

STRATEGIC PLAN

La Economía Sencilla

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EXECUTIVE SUMMARY

One of the main benefits of the elaboration of this strategic plan has been the change of our strategic focus. We used to focus our efforts on selling the novel “Con un pan debajo del brazo” and on providing services to students and teachers of economics who could help with the trade of the book. After this report was written, our strategy became more focused on providing investment services using our trading algorithm for asset allocation purposes. As we can see, the change is huge.

There were many reasons for taking the decision to make this change, but probably the most important ones are: the size of the student and teacher segment was too small, pirated digital books and even illegal paper editions are very wide-spread among university students in Spain, our book will be the main set text on very few occasions, and so we will most probably be in second position when it comes to getting part of the students budget.

Therefore, for the future, our **CORE BUSINESS** will be the trading algorithm. The consequence of that decision is to relegate the segments of students and professors of economics, and also the book selling, to the background. However, we still will be able to serve these segments indirectly via publications aimed at investors which could also be interesting for students and professors.

Our **MARKET STRATEGY** is development – expansion, mainly based on two principal objectives. First, the operation of the trading algorithm with the aim to get 3 to 5 years of good results. Secondly, to generate interest in our trading algorithm as much as possible using our blog and social network account, communicating its achievements and providing interesting information for investors.

Our **COMPETITIVE PROPOSITION** will be based on providing a trading algorithm that develops a methodical calculation to generate the asset allocation between Equity, Fixed income (IG and HY) of different developed and emerging economies (positions can be short and long, and at the same time, offer an investing vehicle with very good performance in terms of Total Returns and reasonable good risk-total return relation).

Taking our strategic focus and our competitive strategy into account, we have identified a list of **OPPORTUNITIES** and we have ranked them to prioritise the most interesting ones for our business. The list of the selected opportunities is:

- Publish articles that could help investors and ourselves to determine the timings of the financial markets.
- Implement monitoring of the main key variables that could help investors and ourselves to determine the timing of the financial markets.
- Interact better on the Facebook account.
- New way of interacting on Twitter.
- Enforce the risk valuation of the trading algorithm and adapt the asset allocation to these changes.
- Publicity campaigns via Twitter, Facebook and Google Adwords.

According to this strategy, we have some STRATEGIC COMPETENCIES that could be especially interesting for the future of our business

- Operate a trading algorithm that has been between the best 4% Global funds in Spain in 2016 and between the best 7% in 2017.
- A trading algorithm that has an objective method to make the asset allocation.
- Facility to communicate complicated economical and financial concepts in a way that is easy and accessible, even for teenagers.

But if we want to be successful in the future, we need to implement an **Internal Development** plan that could begin with some measures to get the **Enhancement of Strategic Competencies**. We have identified 3 main actions in this sense. First, the leader and some members of the project read 4 books every year about value investing and technical analysis. Secondly, implement a weekly routine to follow the evolution of main macro and technical variables. Thirdly, implement a monthly routine to read economic research of the different geographical areas where the trading algorithm suggest investing in.

Another way to grow internally is to take the action needed to get the **Corporate Capabilities** that most probably will be needed for a successful company in five year tenor. Underneath, there is the list of the ones we have identified:

- Capability to predict the timing of the financial market.
- Capacity to determine the differences in fair value of diverse global markets.
- Ability to communicate the results of the trading algorithm to the investor's community.
- Expertise in online marketing.
- Expert interacting on Social Networks.

At the time of planning the actions needed for the aforementioned objectives, we have established our **Organisational Strategy**, mainly based on two pillars. On the one hand, establish organisation of the work by sharing tasks between the different members of the team according to their capabilities. On the other, and in the longer term, plan a rotation of the members of the team in the different rolls in order to give them the opportunity to gain experience in the whole business chain.

The **Financial Strategies** and the achievements that we want to get with all the former is to have a 5 years performance that is better than 85% of the Global funds in Spain and to launch an investment fund in 3 years tenor with an Asset Under Management of 15MM in five years.

Introduction: What business are we talking about?

Up to this point, we began writing this strategic plan because our business had one main product: a didactical macroeconomics novel, written by Guzmán Soldevilla.

The book was published in 2016. The plot is a story, recounting the meetings between Jose and Santiago, a thirty year old unemployed man and his father, a retired professor of economics. This story serves as a canvas to present, in an easy way, the main concepts that are studied in an introductory Economics course. Concepts such as GDP, Consumption, Investment, Unemployment, interest rates, etc. are presented, intermingled with the cadence of family conversations between a father and son.

But the book and the business around it, has also a selling and communication channel that is the blog “La Economy Sencilla” which has been one of the most important marketing tools. Integrated with these realities, “La Economy Sencilla” has been the media where Guzmán Soldevilla Diego, helped by his four children, have tried to explain economical issues in a way that is accessible to anyone.

Very often, the contents of the blog are related to a current issue that, at the time of publication, could be relevant to the national or global economy. Through very simple videos with interviews with people without knowledge of the economy, including children, the topics are exposed in a way that is accessible to all. Other times, publications are in the form of articles. Often, in this case, the didactic work of macroeconomics is intertwined with the exposition of enlightening views on the current economic situation.

The student or the visitor who is interested in economics will find easy explanations about the interesting topic of current economics. Real cases that exemplify macroeconomic theory, or clear and accessible information that helps us to understand the real and coming world. The teaching professionals can find videos that allow them to explain macroeconomic issues in a way that is easy to understand, and at the same time, connected with the current events. In addition, the articles may be used for comments in class or debates. In short, it is a means to deepen knowledge of the economy, and what surrounds its scope, in a simple way.

Up until now, we began to write this strategic plan, the novel and the blog, mainly aimed at the general public, whose only requirement was to be interested in the subject. Students of economics were part of this group, but it was also aimed at professors of economics, both at high school and university levels, who look for easy ways to transmit knowledge to their students.

Nevertheless, the realisation of this strategic plan has made us take a Copernican turn of the business.

What we aim for with this strategic plan.

The strategic plan attempts to answer three simple questions:

- What are we trying to sell? From this question we have suggested a new question: Should we extend the business to other products or services?
- Who are our clients? Who are our current segments and should we move the focus to other different segments?
- How are we going to beat our competitors and how are going be different from them?

As we have already said, answering these questions has made us change completely the strategy of our business.

Before analysing our products, let's have a look to our customers.

When we tried to sell the book, we realised that we had 6 different type of clients: Students of economics in the last two years of high school, High school teachers, Economics university students, Economic university teachers, People generally interested in economics, and investors.

Chart 1 shows a profiled definition of each customer segment. We have analysed each group trying to give the most extensive definition of each segment as possible. With this purpose, we have considered the following factors, specified for each group of clients: needs served, market preferences, current total available, volume in market segment, number of potential customers, method of communication with the customers, main competitors, average annual growth and indirect competitions.

Although each of the market segment values different factors of our offer, we can say that the needs served have something in common, except for the case of investors. Trying to summarise, we could say that we offer easy explanations about complex economical concepts, mostly explained through economical news items.

The newsletter and the 7000 email addresses of high school and university professors that we have is a very interesting asset that could greatly facilitate access to these market segments. Nevertheless, as Chart 1 describes, the size of these segments is too small. However, before elaborating this strategic plan we believed that these segments were interesting because they give access to the student segments that have a significantly higher volume. But while elaborating this strategic plan, we came to realise that there is yet another obstacle: students in Spain are very sensitive to prices and as we will see further below in more detail, this will have a very relevant implication.

Chart 1 made us began to think about a possible change to strategic focus and consider another group of clients: investors.

Market segment definition:	Students of economics in the last two years of high school.	High school teachers	Economics University students	Economics university teachers	People with a general interest in economics	Investors
Needs Served:	<ul style="list-style-type: none"> Simple and easy explanations about economics that could help students to understand the subject and economics news 	<ul style="list-style-type: none"> Complete and simple explanations related to economics news at the time and attractive examples for the students 	<ul style="list-style-type: none"> Easy explanations about complex economical concepts explained through economics news 	<ul style="list-style-type: none"> Easy explanations about complex economical concepts Good explanations about the current situations of the economy Different explanations about economical problems 	<ul style="list-style-type: none"> Economics news Original commentaries of economics Original points of view about current economics news 	<ul style="list-style-type: none"> Opportunity to invest in a trading algorithm with good profitability compared with their peers
Market Preferences:	<ul style="list-style-type: none"> Low prices Simple and easy explanations directly related to their economics studies and economics news Videos Economics information that 	<ul style="list-style-type: none"> Simple and easy explanations directly related to their economics studies and economics news Videos Economics information that 	<ul style="list-style-type: none"> Low prices Easy explanations about complex economical concepts Easier way to study economics 	<ul style="list-style-type: none"> Easy explanations about complex economical concepts Good explanations about the current economical situation. Different explanations about 	<ul style="list-style-type: none"> Original commentaries of economics Original points of view about current economics news 	

	is easy to understand	is easy to understand		economical problems.		
Current total Available Volume in Market Sector:	<ul style="list-style-type: none"> 5,5MM (0,28MM students per 20Euros/book) 	<ul style="list-style-type: none"> 90.000 Euros direct 5.5 MM Euros indirect 	<ul style="list-style-type: none"> 12MM (Considering the students in the first and second course of Social science as potential customers) 	40.000 Euros direct 12 MM Euros indirect	190 MM	<ul style="list-style-type: none"> Global funds 31.000MM (AUM) Hedge funds in Spain: 1.900 MM (AUM) Total funds in Spain (AUM): 256.000 MM
Number of potential customers:	<ul style="list-style-type: none"> 284.243 	<ul style="list-style-type: none"> 5000 	<ul style="list-style-type: none"> 640.242 Number of students in the first and second course of Social science as potential customers 	2000	11MM	<ul style="list-style-type: none"> 1MM investors in Global funds 2.900 hedge funds investors 4.900.000 (Balanced funds + Equity funds + Global funds + Absolute return funds)
Method of communication with the customers	<ul style="list-style-type: none"> Mainly via the teachers 	<ul style="list-style-type: none"> Newsletter Twitter Facebook 	<ul style="list-style-type: none"> Via the tutors Twitter Facebook 	Newsletter Twitter Facebook	Twitter Facebook	Twitter Facebook
Main competitors:	<ul style="list-style-type: none"> Para profesores Aprende economia Aprende economia.com 	<ul style="list-style-type: none"> Para profesores El blog de la profesora de economía Aprende economia.com 	<ul style="list-style-type: none"> El Blog Salmon Capital bolsa Nada es gratis 	Funcas Blog Nada es gratis	Nada es gratis El Blog Salmon Ahorro diario Capital Bolsa lahorro	<ul style="list-style-type: none"> Global funds <ul style="list-style-type: none"> 17 funds out of 240 with better profitability in Jan – Oct 17 (11.4%) 17 funds out of 240 with better profitability in 1Y (15.9%) and 8 in the

						period Nov 15 – Nov 16 (7.32%) <ul style="list-style-type: none"> • Hedge funds: 31 in Spain • Absolute Return funds
Average annual growth	Books Social Science and Humanities 2,7% Practical Books 3,2% General Divulcation -8,8% Estimated average of our market: 0%	<ul style="list-style-type: none"> • Books <ul style="list-style-type: none"> ○ Social Science and Humanities 2,7% ○ Practical books 3,2% ○ General Divulcation general -8,8% ○ Estimated average of our market: 0% 	<ul style="list-style-type: none"> • Students in Social Science option - 5,8% (www.mecd.gob.es) 	<ul style="list-style-type: none"> • Books <ul style="list-style-type: none"> ○ Social Cience and Humanities 2,7% ○ Practical books 3,2% ○ General Divulcation general -8,8% ○ Estimated average of our market: 0% 	<ul style="list-style-type: none"> • 11% National • 39% International 	<ul style="list-style-type: none"> • Global : 18% (AUM), the number of them has growth -1% per annum in the last 10 years • HF 15% (AUM), the number of them has grown 9% per annum in the last 10 years • Absolute Return 14% (AUM)), the number of them has grown 5% per annum in the last 10 years <p>Equity International 19% (AUM)</p>
Indirect competitions:	Editors like SM, Anaya, Edelvives,				<ul style="list-style-type: none"> • Expansión • Cinco días • El Economista.es • El Confidencial • Financial Times • Cnbc • The Economist 	Equity funds Balanced funds

Competing on three different business.

In this section we are going to begin answering the following questions:

- How are we going to beat our competitors?
- How are we going differentiate ourselves from them?

Three areas of competition can be considered:

- Competitors of the blog
- Competitors of the book
- Competitors in investing services.

The last group appeared when we changed our strategic focus during the strategic plan process, and we will explain everything related to this new opportunity, trying also to transmit how we reach our conclusion.

1. **Regarding blog** competition, the competitors can be classified into four groups:

- General economics information
- Focus on saving, stock markets, personal finances etc.
- Academic
- For high school teachers and students
- Others (focus on one specific theme)

Exhibit 2 shows the main competitors of La Economía Sencilla with a brief description of the profile of each one. The last blog described is La Economía Sencilla. We have added this information to this Chart in order to make the comparison of our services with those provided by competitors easier.

Chart 2

Gurusblog	<ul style="list-style-type: none">• Temas de actualidad, atemporales, de macroeconomía, finanzas personales• Para aficionados a la economía• Premio Bitacoras 2009• Complejidad de los artículos: media• Una entrada al día aproximadamente• Funcionando desde 2004
Nada es Gratis	<ul style="list-style-type: none">• La macroeconomía tiene un peso principal pero también los artículos de contenido social y político que circundan a la economía• Blog de rigor con la aprobación de la Fundación de Estudios de la Economía Aplicada• Dirigido a personas con alta cultura económica• Una entrada al día
El Blog Salmón	<ul style="list-style-type: none">• Artículos de análisis de la actualidad económica

	<ul style="list-style-type: none"> • Secciones de Finanzas, macroeconomía, emprendedores, management, desarrollo personal.... • Complejidad media pero requiere una base de cultura económica • 3 entradas al día
Sintetia	<ul style="list-style-type: none"> • Temas relacionados con los emprendedores: productividad, gestión de empresas, tecnología, estrategia empresarial... • Tiene una sección de finanzas y bolsa pero centrada en el interés de los gestores de empresas • Aproximadamente 1 entrada al día
Funcas	<ul style="list-style-type: none"> • Centrado básicamente en macroeconomía • Artículos de relativamente alta profundidad y que requieren conocimiento de la economía • Editado por Fernando Pampillón, catedrático de Economía Aplicada de la UNED • Aproximadamente una entrada diaria
Capital Bolsa	<ul style="list-style-type: none"> • Centrado en la bolsa y mercados financieros • Artículos cortos que llegan a ser poco más que titulares y otros más desarrollados • Visión técnica y fundamental por compañías
lahorro	<ul style="list-style-type: none"> • Son intermediarios financieros. Ofrecen prestamos elegidos entre una oferta de varias entidades financieras (Santander, BBVA, La Caixa, ING, Cofidis...)
El blog de la profe de economía	<ul style="list-style-type: none"> • Artículos muy ligeros y básicos de una gama amplia de áreas de economía pero más focalizada en temas de empresa • Con videos de producción ajena y con artículos con muchas viñetas • Dirigido a es estudiantes de bachillerato • 170.000 páginas visitadas desde 2010 • Última vez que se publicó: junio de 2015
Aprendeconomia.com	<ul style="list-style-type: none"> • Prácticamente todas las publicaciones del blog son links a otros blogs (Blog Salmon, Expansión, cinco Días...) • Los artículos están clasificados por temas de las asignaturas de 1º y 2º de bachillerato • From January to november it were publised 17 articules, almost all from other blogs
Para profes de economía	<ul style="list-style-type: none"> • Themes directly related to labor of the high school teachers: changes of the study programs, access to public employments, local and international economic competitions
La Economía Sencilla	<ul style="list-style-type: none"> • Focused on teachers of economics in high school, people interested in economics and professors and students of economics at university • The publications will be connected with important economical issues at the time and the factors that will differentiate us from the rest of our competitors will be the following:

	<ul style="list-style-type: none"> ○ The articles should explain relatively complex and not obvious issues of economics in easy way ○ The articles and videos should be done by teenagers and must be possible to understand by people with very little knowledge of economics. ● Our purpose is to prove the following comment: Look at this teenager explaining so clearly this important issue of the economics that I didn't understand before after reading and hearing so much about it.
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Capital Bolsa would be our most direct competitor as it is aimed at investors. As far as our articles treat themes of investing and macro economy, El Blog Salmon, Funcas, Gurus blog and Nada es gratis would also be direct competitors, but not as much as Capita Bolsa because its target customers are really similar to ours.

2. Regarding the book, the main competitors are the following

3. Regarding investing services, there are four groups of competitors

As we can understand by reading of this report, during the strategic planning process we realised that we needed to introduce a new product or service aimed at a new client segment. The service could be, in the medium term, a fund management service based on an algorithm that calculates the asset allocation of a portfolio between different equity and fixed income index of different geographies almost automatically. As we will explain later, this algorithm has performed very well over the last two years.

Our algorithm has three main functions which will be used to compare it with its competitors. Firstly, it invests in fixed and variable income, then it invests in all geographies, and finally it takes short and long positions.

Now we need to take a look at the table where we have related the four groups of competitors. With this table, we need to consider the most relevant characteristics of every competitor and see where should we include our algorithm according to the characteristics we have said it has.

Hedge funds are the second most similar one to our algorithm. One of the similarities is the investment policies in short and long positions, as our algorithm does.

Secondly, absolute returns is probably the characteristic that differentiates more from us because of its investment strategy, as it tries to have the same amount of profit every year.

Thirdly, equity funds without geographic focus on investing in variable income and in places all around the world, so they are similar to us, but they don't invest in fixed incomes.

Then we have balanced funds that have assets in fixed and variable income.

Finally, the most similar one is global funds. They invest in equity and fixed income, in all geographical areas and with short and long positions. They don't have a clear position so in this group investors with different investment strategies are included.

Global funds	<ul style="list-style-type: none"> • There are 240 funds offering investment services in Spain. • 17 of them performed better in the last 12 months than our trading algorithm in terms of profitability (15.9%) • There are 70 funds with a performance higher than 10% in the last 12 months and the average performance is 6.3% • The average AUM of the first 10 funds of the ranking during the first 10 months of 2017 is 24MM Euros • The main groups managing the best performance funds are: Renta4, Bankinter, Banca March, Novo Banco, Santander, Sabadell, UBS, Credit Suisse, Mapher, Mutua Madrileña.
Hedge funds	<ul style="list-style-type: none"> • There are 31 funds offering investment services in Spain. • 11 of them performed better in the last 12 months than our trading algorithm in terms of profitability (15.9%) • There are 20 funds with a performance higher than 10% in the last 12 months and the average performance is 13.3% • The average AUM of the first 10 funds of the ranking during the first 10 months of 2017 is 46MM Euros • The main groups managing the best performance funds are: Alantra, Bestinver, Sabadell.
Absolute Return	<ul style="list-style-type: none"> • There are 137 funds offering investment services in Spain. • Just 1 of them that performed better in the last 12 months than our trading algorithm in terms of profitability (15.9%) • There are 7 funds with a performance higher than 10% in the last 12 months and the average performance is 0.9% • The average AUM of the first 10 funds of the ranking during the first 10 months of 2017 is 39MM Euros • The main groups managing the best performance funds are: Credit Suisse, Welzia, Fonditel, Unicaja, Bankinter, Mutua Madrileña, GVC Gaesco.
Equity funds without geographic focus	<ul style="list-style-type: none"> • There are 156 funds offering investment services in Spain. • 43 of them performed better in the last 12 months than our trading algorithm in terms of profitability (15.9%) • There are 25 funds with a performance higher than 10% in the last 12 months and the average performance is 5.5% • The average AUM of the first 10 funds of the ranking during the first 10 months of 2017 is 61MM Euros • The main groups managing the best performance funds are: Renta 4, Caixabank, Ibercaja, Credit Suisse, GVC Gaesco.
Balanced funds	<ul style="list-style-type: none"> • There are 154 funds offering investment services in Spain. • 3 of them performed better in the last 12 months than our trading algorithm in terms of profitability (15.9%)

	<ul style="list-style-type: none"> • There are 103 funds with a performance higher than 10% in the last 12 months and the average performance is 15.3% • The average AUM of the first 10 funds of the ranking during the first 10 months of 2017 is 36MM Euros • The main groups managing the best performance funds are: Renta 4, Caixabank, Bestinver, Credit Suisse, GVC Gaesco, Bankinter
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Source: Inverco . Dates at 31 Dec2017.

After seeing the similarities and differences between our algorithm and those of our competitors, we are going to compare our position and return with each of the competitors in 2016 and 2017. Firstly we will consider 2016, in this year we had a return of 16.1% then it also positions in eighth place out of the 254 global funds that are located in Spain.

Chart 3

	2016 Return	2017 Return (Nov 2016- Oct 2017)
Trading Algorithm	16.1%	15.9%
Ranking position compared with Global funds	8 (254)	17 (239)
Ranking position compared with Hedge Funds	2 (29)	12 (31)
Ranking position compared with Absolute return funds	1 (114)	1 (137)
Ranking position compared with Equity funds	4 (123)	42 (137)
Ranking position compared with Equity-Balanced Funds	1 (157)	4 (166)

Chart 4

	Sharpe ratio 2016	Total Return 2016	Volatility 2016	Sharpe ratio 2017	Total Return 2017	Volatility 2017
Trading Algorithm	0.98	16.1%	16.7%	1.14	7.9%	6.6%
HFRX Global Hedge Fund Index	0.81	2.5%	4.3%	1.72	5.1%	2.1%
S&P 500	0.81	0.9%	13.6%	3.99	20.2%	4.7%
MSCI World index	0.31	5.6%	14.6%	3.82	19%	4.6%

Hedge fund returns were better than those of equities and bond. 2016 was one of the better years for hedge funds since the financial crisis.

Looking inside our business: good results but too small side

The results of the last two years are not bad, particularly in 2016 when we got almost 1700 profits which implies a return of equity of nearly 35%. The absolute figures are modest because the size of the project is also modest. Nevertheless, our goals are more ambitious. That is something we are sure of after analysing the 2017 results. Although this year we could dedicate more resources to the project, the Net Profit obtained in 2017 is sufficient to conclude that we

should add other sector or product to our business if we want to make it economically interesting.

The following chart shows the main financial information of our business in the years 2016 and 2017:

Chart 5

Actives	2016	2017
Intangible Assets	1000	667
Stocks	2035	1110
Cash	2000	3698
Total Assets	5035	5475

Passive	2016	2017
Equity	5035	5475
Total Passive	5035	5475,25

P&L		
Sales	5166	1845
Cost of Sales	2590	925
EBITDA	2576	920
Depreciations	-333	-333
EBIT	2243	587
Taxes	-560,75	-147
Net Profit	1682	440

Cash Flow		
Net Profit	1682	440
Drepreciations	333	333
Change in Working Capital	2590	925
Net Cash	4605	1698

We have identified some key variables to control the evolution of our business. There are three types of KPI's.

- **Financial:** these are references to the variables that directly affect our P&L or our trading algorithm. The KPI's related to the trading algorithm have to be calculated in a term of 3 and 5 years. That is because we have a long term investment strategy and so the key indicators should also be measured in the long term.
- The **market** indicators try to measure the achievements related to our blog and social networks activity.
- **Operations** indicators try to monitor our publication activity in the blog and our activity on the social networks.

KPI's

- Financial

- # Book Sales
- Operating margin per book sold
- Trading Algorithm return
- Trading Algorithm volatility
- Sharpe Ratio of Trading Algorithm
- Market.
 - # visits to the blog
 - New visitors and old visitors
 - Sales page visitors
 - Basket page visitors
 - Likes + Retweets on Twitter and Facebook
 - Blog suscriptions
 - Blog comments
 - Social networks comments
- Operations
 - # Publications per month
 - Related to Trading Algorithm
 - Related to economics in general and other issues
 - # Videos per month
 - # tweets per day
 - # Newsletter per month
 - # Facebook publications

Our main Strengths and Weakness are 17 years of experience in financial markets and lack of time

In Chart 6, we show the list of our main strengths and weaknesses. We also highlight their importance for the business and our performance.

In our opinion, one of the most important strengths is that a member of our team has 17 years of experience in financial markets and the capacity to develop a trading algorithm. This strength is very valuable for the operation of the trading algorithm.

Some other strengths are related to the book selling - we consider these less important because they are not related to our strategic focus, as we will explain further below.

Our most significant weaknesses are the lack of experience and knowledge about macroeconomy of some members of the team, in addition to lack of time.

Chart 6

Strengths	Importance	Performance
Team with more than 17 years of experience in financial analysis, some of them as equity analyst, plus knowledge	9	9

about financials markets and the capacity to develop a trading algorithm with very good performance in terms of total return.		
Macroeconomy professor capable of explaining the economical situation that could be interesting for investors and people interested in economics	7	8
Teenagers who are diligent, responsible and able to transmit the economy in simple language will be part of the team.	6	4
Divulgarion book about macroeconomy that explain the theory using examples of the near past economy that could add reputation to the authors of the trading algorithm	4	5
We have the possibility to share our publications on Twitter, taking advantage of our 60.000 followers on Twitter, and almost the same with 5000 fans on Facebook	6	3
We have the opportunity to make our publications available to high school economy teachers and university economy professors taking advantage of 5000 and 2000 email addresses respectively	3	2
We have around 300 subscriptions to the blog which is a good way to spread our publications but also a source of information about the blog performance	2	1
Weaknesses	Importance	Performance
Little experience and knowledge in economics of some members of the team.	6	1
Very limited knowledge on digital marketing and social networks.	3	3
Lack of time	8	4
Just one selling product, at least in the short term	5	3

With some Strategic Competencies that make us appreciated and unique for the customers

We can summarise our strategy competency as follow:

- Capability to construct a trading algorithm that has been between 7% of the best global mutual funds in terms of total return in 2017 and between the best 3% in 2016 (see chart 5, page 13)
- Capability to publish interesting economical and valuation reports of different markets globally.
- Teenagers that make the publications easy to understand for almost everyone.

These competencies have the following implications:

- Our service has a significant value for investors that can find a suggestion of asset allocation with very good total return historical performance in our blog. Followers could also find publications indicating the best and worst interesting markets and other economical and financial research in our blog, all explained in a way that is easy to understand, even for teenagers.
- La Economía Sencilla is unique because there are no other blogs or media communication that provides such financial information with the successful background of our trading algorithm and explained so easily, meaning that even teenagers can understand it.
- It is difficult to copy because the following are needed: very good historical investing performance, a group of responsible children and an expert in economics working together. This is no easy to get.

But the businesses are alive, they are changing and it forces us to make assumptions.

Chart 7 shows how the business situation of our company could change. In order to analyse, we have determined 6 factors and we have evaluated the segments according to what they are.

- **How can the needs of the customer change?**
- **Will there be any possibility to offer any profitable new product or service to cover these needs?**
- **What can we expect from the competency in the future?**
- **How much is the market of each segment going to grow, and what will be the drivers?**

Before elaborating this strategic plan, we thought that student sectors were our most important sectors, and teachers were also important in the sense that they could give us access to the students. Nevertheless, while elaborating the strategic plan we came to realise that these segments have some decisive disadvantages. Although Chart 7 explains these in more detail, the most relevant are:

- They are a very low income segment which makes them very sensitive to price.
- Nowadays almost everything is free on the Internet what contributes to making the selling of any product or service to segments that are so price-sensitive more difficult.
- Economics is not yet an important part of their studies, at least for students in high school. Therefore the need for economical information is a second or third rang need for most High School Students of economics.

On the other hand and related to our strategic focus, there is a clear tendency in mutual fund sector: growth of passive funds with low fees and decrees of active funds that cannot justify their high fees with better returns. In this context the trading algorithms that reduce the management costs are in line with the aforementioned tendency and consequently their growth has been very remarkable. It is also important that there are millions of passive funds, but there are very few that invest in passive funds, providing a profitable selection of them doing good asset allocation as our trading algorithm does. Considering this reality, all that is shown in Chart 7 and our good performance in the last two years of trading, we think that the trading algorithm is potentially a good and interesting service for investors.

Chart 7

What could happen with each market segment:	Students of economics in the last two years of high school.	High school teachers	Economics University students	Economics university teachers	People with a general interest in economics	Investors
How can the needs of the customer change?	<ul style="list-style-type: none"> • New ways to learn economics: Youtube videos, interactive books and classes by internet. 	<ul style="list-style-type: none"> • Videos used more as a teaching tool 	<ul style="list-style-type: none"> • Tutorials on Youtube are expected to have more presence • Blogs with alternative economical understanding to the traditional economy • Growth of e-learning programmes and online degrees 	<ul style="list-style-type: none"> • Blogs with alternative understanding to the traditional economics • Videos used as examples to learn specific economical themes • Blogs with several news items commenting on different point of views 	<ul style="list-style-type: none"> • A web where the investors could share information and research will be very useful • Self learning is growing • Web sites that compare financial prices between several providers are growing 	<ul style="list-style-type: none"> • Investors will probably demand alternatives adding tangible improvements in terms of risk-total return combination or lower fees.
Will there be any possibility to offer any profitable new product or service to cover these needs?	<ul style="list-style-type: none"> • Students are and probably will be used to finding everything free on the Internet. In this context, new products are possible but it is 	<ul style="list-style-type: none"> • Pills • Video, blog publications and other similar products are very difficult to be profitable when they have to 	<ul style="list-style-type: none"> • Create a payable channel on Youtube • On-site courses for post and under graduate students about macroeconomic, stock exchanges, 	<ul style="list-style-type: none"> • Create a payable channel on Youtube 	<ul style="list-style-type: none"> • Share information medias in common in other sector could be exported to financial market information sector • Advising 	<ul style="list-style-type: none"> • The trading algorithm could be a very good tool to offer a good total return with a reasonable sharpe ratio.

	<p>very hard to get profitability.</p> <ul style="list-style-type: none"> • The potential customers have and will have two important characteristics that make them hardly to be profitable: economics is not yet an important part of their professional career and they have very low income. • Even though pills formed by a text, video and exercise and sold by a low price could be an opportunity 	<p>compete with other free choices in medias as Youtube</p> <ul style="list-style-type: none"> • Conferences (our father) • Create a payable channel on Youtube 	<p>fundamental analysis, etc.</p> <ul style="list-style-type: none"> • Similar courses but online 		<ul style="list-style-type: none"> • Create a payable channel in Youtube • On-site courses for post and under graduate students about macroeconomic, stock exchanges, fundamental analysis, etc. • Similar courses but online 	<ul style="list-style-type: none"> • The trading algorithm could be upgraded, covering new indexes, companies or technical analysis making possible improvements in profitability.
What can we expect from the competency in the future?	<ul style="list-style-type: none"> • Youtube offers free material that can be very useful for learning • The competency is expected to be 	<ul style="list-style-type: none"> • Books editors could appear as new competitors in new learning medias or traditional but with new interactive electronics books 	<ul style="list-style-type: none"> • There are a considerable number of learning providers and the level of competency is very high 	<ul style="list-style-type: none"> • Level of competency in general economic information seem to remain very high - niche competency will be a necessity. 	<ul style="list-style-type: none"> • The difficulties of on-site and online courses are the same as other sectors and the same could be said 	<ul style="list-style-type: none"> • The active funds are expected to suffer a reduction of market share in favour of passive funds.

	<p>low because of three reasons:</p> <ul style="list-style-type: none"> ○ Low income of potential customers. ○ Need served has low priority in the general needs of the customers and it is not expected to be seen as a basic need. ○ There are free providers that could satisfy the needs of the customers. 		<ul style="list-style-type: none"> • Youtube as free provider of material for students removes possible competitors but also presents serious difficulties to the payable channel option. 	<ul style="list-style-type: none"> • Youtube as free provider of material for students removes possible competitors but also presents serious difficulties to the payable channel option. 	<p>about the payable Youtube channel</p> <ul style="list-style-type: none"> • More Blogs focused on specific and concrete themes (such as technology, removable energy, autonomous cars, etc..) will appear 	<ul style="list-style-type: none"> • This market is very mature. New funds will probably appear requiring knowledge of new economy sectors but traditional methodology of management won't probably change. • Trading Algorithms are expected to be one of the most revolutionary changes and will probably be based on technical analysis.
<p>How much is the market of each sector going to grow and what will the drivers be?</p>	<ul style="list-style-type: none"> • Decrease in population between 15 – 19 year expected for 2014 and 2064 is -0.6% yearly (http://www.ine.es/prensa/np870.pdf) • The decrease in students in social sciences and law is -6% • The estimated growth of book publisher market is 0% in the short term. 	<ul style="list-style-type: none"> • Decrease in population between 20 – 24 year expected for 2014 and 2064 is -0.6% yearly (http://www.ine.es/prensa/np870.pdf) • The decrease in students in social sciences and law is -6% • The estimated growth of book publisher market is 0% in the short term • The estimated number of people searching economic information in social networks and Internet is expected to grow to double digits 				<ul style="list-style-type: none"> • The trading algorithm sector will only growth above the traditional segment if they are able to offer clearly better rewards in terms of total return-

				<p>risk combination or similar results with less fees</p> <ul style="list-style-type: none">• The active funds have experienced deep decrease the last decade and the passive funds have increased the market share. This evolution is expected to continue.
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Many opportunities are presented to us but are not all equally interesting.

We have determined some opportunities that we think will be interesting for our business. There are 24, but not all of them are equally as interesting, neither are they expected to have the same impact on our business, nor they will require the same resources to implement them. For this reason we have made a ranking of these opportunities in order to prioritise execution. As Chart 8 shows, the ranking has been done taking four factors into account: value for the business, probability of success, time required and downside exposer.

Once we realised that students and teachers cannot be our strategic segments and the book is not expected to be the only product to sustain the whole activity of the blog, the trading algorithm and the fund management activity appeared as one of our main opportunities. Chart 8 shows that five out of the first ten opportunities are directly related to the management of the trading algorithm and other three are related to the communication of our fund management achievement.

Chart 8

Opportunity	Probability of success	Value	Time required	Downside exposer	Total
Offer investment services	2	9	9	9	29
Publish articles that could help investors and ourselves to determine the value of different financial assets.	7	8	5	9	29
Implement monitoring of main key variables that could help investors and ourselves to determine the timing of the market	6	7	6	9	28
Interact better on the Facebook account	9	5	5	8	27
New way of interacting via Twitter	7	5	5	8	25
Enforce the risk valuation of the trading algorithm and adapt the asset allocation to these changes	5	7	8	5	25
Publish the ebook and upload it to Amazon	6	3	9	7	25
Organise the blog better (Index)	6	4	7	7	24
	8	6	3	7	24
Implement an improvement to the trading algorithm in order to optimise the changes in the portfolio taking technical analyses into account	4	9	2	9	24
Payable channel in Youtube	3	2	9	9	23
Change the name and the structure of blog, the url direction and the Twitter and Facebook account	9	6	3	5	23
Actions to make it possible to sell the book in some book shops	4	3	7	8	22

Make a survey about the necessities of the subscribers	8	2	6	6	22
Sell financial - investing consulting	3	5	6	7	21
Make other types of videos	4	5	4	7	20
Games	5	2	6	6	19
Selling Research	2	7	2	8	19
Economy Pills (publication+video+exercise)	4	2	4	8	18
Adapt to SEO the blog's publications	5	5	3	5	18
Sweepstakes and contests	5	1	5	7	18
Add new index and companies to the scope of the trading algorithm	5	6	3	4	18
Sharing platform for investors	2	10	1	1	14
On-site courses	1	3	2	2	8
Online courses	2	3	2	1	8

But fund management is a extremely competitive business and we also face THREATS

Fund management is a very competitive activity. There are a lot of financial services companies, investments , human recourses and talent working for the sector. For a fund, it is extremely difficult to remain on the top of the fund rankings year by year. It is so difficult that we could say that it is almost impossible. Our goal is to be among the best 10% of the funds with better return in five years term. According to this goal, the main threats are related to errors in valuation of index and timing investments. The emotional factor that is maybe one of the most relevant threats that a fund manager has to face is, in our case, mitigated by the use of our algorithm as a tool that determines to us when and what to invest in.

In any case, not all threats could have the same impact in our business neither are the probabilities of them occurring the same. For this reason, as we have done with opportunities, we have made a ranking of the most dangerous threats.

Chart 9

THREATS	Potential Impact	Probability of occurrence	Total
Mistakes in the timing estimation	9	7	16
Errors in the value estimation of different markets	9	5	14
Poor performance in Sharpe ratio	8	6	14
Entrance of other trading algorithms	5	5	10
Loss of followers on our Twitter and Facebook account for lack of use	4	3	7
Another novel of macroeconomy can be published	3	3	6
Someone with more resources creates a blog similar to ours	4	2	6
Students use kindle device as their only reading support	2	4	6

Traditional editors of academic books develop digital learning material	1	5	6
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There are two CAPABILITIES that are essential for the success of our project.

Chart 10 shows the capabilities that are more relevant for our business. We have valued them according to their importance for the business and our current performance. The most important ones are those related to the fund management activity and algorithm. Actually, the success of our project will depend on our capacity to acquire two essential capabilities: determine the differences in fair value of diverse global markets and the ability to communicate the results of the trading algorithm to the investor's community.

Chart 10 shows a list of different capabilities that the winning company should have in the future, most of them related to one of the two already mentioned. However, not all of them are equally as important for the future of the business, and our current performance in each of them is not the same neither. Because of that, we have made a ranking comparing the importance for the future with our current performance. The higher importance of the capability and the worse our performance in that capability is, the higher need to reinforce that competence.

Chart 10

CAPABILITIES THAT THE WINNING COMPANY SHOULD HAVE IN THE FUTURE

	Importance for the future	Current performance	Difference
Capability to predict the timing of the financial market	9	5	4
Capacity to determine the differences in fair value of diverse global markets	7	6	1
Skill to optimise the combination of total return – risk	6	7	-1
Ability to communicate the results of the trading algorithm to the investor's community	6	2	4
Expertise in marketing online	5	3	2
Flexibility to publish about new topics	4	3	1
Expert interaction on Social Networks	5	3	2

What ACTIONS WE SHOULD CARRY OUT to get the capabilities of the winners?

Chart 11 shows the actions that we should carry out to get the needed essential capabilities for the future of our project. The most relevant capabilities are: Ability to

communicate the results of the trading algorithm to the investor's community and Capacity to determine the differences in fair value of diverse global markets. They are important because their gaps are the greatest ones and so we should focus our efforts on achieving them. Even though the first capability has only got one action, there are other actions indirectly related to this capability such as those related to social networks. The second capability has got only two actions, but it is worth to mention that the amount resources allocated to these actions are more important than just the number of the actions carried out. In other section below we will talk about this issue.

Chart 11

ACTIONS TO CLOSE THE GAP

	Actions
Ability to communicate the results of the trading algorithm to the investor's community	<ul style="list-style-type: none"> • The team will publish one video or article every month related to issues interesting for the managing of trading algorithm and also valuable for investors.
Capability to predict the timing of the financial market	<ul style="list-style-type: none"> • The topics of the publications will be focused mainly on issues relevant to determine the timing of the markets • There will be stabilised a weekly monitoring task focus on a group of variables (macro, sentiment, technical) which could help to perceive a change in the market trends.
Expertise in online marketing and social nets	<ul style="list-style-type: none"> • Marketing campaigns on Facebook, Adwords and Twitter and analysing the results and profitability. • We will use the email server to optimise the use of the newsletter and to take advantage of the information provided by the email server. • We will use Google analytics to monitor blog traffic. • Twitter Analytics and Facebook inside will be two tools used weekly for us. • Luis and Juan will read some books that we have already bought about community management and online marketing
Expert interacting in Facebook	<ul style="list-style-type: none"> • Be more interactive on Facebook publishing at least one comment about any economical news every week. • Promote interactions with the followers answering their doubts and comments • Initiating games, competitions and other similar measures to generate interactions with the followers • Reading the chapter dedicated to Facebook of the book "Curso de Community manager" by the members of the team.
Expert interacting on Twitter	<ul style="list-style-type: none"> • Dedicate at least 15 minutes a day to send interesting tweets, read other Twitter accounts, answer personal mentions and retweeting interesting tweets. • Use of Twitter Analytics to monitor the activity on Twitter. • Initiating of Twitter campaigns, monitor the results and analyse its profitability

	<ul style="list-style-type: none"> • Reading the chapter dedicated to Twitter of the book “Curso de Community manager” by the members of the team. • Read other books like “Tweeter para todos” and Internet publications about this issue.
Capacity to determine the differences in fair value of diverse global markets	<ul style="list-style-type: none"> • At least twice a year a valuation report of the best and the worst markets in term of upside potential will be published. • Find new additional value metrics and ratios to contrast our index valuations and analyse their capacity to predict their future performance of the index. • We will publish at least three reports a year, explaining one investment opportunity in a company.
Flexibility to publish about new topics	<ul style="list-style-type: none"> • The members of the team with more academic education should dedicate some time to reading interesting economical articles to be informed about the current economic situation. This activity will permit the generation of interesting topics for publications and also contribute to improving time management skills.

Declaring a STRATEGIC FOCUS: TRADING ALGORITHM

The strategic focus of a company can be based on products/services, capabilities, markets or sectors, technology, etc. Our focus will be based on a product: the Trading Algorithm.

According to this strategic focus the segments more attractive for us will be

1. Investors
2. People with a general interest in economics

And therefore the opportunities that will offer greatest return will be:

1. Offer investment services
2. Publish articles that could help investors and ourselves to determine the value of different financial assets and index
3. Implement monitoring actions to control some key variables that could help investors and ourselves to determine the timing of the market.

As a consequence, our efforts and activity will be characterised by the following factors:

1. The main efforts should be directed towards generating better knowledge, information and analysis that could be useful to improve the performance of the trading algorithm.
2. The knowledge and information generated is expected to be very interesting for investors and even more appreciated if it is explained in such an easy way so even a teenager could understand it. The communication of this information is expected to generate interest on the trading algorithm in the investor community.
3. Parts of the efforts of the team should be dedicated to communicating the results of the trading algorithm to the investor community using the blog and social networks.

The book will be in the second place but could be a tool to create good reputation to the trading algorithm

The commercialisation of the trading algorithm is expected to take place in 3 years. During this period, the principal target is to maintain or improve, if possible, the performance of the trading algorithm. In this sense, the principal efforts should be dedicated to this issue.

Digital marketing would be important, once the trading algorithm will be operating as mutual funds but the commercialisation by digital media has to be prepared years before.

Considering the strategic focus, the following strengths are very much appreciated:

- Team with more than 17 years of experience in financial analysis, some of them as an equity analyst, plus knowledge about financial markets and with the capacity to develop a trading algorithm with very good performance in terms of total return
- Professor of economics will direct the analysis and publications that are expected to be interesting for investors and generally useful for managing trading algorithm
- Teenagers who are diligent, responsible and able to transmit the research in simple language will be part of the team.

In addition, the strategic focus makes some of our main weakness less important:

- The operation of trading algorithm was going to consume time resources of part of some members of team even if the strategic decision could had been directed in any other topic. Situating the strategic focus in the trading algorithm supposes also centering all the efforts of the team on the same issue. Therefore, it is a way to optimise time, one of our more limited resources.
- The commercialisation of the trading algorithm is not something that is going to take place in the short term, so we will have some time to acquire knowledge and experience in digital marketing.

Taking everything in account for MEASURING THE MARKET ATTRACTIVENESS...

Chart 12

MARKET ATTRACTIVENESS	Students of economics in the last two years in high school	High school teachers	Economics University students	Economics university teachers	People with a general interest in economics and investors
Market volume Growth for our products in this segment	<ul style="list-style-type: none"> • Digital products like videos, pills or apps will have strong growth in the future. • Demography is one of the weaknesses. • Social sciences will be chosen less by university students in Spain. 		<ul style="list-style-type: none"> • The last historical evolutions of sales for books similar to our has been around 0% • Demography is one of the weaknesses • Social sciences will be chosen less by university students in Spain 		<ul style="list-style-type: none"> • The incomes of the editorial market growth at 3% • Learning books and novels are the two types of publications that grow the most (around 2.5% in last decade) • Trading algorithm has just taken off • In the last three years the number of investment funds in Spain has risen by 1.5% per year • In the last four year the average of AUM has growth by 14% yearly

					<ul style="list-style-type: none"> The numbers of international funds and global funds have increased by 8% and 7% yearly
Future Industry Profit Level for our Products in This Market Sector	<ul style="list-style-type: none"> Low income of students will make it very difficult to get profits The budget of high school students dedicated to academic studies is negligent The products and services will have to compete with many traditional editors that will claim to continue to cover the educations needs of the students To get part of the high school parents' studies budget will be a challenging issue when their expenses are already high and it 	<ul style="list-style-type: none"> The cost of the book could be financed by the schools for direct customers especially if it is seen as a unique book that is helpful for teacher and students. Media communication with the teachers is not expensive and because of the small number, sales campaigns could be well adapted to them Without considering the indirect customers the reduced number of teachers makes this sector too small. The profitability of the indirect customers has already been explained in section "Future Industry Profit Level for Our Products in This Market Segment" of 	<ul style="list-style-type: none"> Low level of income of students will make very difficult to get profits The pirate digital books and even the illegal paper editions are very spread between university students in Spain Our book will be the main learning text on very few occasions being most of the time a secondary tool to make learning easier. So we will most probably be in second position at the time to get part of the students budget. To compete in this segment a significant price reduction will probably be necessary. 	<ul style="list-style-type: none"> Media communication with the teachers is not expensive and because of the small number the sales campaigns could be well adapted to them. Without considering the indirect customers the reduced number of teachers makes this segment too small. The profitability of the indirect customers has already been explained in section "Future Industry Profit Level for Our Products in This Market Segment" of Economics University students 	<ul style="list-style-type: none"> The book sales would hardly be enough to support the blog activity. Related to finance advising or financial services activities the main data are the following <ul style="list-style-type: none"> 99% of the Spanish funds have AUM higher than 6MM In Spain there are more than 1.400 funds with similar investment destinations to our trading algorithm. The break even in terms of AUM is 12MM and 24 out of 52 Hedge Funds active in Spain are above this level

	<p>will be spread between nine or ten subjects</p> <ul style="list-style-type: none"> • To compete in this segment a significant price reduction will probably be necessary. 	<p>students of economics in the last two years in high school</p>			<ul style="list-style-type: none"> • http://www.inverco.es/38/39/101/2017/10
Major Threats to Market	<ul style="list-style-type: none"> • Traditional editors with very important resources will fight to position their products and services in the new environment of the segment 	<ul style="list-style-type: none"> • The publications of some other economics blogs could attract the attention of teachers and could make a new entrance more difficult Threats of students of economics in the last two years in high school could also apply to this segment 	<ul style="list-style-type: none"> • More reputable authors could write similar books 	<ul style="list-style-type: none"> • The publications of some other economics blogs could cover teaching needs with a more varied supply of economics comments, explained in more detail. 	<ul style="list-style-type: none"> • More reputable authors could write similar books • Related to finance advisory services and financial services: <ul style="list-style-type: none"> ○ The offer for trading algorithm could become relevant as time passes ○ Important financial institutions with many resources and great prestige could begin in this segment ○ Regulation ○ Errors in the asset allocation

Potential for Product Displacement	<ul style="list-style-type: none"> • Apps, interactive digital books and other similar products developed by traditional editors 	<ul style="list-style-type: none"> • Some economics blogs focused on people interested in economics could in some cases also cover the teaching needs of the customers of this segment • The same Potential for Products Displacement as for Students of economics in the last two years in high school 	<ul style="list-style-type: none"> • Other economic books more attractive for students could appear 	<ul style="list-style-type: none"> • Blogs like “Blog Salmon”, “Nada es gratis”, Funcas 	<ul style="list-style-type: none"> • Other economic books more attractive could appear • The average of the performance of Spanish Hedge Funds in the last Year (Nov 16-Oct17) was 13.3% vs our trading algorithm (17%) and Equity Euroso funds, at 19% which was the highest average
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In chart 12 we analyse the market attractiveness of each sector according to different factors. As Chart 13 shows, high school students have two main weaknesses that place this segment outside our strategic focus. Firstly their low income and education budget that has to be shared between many subjects. The other very important weakness is the strong competition of the traditional editors that will most probably make it very difficult to compete in this segment and also very hard to introduce new products or services. The high school teachers segment is small and could be only interesting as advisors to the students. Therefore, the weaknesses that we have already mentioned for the segment of high school students of economics are also valid for the high school teachers segment.

The low income of the economics university students segment together with the illegal copies that are very wide-spread among university students make profitability very hard to get. “Con un pan debajo del brazo” is a didactic novel, and consequently the book most probably won’t be used as the main text of a subject, it will most likely be used as a secondary book and therefore the weaknesses that have already been mentioned is more relevant.

Because of the size of economics university professors sector, its attractiveness cannot be very different to the university students sector’s for the same reasons that we have already explained with high school teachers and students segment.

The book is not enough to support the blog activity so the investor segment appears more attractive for our business.

The Investor segment is very competitive. Evidence of this is the decreasing tendency in managements fees in the sector and the growth in passive funds at the expense of decreasing funds under management in active funds.

The potential profitability of the investor segment offering them fund management services is very high, but it is also very difficult to achieve. The main difficulties are: achieving good performance in asset management and commercialisation of the investment funds.

But also considering our COMPETITIVE POSITION in each sector

After considering the market attractiveness of each segment, we are going to analyse the competitive position of each one. We have evaluated our competitive position in each segment according to the following factors:

- Ability to meet market needs and preference
- Cost competitiveness
- Service
- Reputation

- Financial Strength
- Market share

Chart 13: COMPETITIVE POSITION

Market Attractiveness	Students of economics in the last two years in high school	High school teachers	Economics University students	Economics university teachers	People with a general interest in economics
Ability to Meet Market Needs and Preferences	5	5	3	2	4
Cost	5	5	5	5	5
Service	4	5	4	3	3
Reputation	2	3	2	2	1
Financial Strength	1	1	1	1	1
Market Share	3	2	1	1	1
Total	20	21	16	14	15

The high school teachers' segment has a better competitive position than the other segments because many of our publications are extracted from the book and therefore focus more on the essential needs of the teachers. Our communication with clients in this segment via the newsletter is also more direct than communication via other media channels that we have to use in other segment. That aspect affects service and reputation factors positively mainly to the teachers segment.

Selling the book through the blog comes with the advantage of saving the margin of book shops. That is why all the segments based on the book selling have good valuation on cost.

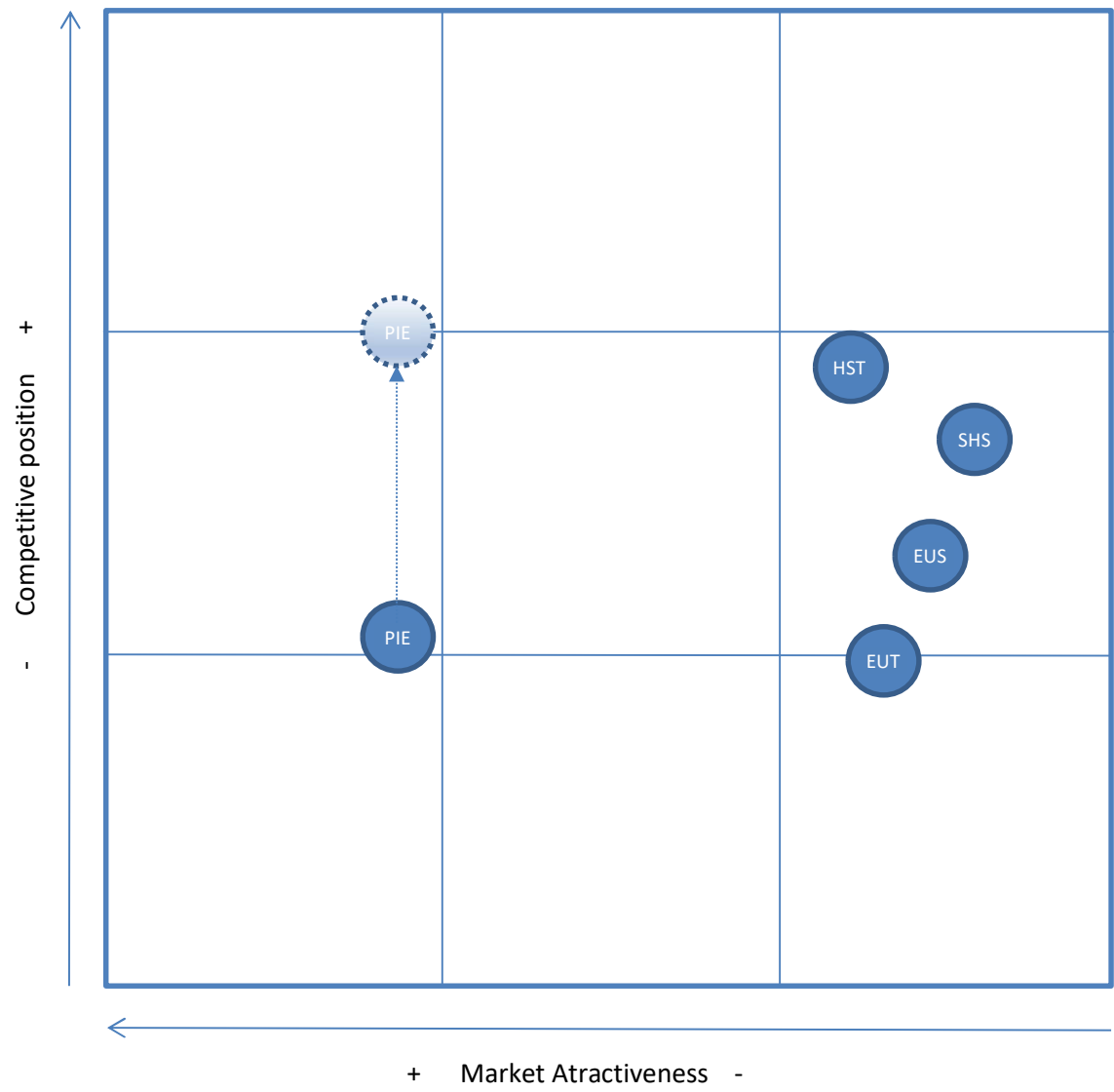
Our competitive position is not very high in the investor segment but we hope to improve it in the future, mainly in service, reputation, financial strength and market share factors. That will depend firstly on our success in investing with the trading algorithm and secondly on our ability to communicate the achievements.

And now putting together the two variables: MARKET ATTRACTIVENESS and COMPETITIVE POSITION

In Chart 14, we show the position of our market segment according to market attractiveness and competitive position. As we can see, with the exception of people in general or investors, the rest of the segment is in the middle right square which represents attractiveness of the business.

All the activity for the next years will mainly aim to improve the competitive position of people in general and investors segment. For this purpose, we should mainly improve our reputation and service. That can only be possible if we achieve good performance in our investment activity through the trading algorithm, and if we are capable to communicate our achievements to our potential customers.

Chart 14



Our strategy is clearly SEGMENTATION

Chart 15



For this strategy, it is important to understand the needs of the customers in the different segments and to deliver them services that are just right for them. It is also essential to have an intimate understanding of the customers and to be nimble and flexible to follow them as their needs change.

For these purposes, communication with our customers via the social network, surveys with the subscribers of the blog, and comments and answers from the blogs are important activities, especially for book selling.

Completing our vision: looking back to determine which OPPORTUNITIES AND CAPABILITIES make more strategic sense

Taking the former information into account, we have to choose between the different opportunities. We have selected 10 that have more value for the project, and which are more related to our strategic focus.

Chart 16

Opportunity	Probability of success	Value	Time required	Downside exposer	Total
1. Offer investment services	2	9	9	9	29
2. Publish articles that could help investors and ourselves to determine the value of difference financial assets.	7	8	5	9	29
3. Interact better on the Facebook account	9	5	5	8	27
4. Implement monitoring of main key variables that could help investors and ourselves to determine the timing of the market	3	7	6	9	25
5. New way of interacting on Twitter	7	5	5	8	25
6. Enforce the risk valuation of the trading algorithm and adapt the asset allocation to these changes	5	7	8	5	25
7. Publish the ebook and upload it to Amazon	6	3	9	7	25
8. Organise the blog better (Index)	6	4	7	7	24
9. Implement an improvement to the trading algorithm in order to optimise the changes in the portfolio taking technical analysis into account	4	9	2	9	24
10. Publish the ebook and upload it to Amazon	3	2	9	7	21

We are also going to concentrate on five capabilities that will probably help us to construct the strategy

Chart 17

	Importance for the future	Current performance	Difference
Capability to predict the timing of the financial market	9	5	4

Capacity to determine the differences in fair value of diverse global markets	7	6	1
Ability to communicate the results of the trading algorithm to the investor's community	6	2	4
Expertise in online marketing	5	3	2
Expert interacting in Social Networks	5	3	2

On page 24, we saw the capabilities required to be a competitive company in the different sectors. But now, as Chart 17 shows, we have eliminated "Skill to optimise the combination of total return – risk" as one of the capabilities to be focused on because we will get this indirectly by another ("Capability to predict the timing of the financial market" and "Capacity to determine the differences in fair value of diverse global markets"). Capabilities related to digital marketing and social network has been selected as strategic because while they are not essential in the short term, they could be in the medium or long term.

The consequence of focusing the strategic focus on the trading algorithm is to relegate the segments of students and professors of economics and also the book selling to the background. But even so, we will still be able to serve these segments via the publications written to explain the timing of the market and other themes that could be interesting for investors and students together.

The book sells in the segments of students and professors will most probably falls but in the segments of people interested in economics and investors could even increase.

SUMMARISING the former all together

Now we will try to summarise all the former information schematically over the following pages.

A. Strategic Focus

Our strategy will focus on providing investment services using our trading algorithm for asset allocation purpose.

B. Core Business

Trading Algorithm

Market Strategy: Expand

- Operate the trading algorithm with the objective to get 3 to 5 years of good results.
- Generate interest in our trading algorithm as much as possible using our blog and social network accounts, communicating the achievements and providing interesting information for investors.

Competitive Strategy: Speciality/Niche Markets

Provide a trading algorithm that develops a methodical calculation to generate the asset allocation between Equity, Fix income (IG and HY) of different developed and emerging economies. Positions can be short and long.

- Offer an investment vehicle with very good performances in terms of Total Returns and reasonably good risk-total return relationship.

C. Opportunities

- Publish articles that could help investors and ourselves to determine the timings of the financial markets.
- Implement monitoring of main key variables that could help investors and ourselves to determine the timing of the financial markets.
- Interact better on the Facebook account.
- New way of interacting via Twitter.
- Enforce the risk valuation of the trading algorithm and adapt the asset allocation to these changes.
- Publicity campaigns through Twitter, Facebook and Google Adwords.

D. Strategic Competencies

- Operate a trading algorithm that has been among the best 4% Global funds in Spain in 2016 and among the best 7% in 2017.
- A trading algorithm that has an objective method to make the asset allocation.
- Facility to communicate complicated economics and financial concepts in a way that is easy to understand, even for teenagers.

E. Internal Development

Enhancement to Strategic Competencies

- Read 4 books every year about value investing and technical analysis.
- Implement a weekly routine to follow the evolution of main macro and technical variables.
- Implement a monthly routine for reading of economic research of the different geographic areas where the trading algorithm could be invested.

Corporate Capabilities

- Capability to predict the timing of the financial market.
- Capacity to determine the differences in fair value of diverse global markets.
- Ability to communicate the results of the trading algorithm to the investor's community.
- Expertise in online marketing.
- Expert interaction on Social Networks.

Organisational Strategy

- Establish an organisation of the allocation of tasks between the different members of the team according to their capabilities.
- Plan a rotation of the members of the team on the different roles in order to give them the opportunity to get experience of the whole business chain.

Financial/Ownership Strategies

- Launch an investment fund in 3 years.
- Have a 5 year performance that better than 85% of the Global funds in Spain.

F. Growth/Size

- Get AUM of 15 MM in 5 years.

Declaring our MISSION, GOALS AND OBJECTIVES...

Now we have enough information to write the mission of the business. It can be as follows:

Provide a trading algorithm to the investor community that is capable of maintaining a good position in mutual funds rankings and commercialised over the Internet, providing decent knowledge of the entire business to all the members of the team.

Goals

After announcing the mission we can follow the explanation, describing the goals of our business. We can mention three of them.

- Provide a trading algorithm capable of investing better than 85% of the Global mutual funds of Spain in a 5 year term.
- Develop a good digital marketing strategy to prepare the commercialisation of the fund on the Internet.
- Increase the knowledge of the members of the team about the economy, financial markets and digital marketing.

Objectives

Now we are going to divide the former goals into 9 more precise ones and specify objectives. Chart 18 shows these objectives classified in order of priority for the project

Objectives

Chart 18

Number	Priorities	Objectives
1	2	Publish one research document every quarter that could provide new vision or deeper knowledge about the state or evolution of the economic cycle.
2	1	Publish a research document twice a year with the main recommendations of our trading algorithm
3	4	Establish a weekly update of technical variables and quarterly of macro variables that could help to perceive a change in the cycle and generate simple reports that could be published.
4	3	Use Twitter every day to inform our followers of our findings, communicate with them, answer their possible questions and attract them to our blog.
5	7	Use Facebook four times a week to inform our followers about our findings, communicate with them, answer their possible questions and attract them to our blog.
6	6	Optimise the blog, analyse the visitors traffic, monitor the social network activity, execute other actions to improve our digital marketing.
7	5	Develop a publicity campaign via Twitter, Facebook and Google Adwords.
8	9	Each member of the team should read one article on the Internet about digital marketing or a chapter of a book.
9	8	Publish one article every quarter explaining any practical topic for investors that should be also didactical and easy to understand.

It is recommendable to start with easy objectives to motivate the team.

Now is time to write an ACTION PLAN

Each of the following charts are announced by describing of each objectives that generated action to be done. In addition the next charts shows the action code to identify it, the priority, the team members in charge of the action, the time required to complete it and the start and the completion date of the action.

ACTION PLAN

Objective: Establish a weekly update of technical variables and a quarterly update of macro variables that could help to perceive a change in the cycle and generate simple reports that could be published.

Priority: 4

Team Leader: GSD

Date of last revision:

Chart 19

Action	Priority	Description	Involved	Time	€	Start Date	Completion Date
3.1	4	Determine which member of the team will be responsible of this task	GSD	-	-		
3.2	4	Explain the work to be done to the member	GSD	2h		31/3	31/3
3.3	4	Design the report to be published weekly and quarterly	GSD, BSM, LSM	3h		31/3	31/3
3.4	4	Analyse the SEO for the publication	ISM and BSM	2h		31/3	14/3
3.5	4	Elaborate the weekly report	BSM	0.5h		Weekly	
3.6	3	Elaborate the quarterly report	LSM	2h		Quarterly	
3.7	3	Read a technical analysis book in order to improve the report and other interesting books about management funding	GSD	1h		Monthly	

Objective: Publish one research document every quarter that could give new vision or deeper knowledge about the state or evolution of the economic cycle.

Priority: 2

Team Leader: GSD

Date of last revision:

Chart 20

Action	Priority	Description	Involved	Time	€	Start Date	Completion Date
1.1	2	Update the key macro variables	LSM	1.5h		Quarterly	
1.2	2	Reading two long reports quarterly about the state of the global economy	GSD and LSM	10h		Quarterly	

1.3	2	Select them for the publication	GSM and LSM	-		Quarterly
1.4	2	Analyse the SEO for the publication	ISM and LSM	2h		Quarterly
1.5	2	Write or record the publication	LSM	3h		Quarterly
1.6	2	Edit or correct the video or report	LSM and GSD	3h		Quarterly

Objective: Publish a research document twice a year with the main recommendations of our trading algorithm.

Priority: 1

Team Leader: GSD

Date of last revision:

Chart 21

Action	Priority	Description	Involved	Time	€	Start Date	Completion Date
2.1	1	Select the main markets to write about.	GSD	-		Every Quarter	
2.2	1	Analyse the SEO for the publication	ISM, LSM and JSM	2h		Every Quarter	
2.3	1	Write and correct the report	GSD, LSM and JSM	15		Every Quarter	

Objective: Use Twitter every day to inform our followers of our findings, communicate with them, answer their possible questions and attract them to our blog.

Priority: 3

Team Leader: GSD

Date of last revision:

Chart 22

Action	Priority	Description	Involved	Time	€	Start Date	Completion Date
--------	----------	-------------	----------	------	---	------------	-----------------

4.1	3	Read interesting reports for the analysis of our investments and to determine the timing.	GSD, LSM, JSM	0.5h /w		Weekly
4.2	3	Select and generate information to tweet	GSD, LSM, JSM	-		Weekly
4.3	3	Tweet information.	ISM, BSM, LSM, JSM	0.5h /w		Weekly
4.4	3	Read other interesting Twitter accounts for our investment activities and answer mentions and questions	LSM, JSM	0.25 h/w		Weekly

Objective: Use Facebook four times a week to inform our followers about our findings, communicate with them, answer their possible questions and attract them to our blog.

Priority: 7

Team Leader: GSD

Date of last revision:

Chart 23

Action	Priority	Description	Involved	Time	€	Start Date	Completion Date
5.1	7	Read interesting reports for our investment markets and to determine the timing (common with objective 4)	GSD, LSM, JSM	0.5h /w		Weekly	
5.2	7	Select information to publish (common with objective 4)	GSD, LSM, JSM			Weekly	
5.3	7	Publish information.	GSD, LSM, JSM	0.5h /w		Weekly	

Objective: Optimise the blog, analyse the visitor traffic, monitor the social network activity and execute other actions to improve our digital marketing.

Priority: 6

Team Leader: GSD

Date of last revision:

Chart 24

Action	Priority	Description	Involved	Time	€	Start Date	Completion Date
6.1	6	Revision of Google Analytics	BSM	0.5h		Monthly	
6.2	6	Revision of Twitter Analytics	ISM	0.25 h		Monthly	
6.3	6	Revision of Facebook Inside	ISM	0.25 h		Monthly	
6.4	6	Design a monthly report of the activity of the blog and social networks	ISM, BSM and GSD	1h		15/5	20/05
6.5	6	Monthly report of the activity of the blog and social networks and propose improvements	ISM, BSM	1.5h		Monthly	

Objective: Develop a publicity campaign via Twitter, Facebook and Google Adwords.

Priority: 5

Team Leader: GSD

Date of last revision:

Chart 25

Action	Priority	Description	Involved	Time	€	Start Date	Completion Date
7.1	5	Design and write a report about the activity and performance or the trading algorithm	GSD, JSM	5h		Twice a Year	
7.2	5	Design the campaign in Google Adwords: chose the key words, determine the budget.	GSD, JSD	3h	100	Every March and September	

7.3	5	Monitor the results of the campaign in Google Adwords	GSD, JSD	2h		Every March and September
7.4	5	Design the campaign on Twitter: choose the target audience, determine the budget.	GSD, LSM	2h	100	Every March and September
7.5	5	Monitor the results of the campaign on Twitter	GSD, LSM	2h		Every March and September
7.6	5	Design the campaign on Facebook: choose the target audience, determine the budget.	GSD, ISM, BSM	2h	100	Every March and September
7.7	5	Monitor the results of the campaign on Facebook	GSD, ISM, BSM	2h		Every March and September

Publish one article every quarter explaining any practical topic for investors that should also be didactical and easy to understand.

Priority: 8

Team Leader: GSD

Date of last revision:

Chart 26

Action	Priority	Description	Involved	Time	€	Start Date	Completion Date
9.1	8	Determine the theme of the article.	GSD			Quarterly	
9.2	8	Write the article	LSM, JSM	3h		Quarterly	
9.3	8	Correct the article	GSD	1h		Quarterly	

Each member of the team should read one article on the Internet about digital marketing or a chapter of a book.

Priority: 9

Team Leader: GSD

Date of last revision:

Chart 27

Action	Priority	Description	Involved	Time	€	Start Date	Completion Date
8.1	9	Select the articles and books to read	GSD	0.5h		Quarterly	
8.2	9	Read the articles	LSM, JSM, BSM, ISM	2h		Quarterly	
8.3	9	Get-together and share comments about the readings	GSD	0.5h		Quarterly	

Time for ASSIGNING RESOURCES:

We are going to assign time to each of the actions to be completed. Firstly we have to determine the available time of each member of the team to dedicate to the project. Below you can see the Time Worksheet for Luis Soldevilla Moreno, which shows the available number of hours that Luis has to dedicate to the project during a business day, during the weekend and holidays.

TIME WORKSHEET FOR: LSM

Chart 28

Regular Time Plan Functional Activity	Business day Activity	Weekend Activity	Holiday Activity
School	9.5h		
Study	3h	4h	
Dinner and Rest	1.5h	0.5h	
Shower, Sleeping and Breakfast	9h	9h	
English or French		2.5h	0.5*(30+13+6)
Sport		4h	
Holiday (Sunday)		1 day	22*(30+17+10)
Total	23h	16w*(44)	

Below is Chart 29, showing how many hours LSM will dedicate to each of the Action plans during a year. Aggregating time of all the members of the team, the action plans with better priority should have more hours of work dedicated to them.

Chart 29

Action Plan #1	Priority #2	72h annually
Action Plan #2	Priority #3	0h
Action Plan #3	Priority #1	9,5h annually
Action Plan #4	Priority #4	26h annually
Action Plan #5	Priority #5	12h annually
Action Plan #6	Priority #6	0h annually
Action Plan #7	Priority #7	8h annually
Action Plan #8	Priority #9	8h annually
Action Plan #9	Priority #8	12h annually
	Total	153,5h annually

But we have to schedule the completion of the different action plans with the monthly available time of each member of the team, and coordinate the work of the members of the team. The following chart helps us to ensure that every month LSM will have enough time to complete the action he is going to be involved in and schedules the work to facilitate it.

Chart 30

		Jan	Feb	Mar	Apr	May	Jun	Jy	Ago	Sep	Oct	Nov	Dec	
Gross Days Available		744	672	744	720	744	720	744	744	720	744	720	744	
Regular Business Days		414	460	391	460	437	368			345	506	460	299	
Regular Weekend Days		132	176	132	176	264	132			132	176	176	132	
Regular Holiday days		158	0	180	45		192	730	697,5	202,5	22,5	45	270	
Net Days Available		40	36	41	39	43	28	14	46,5	40,5	39,5	39	43	
Description	Action Number	744	672	744	720	744	720	744	744	720	744	720	744	
Design the report to be published weekly and quarterly	3.3			1,5										
Elaborate the quarterly report	3.6	2			2			2			2			
Update of the key macro variables	1.1		1,5			1,5			1,5			1,5		
Reading two long reports quarterly about the state of the global economy,	1.2	10			10			10			10			
Analyse the SEO for the publication	1.4		0,5			0,5			0,5			0,5		
Write or record the publication	1.5		3			3			3			3		

Edit or correct the video or report	1.6		3			3			3			3		
Read interesting reports to determine the timing.	4.1			2			2			2			2	
Tweet information.	4.3	1	1	1	1	1	1	1	1	1	1	1	1	
Read other interesting tweeter accounts and answered mentions and questions	4.4	0,5	0,5	0,5	0,5	0,5	0,5	0,5	0,5	0,5	0,5	0,5	0,5	
Publish information.	5.3	1	1	1	1	1	1	1	1	1	1	1	1	
Read other interesting Twitter accounts and answered mentions and questions	5.4	0,5	0,5	0,5	0,5	0,5	0,5	0,5	0,5	0,5	0,5	0,5	0,5	
Design the campaign on Twitter: chose the target audience, determine the budget.	7.4			2						2				
Monitor the results of the campaign on Twitter	7.5			2						2				
Write the article	9.2		3			3			3				3	
Read the articles	8.2			2			2			2		2		

Now we will show the same information for the remaining members of the team.

TIME WORKSHEET FOR: GSD

Chart 31

Regular Time Plan Functional Activity	Business day Activity	Weekend Activity	Holiday Activity
Work	8,5		
Lunch	2	0,5	
Dinner and Rest	1	0,5	
Shower, Sleeping and Breakfast	8	9	
Prayer	0,75	0,75	0,75
Sport	1	6	
Holiday (Sunday)		22	21,25
Total	21,25	38,25	22

Chart 32

Action Plan #1	Priority #2	54 h annually
Action Plan #2	Priority #1	4,5 annually
Action Plan #3	Priority #4	59,5 annually
Action Plan #4	Priority #3	19h annually
Action Plan #5	Priority #7	8h annually
Action Plan #6	Priority #6	8,5h annually
Action Plan #7	Priority #5	18h annually
Action Plan #8	Priority #9	2,5h annually
Action Plan #9	Priority #8	8h annually
	Total	182h annually

Chart 33

Read other interesting tweeter accounts and answered mentions and questions	4.4		1	1	1									3
Publish information.	5.3			2	2									4
Read other interesting Twitter accounts and answer mentions and questions	5.4			2	2									4
Revision of Google Analytics	6.1			1		1	1							2
Revision of Twitter Analytics	6.2			0		0	0							1
Revision of Facebook Inside	6.3			0		0	0							1
Design a monthly report of the activity of the blog and social networks	6.4					1								1
Monthly report of the activity of the blog and social networks	6.5					2	2	2						5
Design and write a report about the activity and performance or the trading algorithm	7.1								5					5

Design the campaign in Google Adwords: choose the key words, determine the budget.	7.2									3				3
Monitor the results of the campaign in Google Adwords	7.3									2				2
Design the campaign on Twitter: choose the target audience, determine the budget.	7.4									2				2
Monitor the results of the campaign on Twitter	7.5									2				2
Design the campaign in Facebook: choose the target audience, determine the budget.	7.6									2				2
Monitor the results of the campaign in Facebook	7.7										2			2
Select the articles and books to read	8.1						1							1
Read the articles	8.2						2							2
Correct the article	9.3			2			2			2			2	8
Total		17	15	16	23	14	13	18	15	19	18	8	7	182

Juan Soldevilla Moreno (JSM)

TIME WORKSHEET FOR: JSM

Chart 34

Regular Time Plan Functional Activity	Business day Activity	Weekend Activity	Holiday Activity
School	9,5		
Study	3	4	
Dinner and Rest	1,5	0,5	
Shower, Sleeping and Breakfast	9	9	
English or French		2,5	0
Sport		4	
Holiday (Sunday)		24	22
Total	23	44	22

Chart 35

Action Plan #1	Priority #2	0
Action Plan #2	Priority #1	19
Action Plan #3	Priority #4	0
Action Plan #4	Priority #3	28
Action Plan #5	Priority #7	24
Action Plan #6	Priority #6	0
Action Plan #7	Priority #5	20
Action Plan #8	Priority #9	4
Action Plan #9	Priority #8	6
	Total	101

Chart 36

[illegible]

(common with objective 4)														
Select information to publish (common with objective 4)	5.2													0
Publish information.	5.3	2	2	2	2	2	2	2	2	2	2	2	2	24
Design and write a report about the activity and performance or the trading algorithm	7.1		5						5					10
Design the campaign in Google Adwords: choose the key words, determine the budget.	7.2			3						3				6
Monitor the results of the campaign in Google Adwords	7.3			2						2				4
Read the articles	8.2							2				2		4
Write the article	9.2	3				3								6
Total		17,5	10	8	5	8	3	16,5	10	8	5	7	3	101

Belen Soldevilla Moreno (BSM)

TIME WORKSHEET FOR: BSM

Chart 37

Regular Time Plan Functional Activity	Business day Activity	Weekend Activity	Holiday Activity
School	9		
Study	1	0,5	
Dinner and Rest	1	0,5	
Shower, Sleeping and Breakfast	10,5	9	
English or French		2	
Sport		3	
Holiday (Sunday)		24	22
Total	21,5	38,5	22

Chart 38

Action Plan #1	Priority #2	0
Action Plan #2	Priority #1	0
Action Plan #3	Priority #4	7
Action Plan #4	Priority #3	6
Action Plan #5	Priority #7	0
Action Plan #6	Priority #6	14
Action Plan #7	Priority #5	8
Action Plan #8	Priority #9	8
Action Plan #9	Priority #8	0
	Total	43

Chart 39

		Jan	Feb	Mar	Apr	May	Jun	Jy	Aug	Sep	Oct	Nov	Dec	Total
Gross Hours Available		744	672	744	720	744	720	744	744	720	744	720	744	8760
Regular Business hours		430	430	430	430	409	451,5	344	74	387	473	430	366	4653,5
Regular Weekend hours		154	154	154	154	154	173,3	116	0	154	154	154	154	1674,8
Regular Holiday hours		66	0	66	44	88	0	176	594	88	22	44	132	1320
Net Hours Available		94		94	92	93,5	95,25	109	76	91	95	92	92,5	1024
Description	Action Number													
Design the report to we published weekly and quarterly	3.3		3			2								5
Analyse the SEO for the publication	3.4		2											2
Elaborate the weekly report	3.5		0.5											0
Tweet information.	4.3	0,5	0,5	0,5	0,5	0,5	0,5	0,5	0,5	0,5	0,5	0,5	0,5	6
Revision of Google Analytics	6.1	0,5	0,5	0,5	0,5	0,5	0,5	0,5	0,5	0,5	0,5	0,5	0,5	6
Design a monthly report of the activity of the blog and social networks	6.4		1			1								2
Monthly report of the activity of the blog and social networks and propose improvements	6.5		1.5	1.5	1.5	1,5	1,5	1,5		1.5	1.5	1.5	1,5	6
Design the campaign in Facebook: choose the target audience, determine the budget	7.6			2						2				4

Monitor the results of the campaign on Facebook	7.7			2						2				4
Read the articles	8.2		2			2			2			2		8
Total		1	9	5	1	7,5	2,5	2,5	3	5	1	3	2,5	43

Isabel Soldevilla Moreno (ISM)

TIME WORKSHEET FOR: ISM

Chart 40

Regular Time Plan Functional Activity	Business day	Weekend Activity	Holiday Activity
School	9		
Study	1	0,5	
Dinner and Rest	1	0,5	
Shower, Sleeping and Breakfast	10,5	9	
English or French		2	
Sport		3	
Holiday (Sunday)		24	22
Total	21,5	38,5	22

Chart 41

Action Plan #1	Priority #2	8
Action Plan #2	Priority #1	8
Action Plan #3	Priority #4	2
Action Plan #4	Priority #3	6
Action Plan #5	Priority #7	0
Action Plan #6	Priority #6	9
Action Plan #7	Priority #5	8
Action Plan #8	Priority #9	8
Action Plan #9	Priority #8	0
	Total	49

Chart 42

		Jan	Feb	Mar	Apr	May	Jun	Jly	Ago	Sep	Oct	Nov	Dic	Total
Gross Hours Available		744	672	744	720	744	720	744	744	720	744	720	744	8760
Regular Business hours		430	430	430	430	409	451,5	344	74	387	473	430	366	4653,5
Regular Weekend hours		154	154	154	154	154	173,3	116	0	154	154	154	154	1674,8
Regular Holiday hours		66	0	66	44	88	0	176	594	88	22	44	132	1320
Net Hours Available		94	88	94	92	93,5	95,25	109	76	91	95	92	92,5	1112
Description	Action Number													
Analyse the SEO for the publication	3.4		2											2
Analyse the SEO for the publication	1.4		2		2			2			2			8
Analyse the SEO for the publication	2.2	2	0	2	0	0	0	0	0	2	2	0	0	8
Tweet information.	4.3	0,5	0,5	0,5	0,5	0,5	0,5	0,5	0,5	0,5	0,5	0,5	0,5	6
Revision of Twitter Analytics	6.2		0.25	0,3	0.25	0,25	0,25	0.25		0.25	0.25	0.25	0.25	1
Revision of Facebook Inside	6.3		0.25	0,3	0.25	0,25	0,25	0.25		0.25	0.25	0.25	0.25	1
Design a monthly report of the activity of the blog and social networks	6.4		1			1								2
Monthly report of the activity of the blog and social networks	6.5		1.5	1.5	1.5	1,5	1,5	1,5		1.5	1.5	1.5	1,5	6
Design the campaign on Facebook. Choose the target audience, determine the budget.	7.6			2						2				4
Monitor the results of the campaign on Facebook	7.7			2						2				4

Read the articles	8.2		2			2			2			2		8
Total		2,5	7,5	7	2,5	5,5	2,5	4	2,5	6,5	4,5	2,5	2	49,5

The aggregation time of all members of the team dedicated to each action is shown in the following chart:

Chart 43

Action Plan #1	Priority #2	134	Priority #1-3	290
Action Plan #2	Priority #1	77	Priority #4-6	141
Action Plan #3	Priority #4	38	Priority #7-9	91
Action Plan #4	Priority #3	79		
Action Plan #5	Priority #7	44		
Action Plan #6	Priority #6	31		
Action Plan #7	Priority #5	72		
Action Plan #8	Priority #9	27		
Action Plan #9	Priority #8	20		
	Total	521		

As this chart shows, the time dedicated to actions with priority 1 to 3 is 290, more than double the time dedicated to actions with priority 4 to 6 (141 h).

CONCLUSION

The elaboration of this strategic plan has helped us to abandon our former strategic focus, centered on selling the novel and all related to its trade, and to redirect it to the successful operation of trading algorithm and its subsequent commercialisation. Some

of the main reasons that have made us take that decision were the small size of the student and teacher segment, the pirate digital books and even the illegal paper editions that are very wide-spread among university students in Spain, the fact that our book will be the main learning text on very few occasions and so we will most probably be in second position at the time to get part of the students budget.

All our efforts over the following years will be to enforce our competence in operating the trading algorithm, achieving good performance of our investment and developing a communication plan via the Internet, social networks and other media of our achievements to our potential customers. In one way or another, all the opportunities selected or actions planned to reach the desired capability are related to these two goals.

The Financial Strategies and the achievements that we want to reach with all the former is having a 5 year performance that is better than 85% of the Global funds in Spain and the launch of an investment fund in 3 years tenor with an Asset Under Management of 15MM in five years.
