helps us better understand and the customer and encourage their continued use of the service. An example could be when a customer plays for the first time and gives a very low rating on the survey. Our response would be to identify and contact the customer to find out more details about their experience, listen to suggestions for improvement, and try to adapt them to our structure to offer a higher quality service that better responds to customer needs.
- Football fields: When negotiating, it is necessary to claim certain aspects necessary to improve the quality of the service, like the availability of private changing rooms and showers with hot water, good lighting, water fountains and the state of the goals and the grass. It would also be very useful to have a personal closet inside the facility to store balls, speakers and other necessary equipment, therefore avoiding the need to constantly transport material from one point to another.

6.3 Organization plan.

6.3.1 ORGANIZATIONAL STRUCTURE.

Through the organizational chart of the company below, we understand the organizational scheme that graphically represents the internal structure of the company and its strategy to face the market challenges. Our organization chart is micro-administrative, representing a single organization made up by only two parts.

The company is made up of a single self-employed person, the manager. The manager has total control of the business. He is in charge of all the operational, legal and fiscal aspects of the company. He will be responsible for finding organizers, training them, directing them, and managing and evaluating their work. The organizers will be volunteers and will not receive any financial compensation for their work. There is no legal or commercial link between the manager and the organizers except for the word and commitment from each of them.



6.3.2 JOB DESCRIPTIONS.

The following is a description of the jobs, determining the skills, responsibilities and knowledge needed to carry them out in the organization. The basic positions for rolling out the company at the beginning are outlined below. As explained prior, the founder will perform the functions of manager at the start, being the sole person responsible for the company.

“Manager” Job Description.

CONTENT	Position in the company	City Manager of Joga in Valencia.
	Site functions	In charge of contractual negotiations and communication with football fields and their administrations. Game supply and demand management. Responsible for marketing and business development. Social media administration. Material management, orders and suppliers. Recruitment and training of organizers. Schedule design and coordination of organizers.
	Area	Business administration and management.
PROFILE	Qualifications and Experience	4-year university degree. Work experience in people management and leadership and/or customer service (minimum 2 years). Business knowledge. Experience in the sports and/or football sector is a plus. Mastery of Microsoft Office software, especially Excel.
	Skills	Leadership. Organizational skills and coordination of teams of people. Communication skills. Good emotional intelligence. Ability to work in a team and under pressure. Passion for football and knowledge of football.
	Personality	Respectful, responsible, proactive, committed, social, transparent, objective, direct, organized.
	Languages	Spanish and English. Valencian is a plus.
	Age	25-35 years old.
CONDITIONS	Salary	Net monthly salary of €1,300.
	Working hours	40 hours per week plus variable games. Availability on weekends.
	Bonuses	The salary can be increased to €1,600 in the second year, according to the increase in organized games and income.

“Organizer” Job Description.

CONTENT	Position in the company	Volunteer organizer of football games.
	Main responsibility	Organization of football games and communicating with customers.
	Site functions	Welcome clients at the field, provide the necessary equipment for sports practice, be up to date on weather conditions and direct games. Equipment management.
	Area	Product. Game organization and physical activity.
	Hierarchical dependencies	City manager (Valencia).
PROFILE	Qualifications	Have schedule availability and be willing to play at a certain time of choosing depending on our offer (morning, afternoon, evening). Knowledge of the city and ability to move.
	Skills	Social and verbal skills, communication skills, ability to react to possible problems, passion for football, knowledge of the sport in question and physical and technical ability to practice it. Leadership ability.
	Personality	Respectful, polite, responsible, committed, punctual, encouraging, empathetic and patient.
	Languages	Spanish, Valencian and English. Being local is a plus.
	Age	Between 18 and 30 years old.
CONDITIONS	Salary	The organizers do not receive any financial remuneration. They play for free, meaning they don't pay to use the service.
	Working hours	1h-2h a week. The organizers will have between one or two fixed games per week according to their availability, at a time of their choice and in a field near their area of residence.
	Bonuses	They play and receive game material for free and will also receive monthly prizes as incentives based on their performance, quality and predisposition.
	Limitations	They will be able to play up to 3 games a week for free, including those they organize. No more than two organizers may play in the same game without the permission of the manager. Organizers will not be allowed under any circumstances to invite friends and/or family for free without the prior permission of the city manager.

6.3.3 HUMAN RESOURCE PLANNING.

The different sources of recruitment and selection of organizers that will be used by the manager are outlined below. We will try to only select the organizers that meet the requirements and personality established by our company. The main sources of recruitment for organizers are:

- A. *Personal search at the games:* Organizers can only be recruited by the city manager. After seeing the participant's behavior, character and style of play, he will judge whether the participant is a possible candidate. If so, the manager will send the offer explaining the conditions.
- B. *Word of mouth:* Organizers can recommend possible candidates to the company who, according to the organizer, meet the profile and requirements. They are usually friends of theirs that have already used our product and therefore already know how the games work and what the functions of the organizers are.
- C. *Through social media:* A widely used source especially useful for new openings or when there is a lack of organizers for a specific field and time. Through our social networks and our app's chat feature we can announce the offer: "Hello everyone! We are currently looking for a fixed organizer for X game. If any of you are interested, don't hesitate to contact us! As a reward, the organizer always plays for free." The electronic profile of potential candidates in our application will be evaluated and, if they are of interest, they will be evaluated.
- D. *Through social foundations, juvenile centers and community projects:* Working and collaborating with social services, these organizations will decide which people are best suited to become organizers. They will likely play with a partner, tutor, or manager who supports and supervises them.

Once the potential organizers have been identified, the ones that are of most interest to us will be selected. Each organizer will complete a short personal interview and a training and preparation session during a real game with clients, in order to see how it develops and the communication. It will be subject to the supervision of the manager who will introduce the potential organizer before the start of the game and will have authority to

correct or advise the candidate during his/her performance. If the manager thinks that he/she is a qualified candidate and can be a good reference for the clients, and the organizer is satisfied, the candidate will be provided with all necessary material. Later, another training session is organized in a real game situation without the direct supervision of the manager. If the organizer does well and feels comfortable, and customer reviews are positive, he /she will become an official organizer.

In the case of organizers from groups at risk of social exclusion, their training will be more elaborate and lengthy. Before becoming organizers, we would like for these potential organizers to have previously played in a Joga game. It is important that they feel comfortable playing and that they have some skill to be able to facilitate their integration within the group and the game. The interested party will be trained personally and with the social services organization, as long as they approve. During the trainings, real game situations will be recreated, where conflicts, risk prevention, management and problem solving will be carried out. It is very important to cooperate with social services and always in accordance with their permission and consent, and also to provide the interested party total freedom to organize whenever he wants and also to reject the position of organizer. In the hypothetical case that an organizer of this group causes any incident, their managers of social services will be notified directly and their situation will be treated in a joint and cooperative manner.

At the end of each game, all participants have the option to assess the experience and of the organizer's performance. These assessments are totally subjective and we are aware that in many cases they do not reflect reality, but we believe that they are useful indicators to evaluate and monitor the actions of our organizers and see who likes to organize and does it well, and who lacks interest and only organizes to play for free. That is why there will be a monthly follow-up of their performance to determine the best and the not so great organizers, who has improved their average rating the most and who are the ones that have organized more games. The organizers with the worst ratings will work hand in hand with the manager to improve their performance. This also helps us obtain a more accurate view of reality and, if to see if there are organizers that we would do better with out and to look for new ones. All of this will have a direct impact on the quality of our service and will help us make each game an incredible experience.

Like many other companies do, we would love to reward our best organizers. We believe that this measure will help the organizers feel more valued, and that they are a real part of

the company. It also helps us motivate them and see who our most efficient organizers are. Based on the monthly monitoring of the survey evaluations, a ranking will be developed where we can visually check the performance of each organizer. Those with the best rating will receive €30 Decathlon gift cards, tickets for professional football games and free game promotions with Joga. Bonuses will be awarded starting in September when we have 6 or more organizers.

6.3.4 SALARY POLICY.

The company has a full-time, self-employed person. The salary policy of the company will be set in accordance with current legislation at all times, following logic and in accordance with the financial reality of the company.

As mentioned earlier, as a newly self-employed person, we have the option to apply for the flat rate. Thanks to this rate, our Social Security contribution rate is reduced by 80% for the first 12 months, with payments of only €60 per month. In the third half, the reduction will be 50%, and during the fourth half the reduction will be 30%. This final reduction can be extended to 36 months if the person is under 30 years of age, making them considered a young self-employed person. The salary of the manager could be increased during the second year depending on the evolution of the profits of the business. We present the salary table of the self-employed person:

Table 17. Breakdown of the self-employed person's salary during the first two years. (Source: Own elaboration).

TIMEFRAME	GROSS SALARY	TYPE OF SELF-EMPLOYMENT FEE	COMMON AND PROFESSIONAL CONTINGENCIES (29.40%)	TERMINATION OF ACTIVITY AND TRAINING (0.9%)	NET SALARY
1ST YEAR	1360 €	FLAT RATE 60€	277,64 €	X	1.300 €
TIMEFRAME	GROSS SALARY	TYPE OF SELF-EMPLOYMENT FEE	COMMON AND PROFESSIONAL CONTINGENCIES (29.40%)	TERMINATION OF ACTIVITY AND TRAINING (0.9%)	NET SALARY
3RD TRIMESTER	1441,65 €	FLAT RATE (2ND PHASE) 141.65 €	277,64 €	X	1.300 €
TIMEFRAME	GROSS SALARY	TYPE OF SELF-EMPLOYMENT FEE	COMMON AND PROFESSIONAL CONTINGENCIES (29.40%)	TERMINATION OF ACTIVITY AND TRAINING (0.9%)	NET SALARY
4TH SEMESTER AND 3RD YEAR	1498,31 €	FLAT RATE (3RD PHASE) 198.31 €	277,64 €	X	1.300 €

The self-employed quota resulting from the flat rate bonus for being new self-employed includes common and professional contingencies, but not cessation of activity and training. After the applicable 36 months of the flat rate bonus, the self-employed person will pay the minimum fee of 30.30%, €286.15 per month.

Table 18. Breakdown of the self-employed's salary, paying the minimum share of 30.30%. (Source: Own elaboration).

TIMEFRAME	GROSS SALARY	TYPE OF SELF-EMPLOYMENT FEE	COMMON AND PROFESSIONAL CONTINGENCIES (29,40%)	TERMINATION OF ACTIVITY AND TRAINING (0,9%)	NET SALARY
A partir dels 3 anys	1586,15 €	MÍNIMA 286,15 €	277,64 €	8,49 €	1.300 €

6.4 Legal and fiscal plan.

6.4.1 LEGAL FORM.

The legal form that best suits our business reality is self-employment. The investment for the constitution of the company is minimal as no initial capital is required, and the process is quick and easy. With only one person in charge of the business, the volume of work is very high, but fiscally it is beneficial for our company, especially in the first year. Due to the small profit margin we work with, especially during the first years of activity, we must work on our own without any additional employees.

The initial investment we require to start the business is not very high, so in case of bankruptcy, responding with the assets themselves would not pose a great personal risk. In the future, depending on the volume of turnover, the option of forming a corporation could be considered.

6.4.2 AGENDA OF CONSTITUTION AND OBLIGATIONS.

The general procedures for the implementation of the incorporation of our company are:

- Registration with the Tax Agency (AEAT): Sign up for the Census of Entrepreneurs, Professionals and Retainers. It can be done at the Valencia Tax Agency office or through the Tax Agency's Electronic Office (electronic certificate required). Census return form 036.
- Registration with the General Treasury of the Social Security: Registration with the Régimen Especial de Trabajadores Autónomos (RETA). Submit forms TA0521 and Orden de domiciliación de cargos directos SEPA para el pago de cuotas de la Seguridad Social, through the SS's electronic office within 30 days. You will have to choose the type of contribution base, the Temporary Disability Mutual Society and decide if you opt for coverage for work-related injuries and occupational diseases.
- Opening a bank account in the name of the company/self-employed person: This account will be opened with the desired bank and will be presented for the direct debit of the RETA fee. During the first year the fee will be €60 per month.
- Signing up for the Registro Mercantil Provincial: Authorization of the general ledger, inventory ledger and annual accounts in the Registro Mercantil corresponding to the fiscal address of the company. Subscribe as a user to the Colegio de Registradores page and generate ledgers with the program Legalia.
- Obtaining an electronic certificate from the certification authorities: It is necessary in completing all the above operations listed above electronically. It can be obtained through the Spanish Ministry's website and through the Electronic DNI.
- Filling out a request for proof of use at the Oficina Española de Patentes y Marcas: send an application on the OEPM website with the intention of consulting the availability of the desired Trade Name for the company.
- Registration of distinctive symbols in the Oficina Española de Marcas y Patentes: Register the Trade Name at the OPEM and the graphic symbol the company will use to identify itself. It can be done through the CIRCE system by submitting an application for registration of Trade Name and paying the fee of €125.36 (including 15% discount for processing and electronic payment). Once the protection has been conceived, it will be valid for a period of 10 years, then can be renewed indefinitely.

It will not be necessary to apply for municipal licenses for activities and facilities or operations, since our professional activity is exempt when carried out at public facilities and from home, without any sale or direct attention to the public when working at home. It not be necessary to carry out recruitment procedures either, as there are no workers.

All the processes mentioned above, with the exception of the legalization of books, can be carried out through the Creación de Empresas por Internet System (CIRCE). For the telematic creation of a company, it is required to fill out the Documento Único Electrónico (DUE), through the local Punto de Atención al Emprendedor (PAE). In our case it would be that of Valencia. To comply with the DUE, a photocopy of the DNI, the details of the company's address and business activity, knowledge of the code of our activity according to the CNAE, a bank account and affiliation to the RETA are all necessary.

6.4.3 INSURANCE.

The company Joga disclaims any liability for possible injuries or damage that players may suffer during the practice of the sport. All users who register to play a game through our application, just before making the payment, must select the "I accept" box. This box informs participants of the risks that exist and explicitly indicates the exemption from liability from the company. Without the active acceptance of interested users, they will not be able to play.

In the application, players can consult the description of each game, which states that the company carries out non-competitive activities and recreational activities, and all of its users must be covered by universal health care. In addition, participants are required to report in advance about physical problems, illnesses or medication that may affect their health and ability to practice sports.

6.5 Economic and financial plan.

6.5.1 INVESTMENTS AND DEPRECIATION.

An initial investment is required to hire the external services of a freelance programmer for the design, creation and development of the mobile application. This person will need to develop the application in cross-platform format over the period of 2 months, including the development of electronic communication systems, information management and the installation of Stripe payment systems.

We expect to invest close to €9,300, divided into 2 monthly payments of €4,650. The amount of payment is according to the market price of a freelance programmer working remotely for an hourly wage of €29.

We are looking for a young programmer with a programming bootcamp as a credential. Having a degree in computer programming, computer engineering or data analysis is not a prerequisite, but entrepreneurship and the ability to analyze logic will be highly valued. There will be a weekly follow-up according to the pre-agreed delivery dates. Once the mobile application is operational, the programmer will only perform maintenance and adaptation functions on a monthly basis. These features have a market cost of 20% of the total application cost, spread over 12 monthly payments of €155.

It's important to keep in mind that when making the purchase of an investment asset, the disbursement involved should not be considered a gesture but an investment, as the value will remain active for the company, but instead of being in the bank account, it will be used to perform an activity.

Table 19. Amortization of intangible assets: mobile application. (Source: Own elaboration).

Month	1	2	3	4	5	6	7	8	9	10	11	12
App	258.3	258.3	258.3	258.3	258.3	258.3	258.3	258.3	258.3	258.3	258.3	258.3
Investment cost	9300											
Payment terms	36											

6.5.2 FINANCING.

We understand the set of monetary and credit resources that will be allocated to the company and its activity as financing. Self-employed capitalization and a bank loan will be used as forms of financing. The self-employed person will contribute €5,000 of his own capital. A bank loan of €20,000 will be requested through the micro loans for young entrepreneurs of the La Caixa Foundation.

Table 20. Forms of financing. (Source: Own elaboration).

CONCEPT	IMPORT	%
Capitalization	5,000 €	20 %
Bank credit	20,000 €	80 %
Subsidies	0 €	0 %
Resources TOTAL	25,000 €	100 %

When determining the bank loan, the duration of the loan and the interest rate must be taken into account. The micro loans that La Caixa gives out to young entrepreneurs have a low annual interest rate and are usually granted on benevolent terms. It is important to comment that being new self-employed and not incorporated as a company, can create difficulties when applying for a bank loan. Below are the details of the bank loan we are interested in applying for.

Table 21. Breakdown of bank credit. (Source: Own elaboration).

CONCEPT	IMPORT
Capital	20,000 €
Annual interest rate	0.3 %
Terms (months)	36
Monthly payment	-590.12 €

6.5.3 INCOME STATEMENT.

The income statement (or profit and loss account) is the document that reports the result of business management as a result of ordinary operations (income and expenses), through which we obtain the financial results of the company. Table 22 shows the income statement figures for the first year of activity.

In the first months, the company will suffer losses due to high marketing and material costs, as well as the low level of revenue generated by the small number of games organized. During the first month of activity, the volume of income and expenses is clearly higher than in the other months, caused by the general cost of organizing the tournaments, in addition to the large expenditure on marketing and advertising to promote the company and the events. The purchase of all the material will take place at the beginning of the activity in month 0, and an expense will be made again for material in the middle of the year according to the evolution of the demand and the need.

If the business goals are met, the company would end the year without losses and would start generating profits. The beginning of the second year would be very optimistic.

Table 22. Income statement. (Source: Own elaboration).

Income statement (Excluding VAT)														
	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12	1 Year	
Income	8.843,0	4.462,8	4.462,8	6.694,2	6.694,2	6.694,2	6.694,2	6.694,2	8.925,6	8.925,6	11.157,0	11.157,0	91.405,0	
Expenses	11.600,6	5.269,3	5.269,3	6.448,3	6.316,1	6.316,1	7.616,1	7.319,3	7.759,3	7.759,3	9.202,6	10.502,6	91.379,0	
Stripe comission	31,2	62,5	62,5	93,7	93,7	93,7	93,7	93,7	125,0	125,0	156,2	156,2	1.187,1	
Stripe fee	93,0	186,0	186,0	278,9	278,9	278,9	278,9	278,9	371,9	371,9	464,9	464,9	3.533,1	
Field rentals	6.086,2	2.638,0	2.638,0	3.957,0	3.957,0	3.957,0	3.957,0	3.957,0	5.276,0	5.276,0	6.595,0	6.595,0	54.889,5	
Telephone	35,0	35,0	35,0	35,0	35,0	35,0	35,0	35,0	35,0	35,0	35,0	35,0	420,0	
Salary	1.300,0	1.300,0	1.300,0	1.300,0	1.300,0	1.300,0	2.600,0	1.300,0	1.300,0	1.300,0	1.300,0	2.600,0	18.200,0	
Marketing	2.643,0	792,9	792,9	528,6	396,4	396,4	396,4	396,4	396,4	396,4	396,4	396,4	7.928,9	
Material and merch	1.003,2							1.003,2					2.006,4	
Transport	40,0	40,0	40,0	40,0	40,0	40,0	40,0	40,0	40,0	40,0	40,0	40,0	480,0	
App maint. and lic.	309,0	155,0	155,0	155,0	155,0	155,0	155,0	155,0	155,0	155,0	155,0	155,0	2.014,0	
Self-employment fee	60,0	60,0	60,0	60,0	60,0	60,0	60,0	60,0	60,0	60,0	60,0	60,0	720,0	
EBITDA	-2.757,6	-806,5	-806,5	246,0	378,1	378,1	-921,9	-625,1	1.166,3	1.166,3	1.954,5	654,5	26,0	
Loan interest	64,2	62,3	60,5	58,7	56,8	55,0	53,2	51,3	49,5	47,7	45,8	44,0	649,0	
Depreciation Assets	258,3	258,3	258,3	258,3	258,3	258,3	258,3	258,3	258,3	258,3	258,3	258,3	3.100,0	
Result before taxes	-3.080,1	-1.127,2	-1.125,4	-71,0	62,9	64,8	-1.233,4	-934,8	858,4	860,3	1.650,3	352,1	-3.723,0	
Income Tax 7 %													-260,6	
Settlement of VAT														
VAT Income	1.857,0	937,2	937,2	1.405,8	1.405,8	1.405,8	1.405,8	1.405,8	1.874,4	1.874,4	2.343,0	2.343,0	19.195,0	
VAT Expenses	2.150,5	821,0	821,0	1.068,5	1.040,8	1.040,8	1.040,8	1.251,5	1.343,9	1.343,9	1.646,9	1.646,9	15.216,4	
VAT Payment	-293,5	116,2	116,2	337,3	365,0	365,0	365,0	154,3	530,5	530,5	696,0	696,0	3.978,7	

	Month 0	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12	1 Year
Initial cash balance	20.000	10.700,0	8.532,5	8.316,1	8.099,7	8.996,9	9.965,1	10.933,3	9.534,3	9.499,3	11.255,7	11.962,2	14.506,8	
Cash balance/month	-9.300,0	-2.167,5	-216,4	-216,4	897,1	968,2	968,2	-1.399,0	-35,0	1.756,4	706,6	2.544,6	1.244,6	5.312,0
EBITDA		-2.757,6	-806,5	-806,5	246,0	378,1	378,1	-921,9	-625,1	1.166,3	1.166,3	1.954,5	654,5	26,0
Loan Payment		-590,1	-590,1	-590,1	-590,1	-590,1	-590,1	-590,1	-590,1	-590,1	-590,1	-590,1	-590,1	-7.081,5
Income Tax		0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	0,0	-260,6
VAT					-61,0			1.067,3			1.049,8			2.056,1
Investments	9.300	0	0	0	0	0	0	0	0	0	0	0	0	0
Balance at the end of the month	10.700,0	8.532,5	8.316,1	8.099,7	8.996,9	9.965,1	10.933,3	9.534,3	9.499,3	11.255,7	11.962,2	14.506,8	15.751,4	

7. Conclusion.

Once the business plan has been completed, a balance sheet must be drawn up and conclusions drawn. Throughout this work we have observed different areas that clearly condition the viability of our business.

When analyzing the environment that surrounds the company, we have seen that the city of Valencia has ideal conditions to undertake the project. It is the third most populous city with the highest GDP per capita in the country. The average disposable household income is above the national average, despite being far from the two largest cities that exceed it, Madrid and Barcelona. It is a city that attracts tourists for its historical richness and architectural beauty, and is located on the Mediterranean coast in an ideal geographical location. Valencia has a very good climate during most of the year, with lots of sun and good temperatures. The city has a good infrastructure and public transport network, and a large university system. The majority of the students of the Valencian Community are concentrated in the city, the 3rd most popular Spanish city for foreign and international students. There is no other company that has offered a product like ours, neither in the city of Valencia nor in the whole Valencian Community, making it unique and innovative. Our direct competition is reduced to 5 companies, all of which are exclusively dedicated to the organization of amateur leagues.

Football is the most practiced team sport in Valencia, being a city of reference in the football sector. There is wide and varied network of football fields throughout the city. The vast majority of the fields are public facilities, and have a very high demand from sports clubs and associations as well as from external and private companies. This makes it difficult to find available hours, and the public price is high, €53.20/hour. These high prices are a big disadvantage for the company, as field rentals are the biggest expense in our business plan. This highlights the need to negotiate with field administrations to achieve more profitable long-term contracts.

The project will be financed by capital contributed by the self-employed and a bank loan worth €20,000. Before the start of the activity, an investment of €9,300 will be made for the creation of the mobile application we will use to offer our products. This application must be operational in May, just before the first football tournament, which will be the official starting point for our business. High marketing expenses are expected during the first 2

months in order to promote the company as much as possible. We want to attract as many people as possible as soon as possible so that we can present game offerings on a daily basis with varied schedules. The participation price for each player will be €6, which is the most reasonable price that allows us to generate profit margins.

Advertising and marketing will play a vital role in the survival of the business, especially in the pre-opening period and throughout the first year. The fact that the company is not well known and does not have similar precedents will be a potential factor of ignorance and fear from the potential customers, that we want to turn into loyal clients. Therefore, a large investment of money in advertising and marketing, focused on SEO, social media and direct word-of-mouth marketing is key.

Having carried out the profit and loss account, the great importance for the economic viability of the company to increase the total number of monthly games as soon as possible has been observed. The goal of 90 monthly games has been set for the end of the first half of activity, thus reducing losses. It should be noted that all the predictions have been made in a more pessimistic way based on the hypothetical case that we do not receive any bonus or discount on the rental price of the fields. In line with meeting business objectives, the estimated revenue generated indicates that the business would be profitable, especially from the second year onwards. Therefore, it is necessary to keep in mind the variability of users, recruited organizers and organized games. The forecast indicates that we would close the first year leaving the losses.

The type of product that we want to offer has shown to be successful and very cost effective. At Joga,

we want to offer a new and different product that captures people's attention and that, through football, helps us connect them and create a community. This project has a lot of capacity for expansion, and once the product settles in a city and customer loyalty and loyalty from the football field administrations is built, demand grows exponentially. At this point, the company can make the leap to new Spanish cities or even new countries to expand and continue to grow. The script of this business plan is perfectly applicable to any other major city and we can, by expanding, continue to pursue our mission to create the largest football community in the world.

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FINAL UNDERGRADUATE PROJECT

Company Creation and Business Plan



ANNEXES

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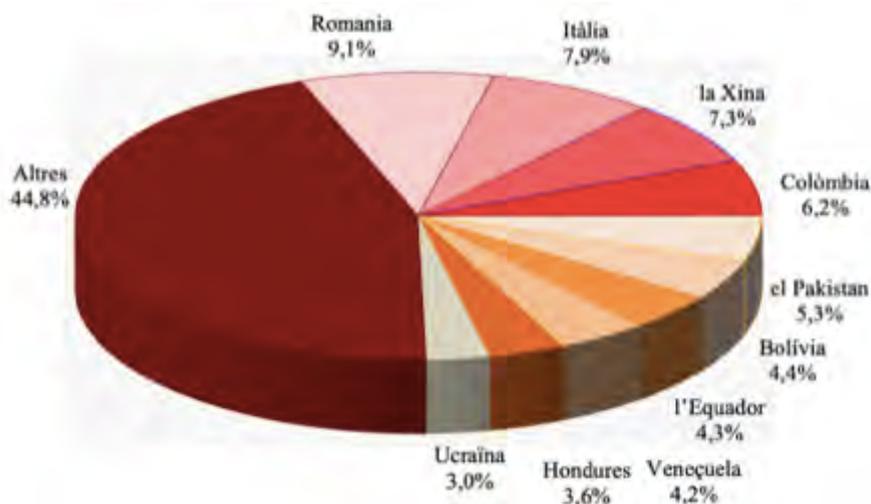
9. Annexes.

Annex 1. Population and immigration demographics.

Annex 1.1 Population by age per district in Valencia. (Source: Oficina d'estadística de València (2019). Població segons edat en tres grups i sexe. Districtes. 2019. Retrieved from: <http://www.valencia.es/ayuntamiento/catalogo.nsf>).

	Total	0 - 4	5 - 9	10 - 14	15 - 19	20 - 24	25 - 29	30 - 34	35 - 39	40 - 44
Total	795.736	31.862	36.114	39.341	38.152	40.252	44.981	47.724	56.358	65.456
1. Ciutat Vella	27.070	1.011	1.120	1.090	1.076	1.343	1.644	1.922	2.101	2.323
2. l'Eixample	42.618	1.763	1.969	2.119	1.932	1.971	2.139	2.447	2.922	3.382
3. Extramurs	48.617	1.975	2.045	2.157	2.199	2.371	2.581	2.944	3.325	3.719
4. Campanar	38.338	1.741	2.197	2.142	1.731	1.594	1.899	2.293	2.893	3.337
5. la Saïdia	47.092	1.813	1.890	2.111	1.986	2.459	2.838	2.885	3.249	3.708
6. el Pla del Real	30.538	1.436	1.524	1.500	1.523	1.786	1.888	1.710	1.899	2.186
7. l'Olivereta	48.550	1.764	1.966	2.308	2.264	2.522	2.745	2.906	3.330	3.879
8. Patraix	57.783	2.128	2.371	2.862	3.027	2.919	3.024	3.261	3.854	4.605
9. Jesús	52.623	1.941	2.256	2.455	2.350	2.670	3.055	3.221	3.755	4.562
10. Quatre Carreres	73.915	2.870	3.368	3.802	3.640	3.637	3.961	4.305	5.245	6.174
11. Poblat Marítims	55.843	2.151	2.482	2.859	2.799	2.745	3.149	3.333	4.010	4.509
12. Camins al Grau	65.451	2.639	3.268	3.746	3.549	3.303	3.602	3.696	4.506	5.705
13. Algirós	36.711	1.236	1.338	1.394	1.621	2.159	2.631	2.300	2.336	2.552
14. Benimaclet	28.718	1.068	1.074	1.128	1.223	1.695	1.997	2.007	2.098	2.119
15. Rascanya	53.570	2.361	2.872	3.055	2.750	2.871	3.044	3.137	3.903	4.918
16. Benicalap	46.699	2.205	2.441	2.373	2.463	2.253	2.510	2.863	3.900	4.223
17. Pobles del Nord	6.566	237	329	420	341	302	340	340	388	517
18. Pobles de l'Oest	14.387	642	699	771	768	684	818	869	1.136	1.304
19. Pobles del Sud	20.647	881	905	1.049	910	968	1.116	1.285	1.508	1.734

Annex 1.2. Foreign population in Valencia by nationality. (Source: Oficina d'estadística de València (2019). Població estrangera segons nacionalitats més freqüents. 2019. Retrieved from: <http://www.valencia.es/ayuntamiento/catalogo.nsf>).



Annex 1.3 Total population by district and neighborhood in Valencia. (Source: Oficina d'estadística de València (2019). Població per districtes i barris. 2019. Retrieved from: <http://www.valencia.es/ayuntamiento/catalogo.nsf>).

	Total		Total
València	795.736		
1. Ciutat Vella	27.070	11. Pobles Marítims	55.843
1. la Seu	3.013	1. el Grau	9.408
2. la Xerea	3.908	2. el Cabanyal-el Canyameres	19.497
3. el Carme	6.343	3. la Malva-rosa	12.936
4. el Pilar	4.624	4. Beteró	8.011
5. el Mercat	3.558	5. Nazaret	5.991
6. Sant Francesc	5.624	12. Camús al Grau	65.451
2. l'Examplo	42.618	1. Alora	24.980
1. Russafa	23.742	2. Albuixac	8.776
2. el Pla del Remet	6.998	3. la Creu del Grau	14.694
3. Gran Via	11.878	4. Camí Fondo	4.587
3. Extramurs	48.617	5. Penya-roja	12.414
1. el Botànic	6.820	13. Algirós	36.711
2. la Roqueta	4.449	1. l'Illa Perduda	8.692
3. la Petxina	15.040	2. Ciutat Jardí	11.810
4. Armoncapins	22.508	3. l'Amistat	7.095
4. Campanar	38.338	4. la Bega Baixa	5.572
1. Campanar	11.593	5. la Carrasca	3.542
2. les Tendetes	5.253	14. Benimaclet	28.718
3. el Calvari	4.864	1. Benimaclet	23.306
4. Sant Pau	16.628	2. Cany de Venç	5.412
5. la Sardinia	47.092	15. Rocanya	53.570
1. Marsalenes	10.629	1. Oriola	16.423
2. Morvedre	10.222	2. Torrell	26.268
3. Trinitat	7.807	3. Sant Llorenç	10.879
4. Tormos	8.628	16. Benicalap	46.699
5. Sant Antoni	9.806	1. Benicalap	40.908
6. el Pla del Real	30.538	2. Ciutat Fallera	5.791
1. Exposició	6.730	17. Pobles del Nord	6.566
2. Mestalla	14.640	1. Benifanig	1.014
3. Jaume Roig	6.469	2. Poble Nou	899
4. Ciutat Universitaria	2.693	3. Caspeña	1.186
7. l'Olivereta	48.550	4. Caser de Blacenet	345
1. Nou Moles	26.051	5. Maulella	45
2. Soternes	4.921	6. Massarrojos	2.362
3. Tres Forques	9.011	7. Borboto	715
4. la Fontana	3.511	18. Pobles de l'Oest	14.387
5. la Llana	5.056	1. Benimàmet	13.187
8. Patraix	57.783	2. Beniferri	1.200
1. Patraix	24.590	19. Pobles del Sud	20.647
2. Sant Isidre	9.968	1. el Forn d'Alcedo	1.243
3. Van de Quart	10.409	2. el Castellat-l'Olivereta	6.800
4. Safranc	9.179	3. Pineda	2.559
5. Favara	3.637	4. el Saler	1.836
9. Jesús	52.623	5. el Palmar	755
1. la Ràfosa	15.493	6. el Perellonet	1.378
2. l'Hort de Santobri	17.062	7. la Torre	4.781
3. la Creu Coberta	6.158	8. Fuitan	1.295
4. Sant Miquel II	10.069		
5. Camí Real	3.841		
10. Quatre Carreres	73.915		
1. Moncolivet	19.448		
2. En Corts	12.106		
3. Malilla	21.943		
4. la Fonteta Sant Lluis	2.950		
5. na Rovella	7.815		
6. la Pansa	2.605		
7. Ciutat de les Arts i les Ciències	7.050		

Annex 2. Economic and professional activities.

Annex 2.1. Disposable household income per district and neighborhood. (Source: Own elaboration).

District València and disposable household income.	District neighborhoods and disposable household income.
1. Ciutat Vella: 30.738 €	la Seu: 31.554€ la Xerea: 31.554€ el Carme: 31.554€ el Pilar: 26.660€ el Mercat: 31.554€ Sant Francesc: 31.554€
2. l'Eixample: 35.547 €	Russafa: 21.921€ Pla del Remei: 50.393€ Gran Via: 34.329€
3. Extramurs: 25.748 €	Botànic: 25.748€ Roqueta: 25.748€ Petxina: 25.748€ Arrancapins: 25.748€
4. Campanar: 22.221 €	Campanar: 24.595€ les Tendetes: 21.430€ Calvari: 21.429€ Sant Pau: 21.431€
5. La Saïdia: 21.148 €	Marxalenes: 20.867€ Morvedre: 21.429€ Trinitat: 21.429€ Tormos: 21.433€ San Antoni: 21.429€
6. el Pla del Real: 28.903 €	Exposició: 21.429€ Mestalla: 36.377€ Jaume Roig: 21.429€ Ciutat Universitària: 21.429€
7. l'Olivereta: 20.643 €	Nou Moles: 21.429€ Soternes: 21.432€ Tres Forques: 21.429€ La Font Santa: 21.429€ La Llum: 19.858€
8. Patraix: 24.545 €	Patraix: 24.545€ Sant Isidre: 24.545€ Vara de Quart: 24.545€ Safranar: 24.545€ Favara: 24.545€
9. Jesús: 20.568 €	Raiosa: 21.429€ Hort de Senabre: 21.429€ Creu Coberta: 18.847€ Sant Marcel·lí: 21.430€ Camí Real: 21.429€
10. Quatre Carreres 20.803 €	Montolivet: 21.429€ En Corts: 19.241€ Malilla: 19.241€ Font de Sant Lluís: 21.429€ Rovella: 21.429€ la Punta: 21.429€ Ciutat de les Arts i les Ciències: 21.429€

District València and disposable household income.	District neighborhoods and disposable household income.
11. Poblats Marítims: 19.613 €	el Grau: 20.177€ Cabanyal-Canyameral: 20.177€ Malvarrosa: 20.177€ Beteró: 20.177€ Nazaret: 19.050€
12. Camins al Grau: 22.805 €	Aiora: 21.835€ Albors: 21.429€ Creu del Grau: 27.905€ Camí Fondo: 21.429€ Penya-roja: 21.429€
13. Algirós: 25.352€.	Illa Perduda: 25.352€ Ciutat Jardí: 25.352€ Amistat: 25.352€ Bega Baixa: 25.352€ la Carrasca: 25.352€
14. Benimaclet: 23.905 €	Benimaclet: 23.905€ Camí de Vera: 23.905€
15. Rascanya: 20.261 €	els Orriols: 21.429€ Torrefiel: 19.093€ Sant Llorenç: 21.429€
16. Benicalap: 20.030 €	Benicalap: 18.630€ Ciutat Fallera: 21.430€
17. Pobles del Nord: 22.796 €	Benifaraig: 21.429€ Poble Nou: 21.429€ Carpesa: 21.429€ Cases de Bàrcena: 21.429€ Mahuella: 21.431€ Massarrojos: 30.996€ Borbotó: 21.429€
18. Pobles de l'Oest: 20.760 €	Benimàmet: 17.616€ Beniferri: 23.905€
19. Pobles del Sud: 22.277 €	Forn d'Alcedo: 22.978€ Castellar-Oliveral: 22.978€ Pinedo: 22.978€ el Salar: 22.978€ el Palmar: 20.177€ el Perenollet: 20.177€ la Torre: 22.978€ Faitanar: 22.978€

Annex 2.2. Population by profession per district in Valencia in 2011. (Source: Oficina d'estadística de València (2019). Població en habitatges familiars de 16 i més anys ocupada segons professió. 2011. Retrieved from: <http://www.valencia.es/ayuntamiento/catalogo.nsf>).

	Total	Forces Armades	Personal directiu empr. i adms. púb.	Personal tècnic	Personal tècnic profes. de suport	Personal administratiu	Hostaleria i serveis	Agricultura i pesca	Construcció i Indústria	Instal·lacions i maquinària	Ocupacions elementals
Total	401.510	2.120	18.015	80.945	51.450	58.505	80.150	3.790	38.365	21.995	46.170
1. Ciutat Vella	13.905	65 *	1.080	5.115	1.855	1.825	1.945	70 *	830	315	805
2. l'Eixample	21.040	60 *	1.315	8.000	2.675	3.180	2.995	130 *	845	475	1.365
3. Extramurs	24.165	80 *	1.545	7.730	3.470	3.920	3.540	245	1.240	645	1.745
4. Campanar	19.000	135 *	1.260	5.025	2.665	2.915	3.280	145	1.415	575	1.580
5. la Saïdia	23.335	245	800	4.495	2.730	3.385	5.070	125 *	2.195	1.075	3.220
6. el Pla del Real	14.450	55 *	1.280	6.095	1.940	2.205	1.590	45 *	470	325	440
7. l'Olivarera	23.550	100 *	595	2.890	3.015	3.090	5.520	335	2.380	1.560	4.070
8. Patraix	29.850	135	1.010	4.610	3.635	5.505	6.755	270	2.875	1.790	3.270
9. Jesús	27.400	275	790	3.370	3.720	4.195	5.815	240 *	3.065	2.080	3.850
10. Quatre Carreres	37.890	225	1.625	5.105	4.815	5.490	9.055	265	4.310	2.200	4.800
11. Pobles Marítims	29.235	130 *	735	2.995	3.540	3.935	7.455	390	3.275	2.260	4.515
12. Camins al Grau	33.635	130 *	2.015	6.520	3.850	5.095	7.010	425	3.145	1.855	3.600
13. Algirós	19.600	60 *	930	5.780	2.695	2.895	3.480	85 *	1.530	975	1.165
14. Benimaclet	14.935	20 *	685	3.990	2.125	1.755	2.900	120 *	1.225	700	1.420
15. Rascanya	25.480	125 *	785	3.935	3.060	3.380	4.740	240	3.600	1.750	3.865
16. Benicalap	23.435	145	820	3.185	3.240	2.930	4.545	215	2.950	1.820	3.570
17. Pobles del Nord	3.120	0	140	385	400	335	615	150	490	185	415
18. Pobles de l'Oest	7.595	80 *	185	675	900	930	1.690	55 *	1.395	530	1.155
19. Pobles del Sud	9.880	60 *	405	1.040	1.125	1.540	2.155	235	1.125	880	1.315

Annex 3. Demand for football fields.

Annex 3. Uses of municipal football fields in 2017. (Source: Fundació Esportiva Municipal de València (2017). Camps de futbol. Retrieved from: http://www.fdmvalencia.es/wp-content/uploads/2018/09/memoria_fdm_2017_web.pdf).

Ubicación de la instalación 2016	Clubes cesionarios	Clubes terceros	N.º equipos FB	N.º equipos F11	N.º usuarios	N.º usos
Instalación Jardín del Turia (Tramo II)	CD Rumbo		10	13	401	41.704
		Torrefiel AthCE		9	169	17.576
Instalación Jardín del Turia (Tramo VI) n.º 2 margen derecho	CF Deportivo Serranos		9	11	361	37.544
		Tiki Taka		1	200	20.800
		Deutsche Schule Valencia FC		1	80	8.320
		Juan Montalvo		2	300	31.200
		FSU		1	30	3.120
Instalación Jardín del Turia (Tramo VI) n.º 3, margen izquierdo	CD Atlético Turia		8	10	296	30.784
		CD Collvert	4	5	149	15.496
Campo de Fútbol Marxalenes - Zaidia	CF Històrics de València		11	11	366	38.064
Campo de Fútbol San Marcelino	CDA San Marcelino		9	12	348	36.192
	EDE Salgui		11	10		32.448
Campo de Fútbol Torre Levante	CF Torre Levante		12	10	428	44.512
		Santa Ana		2	44	4.576
Campo de Fútbol puente de la Exposición (Instalación Jardín del Turia, Tramo VIII)	CFB Ciutat de València		13	11	336	34.944
		Deportes Júcar	4	4		12.480
Campo de Fútbol Pinedo	CD Pinedo		5	5	143	14.872
		Cabanyal - Canyameler		1	22	2.288
		CDA San Marcelino		6	123	12.792
Campo de Fútbol Malvarrosa	CF Malvarrosa		3		38	3.952
	Imposibles Levante		4	5	151	15.704
Campo de Fútbol Benimàmet	CF Benimàmet		4		55	5.720
Campo Fútbol Torrefiel	Torrefiel Athletic		11	9	298	30.992
Campo Fútbol Beniferri	Club Valencia Fèminas		3	6	162	16.848
		CF Escuelas San José		10	206	21.424
Campo Fútbol Tres Creus	CF Zafranar		13	6	291	30.264
	CF Rambleta		4	6	158	16.432
Campo Fútbol Dr. Lluch	UD Marítimo Cabanyal	CF Femenino Maritim	2	5	128	13.312
		AF Veteranos VCF		1	40	4.160
		Futplaya		1	22	2.288
		UD Termes		1	20	2.080
		CF La Barbería		1	20	2.080
		CF Mei Lan		1	22	2.288
Campo de Fútbol Quatre Carreres	CUD Fonteta		6	7	238	24.752
		UE Atlético Amistad	12	9	325	33.800
Campo de Fútbol Malilla	CD Malilla		19	1	286	29.744
Total						720.720

Annex 4. Study on the user of Fundació Esportiva Municipal of Valencia.

Table 4.1. Level of studies of the user. (Source:Ros-Castelló, P. (2019). Estudios. [Table 2]. Retrieved from: <https://doi.org/10.6018/sportk.362271>)

Secundarios (ESO, Bachillerato, FP)	Universitarios	Sin estudios
35,27 %	57,82%	0,36%

Table 4.2. Employment situation of users. (Source:Ros-Castelló, P. (2019). Situación laboral. [Table 3]. Retrieved from: <https://doi.org/10.6018/sportk.362271>)

Trabajo	Desempleado/a	Estudiante	Estudio y trabajo	Jubilado/a	Otro
68,91%	12,00%	5,27%	7,45%	4,73%	1,64%

Table 4.3. Preference for days of the week to play sports. (Source:Ros-Castelló, P. (2019). ¿Qué días de la semana practica habitualmente algún deporte o actividad física? [Table 4]. Retrieved from: <https://doi.org/10.6018/sportk.362271>)

Lunes	Martes	Miércoles	Jueves	Viernes	Sábado	Domingo
39,67%	39,53%	39,26%	38,02%	34,02%	19,15%	14,60%

Table 4.4. Hours of the day when they usually play sports. (Source:Ros-Castelló, P. (2019). ¿A qué horas del día practica o piensa practicar deporte o actividad física? [Table 5]. Retrieved from: <https://doi.org/10.6018/sportk.362271>)

Antes de las 9:00 h	Entre las 9:00 y 14:00 h	Entre las 14:00 y 16:00 h	Entre las 16:00 y 19:00 h	Después de las 19:00 h
10,61%	36,36%	12,53%	27,00%	44,35%

Table 4.5. Type of activity practiced in this facility. (Source:Ros-Castelló, P. (2019). ¿Qué tipo de actividad deportiva practica en esta instalación? [Table 6]. Retrieved from: <https://doi.org/10.6018/sportk.362271>)

Actividad dirigida en sala	Actividad dirigida en agua	Uso libre individual (baño libre, musculación, etc.)	Alquiler de espacios colectivos	Otro
51,56%	12,75%	59,35%	16,15%	8,26%

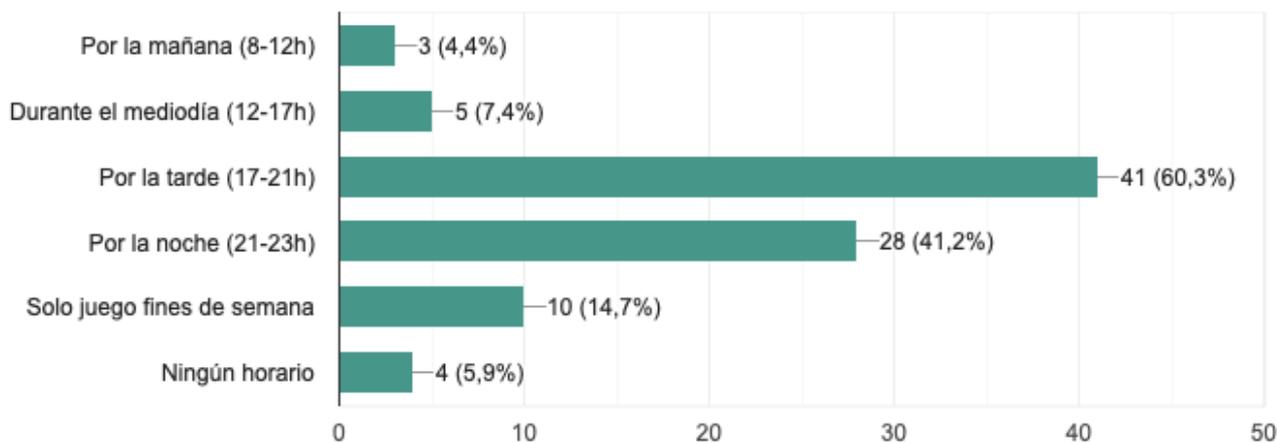
Table 4.6. Reasons for playing sports. (Source:Ros-Castelló, P. (2019). Motivos de práctica deportiva del 1 al 5. [Table 7]. Retrieved from: <https://doi.org/10.6018/sportk.362271>)

Motivos	Media	Desv. Típ.
Entretenerme	3,37	1,28
Divertirme y ocupar mi tiempo libre	3,63	1,22
Aprender y mejorar mi habilidad en ese deporte o actividad	3,50	1,20
Por prescripción médica	2,36	1,42
Mantenerme en forma y mejorar mi salud	4,70	0,60
Estar con mis amigos/as	2,45	1,32
Hacer nuevos amigos y relacionarme con gente	2,46	1,23
Está de moda	1,31	0,73
Mejorar mi imagen corporal	3,68	1,11
Gustarme más	3,28	1,33
Participar en competiciones	1,73	1,16
Relacionarme con los de mi entorno social	2,45	1,25
Desconectar de mi actividad cotidiana	3,92	1,11
Cuidar el equilibrio cuerpo-mente	4,22	0,95

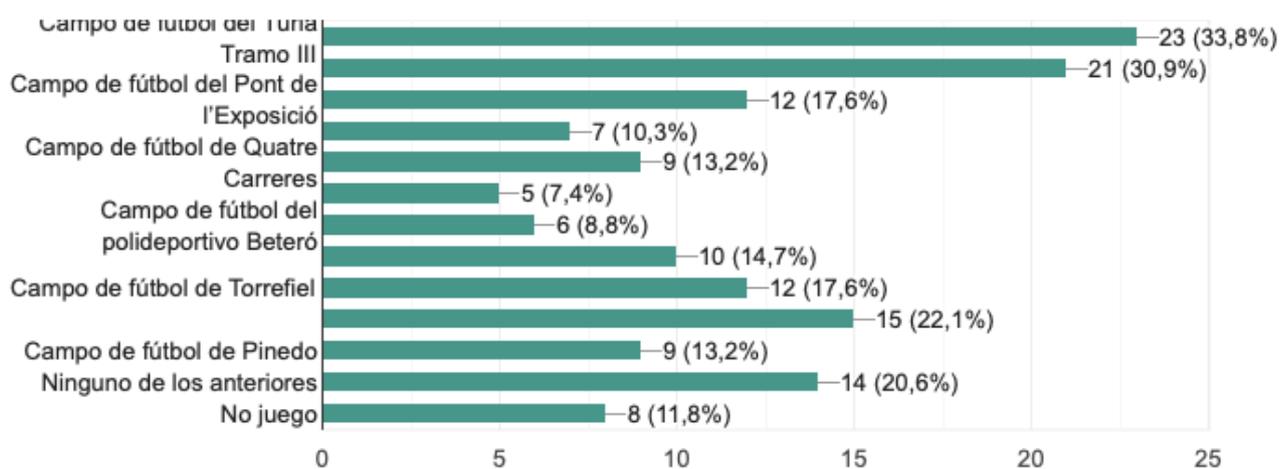
Annex 5. Survey results from potential customers in Valencia.

(Source: Own elaboration).

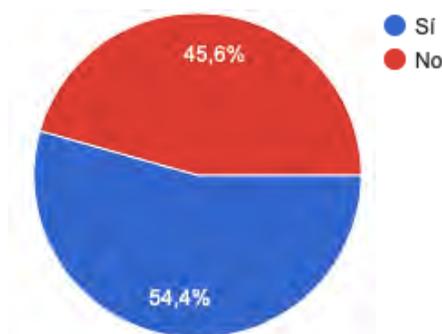
Which of the following schedules best suits your availability to play a football game on a weekday?



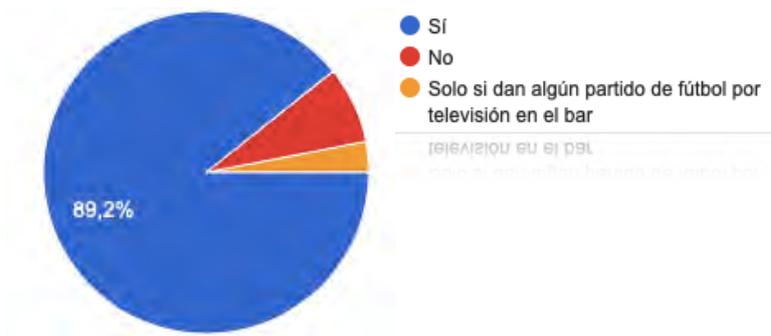
Select the closest football field to you from the following fields in Valencia:



Would you agree to organize football games in exchange for playing for free?



Would you go out for some beers with people you just met playing a football game?



Annex 6. Photos of the football fields.

Districts 11 - Pobles Marítims and 19 Pobles del Sud.



Camp de Futbol Malvarrosa



Camp de Futbol Dr. Lluç



Nazaret Sports Center



Camp de Futbol Pinedo



District 10 - Quatre Carreres.

Camp de Futbol Malilla



Camp de Futbol del Esportiu Don Bosco Ciutat de València



Camp de Futbol Quatre Carreres



Districts 7 - l'Olivereta and 9 - Jesús.

Camp de Futbol Municipal La Light



Camp de Futbol Tres Creus



Camp de Futbol Sant Marcel·lí



Districts 4 - Campanar, 3 - Extramurs and 18 - Pobles de l'Oest.

Camp de Futbol Benimàmet



Camp de Futbol Beniferri



Camp de Futbol Camp del Túria (Riu Túria Tram III)



Camp de Futbol Riu Túria Tram II



Districts 15 - Rascanya and 16 - Benicalap.

Camp de Futbol Benicalap



Camp de Futbol Torrefiel



Camp de Futbol d'Orriols (Torre Levante)



Districts 6 - El Pla del Real, 13 - Algirós and 14 - Benimaclet.

Camp de Futbol Universitat de València (UV Campus de Blasco Ibáñez)



Benimaclet Sports Center



Camp de Futbol Sports center Beteró



Camp de Futbol Pont de l'Exposició (Riu Túria Tram VIII)



District 5 - La Saïdia.

Camp de Futbol Pont de Fusta (Riu Túrria Tram VI - left side)



Camp de Futbol Marxalenes



Camp de Futbol Serrans (Riu Túrria Tram VI - right side)



Annex 7. University residences and co-working spaces in Valencia.

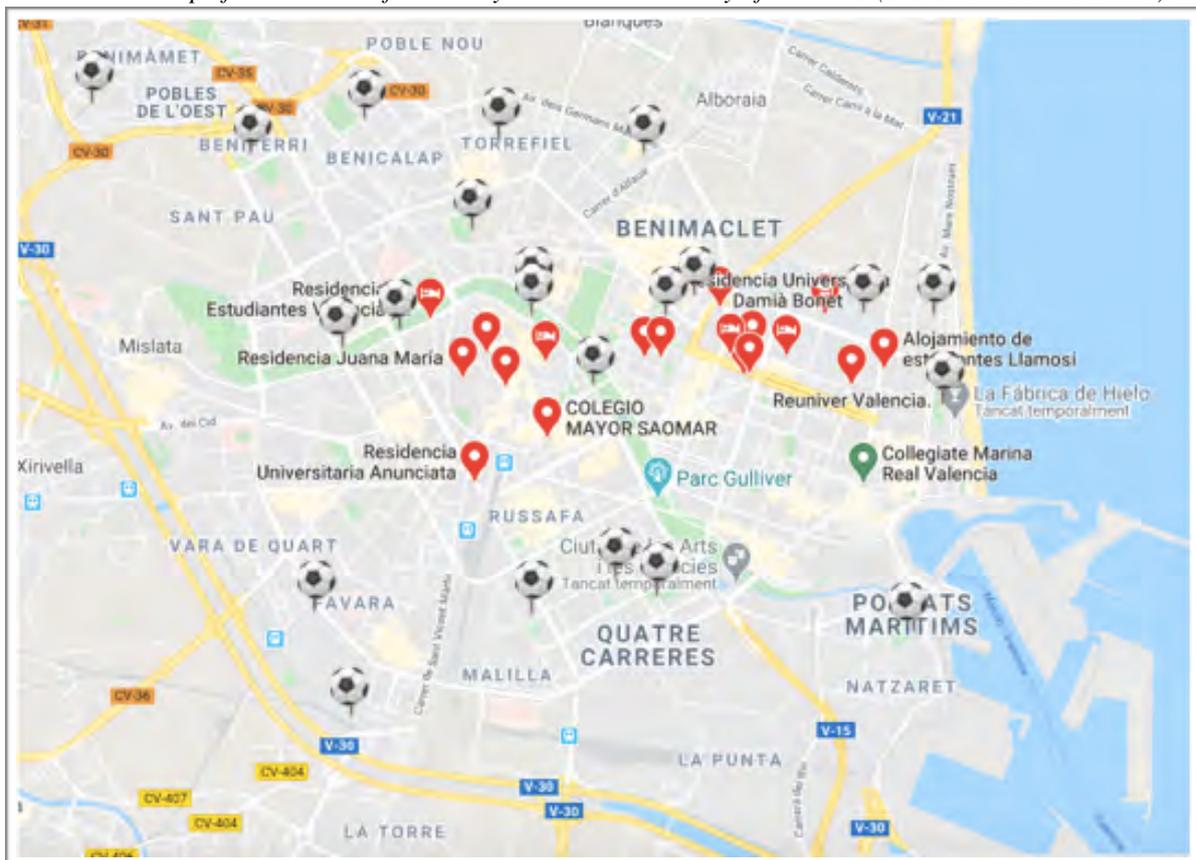
Annex 7.1. Student residences in the city of Valencia. (Source: Own elaboration).

Name	Address	Contact	Description
Galileo Galilei	Avda. de los Naranjos s/n 46022 València.	96 335 20 00 00galileo@galileogalilei.com galileogalilei.com	Occupancy of 600 students. High quality residence In front of the UV football field, they can use their facilities free of charge.
RESA La Concepción	Av. de Suècia, 23 46010 València.	963 03 63 00 laconcepcion@resa.es resa.es	RESA is a national group. 134 residents. 37% boys 63% girls. Average age 20.
RESA Damià Bonet (Campus Tarongers)	Campus dels Tarongers C/ Serpis, 27 46022 Valencia.	962 05 05 00 damianbonet@resa.es resa.es	Great Facilities 416 residents. 60% girls 40% boys. Average age 22.
Juana Maria	Balmes, 27, 46001 València.	963 91 71 88 residenciajuanamaria.com rjuanamaria@esclavasdemia.org	Women's residence. 50 residents. Religious.
Resiolé	Av. de María Cristina, 6, 46001 València.	963 53 04 04 espanole.es	30 rooms and host families. Only foreign students; mainly French and German.
Anunciata	Gran Vía Ramon i Cajal 11, 46011 Valencia.	963 41 00 23 anunciata.dominicas@residenciaanunciata.es residenciaanunciata.es	8-story building with 120 rooms. Women's residence.
Colegio Mayor Saomar	Pizarro, 7, 46004 València.	963 52 00 69 saomar.com	Integrated women's residence in the school. Link with Opus Dei
Reuniver	José María Haro, 59 46022 València	963 56 22 63 reunivervalencia.com info@reunivervalencia.com	Occupancy of 120 students. Next to the Beteró Sports Center.
Les Centelles	Poeta Artola, 14, 46021 València.	963 69 75 41 unizenval@loscentelles.com loscentelles.com	In the middle of the university area. Occupancy of 75 students.

Name	Address	Contact	Description
Habitaciones Caldes	Passeig de la Petxina, 7, 46008 València.	639 42 08 64 info@pisoscompartidosvalencia.com pisoscompartidosvalencia.com	They only work with foreigners. Located very close to the football fields del riu Túria II and III.
Colegio Mayor Rector Peset	Plaça del Forn de Sant Nicolau, 4, 46001 València.	963 16 60 00	They are part of the UV. Occupancy of 149. Students can use their facilities for free.
Religiosas María Inmaculada	Trinquet de cavallers, 10, 46003 València.	963 91 50 82 rmivalencia.es	Religious. Capacity for 90 people.
Colegio Mayor de Alameda	Misser Mascó, 29, 46010 València.	963 69 16 12 info@cmalameda.es cmalameda.es	Men's residence, capacity of 40. Linked to Opus Dei. High purchasing power. Sports offer included. They work with locals and Erasmus. Very close to the field of the Exhibition Bridge.
San Francisco Javier	Av. de Blasco Ibáñez, 55, 46021 València.	963 69 58 54 info@residenciauniversitaria sfj.es	Occupancy of 90 students. Linked to ESIC. University area.
Mediterráneo	Av. de Blasco Ibáñez, 106, 46021 València.	963 89 14 13 informacion@residenciamediterraneo.com	Occupancy of 30 students. Focused on MIR/FIR students and opponents.
Colegio Mayor Ausiàs March	Av. Catalunya, 30. 46021 València.	96 369 54 08 colegiomayor@cm-ausiasmarch.com cm-ausiasmarch.com	Occupancy of 350 students. Very central. They offer group sports activities internally.
Palacios	Daoiz i Velarde, 6, 46021 València.	616 35 25 48	Occupancy of 30. Young students.
Llamosí	Marquès de Guadalest, 7, 46011 València. alojamientoestudiantes@aumsa.e	660 67 29 95 alojamientoestudiantes@aumsa.es alojamientoestudiantes.amusa.es	12 residents. Next to the Beteró Sports Center.
Albalat	Av. Primado Reig, 167. 46020 València.	96 360 75 12 colegiomayoralbalat.com	Men's residence with an occupancy of 56. Linked to Opus Dei. They have a small indoor football field in their facilities. Sports offer included.

Name	Address	Contact	Description
Campus Burjassot	Av. 1º de mayo, 4, 46100 Burjassot.	963 16 00 92 cc@micampusliving.com	Campus attached to the UV. Occupancy of 196 students.
Marina Real	Francesc Cubells, 7, 46010 València.	960 47 13 64 collegiate-ac.es	350 seats. Great residence, very modern and close to the marina. Linked to the UPV. They work with local and international students.

Annex 7.2. Map of the location of university residences in the city of Valencia. (Source: Own elaboration).

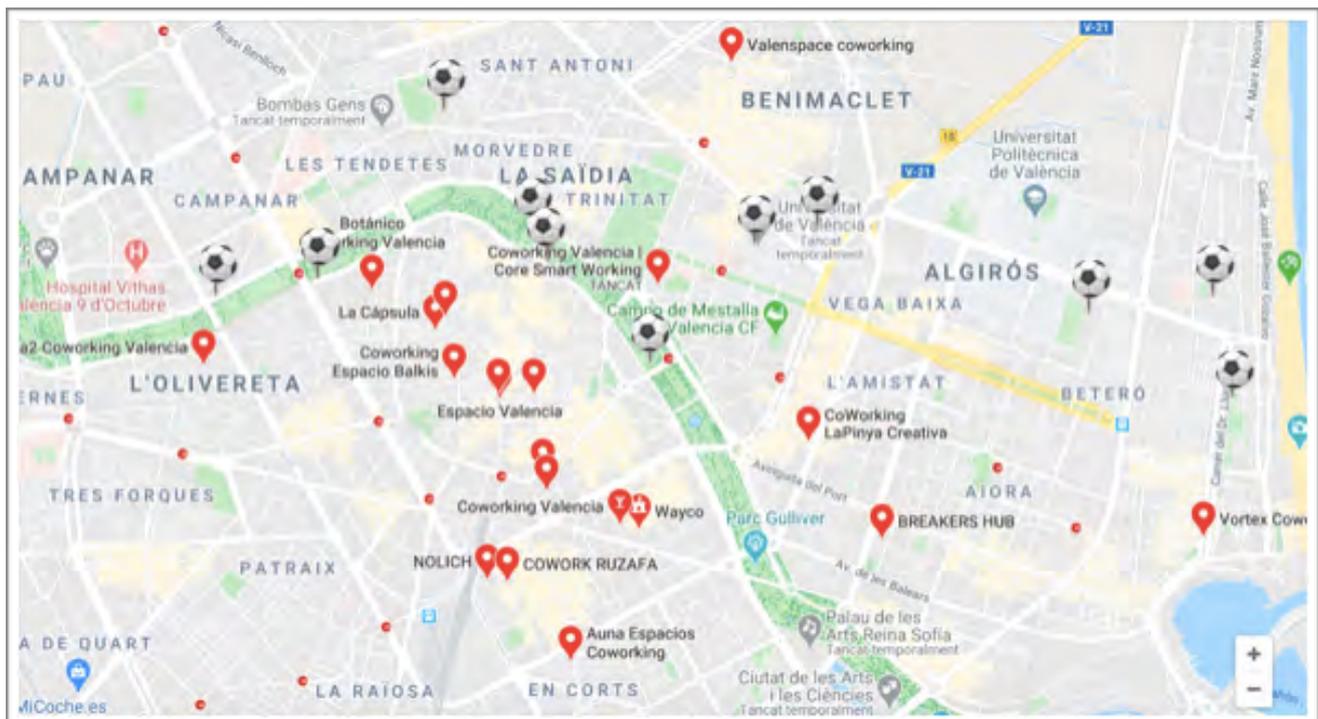


Annex 7.3. Coworking spaces in the city of Valencia. (Source: Own elaboration).

Name	Address	Contact	Description
a2 Coworking	Francisco Moreno Usedo, 15, 46018 València.	96 383 50 51 info@a2coworkingvalencia.com	Small space. Few workers. Graphic arts and photography.
Botànic Space	Calle del Túria 53, 46008, València.	96 115 32 23 coworking@botani.co	---
Garage Coworking	Moro Zeit, 11, 6 Pta, 46001 València.	96 327 05 13 hellocoworking-valencia.com	In the center of Valencia. Spacious with more than 20 users.
La càpsula	Teixidors, 2, baix, 46001 València.	692 81 22 56	---
Espacio Balkis	Avda Barón De Cárcer, 26, 46001 València.	961 93 08 98	Total of 32 workers.
Mosaico Coworking	Plaça de l'Ajuntament, 7, 46002 València.	963 76 81 49	Small space used by only 4 companies.
Poeta Querol	Poeta Querol, 8, Planta 1 - Porta 1, 46002 València.	960 62 31 51	---
Core Smart Working	Plaça de la Legió Espanyola, 2, Baix, 46010 València.	96 115 41 50	Very large and central space. Used by more than 15 companies. They have showers.
W.I.L.D.	Borrull, 16, 46008 València.	660 89 09 40 hola@wildvalencia.com	Used by 7 architecture, industrial design and interior design companies.
GOOCENTER	Cirilo Amorós, 7, pta 2, 46004 Valencia.	677 71 71 14	---
Llum coworking	Carrer de Colón, 10, porta 13 planta 6ª, 46004 València.	616 45 40 50	Used by 10 companies. Mostly female staff.
Wayco	Carrer de l'Almirall Cadarso, 26, 46005 València.	962 06 23 24	Huge space with hundreds of workers and used by more than 20 companies.
Power Source	Carrer d'Albacete, 52, 46007 València.	961 81 89 29	It is part of Garage Coworking.
Ruzafa	Buenos Aires, 15, Baix, 46006 València.	677 71 71 14 info@coworkruzafa.com	Company that has 4 coworking spaces spread throughout the city, used by 49 companies in total.
Auna Espacios	Carrer d'Esteve Victòria, 6, 46006 València.	960 65 30 56 auna@aunaespacios.com	Aimed at young entrepreneurs and self-employed workers.
Coworking Valencia	Mestre Gozalbo, 23, 46005 València.	626 64 44 27 info@coworkingvalencia.com	Training and workshops are held for students.

Name	Address	Contact	Description
Nolich	Dénia, 73, baix, 46006 València.	962 06 61 80	Very urban and young atmosphere. Innovative space with 11 film, advertising and TV companies.
LaPinya Creativa	Dr. Ferran, 13, 46021 València	963 32 55 95	Design and advertising.
Breakers HUB	Carrer d'Astúries, 61, 46023 València.	635 46 52 64	Used by 8 companies.
Vortex Coworking	Carrer de la Reina, 10, 46011 València.	962 35 37 76 info@vortexcoworking.es	Used by 20 companies. Employed by young foreigners.
Valenspace	Valladolid, 20, 46020 València.	961 04 60 07 admin@valenspace.com	Used by 5 companies.

Annex 7.4. Map of the location of coworking spaces in the city of Valencia. (Source: Own elaboration).



Annex 8. Sports Bars in Valencia.

Annex 8. Local sports bars in the city of Valencia. (Source: Own elaboration).

Name	Address and location	Prices and Promos (in Valencian)	Description
ORENES Sports Bar&Salò de jocs	Avinguda de l'Oest, 029, 46001 València. (La Petxina, Extramurs).	Cubell de cervesa 6€, 2x1 en pizzes i 2x1 en tapes els dies de partit.	Near the <u>campes del Jardí del Túria Trams II and III</u> . Game room and betting house. They have a very modern sports bar.
House of Sport	Lázaro, 27, 46035 València. (Campanar, Campanar).	Higher prices. Elaborate cuisine.	Near the <u>camp de futbol del riu Túria Tram II</u> . Huge bar with up-to-date decor and a giant 400-inch screen. They have an outdoor area.
Sports Bar Salò de jocs Torrefiel	Av. del Dr. Peset Aleixandre, 75, 46009 València. (Tormos, La Saïdia).	Tapes 5€. Hamburgueses 7,5€.	Between the <u>campes de Marxalenes and Torrefiel</u> . Game room and betting house. They have a sports bar and VIP lounges.
The Lounge	Estamenyeria Vella, 2, 46001 València. (la Xerea, Ciutat Vella).	Mitjana 3,5€ Pinta 5€. Mitjana de preu de les tapes 6€.	Close to the <u>camp de futbol de Serrans</u> . Located in the heart of Valencia. Very busy, little space. Irish pub with Spanish tapas. Tourist.
Deli Sports Bar	Av. d'Ausiàs March, 68, Baix esquerra, 46026 València. (Malilla, Quatre Carreres).	—	Close to the <u>camp de Malilla, Quatre Carreres and the escola Don Bosco</u> . Small, family bar. It stands out for its craft and imported beer. They only have one TV.
Tony's Beer Tavern	Doctor Garcia Brustenga, 8, 46020 València. (Ciutat Universitària, Pla del Real).	2x1 en pintes els dies de partit del València. Menú 9,90€.	Right next to the <u>instal·lacions de la UV</u> and next to the <u>Benimaclet Sports Center</u> . Irish pub.
Irish Pub Mulligan's	Yecla, 24, 46021 València. (l'Amistat, Algirós).	Cervesa 4,5€. Preu tapes 4,5€.	Very close to the <u>instal·lacions de la UV</u> and the <u>Beteró Sports Center</u> . Monitoring of all sports and competitions.
Sportime Cafe	Av. de Blasco Ibáñez, 138, 46022 València. (Ciutat Jardí, Algirós).	Grups superiors de 4 persones 13€ menú (hamburguesa) Open bar for beer and sangria.	Close to the <u>Beteró Sports Center and the instal·lacions de la UV</u> . Highly recommended on blogs and internet forums. Sports and football theme. It has many televisions.
Bar Billar Bulebu	Font nº86, Camino Moncada, 46025 València. (Torrefiel, Rascanya).	Menú 19,40€. High end cocktail bar.	Bar next to the <u>camp de Torrefiel</u> . Large, has table football, billiards and darts.

Name	Address and location	Prices and Promos (in Valencian)	Description
Finnegans of Dublin	Plaça de la Reina, 19, 46003 València. (la Seu, Ciutat Vella).	Touristic prices.	Very central in a super tourist area. It has a terrace. Concerts on weekends. Far from the fields.
Meltdown València	Yecla, 14, 16, 46021 València. (l'Amistat, Algirós).	Cervesa 1,8€. Cervesa Litre 4-6€. Promoció pizza 2€. Xupitos 2€.	Next to Mulligan's pub. Game Bar with computers and video game consoles for E-Sports events. Gamer and manga theme.
Old Trafford	Avinguda del Primat Reig, 53, 46019 València. (Orriols, Rascanya).	—	Close to the <u>camp de futbol Torre Levante</u> . Very popular and well known bar in the city. Football themed bar with a lot of traffic on game days; has a terrace.
St. Patrick'S Irish Pub	Gran Via del Marqués del Túria, 69, 46005 València. (Gran Via, Eixample).	Pinta de cervesa 4€. Gerra de sangria 20€ i menú variat amb bocates per 6€. Discounts for students.	Very central and close to the <u>camp de futbol Pont de l'Exposició</u> . Very spacious and has a terrace. Live music on weekends. Broadcast of all Premier League and La Liga football games.
Bar Manolo del Bombo	Plaza del València Club Futbol, 5, 46020 València.	—	Very close to the <u>camp de futbol Pont de l'Exposició</u> . Emblematic bar. Very touristy. It has a terrace.
Liverpool	Sueca, 74, 46006 València. (Russafa, Eixample).	—	Close to the <u>camp de futbol de l'escola Don Bosco</u> . Music bar. They broadcast all the football and basketball games in Valencia. They have table football and board games.
Camp de futbol pinedo	Camí Canal, 46012 València. (Pinedo, Pobles del sud).	Popular prices. Cervesa 1,4€ i bocata 4€.	The <u>camp de Pinedo's</u> own bar-restaurant. In front of the beach. They have a terrace.
Bar Mestalla	Poeta Micer Mascó, 25, 46010 València. (Mestalla, El Pla del Real).	—	Very close to the <u>camp de futbol Pont de l'Exposició</u> . Ambient bar, very crowded on Valencia CF game days. It has an outdoor terrace.
Bar cerveseria La Deportiva	Plaza del València Club Futbol, 4, 46020 València.	—	Bar next to the Bar Manolo del Bombo. It has a terrace. Near the <u>Pont de l'Exposició</u> .

Annex 9. Research interview.

Annex 9. Interview with Birgit Hermans, Barcelona City Manager of CeleBreak. (Source: Own elaboration).



X - Good afternoon. My name is Xavier Sanz, CAFE student at the Blanquerna Ramon Llull University. I have the pleasure of interviewing Birgit Hermans, manager of CeleBreak in Barcelona. Hi Birgit, how are you?

B - Hi, I'm fine, thanks.

X - It is a pleasure to have you with us and to be able to interview you today. First of all, thank you for your time and attention. Tell us a little bit about yourself: You are Dutch; How did you end up in Barcelona?

B - I have been living in Barcelona for 3 years. I always wanted to live abroad and my partner got a job in Barcelona so we moved here.

X - In Holland, did you work in the sports sector?

B - I worked as a movement therapist, which is related to psychological treatment through physical activity.

X - What was your relationship with the football world before working at CeleBreak?

B - I have played football all my life, in clubs and as an amateur. I am passionate about the sport.

X - Have you ever considered working in the football sector?

B - Honestly, no. I was always very interested in psychology and social behavior and I wanted to work on that. Football was more of a hobby.

X - How did you find CELEBREAK and what caught your attention about this company?

B - I found out about the company participating in a football tournament they organized in 2017. I had just arrived and I thought it would be a good idea to meet people in Barcelona, in addition to the fact that I wanted to play and had no one to do it with. It just so happened that the team I played with was made up of CeleBreak's workers. The CEO played on my team and we became friends. After a while, he offered me work at his company as head of women's football, as they wanted to organize amateur women's football leagues. I didn't really have a job at the time, so I agreed.

Working on something related to football and that forced me to socialize with many people from different cultures seemed very attractive and different from what I had done so far in my career.

X - How many years has CELEBREAK been working in Barcelona?

B - They started 5 years ago, although in the beginning the business was different. During the first 2 years they organized international tournaments based in Barcelona. Then we organized amateur leagues, reaching up to 80 teams registered! At the end of 2017 we reoriented the business towards the organization of "pick up games" on a daily basis.

X - How did you come up with the idea of organizing "pick up games"?

B - There are many companies that organize leagues. We realized that offering "pick up games" was a unique and innovative service and that it was attractive to the customer. In making the profit calculations we found that the organization of leagues involved a lot of work (planning, schedules, game schedule, postponements) and intermediaries (fields, referees, captains and complete teams). The organization of "pick up games" significantly reduces costs by eliminating some of the intermediaries and greatly reduces the workload.

X - How many games do you currently organize?

B - 300 games per month, about 80 games per week counting the variables.

X - How many fields do you work with today?

B - With 12 fields.

X - What problems did you encounter at first when you decided to reorient the business towards the daily friendly games?

B - The mobile application was the big change. We used to accept cash payments and we had a lot of problems and conflicts over defaults. In addition, at first we paid commission to the organizers per party and that was a lot of tax work plus a very large and unnecessary extra expense.

Another big problem was not having contracts drafted with the administrations of the football fields, since there were contradictions about the rented hours and the payment of these. In many cases, there were no bills.

X - When did the project start, how many users did you have?

B - We had users who previously played in our leagues and tournaments. At the beginning of the service we played 1 game a day.

X - What was your strategy to increase the number of users to reach the more than 5,000 users you have now?

B - It is due to 3 fundamental aspects::

1. SEO: If you search the internet we appear among the first options thanks to blogs, "keywords" on our website, recommendations and ads in Spanish and English.
2. Facebook and Instagram: Publishing our service in many groups of foreigners with hundreds and thousands of followers. It requires a lot of customer service work to give them information and resolve questions.
3. Word of Mouth Marketing: Establishing a relationship with all the customers you play with. Advertising in universities, bars like Bellushi's in Barcelona. Taking customers out to local bars and restaurants, encouraging them to consume a certain amount.

X - Can you tell us a little bit about the line of progression of the number of games you offer each day? How did you include the different services you offer today?

B - Thanks to marketing we found more people, so as demand increased we managed supply. We have conducted many studies and research on the tastes of customers, if they like football 7, 11 or futsal, testing out schedules to see if people sign up, as well as quality interviews and questionnaires. Most people want to play between 7pm and 9pm, and a lot of work has to be done to get central field rentals with those schedules and give them favorable conditions.

X - What are your goals for 2021?

B - Reach 20 games a day and organize 1 women's game a day as the women cannot choose when they want to play. They always have a fixed schedule on a specific day, but there is no variety.

We want to offer more variety, 85% of our games are 7-a-side football and more and more people want to play 11-a-side football or indoor soccer.

X - Can you tell us about the evolution of women's football in your company, how does women's football work in Celebreak?

B - There are more and more women who want to play but either do not know where to play or do not have people to play with. They are often embarrassed by their lower level or simply because they do not know more women that want to play.

There is a big difference between women's and men's games. Women's games are not as competitive and are much more social. There is more sense of team and community, which is the goal we seek. Women really want to have fun and meet people while men are typically looking to win. In March we had 4 women's games a week, and I want it to keep growing. I also want to be able to offer women's games according to the level of the participants, that is, games for beginner women, and others more focused on women with a higher level.

X - Were the administrations of the football fields prepared to negotiate the rentals with you or did you have difficulties in finding fields where you could offer your products?

B - You often find opposition. Most are older people accustomed to a very homogeneous type of business, and it is difficult for them to conceive the magnitude of business you offer them. It is very important to be honest, transparent and maintain constant communication and commitment, not give up. It is very important for them that you comply with their rules of use of the facilities.

X - What would you like to achieve from the company in the near future?

B - As the number of games increases, the work does too. Right now I am alone in charge of managing 300 games and I would like to have a team working with me to better manage the work and offer better quality and a wider and more varied offer.

X - Well, great. We have come to the end of the interview, thank you for sharing your knowledge and experiences and for your collaboration to conduct this interview.