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DEGREE THESIS

MISTER WATSON VEGAN CATERING

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1. Executive Summary

The objective of this project is to analyze the feasibility of the implementation of a vegan and sustainable catering company, with Catalonia as the area of activity. The commercial name of this company is "*Mister Watson vegan catering*".

The promoters of this business feel great concerns for the cuisine and the organization of events, so they are making a university degree in Tourism and Hospitality Management, also having experience in this tourism and service sector. The knowledge has helped to realize that this is the right place and time to offer a product like the one you're going to see.

As for the offer, the service that is given in this project is an exquisite product, quality and vegan (all food that isn't or doesn't comes from animals). This project wants to make people aware of the importance of food in relation to sustainability, and that is why it wants to set an example and commit itself to create a sustainable company in all aspects: Environmental, social and economical. In relation of the environmental, the product will be created 100% vegan, seasonal and km 0. Also, during this process products that are not harmful to the environment will always be used. In social terms, people with risk of social exclusion will be hired; also, this project is thought to donate all the remaining food. On the other hand, in relation to the economy, *Mister Watson Vegan Catering* will be very transparent about its movements.

The aimed of this company is to offer a product at different types of clients: Hotels with meeting rooms but lack of resources for catering, companies of greater or lesser size, and particulars in search of a personalized menu. Although on the other hand, our customers will be motivated to find a product of high cuisine, exquisite and sustainable.

Due to the great competition that exists in this sector, the business plan will study our competitive advantage and exploit it to succeed in the industry.

Finally, it will show the costs of creating a company like this one, analyze them, study them and look for strategies to reduce them.

2. Business description

2.1. Literature review

Regarding the *Ramón Sùñe's article in La Vanguardia newspaper (2017)*, the importance of the meeting tourism industry in Barcelona is growing. The direct annual impact of this activity on the local economy exceeds 1,500 million Euros. In 2014, the Catalan capital already hosted 1,969 meetings of more than 60 delegates. In 2015, that number had increased to 2,268 meetings and the number of delegates participating in these meetings approached the bar of 600,000 people. Another area in which Barcelona grows is in the area of incentive and corporate travel. In 2016, the city hosted more than 600 meetings of European companies, mainly from the United Kingdom, Germany and France. The Asian market is still little exploited but it is already beginning to offer positive balances: 61 meetings in 2016, 16 of them from countries in the Far East. The US market also experienced significant growth of 22% compared to 2015.

All the previous data inform us about the big impacts that have the meeting industry in the economy of Catalonia. Regarding that, this project wants to take profit of it and try to offer them a service that they must need, like food. Because of that, it started searching information about the gastronomy industry.

The activity linked to gastronomy, understood in a broad sense and including from agricultural production, distribution, associated tourism and hospitality, represents 388,159 million euro of production, according to a report prepared by *KPMG (2019)*, global network of firms of professional services that offers audit services. That is equivalent to 33% of the Gross Domestic Product (GDP) in Spain.

Gastronomy has also become a lever for growth for tourism. «20 years ago nobody came to Spain motivated by gastronomy, while last year 10 million tourists came to eat. Of the 75 million who visited us last year, many valued our transport, our infrastructure and gastronomy, which is why this sector must be included in the economy » said by *Rafael Ansón (2017)*, president of the *Royal Academy of Gastronomy*.

Regarding the last information, it has been considered seriously the new trends and demands in the gastronomy sector because of the big impact that has in our society and the big influence that produce in the related business.

According to *Chiara Rinaldi (2017)*, food and gastronomy (F&G) are increasingly recognized as potentially determinant elements for the sustainable development of places. A commonly held theory in many research fields is that F&G can contribute to the economic, social and environmental sustainability of places while potentially representing elements that increase those places attractiveness and competitiveness. In 2000, the *Earth Charter* broadened the definition of sustainability to include the idea of a global society “founded on respect for nature, universal human rights, economic justice, and a culture of peace.”

Regarding the last information, it realized the way that people consume and demand the food can directly influence to the environment and consequently, their lives.

A study by *Tulane University and the University of Michigan* published in *Environmental Research Letters (2018)* found that meat, dairy and egg consumption is responsible for nearly 84 percent of food-related greenhouse gas emissions.

Raising animals for food produces more greenhouse gas emissions than all the cars.

Plant-based foods like fruits, vegetables, cereals and grains, and nuts and seeds, make up a mere three percent of diet-related emissions. Legumes were found to be the least harmful to the planet, with pulses accounting for just 0.3 percent of greenhouse gas emissions.

Taking into account these statistics, it realized that a vegetarian diet is more sustainable for the planet than a diet that includes meat, eggs or milk. But not only benefits the planet, regarding the *World Health Organization* has classified processed meats (including ham, salami, bacon and Frankfurts) as a Group 1 carcinogen (2015) which means that there is strong evidence that processed meats cause cancer. Red meat, such as beef, lamb and pork has been classified as a “probable” cause of cancer. These classifications don’t indicate the risk of getting cancer, rather how certain are these things to cause cancer. Therefore, at the end, the lack of meat consumption is favorable both for the environment and for human health. The report entitled *The Green Revolution (2017)*, carried out by the consultancy Lantern, has managed to make a portrait in figures of the new Spanish consumer who is committed to a lifestyle free of animal products. The study was conducted through 2,000 telephone surveys that concluded that 7.7% of the population is defined as veggie, among which 0.2% are vegans, 1.3%, vegetarians and a 6.3% call themselves

flexitarians. Of the motivations to opt for this lifestyle, 60% declared themselves as an animalist, 21% claimed reasons of sustainability and ecology, and health was the main concern of 17%. Now a days, *Latern* uploaded this report with actual data (2019): Since the first edition of the report "*The Green Revolution*" in 2017, the veggie lifestyle has grown in Spain in numbers and influence ", going from being a revolution to becoming a wave that, far from being a fashion, is a reality consolidated social and rising. A total of 9'9% of the Spanish population is already veggie. In Europe, vegetarians are an estimated ten percent of the population. Worldwide, vegetarians total 375 million. So, that the vegetarian diet is increasing is a fact.

Another sustainable food trend is the so-called km 0, products or proximity products. Regarding the *Department of Territory and Sustainability of the Generalitat of Catalonia (2015)*, the main characteristic, although not unique, of this type of products is that they take into account the distance between the point of harvesting or production (point of origin), and its final consumption place.

Therefore, because a food can be considered as a Km 0 or proximity product, it must meet the following characteristics:

- They must be produced and consumed at a fairly close range, considering that it can't exceed 100 km. This is, therefore, local products.
- They are seasonal products.
- In addition, they are organic products, that is, their production and transport process is in accordance with regulations that guarantee that they are treated as natural foods, to which no chemical or toxic chemicals have been added.
- The whole process of production and transport of these products is carried out with the utmost care and protection of the environment.

The people who position themselves in favor of maximizing the Km 0 products, what they want is to reduce the strong ecological impact involved in the transport of raw materials thousands of kilometers away. Defending at the same time, a healthier and natural style of feeding, with a null or very limited use of chemical or artificial products for the preservation of food.

To sum up, it is about cooking local, seasonal products that are linked to a territory, without losing sight of the ecological processes and respect for nature.

In addition, as it mentioned before, if it talks about sustainability it has to consider the social sustainability. As *UN Global Compact (2010)* says, social sustainability is about identifying and managing business impacts, both positive and negative, on people. The quality of a company's relationships and engagement with its stakeholders is critical. Directly or indirectly, companies affect what happens to employees, workers in the value chain, customers and local communities, and it is important to manage impacts proactively.

Businesses' social license to operate depends greatly on their social sustainability efforts. In addition, a lack of social development, including poverty, inequality and weak rule of law, can hamper business operations and growth.

The *Ten Principles of the United Nations Global Compact (2000)* are: Businesses should support and respect the protection of internationally proclaimed human rights; and make sure that they are not complicit in human rights abuses. Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining the elimination of all forms of forced and compulsory labour; the effective abolition of child labour; and the elimination of discrimination in respect of employment and occupation. Businesses should support a precautionary approach to environmental challenges; undertake initiatives to promote greater environmental responsibility; and encourage the development and diffusion of environmentally friendly technologies. Businesses should work against corruption in all its forms, including extortion and bribery.

As a complement, not as a substitute for respecting rights, businesses can also take additional steps:

- Contribute in other ways to improve the lives of the people they affect, such as by creating decent jobs, goods and services that help meet basic needs, and more inclusive value chains.
- Make strategic social investments and promote public policies that support social sustainability.
- Partner with other businesses, pooling strengths to make a greater positive impact.

2.2. Business Model Concept

A correct diet, diets of animals and environmental impact is a concern that is becoming more and more widespread in all countries of the world, especially in Europe. Not only being an issue that concerns scientists and the media, if not the day a day of the society. According with publication of *Nature reviews Cancer (2004)*, written by the epidemiologists *Rudolf Kaas* and *Eugenia Calle*, "the excess of fat in the body seems to be guilty of at least 30% to 50% of the most frequent cancers". The name chosen for this company referred to *Donald Watson* founder of "Vegan society" and the creator of the word "VEGAN".

According to *Gary L. Fracione (2014)*, *Donald Watson* was the first to say, "Dairy products and eggs were as cruel and exploitative of the animal's life as killing for meat". Therefore, the company "*Mister Watson Vegan catering*", intends to offer a complete service that covers the needs of those big companies and hotels that demand a personalized service of vegan food for those events that they promote, with the possibility of adapting the food to any style and origin that they ask for. The idea is summarized in the figure of a company specialized in high-quality vegan catering based on the relationship between a healthy lifestyle, a sustainable future projection and an awareness of those animals surround us.

The services of this business offers high quality products, always focusing on a medium-high class public, such as 4 and 5 star hotels and important brands and big companies. To offer this type of service, it will contact with staff of workers in Catalonia. In the current market, there are companies that offer a vegetarian and vegan catering service, but the majority of these doesn't offer specially vegan and organic food, offering also dishes of different cultures, to the innovation according to the event. It relies on adaptation and multiculturalism as fundamental pillars of its differentiation. In this lack lies the opportunity of the business idea of the company "*Mister Watson vegan catering*".

Therefore, it finds a business idea that responds to an opportunity, offering a sustainable and ecological vision of the world, being a trend in a current market and being able to adapt food to all types of events and guests.

2.3 Strategy and competitive edge

To understand the competitive advantage of this company, the study will be carried out using the theory of *Michael Eugene Porter*, in his book "The five competitive forces that shape strategy" (2008), where it is based on suppliers, customers, new entrants, market competition and substitutes to take into account for a business that can carry out.

The strategies that we carry out to have a competitive advantage are the following:

- Leadership in costs: It has to take into account that its main product is quality food, so it cannot offer a product of low qualitative level. It has contacted several cooperatives in the area of Catalonia, since it has a philosophy of acquiring the food in km 0, so that they can contribute this product without intermediaries by means of which they increase the price when acquiring it. It doesn't rely on any product brand, only those products that have not been processed or handled with pesticides.

It will also reduce personal costs, since it doesn't has fixed monthly salary with the workers that it has in Catalonia, but it hire them according to the event and the duration of it, always carrying the same line of workers.

There are different companies that the foods that is going to expire in a short time, or that they no longer need, throw it away. It will be in contact with these companies, since they can resell them at a very low price, and this has a greater profit margin.

This company is also based on the philosophy of working with reusable, recyclable and therefore sustainable products, which means that it doesn't has to buy new material for each event.

- Differentiation: Every day there is more competition in the market of veganism, and that is why Mister Watson Vegan Catering decided to investigate through the personal experiences. It has always had concerns for other cultures and has traveled to many parts of the world looking for innovative and different flavors. It differentiates itself from the competition, since it offers products, personalized menus, which always give a different touch, with products from the area. Making innovative menus for the client, it makes him have new experiences and have a concern for new cultures and flavors. And obviously

combining it with the philosophy of veganism, knowing that food is sustainable and healthy.

2.4 Mission and objectives

- Mission: The Company *Mister Watson Vegan Catering* believes that respect for nature is essential, as well as sustainable and care for living beings. Its mission is to promote the culture of healthy food, through a cuisine of high gastronomic level and excellent service. Contributing to improve society is one of our fundamental pillars, promoting sustainable food to guard against possible diseases caused by the toxicity of some foods and materials, providing a beneficial proposal for both humans and the planet. The need to create customized caterings is covered according to the theme of the event, starting from an excellent gastronomic quality and care for social and environmental health

- Objectives: Its main objectives of the creation of this company are the following:
 - To be a quality company in the market of the vegan catering, providing the customer that we demand, an exceptional and high quality product.
 - Guarantee the quality of our brand through the perfect staff with hygiene in the products
 - Have a wide variety of products to be able to adapt to all types of clients and events within the scope of the hotel
 - Create awareness of a new diet, which is beneficial for the human body and the world.
 - Advise our clients of what would be the ideal menu for each type of event.
 - Give job opportunities to people suffering from social exclusion, providing them with an opportunity to integrate into the world of work.

2.5 The entrepreneurial team

This company understands as an entrepreneur that person who starts a business with enthusiasm and determination, is attentive in the appearance of opportunities and gathers enough resources to start it up.

According to *Ruperti and Coberto (2008)*, to undertake, the following characteristics must be met:

- Skills, knowing how to use all the senses.
- Multitasking, do it simultaneously.
- Team building, both individually and as a team.
- Networking, find key people for the objectives.
- Strategic vision, do not lose the goal until the end.
- Daily operation, overcome difficulties in all areas.
- Adaptability, react quickly.
- Learning from mistakes.
- Resilience, advance without limitations.
- Orientation to results, reach the final success.

The entrepreneurial team consists of two students from the Ramon Llull University, faculty of Sant Ignasi, who are studying the last course of Tourism and Hotel Management.

We are Julia López Díez, 21 years old, born in Vilassar de Mar and Alba Latorre Romero, 23 years old, born in Terrassa.

During these four years of degree, they have realized that they are worried about the world of hospitality, sustainability and service; therefore, they wanted to merge these three concepts taking a project out.

Júlia, began her internship at the hotel Chain Derby Hotels collection in Barcelona, in the groups department. She was dedicated to managing the price of rooms and services that the client demanded, making them a personalized plan. She followed her internship at the Westin Playa Bonita Hotel in Panama, in groups and conventions department, where she was an executive meeting specialist, at this moment he realized that he had a great interest in the world of events. He also began to be passionate about gastronomy and decided to investigate food that was not

harmful to health and the environment. Since then she has had a great interest in carrying out a project with his particular point of view.

Alba has been with Iberostar Hotels & Resorts for seven years, has been in almost all the departments in a hotel; F&B, maintenance, animation, housekeeping, reception and finally direction. His work experience in the management department was at the Iberostar Royal Andalus in Cádiz and at Iberostar Founty Beach in Agadir, he performed functions such as the organization of departments, personnel management, pre and post audits corrections, supervision of points of sale and also the organization of events. Since then he has had a great interest in also carrying out a project that can perform functions in the direction and organization of a company.

They could say that their personal strengths are the following:

- We have experience in the hospitality sector
- Great motivation in the project
- Young and enthusiastic
- Contacts

On the other hand, it must also say that, as far as the weak points are concerned, it has limited economic resources, still basic business knowledge and lack of experience in developing a company. All these problems are going to solve shortly starting a course in social networks, where it will learn more about the concerns and online strategies, it will also contact with a Startup to advise us about the company, also, it will join a program of entrepreneurs to know different visions of other future companies finishing polishing our ideas.

<p>Name: Julia</p> <p>Surname: López Díez</p> <p>DNI: [REDACTED]</p> <p>Adress: C/ [REDACTED]</p> <p>Poblation: Vilassar de Mar (Barcelona)</p> <p>Birth date: [REDACTED]</p> <p>Work place: Manager</p> <p>Phone number: + [REDACTED]</p> <p>Contact: misterwatsonvegancatering@gmail.com</p>	
<p>Name: Alba</p> <p>Surname: Latorre Romero</p> <p>DNI: [REDACTED]</p> <p>Adress: C/ [REDACTED]</p> <p>Poblation: Terrassa (Barcelona)</p> <p>Birth date: [REDACTED]</p> <p>Work place: Manager</p> <p>Phone number: + [REDACTED]</p> <p>Contact: misterwatsonvegancatering@gmail.com</p>	

Tabla 1. Entrepreneur's profile. Own source

3. Analysis of the business Environment

3.1 The Market

3.1.1 Market characteristics and major trends

Sales of organic products in Spain increased by 12.55% in the period between 2015 and 2016, reaching a total volume of consumption of 1,686 million euro according to the latest data offered by MAPAMA (2017).

The Ministry of Agriculture has launched the “*Strategy for Ecological Production (2018-2020)*”. There have been many national and international agro-food companies that have launched themselves

into the bio category. In addition to the widening of assortment that all traditional organic manufacturers, without exception, have been making in recent years expanding the range, highlight the new launches of large companies in the national agri-food sector.

The elaborated analysis by Iri (2017) in *"Eco and Bio consume"* says that the main consumption categories are legumes, vegetable drinks and vegetarian food.

One of the tendencies already implanted in the sector and the ecological market international is the Biodynamic Agriculture. Although it is still a niche, it gaining followers and consumers, It is already carried out in 63 countries. Biodynamic agriculture, according to its promoters, it is an approach holistic of agriculture and there is a regulations to obtain the seal of Demeter international certification. Germany leads production and product marketing coming from biodynamic agriculture, followed by France and Italy. In Spain the presence of Demeter products is minority currently in the market internal consumption however, at the level productive the evolution is positive. According to *Demeter Spain (2001)*, growth in the last 5 years of the number of registered operators has been 223% reaching 165 and at the productive level, during the same period, growth it has been placed in 191% going from 2,796 hours at 8,159 hours.

3.1.2 Size and expected growth

As shown in the previous points, the market of veganism is increasingly booming. According to the report *The green revolution (2017)*, in the United Kingdom, Italy and the US it already makes up between 10-13% of the current market of vegetarians and vegans. This report also informs that in Spain, the consumption of red meat has fallen by 35%. We are already 497 million people, 6.6% of the world population. *The article in Green Revolution (2017)* gives some statistics, saying that in the last five years veggies establishments in Spain have doubled, with a population of 7.8% over 18 years vegan.

For another band, we must also talk about the growth of catering. According to the *DBK Sectoral Observatory (2017)*, these companies have grown significantly since 2013, with a percentage of 13%, increasing by 3500 million euro thanks to these companies.

3.1.3. Segments

Regarding the *Ecological (2018)*, the ecological Spanish food consumer is a well-informed buyer. Younger, with a better care of its health and with social and environmental sustainability knowledge. The health and the lack of quimics are their main factors to consume ecological food. The characterization of the ecological consumer made in 2016 shows that the 30% are less than 35 years old. This generations of people born between 1980 and 2000 or also called “millennial” have become the main national consumers in volume.

Regarding the last information, it realized that the young people or companies would be more interested in our proposal because they already have the knowledge about sustainability and the care for the environment, but on the other hand, the old people are also informing about all this movement.

Also, one idea is to take in consideration that non vegan persons will never hire a “normal” catering (non vegan), but on the other side, the people who have an omnivore diet could try a vegan catering in the same way they can try a non vegan one. Therefore, Mister Watson Vegan Catering customers will be in the major part young people or young companies, because they share its life’s philosophy.

3.2. Competitive environment and sector

In the city of Barcelona, there are different catering companies with a wide variety of products. In the case of this project, it will focus on products that are within a framework guided by a vegan and sustainable diet.

Then, it will analyze the competence based on the methodology and operation of companies that are dedicated to catering without the exclusion of any type of product and later making a more specific study, focusing on the sector of veganism, which is growing.

The main companies considered a competition to catering level in general, are the following:

- L’empordà catering
- Sibarís Catering

- Ambrosía catering

The main companies considered a competition at level of vegan catering, are the following:

- Aspic Know How
- 21 de Marzo catering
- Delicia veganas catering

The study was carried out by contacting the companies to define their methodology and philosophy, type of products, menu, etc. They didn't want to communicate all these data, since we were not a customer, therefore we have passed as customers who wanted to set up an event in which the catering service would be needed. In this case, we were able to obtain some of the information we needed to make the comparison and study that we needed from these companies, to subsequently make a positioning map.

To make this comparative map, different factors have been taken into account: Price, type of service, quality, type of client, etc.

L'Empordà Catering: is located in the city of Barcelona. It offers a type of avant-garde cuisine using Mediterranean products, high quality and seasonal, its product proposals are innovative in both creation and style. They also offer the service of organizing corporate events, weddings and fully customized parties. The quality of the services offered is high and that corresponds to the price (€ 55 - € 70). The company aimed at those people who complement each other in style and who are willing to pay a higher price in exchange for the personalization that offered. In which they participate, nor in their company philosophy



Image 1. Company Logo, Empordà Catering. Source:
<https://www.cateringlemporda.com/>

Sibaris Catering: is a catering company also located in Barcelona. They sell us humble product, simple and at the same time with a perfectionist spirit. For them, respecting the quality and origin of the product is essential. On the other hand, they make an annual update of the letter to create a surprise effect in the customers although, anyway, they give you the option of adapting their gastronomy to any type of event you wish to celebrate, and for that reason, the price is also variable. According to a conversation we had with this company, they gave us an estimated average number of menus they used to make, € 40. Also, they offer the service of helping you in the organization of weddings, parties and corporate events. In reference to sustainability, they tell us that they collaborate with the "Casal dels Infants" helping young people at risk of social exclusion, and on the other hand, they also collaborate with "BCN Comparteix el Menjar" by giving the remaining food to soup kitchens in Barcelona to that people without resources can satisfy one of their basic needs.



Image 2. Company Logo, Sibaris Catering. Source: <https://sibariscatering.com/>

Ambrosia catering: is a company that differentiates itself focusing on the excellence of the seasonal product, the correct elaboration process and a perfect organization. Its style is elegant and fresh and its innovative dishes, fresh and tasty based on the Mediterranean culture, touches of Italian cuisine and other details of the best international food. It has alliances with different cellers from around the world offering a wide range of wines from the most recognized and sought after to the newest and most personal ones. They offer four different types of concepts:



Image 3. Company Logo, Ambrosia Catering. Source: www.ambrosiacatering.es/

Business events, friendly and family, weddings and yachts and sailing.

Ambrosia catering is a high-end company and consequently its prices are high, around € 70 - € 90 per person. All of its clients are renowned brands that can assume the costs of hiring a catering company.

In reference to sustainability, we have not found any information about it beyond using seasonal products. No activities or concerns or interests are mentioned about protection or help to the environment.

Once we have analysed the general catering companies in the region of Catalonia, we have proceeded to analyse those that are more specialized in the vegan world or that have vegetarian / vegan options:

Aspic Catering, is a company with a long career, since it has more than thirty-five in the labor market. The food they produce has a great product quality, being recognized with the "Kosher Official Certificate", which



Image 4. Company Logo, Aspic Catering.
Source: aspic.es/

gives exceptional suppliers with first class products. It is based on a company that gives the client an experience according to their wishes and ideas to carry it out. This company offers many luxurious spaces and high recognition to carry out their caterings, giving the customer options and facilities. They are dedicated to all types of events, focusing a lot on weddings. The prices of the menus are high, that is to say the target in which they are directed is to people or companies with a high purchasing power, in the same way as with the previous company, prices range between € 70 - € 90 per person. There is a vegan and vegetarian menu option. As for the sustainability of the company, it is not one of its basic pillars, since they use products and materials that have nothing to do with the preservation of the environment.

March 21, is a catering that offers a personalized, caring and gastronomic service thinking of



making your event unique. Despite having its headquarters in Barcelona, they travel throughout Spain to carry out the wishes of their consumers. Compared to the previous caterings, March 21 is for a simpler type of customer economically speaking, prices range between € 15 - € 30 per person. They also

Image 5. Company Logo, March 21.
Source: <https://21demarzo.com/>

innovate and create new gastronomic proposals and decoration solutions to convey and represent the client's personality. It is a company very committed to sustainability creating plant based menus and with a company philosophy committed to our environment.

Delicias veganas catering, is a vegan catering company located in Barcelona. They offer their services to both individuals and companies that organize an event and need a catering service. They focus on offering a completely personalized service, both in the types of elaboration and in the very theme of the event. They do not use any type of ingredient of animal origin because compassion and respect towards animals is the driving force, and that is



Image 6. Company Logo, Delicias Veganas Catering. Source: <https://www.deliciasvegnas.com>

why this catering is considered quite sustainable and committed to the environment. On the other hand, products offered in Delicias Veganas Catering, are simpler, and are also focused on a type of public with a more limited budget, with prices ranging from € 10 - € 20 per person.

3.2.1 Matrix competitive

  <p>-price</p>	<p>+sustainable</p>   <p>+price</p>
	<p>-sustainable</p>   

Table 2. Competition matrix. Own source

With the competitive environment and sector study and the Matrix competitive study, it realised that there is one part of the industry that is not occupied for anyone. That part is the Vegan High Level gastronomy caterings. In the market, we can find a lot of high cuisine but not specialized in vegan gastronomy and with a lack of sustainable sensibility. If you are interested in a vegan

catering, you have to hire one more simple. That's why we realised that we have an space in the catering industry that is waiting to us, the high-level vegan cuisine market.

4. Marketing Plan

4.1. Target segments and key success factors per segment

At this point, it has investigated more thoroughly about the type of clients we are going to address within this company. As it has said before, it mainly target companies in the hotel sector, large companies and individuals interested in making a great event. It has done eight interviews with big businesspersons inside and outside the hotel industry where they have given their views about this work.

Interviewed 1: Vice President of an hotel chain. Due to the good treatment give to this project, she granted us an interview via telephone.

Interviewed 2: President of other hotel chain. Very kindly agreed to answer the questions via email.

Interviewed 3: Director of an esthetic clinic very recognized in Barcelona. He gave the pleasure of doing a face-to-face interview with him.

Interviewed 4: Director of a cardiovascular department in a big hospital. Was a pleasure to talk with him face to face and he gave it his most critical point of view.

Interviewed 5: Founder of a company recognized nationally. They answered the questions via email very kindly.

Interviewed 6: Director of the luxurious golf company. He gives it the pleasure of responding to the interview via email.

Interviewed 7: Director of the renowned company. He granted it a telephone interview that responded very politely.

Interviewed 8: Founder of small but luxurious national company lamps. It was able to meet physically for the interview.

Thanks to the previous participants who collaborated with the development of the fieldwork, it could understand or conclude that in fact, whenever there is a quality product behind, the companies opt for a sustainable company. In general, the interviewed define themselves as well informed about veganism and affirm that their companies are sensitive to sustainability. In a unanimous way, the interviewees indicated that in order to carry out the search for caterings, they used social networks, especially web pages.

With the information gathered above, we reaffirm the ideas for the creation of this company, since, nowadays, great value is given to sustainability and, of course, to social networks as a form of promotion and recruitment.

4.2. Positioning strategy

Mister Watson Vegan Catering choose to focus on a quality positioning strategy as a way of differentiating itself from the competitors by using exceptional parts and materials and committing to minimal defects.

It wants to invest in the operations and procedures to create a high quality product, to be the most sustainable company as possible, taking care about the origin, the process and the final destination. And of course, making a personalized and unique product for our customers.

In other words, this catering company's aim is to sell food of quality accompanied of an excellent and personalized service, and that is going to be its positioning strategy.

4.3. Marketing mix

4.3.1. Product and/or service strategy

The product is the most important element of the marketing mix since it is what this company offer and promote. Therefore, when proposing to start a business, it must answer the question: “*What is the need that it must cover the consumer?*”. There are several answers to the previous question:

In the first place, it would like to facilitate the task of organizing a catering, a very important factor in an event, save time for that company or hotel in the gastronomic theme, so that they can dedicate it to other chores. Second, it wants to offer to its customers the best catering option adapted to their taste, offering a wide range of products suitable for any type of event, providing the most appropriate proposal so that each of the members of the event can taste our cuisine and so disconnect from your work routine, with the most exquisite creations.

Finally, it offers the client a different philosophy of life with its food, having a medical, animalistic and sustainable basis, with which the client will taste our product in a responsible and healthy way without having the image that many people may have of food: "Rare and insipid".

The product that this company offers is customized according to the type of event and the number of people who will attend.

It has to take into account that the strong point of the company is the product, so it will rely on high quality food and being as natural as possible.

It relies on menus aimed at companies, hotels and differential brands. Based on the tastes of the customer, the seasonal product, the theme of the event and with its creative touch.

Mister Watson Vegan Catering has created two menu versions: Menu A and Menu B, both with its Coffee Break, Lunch and Dinner. However, as we said previously, they are just to show to the clients an idea of what it can do. At the end, will be the client who commands the creations of the menus.

These are the company's proposal:

MENU A

- **Coffee Break (20€ p.)**

Cashew butter and chocolate croissant.

Integral tofu sandwich in sesame with avocado.

Mix of fruits.

Coffee with avena milk and cinnamon.

Matcha tea with coconut and rice milk.

- **Lunch (55€ p.)**

First course: Galet stuffed with artichokes on trinxat

Second course: Sweet potatoes stuffed with Portobello vegan cheese.

Dessert: Varied truffles of coconut, almonds and cocoa.

- **Dinner (45€ p.)**

First course: Broken glass with hummus and vegan cheese with mango cream.

Second course: Round of seitan with baked potatoes.

Dessert: Apple pie.

MENU B

- **Coffee Break (20€ p.)**

Banana muffins with chocolate.

Spelled crackers with hummus of beans, lemon and rosemary.

Mixt of fruits.

Coffee with avena milk and cinnamon.

Matcha tea with coconut and rice milk.

- **Lunch (55€ p.)**

First course: Zucchini spaghetti with pesto.

Second course: Vegan lasagna with vegetables.

Dessert: Strawberry, orange and mint fruit flan.

- **Dinner (45€ p.)**

First course: mushrooms with ginger.

Second course: Stuffed tofu pie.

Dessert: Cream of raspberries with meringue almonds.

4.3.2. Pricing strategy

Mister Watson Vegan Catering decided to have a price strategy based on costs. It believes that to begin, it's a simple way to ensure the benefits of the services. Therefore, it will agree with the client to pay the 50% of the total payment of the event, covering the majority of costs, and to a way of prevent if the event was finally canceled. Ten days before the event, full payment must be made.

On the other hand, once the business becomes more solid, it would like to offer a price based on the perceived value, so to get that the clients see our perceived value on the products and for that reason, they were willing to pay a higher price.

4.3.3. Channel strategy

According to *TechTarget (2017)*, "a channel strategy is the plan of a supplier to make a product or service advance along the marketing chain until it reaches the end user". The channel strategy is one of the most important for the product that we sell, since through the channel we will sell and promote the food, and experience.

The routes that it is going to use for the possible execution of the sales of the business are going to be:

- The website, so that customers can know the services through it. It will update it and publish the progress to have a careful and committed image. Within the website, there is a section for customers to make their reservations and can contract the services of *Mister Watson Vegan Catering* with greater convenience. Below is shown an image of the web:

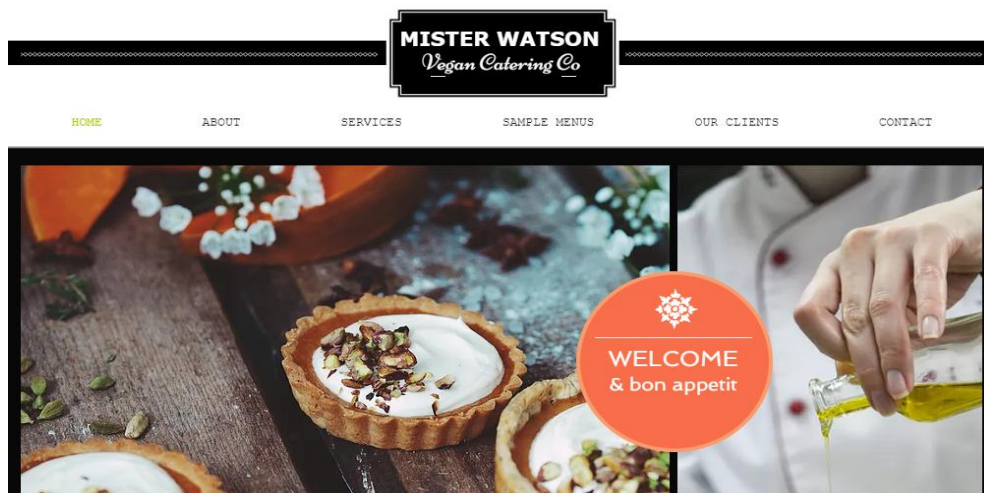


Image 7. Mister Watson Vegan Catering Web Page. Source: <https://julialopez25.wixsite.com/misitio>

- Personal visit and telephone call: In this case, it is going to visit the hotels and companies that may be interested in a catering service such as that one it offers and then try to arrange an appointment to finally proceed with the realization of the contract, if this couldn't be possible for the lack of interest or confidence of the client, it will proceed to make a phone call to invite them to taste some products of this catering and then be able to sell the product better. Whenever it makes personal visits to the customers, they will be given the contact cards, attached bellows:



Image 8. Mister Watson Vegan Catering Contact cards. Own Source.

4.3.4. Communication strategy

Regarding the NCVO (*The National Council for Voluntary Organisations*), "a communication strategy is designed to help you and your organisation to communicate effectively and meet core organisational objectives." (2018).

Mister Watson Vegan Catering has the following communication objectives:

- To inform our future clients about the product we offer and the philosophy of the company.
- Allow our clients to contact us for any request and / or query, and also give us feedback to improve our services.
- Send updates of our company and our products to those customers who hired us one day to build loyalty and make them share in our progress.

- To ensure all the staff know and understand the standards of care expected and also, that they can ask us the concerns they may have.
- Have a good communication and relationship with our suppliers.

On "Mister Watson Vegan Catering" knows that marketing is essential for the evolution and growth of the company. Therefore, in the first instance, it is going to invest in publicity. It is going to be in charge to elaborate messages and content to establish links with the audience.

In reference to the communication with the clients, to attract them and show them the products and company, it will use social networks, specifically instagram, web page, linkedin and email, also offline so it will distribute the cards with all the information just as has shown above. Clients and possible interested parties can also give it feedback through them. On the other hand, once the client hires his catering with this company, they will be informed via email and / or telephone. It will also locate them via email at the time of loyalty. Below it attaches images of the social networks and their respective links:

- Instagram: @mrwatsonvegan



Image 9. Mister Watson Vegan Catering Instagram. Source: @mrwatsonvegan

- Web Page: <https://julialopez25.wixsite.com/misitio>

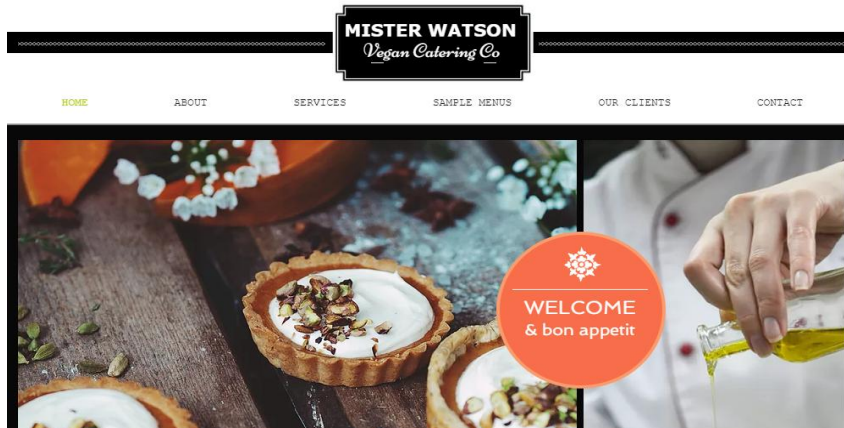


Image 10. Mister Watson Vegan Catering Web Page. Source: <https://julialopez25.wixsite.com/misitio>

- LinkedIn: <https://www.linkedin.com/in/mister-watson-vegan-catering-319512182/>



Image 11. Mister Watson Vegan Catering LinkedIn.
Source: <https://www.linkedin.com/in/mister-watson-vegan-catering-319512182/>

- Email: misterwatsonvegancatering@gmail.com



Image 12. Mister Watson Vegan Catering Email. Source: misterwatsonvegancatering@gmail.com

On the other hand, communication with our workers will be mostly face to face, if that is not possible, they can always do it by telephone.

Finally, providers will be contacted via telephone and / or email.

4.4. Forecasting and sales outlook

To be able to deduct the possible sales of "Mister Watson Vegan Catering", the information obtained in the literature review about the events held in Catalonia and the number of people interested in the world of veganism has been recovered in order to make an estimate as similar as possible:

- Meetings/Events: 1,969 meetings of more than 60 delegates were celebrated in Barcelona. In 2015, that number increased to 2,268 meetings and the number of delegates participating in these meetings approached the bar of 600,000 people. Another area in which Barcelona grows is in the area of incentive and corporate travel. In 2016, the city hosted more than 600 meetings of European companies, mainly from the United Kingdom, Germany and France. The Asian market is still little exploited but it is already beginning to offer positive balances: 61 meetings in 2016, 16 of them from countries in the Far East. The US market also experienced significant growth of 22% compared to 2015.
- Vegan people: In 2017, the 7.7% of the Spanish population is defined as veggie. Actually in 2019, the veggie lifestyle has grown in Spain in numbers and influence ", going from being a revolution to becoming a wave that, far from being a fashion, is a reality consolidated social and rising. A total of 9'9% of the Spanish population is already veggie.

The previous information is not very realistic in the case of Mister Watson Vegan Catering because in the beginning, it will not be known and it should gain that space in the market little by little, even

though, as seen above, there is a possibility of sales and growth. Next, a table with more realistic figures is shown. The possible number of events that we have per year is calculated (over three years), and we multiply it by 60 people, since it is the average number of people per event in reference to the previous information. Once we have calculated the number of people who will consume our menus, we multiply it by the average price of our menus (40€). Now the probable business revenues are available.

<u>2019</u>	<u>2020</u>	<u>2021</u>
20 meetings	30 meetings	50 meetings
1.200 people	1.800 people	3.000 people
48.000€	72.000€	120.000€

Table 3. Forecasting and Sales outlook. Own source

5. Operational Plan

5.1 Process identification map

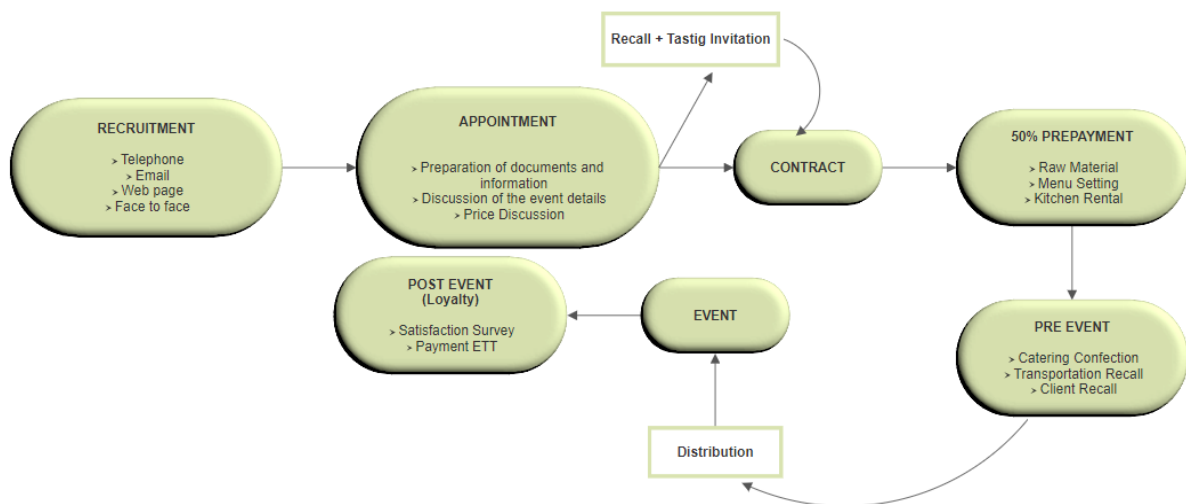


Image 13. Process identification map. Own source

5.2 Activities

Regarding the marketing plan that has been done previously, it is known that the process to be carried out is as follows: Recruitment, sale and finally customer loyalty.

The first step it's the client's recruitment, advertising of services and business to the plaintiff. The skills used to do the recruitment will be the social media and the physical presence. The social media is very important because is, in major scale, is where the clients are currently looking for information and look for the contact of the company. Regarding the last information, it has created instagram, linkedin, official website and company email. In the online promotion, there will be an advertising campaign, explaining our philosophy, objectives and services. For the offline promotion, it will initially offer advertising in hand to hotels, hospitals and future interested companies. In this process, it will be offered the company's information card.

5.2.1 The client demand the service

It will be necessary contact with the "*Hub&in*" company that already has a contract with Mister Watson Vegan Catering. It will be the fiscal location where it will has meetings rooms for the possible appointments with the customers. In this place, will be able to negotiate the prices and plan de menu. Therefore, at this point, the contract will be formalized and the 50% of the total payment should be done in 24 hours. The fiscal location it will be in Paseo de Gracia 54.

To continue, the "*Sharing Kitchen*" will be contacted to make the reservation for the accorded day and be able to prepare de menu. Regarding de quantity of the menus, we should rent the kitchen more or less hours. This company has many locations in Catalonia so it's more comfortable to have the possibility too cook near the event. Therefore, the kitchen location will be depending to the event location.

For Mister Watson Vegan Catering it's very important to have all the contracts done with the suppliers to ensure the correct develop of the event. Therefore, the transport company will be also informed about the need it day.

In case the clients ask for some waiter service, Miter Watson Vegan Catering has a contract with a temporary employment company named "Quality", the same company that will provide a chef for the agreed hours. The waiter service is paid apart, so it will be added to the cost of the menu.

5.2.2 Day of the event

Transportation is a fundamental part of the service process, since the food must be transported to the place of the event, so one day before the event, Covey will be contact to ensure the correct development of the process.

Upon arrival at the event venue we will assemble the catering, if it's necessary, Mister Watson Vegan Catering will contribute with its material, and then be picked up at the end of the event. To has the clients informed about this brand, it will leave cards on the table with our contact and glasses where we will put lollipops with our logo inscribed on them.

At the end of the event, it will take for future events every reusable thing contributed by the company. All the remaining food, it will take it to donate to the animal shelter of the city of Terrassa, called "Adopta'm", or in the animal center "Protectorasabadell".

5.2.3 Loyalty process

After the event, it will talk to the applicant about the service to find out their opinion and their point of view about the menus and the offered service. In addition, it will be sent a text message giving thanks for the requested services and communicating to them the pleasure that it would be to have it again in the future as a clients. As we have commented previously, contact cards will be offered, to facilitate them our social media.

Throughout the event, one of the two partners will be present in the event to manage unexpected situation.

5.3 Resources: machinery and people

As mentioned before, Mister Watson Vegan Catering doesn't has its own physical location to avoid the monthly rent. Instead of that, the company Hub & in, located in Paseo de Gracia 54, provides a physical location for the company, as well as meeting rooms and spaces to be able to meet with clients.

On the other hand, Sharing-kitchen company provides a fully equipped kitchen where you can find: 3 work tables, 4 stoves, mixer, coffee maker, extractor hood, freezer, vacuum packer, display cabinets and shelves, refrigerator, industrial oven, lighting, induction, kitchen aid, dough sheeter, industrial dishwasher, utensils for twelve people, mixer, refrigerator, cooking pots, rum, pans, siphon, sofas, ceramic hob and Wifi. This kitchen will be rented for hours, sporadically, without having any kind of contract with it.

It will be necessary the use of tools and utensils too. The purchase of utensils and other basic items for the development of the activity will include personalized furniture with our brand and brochure advertising, contact card and lollipops personalized with our logo.

Another very important factor in the company is the transportation of the food to the place of the event. It was decided to rent a transportation prepared for it rather than invest in its own truck because of the big costs it supposes. The rented transport will have an isothermal camera and perfectly conditioned for the care of the food.

The caterings that are going to be carried out have the possibility of being with waiters' service, always depending on what the client demands and their interests. This will always have a higher cost and the client will must pay as a supplement.

5.4 Stocks management

We have to take into account that our company will have the necessary food according to the event and people, having awareness that we cannot waste food, buying on a large scale. This is because we buy on request, having a low stock. The purchase of these products will be paid by the percentage that it's request in advance from the customer, which will be 50% of the total payment when making the reservation. Ten days before the event takes place, the total payment must be done.

Therefore, the food that may be left over from the event will be taken to two animal shelters in the area of Catalonia.

5.5 Operational budget

Operational Budget

Marketing	600€
Transportation rental	65€
Telephone	90€
Food & beverage	7€ / p
Kitchen rental	100€
Fiscal location	30€

Table 4. Operational Budget. Own source

On the attached table, is all the summary information about the costs of an event. In this operational budget are included the labor costs needed to run the business and to manufacture products or provide services.

It's important to know that the Marketing, Telephone and Fiscal Location are a monthly costs but nevertheless, the Transportation Rental and Kitchen Rental is the total cost for 4 hours. Other kind of costs like the salaries of the workers will be attached in later points.

6. Organizational Plan and Human Resources

6.1. Organizational structure

The organizational structure of the company is divided into four differentiated areas:

- Department of administration and direction: Finance tasks are developed, collections, invoices, organization and management of the company in general
- Production Department: Production tasks of the catering menu are developed.
- Marketing Department: develops the basic marketing and advertising tasks of the company.
- Suppliers Department: Selection, negotiation and contracting with suppliers

At the beginning of the opening of the company, the administration and management department and the Marketing department and suppliers department, will be taken by the founders of the company. The tasks are going to be distributed; Julia will be in charge of marketing, publicizing and bringing social networks up to date, while Alba will be in charge of the finance and management department. Regarding the suppliers, the tasks will be divided.

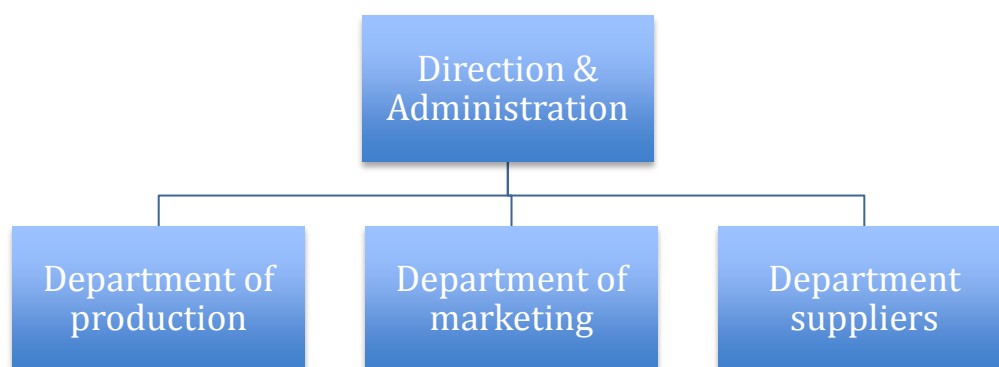


Image 14. Organizational Structure. Own source

6.2 Job descriptions

Personnel policies must focus on those aspects related to the initial life phase in the development of the company. It is important to specify:

- How many people and what characteristics are needed to carry out the activity of the company.
- How they will be recruited, selected and hired.
- What training it will demand to work with this company.
- What complementary training they will do, if necessary.
- What remuneration policies will be applied
- How benefits will be distributed among partners, if applicable.

Following the social bases of this company, it has to take into account when recruiting potential workers, these criteria:

- The incorporation of equal opportunities and non-discrimination criteria in both the selection and promotion processes.
- The adoption of non-discriminatory remuneration policies (same job, same salary).
- Continuous training for all personnel.
- Measures that facilitate the reconciliation of personal and family life.

The company consists of two people employed at the beginning of their activity in a fixed position, without counting the subcontractors in the transport, in waiters and in cleaning service if necessary.

Company managers: The promoters of the company will carry out this function. They will be in charge of the organizational and managerial part of the company. Position responsibilities:

- Organization and management of the company: Carrying out a financial plan, together with objectives of benefits and costs, and planning objectives.
- Control of the operation of personnel and machinery.
- Quality and hygiene control within the company.
- Management of claims and requests.
- Advertising and promotion of the company and its products.

- Continuous contact with suppliers, for the negotiation and contracting of these.
- Study of costs and benefits.
- Marketing plan.

Muchas actividades a nivel financiero y de gestoría las tendremos que llevar con alguna empresa externa que nos de soporte en esto.

Chef ejecutivo: It will be responsible for the preparation of ready-made dishes and drinks. In this case, the chef, it will be a qualified woman over 40 years old, to contribute with gender and age discrimination.

Waiters and kitchen assistant: Depending on the event and what the client demands, it will demand waiters and kitchen assistant to the temporary work company "Quality". We will not place restrictions on age or gender when selecting staff. These workers must have had previous experience in the position.

6.3 Human Resource Policy

The members will be continuously trained to growing in the company. The salaries of the partners will be 1050€ each, as base salary, and 50% will be divided by the benefits that the company obtains and in the case of debts.

The subcontractors of waiters and kitchen assistants will not have any complementary training because they are formed in other company. In the hours that this staff works, they will not be provided with food, they will have their breaks stipulated with the margins of hours they work.

6.4 Management Team and Board of Directors

Taking into account that from the first day of the opening of the company, the two founding partners go to work, although they do not sell at the beginning, they will be stipulated a salary of € 1050 per month.

Taking into account that we will not have large income at the beginning, we will not keep the economic accounts of the company through a manager, since it would mean another economic burden.

As for the cook and the waiters, we will hire them through subcontractors, which will mainly be from the company Quality, although we will also work with the company Adecco. The agreement that has been made with these companies, is to invoice the customer, the service that demands (number of waiters), charging him, € 12 per hour and person, taking us a margin of € 3 of profit, since the company he bills him at € 9

On the other hand, we will also subcontract our main chef and kitchen assistant, when the company's activity begins, because as we have said before, we do not have large economic funds and many clients that demand services from us. If possible, we would always choose the same chef, since he would have notions of the menus we provide. In this case the temporary work company would charge us for this type of service at € 13 per hour and person.

7. Financial Plan

7.1 Initial Investment & Finantiation

In this section we will indicate the quantification of the investments and expenses necessary to start the activity of the company. It has to differentiate the expenses as soon as the constitution of the company and for another band the initial investment.

Regarding the initial investment expense:

According to the Ministry of Economy(2011), when we talk about initial investment, there are also costs of the constitution of the SLNE, the cost is set at **200€** of the notary's cost, adding **150€** to the Provincial Commercial Registry. Highlight that these costs are not amortizable (Government of Spain, 2010).

We must also add the cost of registering the commercial name in our company, which is **144.58€**

The most important thing in this case is to know that the company is going to be constituted with a capital of **3012€**, the minimum imposed to create this type of company.

As for the initial investment, it does not represent a very important expense since we have not heated any premises, nor formed our own office at the moment, since most of our services are through outsourced rentals. The main expenses will be the telephone lines of the two founders, assuming a cost of line, internet and modem of **90€**, we will also have an expense of creating the official website, together with its supervision of **600€** per month, which makes a girl externally, outside the scope of the company.

The expense in household goods and crockery required for the catering, assuming an expense of **920€** that we make at the beginning of the investment, and that will have a useful life during the first three years to cope with the possible events that will be made. It also has to take into account the office material (business cards with our design, envelopes with logo, corporate pencils, invoice papers, own stamp, etc.) that will cost **210€**

Another important part of setting up a company is the fiscal location it must has, so by not having any premises of its own at the beginning, we make a monthly rent of € 30 to the company Hub & in to give us a tax domicile in their building, demanding that the first year be paid in advance **360€**

It's important to take into account the cost of the premiums where we have contracted the insurance "Liability insurance". The anual amount of the insurance is **1167.76€**, which will be

disbursed at the beginning of the investment of the first year, where it has the basic coverage of Civil Liability and services done, claims of damages and prejudices, and finally employer liability. It's 97.31€ per month to has this insurance.

Regarding financing expense:

As for the own fund, each partner will contribute an initial amount of € 10,000, that is, a total of € 20,000, considering that there are more expenses than the constitution of the SLNE.

The partners own all the capital contributed, without having requested loans.

INITIAL INVESTMENT PLAN		FINANTIATION	
Concept	Amount	Concept	Amount
Amortization of Immobilized Immaterial	2.002,34€	Contribution Partner 1	10.000€
Brands & Patents	144,58€	Contribution Partner 2	10.000€
Internet & Mobile phone	90€		
Marketing	600€		
Insurances	1.167,76€		
Amortization of Immobilized Material	1.130€		
Household and tableware	920€		
Office material / logo	210€		
Constitution expenses SLNE	3.722€		
Fiscal location	360€		
Fiscal Management	350€		
Minimum capital	3.012€		
TOTAL INVESTMENT	6.854,34€	TOTAL FINANTIATION	20.000€
TOTAL FINANTIATION – TOTAL INVESTMENT = 13.157,66€			

Table 5. Initial Investment and Financiation. Own source

7.2 Monthly revenues

The first year will be when the company tries to enter the market. The company will start its activity on June 1st.

It is considered that during the first four months of activity, being a new company that is being introduced in the market, it won't have any sale, since it will be the months of customer acquisition and advertising. During the first year, only will have made 20 caterings, which will begin its sale in October, making the first catering.

The calculation in this table has been based on the price of the 40€/ menu, with 60 people per event.

October (1 event), November (3 events), December (2 events), January (2 events), February (3 events), March (3 events), April (3 events), May (3 events)

All these factors vary according to the customer's demand.

The sales forecast is assumed as a trend to the high, given that it is a new company, but with a very conservative growth, so that it is placed in a prudent way.

MONTHLY REVENUES												
Month	1	2	3	4	5	6	7	8	9	10	11	12
Sells	0	0	0	0	2.400€	7.200€	4.800€	4.800€	7.200€	7.200€	7.200€	7.200€

Table 6. Monthly revenues. Own source

Therefore there is an estimated total of **48,000€** in anticipation of sales during the first year.

It's considered that the following years, will increase to moderate levels of growth, moving to the next year to 30 caterings and then to 50 caterings to the third year.

* As it has commented in previous points we have the possibility of the service of waiters. In this sales account, the benefit of this service is not applied, since it is considered complementary.

7.3 P&L and Cash flow

When people talk about expenses, they have taken into account all the costs not attributable to the service and the charges.

First of all has the cost of "Marketing", which it could call the advertising that is done in the company. During the first years life of the company, the two founding partners will be dedicated to selling the product through social networks, website and contacts, since they don't have a large capital. The anual costs is **6.600€**, 600€ per month in the first year.

Taking into account the events that will take place during the first, second and third year, need a transportation, the price is 65€ per day to rent the car, being proportional to **1300€**, the first year. The fact of staying with the clients, making second meetings, going to look for the product and having meetings with workers, supposes a monthly expense of 100€, that the first year would be of **1200€**.

As mentioned in previous points, the base salary of the promoters will be stipulated at 1050€ per month each one, for all year will be **25.200€**, without benefits and loss profits.

The telephone and Internet, as mentioned in previous points, have a monthly fee of 90€, being **990€** during the first year, since has 11 months of payment, since in the initial investment, 90€ has been disbursed from the first month.

In this exercice, the insurance is **0€**, during the first year, since the initial investment has been paid. The real cost of drinks and food menu is 7€ for person in the event. being during the first year of **8400€**

The most fundamental thing to set up a catering is the kitchen, with which you rent four hours at 100€, having 20 caterings the first year, would be **2.000€**

The chef, paying the temporary work company at 13€ per hour. With the number of catering in the first year and count four hours worked to the event, is a total of **1040€**

Very important is also the rate that must be paid as a assurance of autonomous, 53€ per person, a total of **106€** each month, the first six months increasing in an ascending way, since after six months they charge 96€.

PROFIT & LOSS			
	Year 1	Year 2	Year 3
Revenues	48.000€	72.000€	120.000€
Operational Expenses	47.942€	56.469,76€	69.209,76€
Marketing	6.600€	7.200€	7.200€
Transportation rental	1.300€	1.950€	3.250€
Gasoline	1.200€	1.200€	1.200€
Salaries	25.200€	25.200€	25.200€
Telephone	990€	1.080€	1.080€
Insurance	0	1.167,76€	1.167,76€
Food & beverage	8.400€	12.600€	21.000€
Kitchen rental	2.000€	3.000€	5.000€
Fiscal location	0	360€	360€
Temporary employment (Chef)	1.040€	1.560€	2.600€
Autonomous Tax	1.212€	1.152€	1.152€
EBITDA	-58€	15.530,24€	50.790,24€

Table 7. Profit and Loss. Own source

In this table, reference is made to the net outflows and inflows of money that a company or project has in a given period.

It is important to know that the rate that must be paid as the corporation tax of the SLNE, is 15% for the first two years, provided that the result is positive, if not, fee won't be imposed. In the third year of the company's life, the tax will be 25%.

CASH FLOW			
	Year 1	Year 2	Year 3
Cash Outstanding at the beginning of the period	0	13.087,66€	26.112,56€
EBITDA	-58€	15.530,24€	50.790,24€
INVESTMENT	-6.854,34€	0	0
TAX (Corporation tax)	0	-2.505,34€	-7.791,34€
SHAREHOLDERS CONTRIBUTION	20.000€	0	0
Cash Outstanding at the end of the period	13.087,66€	26.112,56€	69.111,46€

Table 8. Cash Flow. Own source

7.4 Conclusions financial

After having completed the entire financial year, we have come to the conclusion that it hasn't had a large investment. Contribute each partner 10.000€.

The sales forecast that is made monthly, begins its activity on month four, considering the advertising campaign and the possible clients, taking into account the first twenty caterings to be carried out.

The monthly expenses are not very high, since there are not many people hired in the company, only the two founding companies that have a stipulated base salary. There aren't a large property rentals or high fixed costs.

The result of the sales that are made with the expenses that have, give a conclusion that the first year, the company has the negative result of (-58€), being a result very close to the point of balance that can have the company. As of the second year, it already has a benefit.

8. Legal Aspects

8.1. Legal format and structure

When analyzing the legal forms that a company has in Spain, based on the criteria that the new company has to have, the service that is developed, the participating partners and risks, but above all taking into account our skills, lack of experience, the facilities that this legal form provides us, we have decided that the most favorable society for us is the New Company Limited Company. According to the page of the Government of Catalonia (2017) the new limited company, is a variant of the limited company, with some differences:

- The corporate purpose is very generic, which allows greater flexibility for the development of different business activities without modifying the bylaws.
- Only physical and non-legal persons can be associated. The number of partners at the time of the constitution of this, can't be greater than five.
- The minimum capital to give is € 3,012 with a maximum of € 120,020
- The administration must always be exceeded by associated persons, either through a unipersonal or pluripersonal body, which can be joint (that is, that the signature of any of the promoters certifies the validation) or joint (necessary the signature of all the promoters for validation), but it can not be a board of directors.
- The responsibility of the company is the capital contributed.

The advantages for which we choose this type of society, instead of others, are the following:

- All the procedures of the constitution are carried out electronically, thanks to the information contained in the (DUE) single electronic document, so that we reduce many expenses in amount of money and time, although if you want it can be processed in person.
- The processing of this type of company can be done in 48h. to apartir that the notary grants, avoiding, the days of waiting.
- It has greater simplicity in accounting management.
- This legal form allows access to a series of tax incentives

- The company name of the SLNE is initially the name and surname of one of the founders of the company, plus an alphanumeric name and SLNE. Legally it is possible to modify the corporate name later.

Regarding the inconvenience that this type of society can give us:

- It is a new type of society, and because of its lack of knowledge, it makes its application difficult. It also requires the necessary collaboration of notaries, commercial registrars and others.
- The identification of the initial company with the name and surnames of one of the founders of the company may initially hinder trade, brand and image effects.
The legislation that we have to establish to create this type of society according to the government of Spain (2010) are the following:
- Law 7/2003 of April 1, of the Limited Company of New Companies, for which Law 2/1995, of March 23, of limited liability companies is modified.
- Law 24/2005, of November 18, on reforms for the promotion of productivity.
- Law 2/1995, of March 23, Limited Liability Company.
- 19/1989, of July 25, on partial reform and adaptation of commercial legislation to EEC directives in the area of society.
- Royal Legislative Decree 1564/1989, of December 22, approving the revised text of the law on public limited companies.

According to the Government of Spain (2007), to constitute the SLNE:

For the constitution, it is required the granting of the Public deed and its inscription in the Mercantile Registry of the address:

- The notary who is going to authorize the writing of the constitution of the company, will verify, in accordance with the legislation, that there is no prior social denomination identical to the company that he intends to constitute. Once the deed is authorized, it will be immediately sent, together with the electronic Unique Document (DUE), to the

competent tax administrations and the authorized copy will be rewritten by its registration of commercial registry.

- The mercantile registry will qualify and inscribe the constitution deed in a term of maximum of 24 hours, counting from the moment of the settlement of presentation, and the inscription will be practiced in a special section created for that purpose.
- In the event that the Commercial Registrar negatively qualifies the title presented, it will inform the authorized notary of the deed of the constitution and, in the case, the representative. He himself will notify the competent Tax Administrations.

General regulations of the company

LSSI (Law on the service of society and information and electronic commerce)

Law 34/2002 of July 11, incorporates into our legislative order Directive 2000/31 / EC of the Council and of the European Parliament in which certain legal aspects of the Services of the Information Society are regulated, in particular those relating to to electronic commerce.

The LSSI, in this sense, establishes both the providers of intermediation services, as well as the companies that offer their products and the citizens who own a web page, the necessary rules for the use and enjoyment of this network, as well as the possible economic activity generated around the purchase and sale of all types of products and services, be a positive, safe and reliable experience

RGPD (General regulation of data protection)

The new adaptation to the Spanish national character of 2018, we would call it "LOPD" Organic Law for the protection of personal data. It is of direct application, without needing any law to implement it.

The principles of this regulation are the following:

Principle of responsibility (accountability) Mechanisms must be implemented to demonstrate that all necessary measures have been taken to process personal data as required by the standard. It is a

proactive responsibility. Organizations must be able to demonstrate that they meet these requirements, which will require political developments, procedures, controls, etc.

Principles of data protection by default and from design Measures should be adopted to ensure compliance with the standard from the moment you design a company, product, service or activity that involves data processing, as a rule and from the origin .

Principle of transparency Legal notices and privacy policies should be simpler and more intelligible, making their comprehension easier, as well as more complete. It is even envisaged that, in order to inform about the processing of the data, standard icons can be used.

Establishments and food companies must be registered according to Regulation (EC) No. 852/2004 of the European Parliament and the Council, of April 29, 2004, concerning the hygiene of food products.

In addition, Regulation (EC) No 1935/2004 of the European Parliament and of the Council of 27 October 2004 on materials and articles intended to come into contact with food takes into account the need to keep an updated register with information referred to companies that produce and market them. More information

Among all the records in the different administrations that affect food companies, are those of the administration of agriculture.

Companies along the food chain that develop activities subsequent to primary production and its related ones (More information), will be registered, previous sanitary authorization in necessary case, according to activities and products, according to the established in the article 2 of the Real Decree 191/2011, of February 18, on the General Sanitary Registry of Food and Food Companies.

SECTORAL REGULATIONS:

MUNICIPAL LICENSE FOR ACTIVITY

The opening and activity license is a compulsory municipal license so that a commercial, industrial or service activity can be carried out in a local, ship or office. It consists of a document that certifies compliance with the conditions of habitability and use of that activity. The opening license or activity is granted to the owner of a business for the development of a certain activity. It must be

renewed each time the activity developed in the premises changes, that there are modifications in it or that the owners of the business change, for example in the event of a transfer.

CERTIFICATE OF TRAINING OF FOOD HANDLERS

According to Royal Decree Law 202/2000 of the current legislation, anyone who goes to work handling food, must have this card to ensure maximum safety throughout the handling process. As indicated by the law, a food handler is 'a person who, because of his work activity, has direct contact with food during its preparation, manufacture, transformation, processing, packaging, storage, transportation, distribution, sale, supply and service' .

It is precisely for this reason that it is so important to have the food handler card, since it is not only a need for food hygiene, but it is an obligation imposed by law for any professional who is in direct contact with food that are going away to consume. Those who work in hospitality, catering or food, must have this card. In this sense, it must be said that people who are linked to the primary sector are usually excluded.

INSURANCE OF CIVIL RESPONSIBILITY

The Civil Code in article 1.902, warns that the person who by action or omission causes damage to another is obliged to repair it. But not only must be responsible for the damage caused to a third party but also for those caused by those who are under their dependence. In this way, the parents are responsible for the damages caused by their children, if they are under their guard, and the guardians of those who cause the minors or incapacitated persons that are under their authority. In the same way, the owners will be those who have to answer for the damages caused by their pets. To cover these possible situations referred to in the Civil Code, CR insurance is used. This product has as its mission to cover the material and personal damages as well as the economic damages that the insured produces to a third party within the limits set.

Through a CR insurance, the company guarantees the insured his non-contractual civil liability (when there is no agreed legal relationship between the perpetrator and the injured party) for the damage it causes to other people involuntarily in the cases arising from the risk specified in the policy. Many insurances also offer protection in cases of fault and negligence but not if there has been intent or gross negligence.

There are many certificates that having a company that works with third parties, outsourced companies, we do not have the need to have them. The transport company, the company of suppliers and the company where we cook, must have their own certificates for workers and for the product they offer.

In the event that the company functions properly and progresses economically, we would make an investment in the kitchen and the fiscal location, which would force us to obtain many regulations and regulations.

9. The critical risks and contingency plans

We must bear in mind that there are many factors that can affect our event. Therefore, we must also have various actions to solve these problems.

- **Products demanded from suppliers to make the menu, are not available at the last moment.**

We must always have other suppliers that provide us with the product we demand. We can not have contact only with one supplier of each product. In the case that these suppliers can not offer us the product either, we would continue looking for suppliers for that occasion, even if we pay a slightly higher price.

- **One of the waiters has not shown up at the event. Too much workload for little service**

At that same moment, the work company is called where we have selected the waiters and they must provide us with an alternative worker, as quickly as possible, since we have placed the hiring of personnel under their responsibility. The event can't be delayed or canceled.

- **Cancellation of the event by the client a few days before being performed due to a major cause.**

- **Not having made the total payment and having paid all payments of the rent and workers.**

The client when making the previous payment of 50% of the total value of the catering, is given the option of paying an insurance of possible cancellation, if he does not want to pay this insurance, he must pay legally all the expenses that have been agreed upon when signing the catering contract. In

the case of still and not having signed and the client still does not want to pay, the incident will be processed by judicial means.

- **Allergens in the event**

It is important to inform the customer that we demand the catering, of the products we use for our menus. It is also important that waiters who are at the event know about the products we offer to the customer. All this information on the ingredients, we will send it via email, so that it is verified that information has been passed to the person responsible for the event. In case there is an unexpected allergic reaction, the current protocol will be applied, from which the promoters of the company will have proof.

- **Spoiled food**

As soon as the food is in the place of the event, all the food that is in poor condition, all the consequences are under our responsibility.

Knowing that the suppliers we hire and the transport company that we also demand their services must have all the papers in order in terms of environmental legality, quality and health, will apply the corresponding penalties to these companies if they have been the culprits of some negligence. The client in these occasions can sue for health responsibilities of the facts to the company. In this case, we will proceed to the refund of the payment for the catering, and we would inform ourselves in which part of the chain of the food process the infraction has been committed. If it is our responsibility, we will accept the consequences. If you are located in another company with which we contract the services, you will be asked for responsibilities in this regard.

- **There is no availability in the transportation or kitchen rental service for the days that are requested.**

In this case, we will have other business options to carry out the services, for example the business *Jets*. The cost of the transportation it's similar than Covey, our main business of transportation

- **Online comments on social networks**

When negative comments appear on social networks of clients, we will contact the client to know what has been the problem that caused him to put this comment trying to reason about what happened and apologizing if necessary and consistent. We will try to solve these problems in future caterings.

In the case that we have offensive comments without reasons or we know that they are malicious and false comments, we will proceed to contact the online portal where we are accused of something uncertain, trying to have this comment deleted.

Sometimes we could report in the network of computer crimes to open an investigation into who has been the culprit of these accusations.

10. Conclusions

After having carried out this feasibility study of the vegan catering company, we can conclude that the company is viable, taking into account that starting in the second year we will start to have profits.

Analyzing general aspects of the company, it has reached several general conclusions:

There is increasing awareness of the environment and the preservation of this and the animals. The awareness of people about good nutrition has increased in recent years, due to the studies that has been conducted on cardiovascular and oncological diseases.

The catering market is becoming more fashionable, and companies, use this type of service more to meet the needs of the employer or the applicant. Although it must bear in mind that Catalonia has large catering companies, well recognized.

The realization of this project is based on the strategy of differentiation and cost, where it is differentiated by a high quality and vegan product, with average costs, due to the proximity of the supplier and the low cost of transportation. The product is of good quality, mixing flavors and textures from different locations.

The competition of the market is high, and when analyzing these other brands, it has been concluded that it is a more sustainable company than the others and not having a high price for the consumer.

The segment we are targeting are four and five star hotels, companies of recognized brands, and medical hospitals.

Regarding the financial plan, according to the estimates of sales made and the forecast of costs and revenues, it can be considered a profitable business. The first year of life, the company won't have many losses, but neither will have any profit. As of the second year, the company will begin to benefit.

Although the company has a good future projection, we must highlight several things to improve:

Due to the strong competition that exists in this sector, it is very important to have a large investment of marketing to make itself known. It should have been more invested in advertising and possibly having hired a person who physically went to strategic places to sell the product.

Marketing in companies of this type without a specific physical location, is essential.

Being in a specific physical place, is important, since the client will also recognize you for being able to make visits to the place, being able to make tastings and have more freedom of meeting schedules. This approach would be future, when the business had more name, and gave greater benefits.

With all these conclusions and the set of factors that drive the project to be viable and feasible, it can be stated that the chances of success are greater than those of failure.

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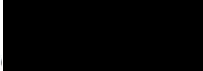
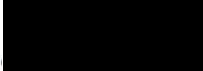
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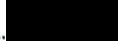
12. Attachments

12.1 Ethic Form

may not make any substantial amendments to the Undergraduate Dissertation without further approval.

Name: Alba Latorre Sign:  Date: 24/04/19
Name: Julia Lopez Sign:  Date: 24/04/19

Agreement from the supervisor of the student:

Name: MARION BUI Signed:  Date: 24/4/19

Risk Category 1: If you answered NO to all the questions, your study is classified as Risk Category 1. In this case:

- The supervisor can give immediate approval for undertaking the field work for the Undergraduate Dissertation.
- A copy of this signed Form MUST be included in the Undergraduate Dissertation.

Risk Category 2: If you answered YES only to questions in Risk Category 1 and/or 2, your study is classified as Risk Category 2. In this case:

- You must meet with your supervisor and clarify how the issues encountered are going to be dealt with before taking off with the field work.
- Once clarified, the actions taken must be stated in the Form. Then the supervisor can guarantee approval for the field work for the Undergraduate Dissertation.
- A copy of this signed Form MUST be included in the Undergraduate Dissertation.

Risk Category 3: If you answered YES to questions included in Risk Category 3, your study is classified as Risk Category 3. In this case:

- You must discuss with your supervisor how to re-direct the research and data collection thesis to avoid risks mentioned in Category 3.
- You must complete the Ethical Form again until Risk Category 1 or 2 is obtained.
- A copy of this signed Form MUST be included in the Undergraduate Dissertation.

A copy of this signed form MUST be included in the Undergraduate Dissertation.

Ethics form

It is important that you are sufficiently prepared to collect data doing fieldwork with 'human participants.' Your supervisor will support you in completing the Ethics Form.

The Ethics Form **MUST BE COMPLETED BY YOURSELF AND SIGNED OFF BY YOUR SUPERVISOR BEFORE UNDERTAKING RESEARCH.**

THE SIGNED ETHICS FORM **MUST BE INCLUDED IN THE FINAL UNDERGRADUATE DISSERTATION.**

Risk checklist – Please answer ALL the questions in each of the sections below.

Risk category 1	Yes	No
Use any information OTHER than that which is freely available in the public domain?		X
Involve analysis of pre-existing data which contains sensitive or personal information?		X
Involve direct and/or indirect contact with human participants?	X	
Require consent to conduct?	X	
Require consent to publish?	X	
Have a risk of compromising confidentiality?		X
Have a risk of compromising anonymity?		X
Involve risk to any party, including the researcher?		X
Contain elements which you OR your supervisor are NOT trained to conduct?		X
Risk Category 2		

Require informed consent OTHER than that which is straightforward to obtain to conduct the research?		X
Require informed consent OTHER than that which is straightforward to obtain to publish the research?		X
Require information to be collected and/or provided OTHER than that which is straightforward to obtain?		X
Risk category 3		
Involve participants who are particularly vulnerable?		X
Involve participants who are unable to give informed consent?		X
Involve data collection taking place BEFORE consent form is given?		X
Involve any deliberate cover data collection?		X
Involve risk to the researcher or participants beyond that experienced in everyday life?		X
Cause (or could cause) physical or psychological negative consequences?		X
Use intrusive or invasive procedures?		X
Include a financial incentive to participate in the research?		X

IF APPLICABLE:

List agreed actions with your tutor to be taken to address issues raised in questions Risk Category 2:

.....

Student Declaration: I confirm that I will undertake the Undergraduate Dissertation as detailed above. I understand that I must abide by the terms of this approval and that I