

Global Bachelor's Degree

Final degree Thesis (TFG)

# Business project

## “Leave Without Leaving”

**TFG Author:**

**Miss. Emma Marjonel Rodermond**

UNIVERSIDAD EUROPEA DE VALENCIA

2024/2025

**TFG Tutor:**  
**Prof. Leticia Poole Derqui**



## **ACKNOWLEDGEMENTS**

Submitting this work marks the end of a chapter, a chapter that, throughout these four years of studying, has taught me not only to be grateful for reaching where I am today, but also to value the moments of effort, dedication, and personal growth that have given true meaning to this journey.

The greatest gratitude goes out to my mother, my greatest pillar in life, who always believed in me much more than I did, who with all her unconditional love and sacrifice has guided me every step of this way. Thanks to my brothers for supporting me in every small achievement but also in my moments of failure. I've made it this far because of you.

Thanks to all who have accompanied and inspired me during these years, to my friends who have never stopped believing in me, but especially to my 2 girls, for making this chapter of life so special by being part of it, we should be proud of everything we have achieved. I love you.

Finally, thank you to my tutor, Leticia Poole, for guiding me through these hard times, although it was a difficult process, we have succeeded!

## **ABSTRACT**

This business plan presents Leave Without Leaving, an innovative relocation startup based in Spain, Valencia. My company offers a complete range of moving services designed to make the replace process as smooth as possible.

From carefully planning and executing the move itself to handling every detail of settling into your new location, we provide a holistic approach that covers all aspects of relocation. We go beyond simply transporting belongings; we assist with everything from setting up your utilities to selecting the best school for your children. Our goal is to take the stress out of moving, so you can focus on starting your new chapter with peace of mind.

**INNOVATION, RELOCATION, COMPLETENESS,  
ADAPTATION**

## Table of Content

<b>1.</b>	<b>Introduction</b>	<b>8</b>
1.1	Company Name	8
1.2	Founders Experience	8
1.3	Business Idea and Description	9
1.4	Objectives and Business Proposal	11
1.5	Mission, Vision, and Values	12
<b>2.</b>	<b>Business Activity</b>	<b>14</b>
2.1	Definition of the Characteristics of the Service	14
2.2	Target Market and Needs Covered	18
2.3	Differentiation Criteria	20
2.4	Technology needed	21
2.5	Legal Requirements of the Project	22
2.6	Buyer Persona	22
<b>3.</b>	<b>Business Identification and Market Analysis</b>	<b>24</b>
3.1	Target Market Definition	24
3.2	Market Situation	27
3.3	Competition	30
3.4	Sales Forecast	36
3.5	PESTEL	39
3.6	Porter's Five Forces	40
3.7	SWOT Analysis	41
<b>4.</b>	<b>Marketing and commercialization</b>	<b>42</b>
4.1	Price and sales policy	42
4.2	Brand Policy	45
4.3	Communication and Image/Promotion	46
4.4	Distribution Chanel	47
4.5	Consumer Service and After-Sales Service	48
4.6	Customer Journey Map	48
<b>5.</b>	<b>Production and Operations</b>	<b>49</b>
5.1	Installations and Equipment	49
5.2	Production Process/How the Business Works	50
5.3	Productions Costs	51
5.4	Quality Control	52

5.5 Start-up Date and Activity Scheduling	53
<b>6. Location</b>	<b>54</b>
6.1 Location and Location Criteria	54
6.2 Communication and Infrastructure	54
6.4 Public Aids	55
<b>7. Human Resources and Organization</b>	<b>56</b>
7.1 Job Description and Analysis	56
7.2 Hiring Criteria	58
7.3 Organizational Structure	60
7.4 Remuneration Policy	61
7.5 Outsourcing	61
<b>8. Financing and Economic-Financial Analysis</b>	<b>62</b>
8.1 Economic Needs of the Project	62
8.2 Funding Sources	63
8.3 Financial Plan	64
8.4 Profitability of the Project	67
<b>9. Formal and Legal Aspects of the Project</b>	<b>68</b>
9.1 Choice of Legal Form and Justification of Election	68
9.2 Shareholders Agreement	69
9.3 Administrative Formalities	69
9.4 Accounting, Tax and Labor Obligations	70
9.5 Internationalization	70
<b>10. Corporate Image</b>	<b>71</b>
10.1 Web Page	71
10.2 Branding	74
10.3 Quality Management	74
10.4 Social Responsibility	74
<b>11. Conclusion</b>	<b>74</b>
<b>12. References</b>	<b>76</b>
<b>13. Figures</b>	<b>78</b>
13.1 Figures Index	78
<b>14. Table</b>	<b>79</b>
14.1 Table Index	79
<b>15. Annexes</b>	<b>79</b>

# **1. Introduction**

## **1.1 Company Name**

### **Leave without Leaving**

The choice of the name of my startup is due to the fact that I want it to reflect power and security at the same time, since I want to let the client know that although the moving procedure is never easy because of all that it entails, that with us the possibility of moving without losing the sense of home, the essence and stability is more than feasible.

It is a name with a lot of personality, since the name is addressed to the client himself, and represents innovation and the future of the moving sector, where the important thing is not the physical move but everything that comes with it, including emotions, experience, and the well-being of oneself.

## **1.2 Founders Experience**

When I started thinking about the topic of my final degrees project, I wanted to focus on a service that I had really missed throughout my life.

After all, life is about accumulating experiences, overcoming challenges, and facing obstacles that, on many occasions, make you think about how they could be more bearable or how to make the lives of others more enjoyable. During this process of reflection, I asked myself what I really needed or what would be useful to me in the future.

During my 21 years of life, I have moved from house 19 times, once even from one country to another, in particular when I moved from my native country, the Netherlands, to Spain.

I must admit that having lived through so many moves, you realize that the difficulties are not only limited to the transportation or the organization of your belongings, but it has led me to experience in depth other obstacles and difficulties that set in.



From the difficulties, the emotional, logistical, and practical challenges, to the uncertainty of having to start in a new unknown place and even the homesickness you leave behind, every relocation takes a physical and mental toll.

Moving so often has helped me realize what you really miss in such a challenging process. I have developed a real sensitivity to the needs of people in the process of moving, from finding new habits, what could include a new school, new sports, even searching for a new primary care provider, such as a doctor, etc., to what is really important, finding a new home where you feel safe and welcome.

However, all this experience has inspired me to think about how to create services that really make life easier for people who have been, are or will be in my situation. That's why Leave without leaving, the innovative moving company is revolutionizing the traditional way of moving and making the entire relocation process more streamlined, efficient, and stress-free.

My Solution:

**I want to make people see that moving should not be seen as an obstacle or a burden that limits exploring new environments and new experiences. Instead, I want to propose to see it as an exciting escape route, which we should all experience at some point in our lives.**

So, with Leave without leaving, moving becomes the first step towards a new chapter full of possibilities.

### **1.3 Business Idea and Description**

My business idea is to transform the traditional moving sector by creating a relocation company that offers comprehensive and innovative services, specifically designed to meet all the needs of each client.

Unlike traditional companies, we stand out because we do not focus only on the logistics, but we go beyond, our service takes a much more general view, when it comes to the emotional, practical, and distributive challenges involved in moving.

**Emotional challenges:** we imply to satisfy all those services related to the well-being of our clients, which could be related to relaxation techniques, to better manage the stress of the transition, the fear of change, the overload of tasks, the goodbyes and losses that come with moving, however, we will be able to manage those challenges by creating strategies to foster emotional well-being, establishing a careful planning and organization, thus relieving stress and establishing a more stable control of the process. We also see it as paramount to create a sense of home, quickly and effectively establishing a welcoming environment in your new home.

**Practical challenges:** we see it as fundamental to cover everything related to the organization and packing, the administrative agreement, the adaptation to a new home and above all the social and professional integration, so it is key to classify the entire move, having a good organization is essential, so we will be able to save time and work. Therefore, our packing team will make this exhausting process efficient, protecting fragile objects and labeling boxes correctly to improve the order and avoid losses and damages. They're also trained in furniture distribution and will take the responsibility to relocate all the furniture so that it does not imply an extra charge and above all to the client's liking. However, our technical team will be responsible for good administrative management, including official address changes, bank notifications, subscriptions, insurance, legal documents, as well as utility management, including the cancellation or transportation of contracts for water, electricity, internet, etc. We focus also on migration and legal procedures, since this being as well an international process, problems could arise with visas, taxes, and licenses.

**Social and professional challenges:** we will locate from a database the best educational center according to language, study method and proximity for the children, the best sports center according to the established requirements, etc. That way considering the distribution challenge, we guarantee an efficient management service of resources, space, and time. We will coordinate the transportation and delivery of the belongings to avoid delays or cost overruns, since it can be one of the most challenging points of the whole relocation process, due to all the complications that may arise.

My company offers a personalized relocation service, and all of this ensures that our clients feel at home, no matter where they move to. We change the moving process into

an emotional fresh start, not a big worry. We believe that relocation should be an adventure, not a burden and we ensure that our clients feel at home from day one, without feeling like they ever left.

Therefore, after having experienced 19 moves, I recognize that relocation goes far beyond packing boxes, it is about adapting to the new environment, creating new routines, and overcoming the emotional impacts of change. Leave without Leaving was born out of the desire to improve relocations, offering a totally innovative solution that goes beyond simple transportation.

#### **1.4 Objectives and Business Proposal**

At leave without leaving, our primary objective is to reshape the traditional action of moving, to create an innovative relocation company with all the services and facilities you can think of, including stress-free and emotionally supportive relocation, ensuring that our clients can feel at home from the minute they decide to work with us.

In terms of specifying our objectives, we are based on simplifying the relocation process, to guarantee an integral moving service, combining logistics and emotional well-being. We will offer advice to those clients who may face an emotional impact, in addition to providing the service of finding schools, doctors, sports clubs, local services, etc., to make the integration go as smoothly as possible. We will develop the distribution of space and resources, helping clients to arrange their furniture in their new home in the most efficient way, dealing with the help of our packing team.

However, we want to provide a positive vision of the relocation process, creating a totally different perception of what they have in mind and making them believe that a problem is an opportunity for growth, an adventure, and a positive change in their lives.

The goal is to bring the price of our basic plan in line with the cost of a traditional move, where only the transport service is included. Unlike these traditional removals, we already offer a more comprehensive service in our basic plan that can benefit our customers. To cover this part of the process, we aim to make strategic partnerships with transportation companies, already known in the sector.

Through these alliances, our objective is to offer our integral solution to those companies, as a value-added benefit, so that we will cover the operational part of the service while they handle the physical transportation. This strategy is beneficial for both parties, since the transport company can capture a higher number of clients, thanks to our platform, in exchange for negotiating lower rates, which will allow us to keep the total cost competitive, without sacrificing quality.

Finally, one of the most innovative objectives is to ensure the effectiveness and quality of the service, creating a database and using the most advanced technologies, in order to provide customized moving plans for each client, thus establishing a much more effective, fluid and adapted moving procedure.

My objectives are based on:

- Redefine, by offering a comprehensive and innovative service
- Simplify, by doing the relocation process for my clients, making it a hassle-free experience.
- Ensure, based on that all my clients' needs are met from the beginning to the end of the moving process.

Focusing on my Business Proposal, I want to offer a unique solution in the relocation sector, combining logistics and personalized services, so that my clients can “leave without leaving”.

## **1.5 Mission, Vision, and Values**

Our mission

*Make the moving industry grow in an innovative and much simpler and faster way for the client.*

My **mission** is to make the moving process simple, efficient, and stress-free by offering customized solutions that cover all of my clients' relocation needs. At leave without leaving, we want to revolutionize the moving experience, creating a stress-free service, based on the implementation of advanced and innovative technology to offer the best

possible service, and to meet the needs of our customers, making them get a personalized and unique service.

Our aim is to manage the whole process, from packing, managing all the legal formalities, to the organization of the transportations and unpacking all the belongings, in the most efficient way possible, without any extra burden on the client and to facilitate the whole procedure, which can be exhausting.

### Our Vision

*Be the leader in international relocations recognized for innovation, customer, and comprehensive services*

Focusing on the **vision**, I aspire to become a reference in the relocation sector, being recognized for innovation, make moving to a new place a fluid and satisfying experience. That is why in Leave without Leaving, we want to represent a world where we leave behind the heavy and problematic moves and create more agile, less stressful, and more subtle moves for our clients.

Since from personal experience I know what it is like to move to a totally unknown country, to enter a “new world”, where you perceive new cultures, new ways of managing things, where you have to face new challenges, learn a new language and above all, when you have to leave a whole life behind and face a new experience. And where you realize what you really miss and how comfortable it must be, to be able to leave it in the hands of a professional who manages every last detail of the whole procedure and be able to take a step back and focus on your other needs. Thanks to today's innovation and technology, we want to set a new standard in the moving industry.

### Our Value

*Awareness & empathy*

*Personalization & Empowerment*

*Reliability*

One of the most fundamental **values** that we reflect is awareness and empathy towards our clients, since we must put ourselves in their shoes, and realize that making such an

intense change is not only based on making the move but also on leaving behind many habituality's. Therefore, we develop services based on compassion and care along with emotional support for our clients.

In addition, we focus on innovation by generating improvements in our processes, integrating advanced technology, intellectual solutions, and personalized services to offer the best possible service, and creating a simple and effective experience.

Focusing on personalization, each client has the right to have different needs, so we must adjust to the circumstances, lifestyles, and tastes of each of them, ensuring that we meet the requirements and therefore make them feel safe, protected, and satisfied from day one. When it comes to reliability, we intend to control all the steps with precision, organization, and professionalism, with a database with total confidentiality.

Basically, I'll focus on covering the Innovation, as I am committed to transforming the sector by offering unique and modern services. While focusing on empathy, I strive to understand and meet the needs of my clients. Additionally, by highlighting efficiency, I take care of every detail to guarantee a hassle-free process. And finally, the quality I would like to offer is high-quality services that exceed my clients' expectations.

## **2. Business Activity**

### **2.1 Definition of the Characteristics of the Service**

Leave without Leaving aims to transform the moving sector by offering complete moving services that encompass all facets of the process. In contrast to conventional moving companies that concentrate only on transporting items, my methods are all encompassing and customized to meet each client's requirements.

The process starts with an extensive planning and consultation stage. We meet with clients to grasp their individual preferences and needs. We subsequently develop comprehensive moving plan that includes schedule, duties, and essential actions to guarantee the relation proceeds without any issues. As well as, choosing one of the

designed packages that best suits our clients, as it can be customized to perfect fit each individual requires. We subsequently offer expert packaging utilizing premium, eco-friendly materials. Every item is systematically categorized and labeled for straight forward recognition and unpacking.

**The tree main packages we offer are,**

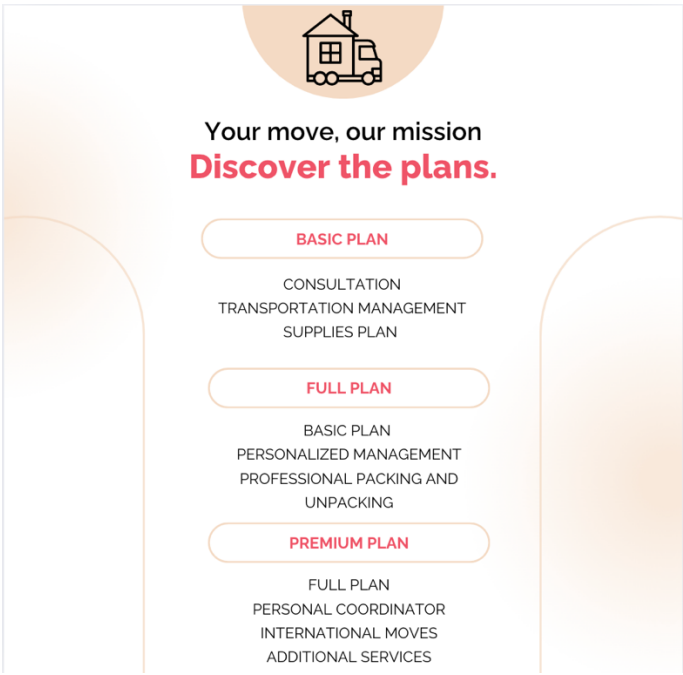


Figure 1 – Main Packages  
(Own Sources)

The basic plan is primary aims at the national sector, Spain, as it includes consultation, management of the transportation of their belongings, and changing the supplies plan based on cancellations/transfer of water, electricity, gas, and internet subscriptions, depending on the new locations where our client will reside.

The full plan is aimed at both national (Spain) and international sector (the Netherlands), as we have expended the plan to include packaging and unpacking services, prior consultations, and transportation management, both within Spain and from the Netherlands to Spain, as well as changing the supplies plans.



T ID	T NAME	T TYPE	T COVERAGE	T LANGUAGE	T PRICING	T Web
1	Iberdrola	Luz	Nacional	Español, Inglés	Tarifa fija y variabl...	<a href="https://www.iberdr...">https://www.iberdr...</a>
2	Movistar	Internet	Toda España	Español, Inglés	Fibra + móvil desd...	<a href="https://www.movis...">https://www.movis...</a>
3	Endesa	Luz y Gas	Nacional	Español, Inglés	Planes estables y t...	<a href="https://www.endes...">https://www.endes...</a>
4	Naturgy	Luz y Gas	Toda España	Español	Plan estable, tarifa...	<a href="https://www.natur...">https://www.natur...</a>
5	EDP España	Luz	Norte de España	Español, Portugués	Planes simples, enf...	<a href="https://www.edpen...">https://www.edpen...</a>
6	Vodafone España	Internet	Nacional	Español, Inglés	Fibra 600MB desd...	<a href="https://www.vodaf...">https://www.vodaf...</a>
7	Orange Energía	Luz y Gas	Nacional	Español	Tarifa fija de luz a...	<a href="https://www.orang...">https://www.orang...</a>
8	MásMóvil Energía	Luz y gas	Nacional	Español	Tarifas de gas RL1...	<a href="https://masmovilen...">https://masmovilen...</a>
9	Holaluz	Luz	Nacional	Español, Catalán	Tarifa Clásica con ...	<a href="https://www.holalu...">https://www.holalu...</a>
10	Repsol Luz y Gas	Luz y Gas	Nacional	Español	Tarifa Ahorro Plus ...	<a href="https://www.repsol...">https://www.repsol...</a>
11	TotalEnergies	Luz y Gas	Nacional	Español	Tarifas estables y ...	<a href="https://www.totale...">https://www.totale...</a>
12	Lucera	Luz	Nacional	Español	Tarifa a precio de c...	<a href="https://www.lucera...">https://www.lucera...</a>
13	Podo	Luz y Gas	Nacional	Español, Inglés	Tarifas fijas y con ...	<a href="https://www.mipod...">https://www.mipod...</a>
14	Gana Energía	Luz y Gas	Nacional	Español	Tarifas a precio de ...	<a href="https://www.ganae...">https://www.ganae...</a>
15	CHC Energía	Luz y Gas	Nacional	Español	Tarifas fijas y con ...	<a href="https://www.chcen...">https://www.chcen...</a>
16	Feníe Energía	Luz y Gas	Nacional	Español	Tarifas personaliza...	<a href="https://www.feniee...">https://www.feniee...</a>
17	Som Energía	Luz	Nacional	Español, Catalán	Cooperativa sin áni...	<a href="https://www.some...">https://www.some...</a>
18	GoEner	Luz	Nacional	Español, Euskera	Cooperativa de en...	<a href="https://www.goien...">https://www.goien...</a>
19	Alterna	Luz y gas	Nacional	Español	Tarifas personaliza...	<a href="https://www.altern...">https://www.altern...</a>
20	Audax Renovables	Luz y Gas	Nacional	Español	Tarifas para hogar ...	<a href="https://www.audax...">https://www.audax...</a>
21	Canal de Isabel II	Agua	Comunidad de Ma...	Español	Tarifa doméstica c...	<a href="https://www.canal...">https://www.canal...</a>
22	EMASESA	Agua	Sevilla Capital y ár...	Español	Tarifa progresiva s...	<a href="https://www.emasa...">https://www.emasa...</a>
23	EMIVASA	Agua	Valencia ciudad	Español, Valenciano	Tarifa fija por dispo...	<a href="https://www.emiva...">https://www.emiva...</a>
24	AIGÜES DE BARCE...	Agua	Barcelona	Español, Catalán	Tarifas con estruct...	<a href="https://www.aigue...">https://www.aigue...</a>
25	Aqualia	Agua	Presente en mas d...	Español	Varía según munic...	<a href="https://www.aquali...">https://www.aquali...</a>

Figure 2 – Data Base sourcing for supplies companies  
(Own Source)

The premium plan is specifically target at expatriates and Dutch families who decides to relocate from the Netherlands to Spain, as this plan is the most comprehensive, adding to the full plan, additional services, based on advice on supplementary services, such as finding schools, sport clubs, medical centers, as well as managing the necessary legal documents required.



T NAME	T TYPE	T PROVINCE	T FACILITIES	T CLASSES	T PRICES	T
Club de Tenis Vale...	Tenis	Valencia	Pistas de tenis, gl...	Infantil, Juvenil, ad...	85€	htt
Arena Alicante	Fitness	Alicante	Gym, spa, pádel, pi...	Infantil, Juvenil, ad...	70€	htt
Valencia basket Club	Baloncesto	Valencia	Pabellón Fuente de...	Infantil, Juvenil, ad...	From 50 €	ww
Les Abelles Rugby ...	Rugby	Valencia	Polideportivo Quat...	Infantil, Juvenil, ad...	From 30 €	ww
Club Bádminton Xà...	Bádminton	Valencia	Pabellón Municipal...	Infantil, Juvenil, ad...	From 25 €	ww
Club de Voleibol S...	Voleibol	Alicante	Pabellón Municipal...	Infantil, Juvenil, ad...	From 20 €	ww
Real Club Náutico ...	Deportes náuticos	Castellón	Puerto deportivo, ...	Infantil, Juvenil, ad...	From 60€	ww
Club Atlético Mont...	Multideporte	Alicante	Pistas de tenis, gl...	Infantil, Juvenil, ad...	From 45€	ww
UD Paterna	Fútbol	Valencia	Campos de fútbol ...	Infantil, Juvenil, ad...	From 30€	ww
CB Claret Benimaci...	Baloncesto	Valencia	Pabellón Municipal...	Infantil, Juvenil, ad...	From 25€	ww
Club Natación Ferca	Natación	Valencia	Piscina Municipal d...	Infantil, Juvenil, ad...	From 30€	ww
Club Runnersworld...	Atletismo	Valencia	Circuitos urbanos ...	Juvenil, adultos	From 20€	ww
Club de Tenis Burri...	Tenis	Castellón	Pistas de tenis, gl...	Infantil, Juvenil, ad...	From 30€	ww
CB Castellón	Baloncesto	Castellón	Pabellón Municipal...	Infantil, Juvenil, ad...	From 25€	ww
Club de Campo Ali...	Multideporte	Alicante	Pistas de tenis y p...	Infantil, Juvenil, ad...	From 45€	ww
CD Jávea	Fútbol	Alicante	Campo Municipal d...	Infantil, Juvenil, ad...	From 25€	cdj
SIBARI FC EDI	Fútbol Inclusivo	Alicante	Varías en la comarca	Personas con difici...	Consult	ma
Club de Pesca Mar...	Pesca deportiva	Alicante	Zonas de pesca en...	Adultos	Consult	Fac
Club Deportivo Ma...	Multideporte	Madrid	Varías en la ciudad	Infantil, Juvenil, ad...	From 30€	cdm
Centro Deportivo ...	Multideporte	Madrid	Piscinas, pistas de ...	Infantil, Juvenil, ad...	From 25€	ma
FC Barcelona	Fútbol	Barcelona	Camp Nou, Ciutat ...	Infantil, Juvenil	Consult	fcb
Sevilla FC	Fútbol	Sevilla	Estadio Ramón Sá...	Infantil, Juvenil	Consult	sev

T NAME	T TYPE	T SPECIALTIES	T PROVINCE	T Web
Alvamar	Asesoría Integral	Fiscal, contable, la...	Valencia	<a href="http://alvamarconsultore...">alvamarconsultore...</a>
Martínez Consultor...	Consultoría contab...	Contabilidad, fiscal...	Valencia	<a href="http://martinezconsultor...">martinezconsultor...</a>
Centro de Atención...	CAI	Información y ases...	Valencia	<a href="http://valencia.es">valencia.es</a>
Delegación del Go...	Oficina de Extranje...	Tramitación de aut...	Valencia	<a href="http://mpt.gob.es">mpt.gob.es</a>
PANGEA	Oficinas PANGEA	Red de oficinas loc...	Valencia	<a href="http://gva.es">gva.es</a>
Selva & Lorente Ab...	Despacho de abog...	Tramitación de per...	Valencia	<a href="http://abogadoextranje...">abogadoextranje...</a>
Signum Abogados	Despachos de Abo...	Asesoramiento en i...	Valencia	<a href="http://abogadosvalencia...">abogadosvalencia...</a>
Ferrandis Abogados	Despachos de Abo...	Especialistas en ex...	Valencia	<a href="http://ferrandisabogados...">ferrandisabogados...</a>
Veritas Gestión	Tramitación	Tramitación de NIE...	Madrid	<a href="http://veritasgestion.com">veritasgestion.com</a>
Enley Abogados	Asesoramiento	Asesoramiento en ...	Nacional	<a href="http://enley.com">enley.com</a>
Gestoría de Extranj...	Gestoría	Equipo de más de ...	Madrid	<a href="http://gestoriadeextranje...">gestoriadeextranje...</a>
Habeas Legal	Asesoría	Asesoría en obten...	Barcelona	<a href="http://habeaslegal.com">habeaslegal.com</a>
SAIER	Servicio de atención	Asesoramiento jurí...	Barcelona	<a href="http://ajuntament.barcel...">ajuntament.barcel...</a>
Colegio de abogad...	Orientación Jurídica	Orientación sobre r...	Sevilla	<a href="http://icas.es">icas.es</a>
Lexpats Abogados	Asesoramiento	Asesoramiento en ...	Sevilla	<a href="http://lexpats.com">lexpats.com</a>
Cruz Roja	Cursos Idioma	Cursos de castella...	Alicante	<a href="http://cadenaser.com">cadenaser.com</a>
EA Abogados	Despacho de Abog...	Tramitación de NIE...	Alicante	<a href="http://extranjeria-alicant...">extranjeria-alicant...</a>
Iusmigra Abogados	Despacho de Abog...	Obtención de per...	Alicante	<a href="http://iusmigra.com">iusmigra.com</a>
Grupo GBH	Consultoría	Consultoría en extr...	Alicante	<a href="http://grupogbh.es">grupogbh.es</a>



NAME	TYPE	PROVINCE	LANGUAGES	LEVELS	RANKING	Web
British School of V...	Internacional	Valencia	Inglés, Español	Infanti, Primaria, S...	4.8	https://www.bsva...
Elián's British Scho...	Internacional	Alicante	Inglés, Español	Primaria, Secundar...	4.5	https://www.elian...
Agora Uiedd Intern...	Privado	Castellón	Inglés, Español, Val...	Infanti a Bachillerato	Mejor colegio de la...	lledo.agorainternat...
Caxton College	Privado	Valencia	Inglés, Español, Val...	Infanti a Bachillerato	Destacado en rank...	caxtoncollege.com
Cambridge House ...	Privado	Valencia	Inglés, Español	Infanti a Bachillerato	Reconocido por ex...	cambridgehouse.es
Colegio Guadalquivir	Concertado	Valencia	Inglés, Español	Infanti a Bachillerato	Alta nota media en...	guadalquivir.org
Colegio Internacio...	Privado	Valencia	Inglés, Español, Fr...	Infanti a Bachillerato	Compromiso con s...	colegioauiasmarc...
Colegio Mas Cama...	Privado	Valencia	Inglés, Español, Val...	Infanti a Bachillerato	Reconocido en ran...	mascamarena.es
British School Alzira	Privado	Valencia	Inglés, Español	Infanti a Bachillerato	Reconocido en ran...	bsa.edu.es
Colegio Mami	Concertado	Valencia	Español, Valencian...	Infanti a Secundaria	Puesto nº 9 en ran...	colegiomami.com
Colegio Sagrado C...	Concertado	Valencia	Español, Valencian...	Infanti a Bachillerato	Puesto nº 8 en ran...	maristasvalencia.c...
Colegio Cumbres S...	Privado	Valencia	Español, Inglés	Infanti a Bachillerato	Puesto nº 28 en ra...	cumbresschool.es
Colegio Domus	Concertado	Valencia	Español, Inglés	Infanti a Bachillerato	Puesto nº 33 en ra...	colegiodomus.com
Colegio Nuestra C...	Concertado	Valencia	Español, Inglés	Infanti a Bachillerato	Puesto nº 37 en ra...	colegiosdelosoco...
Colegio La Salle	Concertado	Valencia	Español, Inglés	Infanti a Bachillerato	Puesto nº 41 en ra...	lasallevalencia.es
Colegio Comenius	Concertado	Valencia	Español, Inglés	Infanti a Bachillerato	Puesto nº 75 en ra...	colegiocomenius.es
Colegio Los Naranjos	Privado	Valencia	Español, Inglés	Infanti a Bachillerato	Puesto nº 79 en ra...	colegiosnaranjos...
Colegio Adventista...	Concertado	Valencia	Español, Inglés	Infanti a Bachillerato	Puesto nº 84 en ra...	colegioadventistas...
Colegio Palma	Concertado	Valencia	Español, Inglés	Infanti a Bachillerato	Puesto nº 89 en ra...	colegiopalma.es
International Englis...	Privado	Castellón	Español, Inglés	Infanti a Bachillerato	Destacado en rank...	iescastellon.com
British School of Vi...	Privado	Castellón	Español, Inglés	Infanti a Bachillerato	Destacado en rank...	britishschoolvilane...
Lady Elizabeth Sch...	Privado	Alicante	Español, Inglés	Infanti a Bachillerato	Destacado en rank...	ladyelizabethscho...
Newton College	Privado	Alicante	Español, Inglés	Infanti a Bachillerato	Destacado en rank...	newtoncollege.es
La Devesa School ...	Privado	Alicante	Español, Inglés	Infanti a Bachillerato	Destacado en rank...	ladevesaieche.es
Liceo Francés Inter...	Privado	Alicante	Francés, Inglés, Es...	Infanti a Bachillerato	100% de aprobado...	ifalicante.org
Liceo Francés de V...	Privado	Valencia	Francés, Inglés, Es...	Infanti a Bachillerato	100% de aprobado...	ifvalencia.org
Colegio San José ...	Concertado	Valencia	Español, Inglés, Es...	Infanti a Bachillerato	Alta valoración en ...	sjsalasanz.es

NAME	TYPE	PROVINCE	SPECIALTIES	LANGUAGES	INSURANCES	Web
Hospital Quirónsal...	Hospital privado	Valencia	Medicina General, ...	Español, Inglés	Adeslas, Sanitas, ...	https://www.quir...
Hospital IMED Lev...	Sistema público de...	Alicante	Medicina General, ...	Español, Inglés	IMED, Mapfre, DKV	https://www.imed...
Hospital Universita...	Hospital público un...	Valencia	Oncología, cardiol...	Español, valenciano	Sistema público de...	www.ia...
Hospital General U...	Hospital público un...	Alicante	Medicina interna, c...	Español, Valenciano	Sistema público de...	www.hc...
IMED Hospitales	Grupo hospitalario ...	Valencia, Alicante	Medicina general, ...	Español, Inglés, ale...	Sanitas, Adeslas, ...	www.im...
Hospital La Salud ...	Hospital privado	Valencia	Obstetricia, gineco...	Español	Sanitas, Adeslas, ...	www.ia...
Hospital Vithas Val...	Hospital privado	Valencia	Cardiología, neurol...	Español, Inglés	Sanitas, Adeslas, ...	www.vit...
Hospital Marina Sa...	Hospital público d...	Alicante	Medicina interna, c...	Español, valencian...	Sistema público de...	www.m...
Hospital HLA Vista...	Hospital Privado	Alicante	Ginecología, obstet...	Español, Inglés	Sanitas, Adeslas, ...	www.gr...
Hospital Universita...	Hospital público un...	Valencia	Medicina interna, c...	Español, valenciano	Sistema público de...	www.pe...
Hospital General U...	Hospital público un...	Castellón	Medicina interna, c...	Español, valenciano	Sistema público de...	www.hc...
Hospital Universita...	Hospital público un...	Madrid	Oncología, cardiol...	Español	Sistema público de...	www.co...
Hospital Universita...	Hospital público un...	Madrid	Psiquiatría, cardiol...	Español	Sistema público de...	www.co...
Hospital Ruber Inte...	Hospital privado	Madrid	Urología, ginecología...	Español, Inglés	Sanitas, Adeslas, ...	www.ru...
Hospital Universita...	Hospital privado	Madrid	Oncología, cardiol...	Español, Inglés	Sanitas, Adeslas, ...	www.qu...
Vithas Internacionl...	Hospital privado	Madrid	Más de 30 especiali...	Español, Inglés, fra...	Sanitas, Adeslas, ...	vithas.e...
MDH Centros Médic...	Centro médico priv...	Madrid	Medicina general, ...	Español	Sanitas, Adeslas, ...	mdhcar...
Centro Médico Tek...	Hospital privado	Barcelona	Cardiología, oncol...	Español, catalán, L...	Sanitas, Adeslas, ...	www.te...
Hospital Universita...	Hospital privado u...	Barcelona	Obstetricia, gineco...	Español, catalán, L...	Sanitas, Adeslas, ...	www.qu...
Hospital de Barcel...	Hospital público un...	Barcelona	Oncología, cardiol...	Español, catalán	Sistema público de...	www.cl...
Hospital de Barcel...	Hospital privado	Barcelona	Hospitalización, cir...	Español, catalán	Assistència Sanitària	www.as...
Hospital de Quirónsal...	Hospital privado	Sevilla	Cirugía general, ca...	Español	Sanitas, Adeslas, ...	www.qu...
Hospital San Juan ...	Hospital privado	Sevilla	Urgencias, pediatri...	Español	Sanitas, Adeslas, ...	sjsdsevil...
HLA Clínica Santa L...	Hospital privado	Sevilla	Más de 40 especiali...	Español	Sanitas, Adeslas, ...	www.gr...
Hospital Quirónsal...	Hospital privado	Málaga	Más de 36 especiali...	Español, Inglés	Sanitas, Adeslas, ...	www.qu...

Figure 3 – Data Base sourcing for additional services  
(Own Source)

For the international removals, we will partner with companies that prioritize sustainability in their services, as well as safety and efficiency, such as “Oomen Verhuizers” and “Euromovers” which opt for ground transportation and are located in the Netherlands, or companies such as “Mudanzas Adel” and “Grupo Guzman”, which are located in Spain and specialize in national transportation, while implementing sustainable practices.

However, our own service will incorporate a sustainable plan as well, so that we minimize the environmental impact, during our service, therefore, instead of discarding belongings that our clients do not wish to keep, we will dedicate ourselves to take those furniture and objects to clean points or take them to authorized recycling centers, to optimize usage.

When getting ready for the relocation, we check future residence beforehand to make sure it is set for the coming of the client, following by, putting together furniture and appliances, and help set up utilities like internet, water, and electricity services, if required. Finally, we offer support after the move, this involves helping customers with offering extra services to guarantee total satisfaction during the entire relocation process. With this all-encompassing strategy, every transition is seamless, worry-free, and customized to meet each client’s specific requirements.

## **2.2 Target Market and Needs Covered**

The services are tailored to meet the needs, pain, and gains of my clients. We work with a wide range of clients, including families and individuals who want to move without unnecessary hassle. We also assist clients who may need extra help with the physical and emotional challenges of moving. In the case of international and foreign moves, we provide comprehensive support in the areas of customs procedures, logistics and settling in the new country.

We address many important issues within each of these segments. By offering the convenience of a single provider, we make the entire moving process easier. Through personalization, we can meet the unique needs of each client. The efficient processes and use of technology save time and reduce coordination difficulties. With comprehensive insurance and an experienced staff, we provide comfort while minimizing the risk of loss or damage. But most importantly, we were spared the stress that comes with moving because we take care of every detail from packing to connecting utilities.

In order to prove it, I used the empathy map framework to address the users' needs, pains, and gains,

### **1. WHO are we empathizing with?**

- Person: A Dutch family, willing to move to Spain, with their two children.
- Situation: They are looking for a complete moving service, which can facilitate their relocation.
- Role: The adults who decide what to do, and who makes the decisions.

### **2. What do they need to DO?**

- Differently: Make the relocation without any stress and complications.
- Job(s) to get done: Find the perfect home that fits with all the requirements
- Decision(s): Choose a full service that will take care of the legal documentation, integration, and all the procedures that involves in relocation.
- Successful: To become well integrated in the new culture/country, and to be able to adapt as quickly as possible to the new changes.

### **3. What do they SEE?**

- Marketplace: A market saturated with traditional moving companies.
- Immediate environment: Services with less personalized attention,
- Others saying and doing: Difficulties in adapting and being able to integrate with the new culture and manage to get in order all the official documents needed.
- Watching and reading: A lot of reviews and ratings of other migrant families.

### **4. What do they SAY?**

- Heard saying: “I wish we could find a way to get the children settled right away”, “I need help with the legal paperwork, we don’t even know where to start”, “I can’t handle all the stress that comes with the process”.
- Imagined saying: “This service has made us feel welcome from the very beginning”, “We have never been so relieved with the help they offer”.

### **5. What do they DO?**

- Doing today: Spending a lot of time searching for multiple services on different platforms to cover the requirements.
- Observed behavior: Comparing many reviews, diverse prices, and individual services.
- Imagined doing: Using our solution to get a complete service, as well as sharing it through social media.

### **6. What do they HEAR?**

- Hearing others say: Recommendations of complete moving services
- Hearing from friends: Sharing experiences from other families who have already experienced a similar situation.
- Hearing from colleagues: Opinions on the improving lifestyle in Spain.
- Second-hand: Success stories of making use of complete and personalized relocation services.

## **7. What do they THINK and FEEL?**

### **Pains:**

- Fear: Fear of not being able to integrate well.
- Frustrations: Not knowing how to manage the documentation procedures.
- Stress: Accumulation of problems, and not knowing how to solve them

### **Gains:**

- Needs: To have a better quality of life.
- Dreams: To achieve their dreams of moving abroad without complications
- Wants: A personalized services and the ability to integrate into society quickly.

## **2.3 Differentiation Criteria**

We are leave without leaving, an innovative relocation service, we differentiate the services based on a few core values. First, we offer a one-stop service from start to finish, providing a single point of contact to manage every aspect of your move from planning to post-move support. This creates a coherent and complete experience.

We also follow a strictly personal approach. Each move is tailored to the individual needs and preferences of the client. Innovation is the foundation of my business. We use advanced tracking and inventory systems to provide real-time updates and transparency.

Customer experience is our top priority, we ensure regular updates, quick problem resolution, and complete customer satisfaction through dedicated customer service. We also introduce environmentally friendly practices by using sustainable and reusable packaging materials and minimizing waste wherever possible.

For clients possessing valuable or delicate items, we provide specialized services such as delicate items management and international shipping, along with knowledge in customs regulations. Along the moving, we offer post-move support services, like furniture disassembly, furniture assembly, and even interior decoration help if it is required, as well as, additional services, which include the search for educational centers based on excellence, medical centers depending on the insurance, administrative agents, etc.

## **2.4 Technology needed**

To enhance my innovative business model, and maintain operational effectiveness, we use a range of contemporary technologies, we offer client management and our webpage to reserve and that allows clients to schedule services, arrange consultations, and get updates.

We will implement an intelligent database, which will provide us with information on the additional services we offer, such as finding supplies and consulting companies, a ranking of the best school, sport centers and medical centers depending on the region, etc. Depending on that, we will integrate APIs such as Google Places and Trivent, which allows us to update the information without the need to collect it ourselves. (Descripción General, n.d.)

The tools needed for the marketing and analytics tools, will rely on google analytics and SEO tools to maximize online visibility. (Top 10 Marketing Analytics Platforms for Marketers | DashThis, n.d.)

Digital payment solutions, providing secure and versatile payments options, including credit cards, online transfers, a mobile payment, using Stripe and PayPal as developer-friendly APIs and global payment supports. (Payments, n.d.)

We use a customer relationship management system to consolidate communications and data storage, delivering a smooth and personalized experience for our customers and ensuring consistent tracking. As well as we establish strong data security measures to safeguard sensitive client data and adhere to data protection laws. By making the use of tools such as OpenSSL, which is recognized as a cryptographic library, providing functions for generation private keys, managing certifications and equipping client applications with encryption and decryption, in order to enable an open-source implementation of TLS and SLL protocols. (What Is OpenSSL?, n.d.)

## **2.5 Legal Requirements of the Project**

To run an active business, we must adhere to all relevant legal and regulatory obligations. We will officially register the business with appropriate authorities, to acquire the required license.

We possess general liability insurance for possible damage to properties or clients' assets and workers' compensation insurance to safeguard employees.

Contracts that are clear and transparent hold great significance, as we prepare services agreements that outline the range of services, costs, and clients' entitlements. To safeguard client information, we adhere to data privacy laws by enforcing secure methods for data collection, storage, and general protection. To this we apply the GDPR, as it is a regulation that we must comply with in order to strengthen and unify data protection for all individuals within the European Union. (GDPR: Lo Que Debes Saber Sobre El Reglamento General De Protección De Datos, n.d.)

We also adhere to all customer protection regulations, guaranteeing equitable business practices, clear pricing, and addressing customer grievances. Finally, we emphasize health and safety by educating employees on proper lifting and carrying methods and consistently checking equipment and facilitates to guarantee they adhere to safety regulations.

By following these legal and operations guidelines, we foster customer confidence and guarantee that the company operates efficiently and dependably.

## **2.6 Buyer Persona**

To have a more general view of our potential clients and to better understand their concerns and needs, we will rely on the following profile, which also helps us reflect the strategies for service development, marketing, and customer care. Thus, Laura De Jong is an exemplary candidate, as she is a client who prioritizes reducing her stress and quickly integrating into society. She values emotional stability, efficiency, and quality of life. Her desire to move to Spain from the Netherlands, accompanied by her partner and their 7-year-old child, without wanting to complicate things and with included services such as being advised on finding schools, sports clubs, medical services, and managing

her administration, among others, is directly related to the service we offer at leave without leaving.



Figure 4 – Buyer Persona **Laura De Jong**  
(Own Source)

In order to have a different vision about another potential customer we rely on Jaime Ferrer, he is an exemplary candidate too. He actually lives in Madrid, Spain, but he is willing to relocate to Jávea with his whole family, in order to build a higher-quality life. Jaime places a lot of importance on efficiency, trust and problem-solving. He also prioritizes all-in services, including the packaging and unpackaging, and he needs to relocate his subscriptions to supplies companies such as water, light, gas, and internet, in Jávea. In addition, he also appreciates companies that are environmentally conscious, as he has furniture, he wants to take to a green waste disposal. All of his requirements align with the services that we offer at Leave Without Leaving.



Figure 5 – Buyer Persona Jaime Ferrer  
(Own Source)

### 3. Business Identification and Market Analysis

#### 3.1 Target Market Definition

The company's target market is focused on clients who are looking for a service adapted to all their relocation needs, both integral and personalized. We target those customers who need something beyond a traditional moving, those customers who need an innovative service, with all the facilities that make the move as efficient and feasible as possible, without being too many pending, wasting time and with the least possible stress. Based on the target market, I want to point out that in order to have a more focused and detailed vision, I have focused on different sections.

**The demographic segmentation:** in order to be able to name who my ideal clients are, we have a very broad demographic segmentation, since being a foreigner myself, I have the ability to know in detail the workings, culture, and language of my native country. However, because of that ability, I wanted to delve into a much broader, national but as



well an international demographic. We would primarily target the relocating families, as this is, along with expatriate group, the sector where there is going to be the most demand, as they are the ones looking for a service that could handle everything they need when relocating in an efficient and stress-free manner.

However, we focus on expatriates, since they are those people who choose to live abroad for professional, educational or personal reasons, therefore, it is an area that could fit perfectly with the service we offer, hence, we would be committed to perform every detail that would benefit them when making the relocation, since, they could face multiple challenges such as, legal and administrative procedures, as could be work permits, health insurance, etc., the search for housing, social adaptation, including finding the location of essential services such as medical, transportation, etc. However, we look for profiles that have a purchasing power and willingness to pay for our premium service, since expatriates usually get great benefits from their companies and mostly prioritize comfort and efficiency over cost, which allows Leave Without Leaving to position itself as a premium service, with customized packages.

Nevertheless, as for the families in the process of relocation, they benefit us as clients since at the time of relocation the service we offer can be of great help, due to the need they have for a comprehensive and personalized service when looking for a new home, considering all the factors related to adequate housing and adapted to each family, even so, for the change of school and extracurricular activities for children, administrative and legal management, from changes of address to manage official documents and other contracts. Although, they are willing to pay for a quality service, ensuring the reduction of stress and to have as smooth a transition as possible without problems.

Based on **the geographical segmentation**, the company will be centralized in a co-working space in the city of Valencia, Spain. However, we will operate as well internationally, opting primarily for the Netherlands as an international base country, being my native country, and knowing the habits and culture in detail, which will facilitate the ability to interact and negotiate with customers in a more subjective way. In addition, operating internationally benefits us due to the growth of the global market, as international mobility continues to increase at every moment, generating an increase in

our client base, as more and more people are looking to live abroad without having to worry about the logistical aspects of a move.

**Psychographic segmentation sector**, all of our clients are entitled to have diverse interests, values, desires, goals, or lifestyle choices, therefore, the service is adaptable and personalized to each client's taste.

**Behavioral segmentation**, is fundamental, since, apart from innovating the traditional way of moving, our clients experience a much more personal and integral service of relocation, so that, the benefits that our clients value is to prioritize a relocation without stress and as efficient as possible, offering detailed planning and personalized assistance, as well as comfort and speed, thanks to the organization implemented, an efficient integration to the new home, meeting the requirements of each client and of course, high efficiency, thanks to the high technology implemented, creating innovative databases, with the best suppliers.

On the other hand, based on the service usage of our clients, we will focus on occasional use clients, as named above, families and expatriates, intending to relocate on an occasional basis, since they require a much more detailed service and prioritize quality and personalized service to a fast service without having interest to the tranquility and exclusive service, discreet and maximum comfort that we offer.

When we focus on the level of loyalty, we focus on three types of clients,

- Loyal expatriates, who thanks to the companies that relocate their workers in the long term, we are recognizable, so they can often recommend our service.
- Occasional clients, such as families or individuals who decide to take the step of relocating, although they do not usually make short-term moves can generate recommendations in the future.
- New clients, especially international ones, since they are those who are looking for comprehensive assistance.

However, at the time of purchase, we focus on a group of clients with more planned moves as they are clients who want to organize in advance and look for much more complete solutions.

### **But why do most Dutch people want to move to Spain?**

Spain has been one of the most popular destinations among the Dutch population, during decades. Most of these people are expatriate and Dutch families looking to build a new life in Spain, however, retirees are also daring to relocate and spend their old days in the warm Spanish climate. So, it's all about:

- The climate, as Spain use to have warm summers and mild winters
- Quality of life, because of the affordable costs of livelihood and relaxed lifestyles.
- Health, based on the clear air, a Mediterranean diet and active lifestyle.
- Dutch communities, as there is an easy integration.
- Good connections, because of the direct flights to the Netherlands.

Spain has it all for Dutch people who dream of a life under the sun. (Spanje redactie, 2025)

## **3.2 Market Situation**

Analyzing the market situation, we want to get to observe the impact of the lack of innovation in the relocation sector, not only nationally but also internationally. However, the relocation sector is in the process of transformation due to globalization, the increase of teleworking and the digitalization of services, we can observe that more and more companies are growing internationally and require the relocation of employees, so they need specialized services to deal with all the necessary needs to complete this process in an efficient and fast way.

According to the recent figures from Statistics Netherlands CBS and statbel, the emigration number of Dutch people moving to Spain in the last ten years increased. With current trends in mind and considering the impact of economic, demographic, and social factors, we expect that the number of emigrants to Spain will increase in 2025 a 33% compared to 2022. (Spanje redactie, 2024)

Although there are no exact figures available on the total number of removals by Spain, a relevant indicator is that, thanks to our study, we can observe that the market in Spain for the sale and purchase of houses in 2024 was crowned as the second-best year for the sector since the bursting of the housing bubble in 2008, with a total of 641,919 houses sold. This high figure is due to the change of course in monetary policy and the lowering of mortgage rates. However, from what is published, the acceleration is of a suddenness that had not been seen even during the exit of the pandemic. (López et al., 2025)

Furthermore, at the beginning of 2025 we can see that there were already 60,650 purchase and sale operations, which implies that the real estate market is active, which is totally beneficial for leave without leaving, since it means that there is more and more demand for the relocation sector, both nationally and internationally. (Ep et al., 2025)

If we go into the size of the market of the Netherlands, which would be one of the main countries that we will detonate for relocation to Spain, we can observe a quarterly evolution of the number of people who have immigrated to Spain from 2013 to December 2024, from this data we can observe the increase during the last years, with a total of 85,760 people in 2024, which means that there is a growing demand for specialized services in removals, legal advice, housing and cultural adaptation. (Extranjeros Con Certificado De Registro O Tarjeta De Residencia En Vigor, n.d.)



Figure 6 – Registration certificate Dutch people.  
(Extranjeros Con Certificado De Registro, 2013)

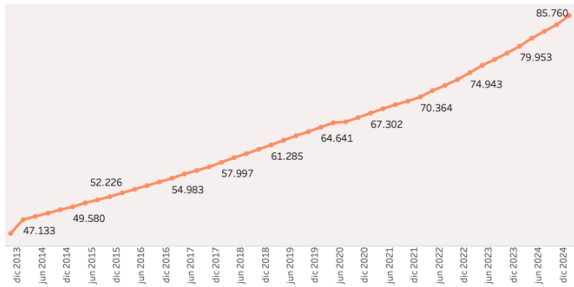


Figure 7 - Quarterly evolution of the number of people according to type of documentation.  
(Extranjeros Con Certificado De Registro, 2013)

However, we can specify that the majority of migrants are between 16 and 64 years of age, which indicates that most migrants are expatriates of working age, transferred by companies or in search of job opportunities. However, although the 0 to 15 categories do not show us the figures, we can deduce that they witness families, with the intention of relocating to Spain.

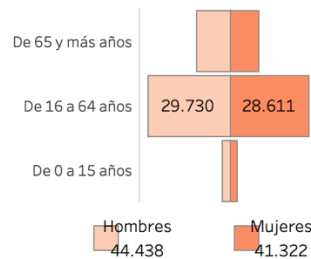


Figure 8 - registration certificate based on sexes.

(Extranjeros Con Certificado De Registro, 2013)

Based on the inhabitants depending on the province of residence at the time of granting the documentation, it is very relevant for the company, since it identifies the most preferred areas of the Dutch. These results are beneficial since at the time of making the selection of relocation we can guide them to the most preferred areas, in addition to being able to know in detail the areas most attracted by the majority and thus establish strategic alliances with schools, whether international or national, real estate, local banks and companies of fundamental consumption. However, we can see in the image below, that the most favored areas are the coastal areas and the capital city. (Extranjeros Con Certificado De Registro O Tarjeta De Residencia En Vigor, n.d.)



Figure 9 - People according to province of residence by type of documentation.

(Extranjeros Con Certificado De Registro, 2013)

Based on the article (Spanje redactie, 2025) analysis, 16.500 Dutch inhabitants are located at the area of the Comunidad Valenciana, with the largest Dutch stronghold, especially the province Valencia and Alicante, as there are known for the mild winters, wide beaches, and favorable prices for properties.

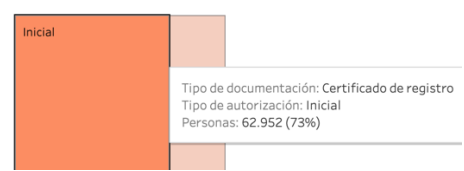


Figure 10 - Registration certificate based on documents.  
(Extranjeros Con Certificado De Registro, 2013)

When focusing on the value of the industry, it is worth noting that globally, the market is valued at approximately USD 110.97 billion in 2024, and is expected to reach USD 143.18 billion by 2033. When analyzing the moving services market, we can observe that the sector is in a constant increase in demand, due to the number of population cases that are urbanizing. (Tamaño Del Mercado De Servicios De Mudanza, Acción | Investigación Global [2033], n.d.)

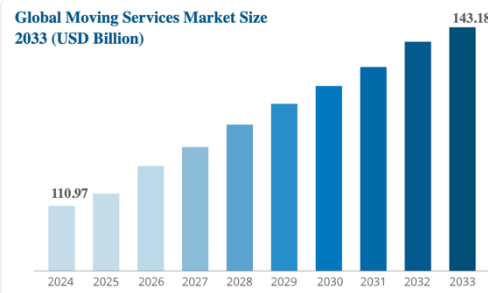


Figure 11 – Global Moving Service Market Size  
(Tamaño Del Mercado De Servicios De Mudanza, Acción | Investigación Global [2033], n.d.-b)

### 3.3 Competition

What makes Leave without Leaving unique, what makes it stand out, what are its competitors, to answer these questions we delve into the world of competitors in the moving industry. To get a broader view of our competitors, we based our analysis on two

types of competitors, both direct and indirect. Focusing on our direct competitors, we observe that we mainly have those companies targeting exactly the same market segment as leave without leaving.

Focusing on our main direct competitor, Allied Spain, being a leading company in international removals, offering services by land, sea, air, located from Spain to any part of the world, as they indicate, all removals are carried out with the necessary quality and always with an exclusive treatment throughout the year. However, as mentioned above, the land transport has as they indicate a very important advantage within the European territory, for the packaging are used boxes designed to measure in order to protect the personal effects of the client, in addition to having customer service every day to resolve doubts. They indicate that the best alternative to make the move urgently is by air transportation, advising the hiring of insurance to avoid problems, finally the transport by sea, which can be done, as indicated, in containers or boxes, and from its import and export department help with the necessary customs formalities.

In terms of security, they state that during the packing process, their professional team is in charge of the packing process, protecting the products, materials and work against damage or theft, as well as using specific techniques to ensure that all items arrive in perfect condition, using for the most fragile items, custom-made wooden boxes to protect their products. In terms of compliance, Allied Spain is committed to ensuring that they comply with the legal requirements and regulations of the countries in which they operate, however, they define compliance with legal and ethical conduct for all employees, where they have created policies and procedures that date their way of working, setting clear standards throughout their operations.

They also offer a furniture and storage service for international removals, where they offer the possibility of having a furniture repository available while the move is being carried out. They inform that their facilities have the best security measures in the market, being well equipped and regularly inspected, so that their clients can be sure of their belongings.

According to what their storage facilities make unique, is efficiency, being as main objective to make life easier by meeting the requirements and needs, both individuals and

companies, in addition the facilities are prepared to safely store household goods, commercial products, works of art, etc., in addition, the facilities have an automated management of arrivals and departures to provide reliability and peace of mind.

Focusing on the packing materials and storage process, they point out that each customer's belongings will be packed with strong protection for both short- and long-term storage. All belongings are recorded in a list, to be identified. And finally, the items are loaded into boxes or specific storage containers and then stored in their secure facilities.

When it comes to insurance, it is always advisable that international moves are covered by insurance. At Allied Spain, they have the corresponding civil liability and transport insurance. In addition, they also offer their clients the possibility of taking out comprehensive insurance. Allied Spain implements strict policies, constantly evaluating their systems.

On their website they show why you should ensure your move because of the risks that may arise, as well as how to ensure your move, and the help they offer in choosing the most suitable insurance for each client's needs in the easiest and simplest way.

Finally, on their website they show the customs management for the necessary removals depending on each move, in that case, Allied Spain, have the specialized department, where they work with the authorities, as in the case of consulates, municipalities and pre factories or competent bodies to obtain the relevant permits and certificates to carry out the move. They inform, as in every move they give information of the regulations in force and the necessary documentation for the customs operations.

Focusing on the cost of a move with Allied Spain, it can vary according to different factors, depending on the volume and the passage of the transported goods, the greater the amount of belongings, the higher the cost of transportation will be, due to the space and weight they occupy. Being a national but also an international company, the distance between the origin and destination of the service counts since long distance moves are usually more expensive and international moves can also vary due to the long distance and the required permits or customs depending on each country of destination. As being a removing service, we have the additional services required, such as packing, assembling, and disassembling furniture, which may increase the price.



Allied Spain does not publish fixed rates on its website, but as a general reference we can conclude that a removal in Spain usually ranges between 1000 and 2000 euros, depending on the factors mentioned above. In addition to the fact that each removal is different, it is mostly calculated according to the m3, the displacement and the rates of the moving companies.

When focusing on one of the main international competitors, we rely on the Dutch company, De Haan, an international relocation company that organizes the move in detail. Thanks to their international network of partners, with internationally certified FIDI moving companies, they can offer an international moving service in any country in the world with the personalized attention that characterizes them. As they report, they also regularly have trucks with their own drivers.

They want to offer a service that avoids the stress of packing, transporting boxes and customs formalities. De Haan, has the necessary certificates to issue any management, in addition to having its own bonded warehouse, which allows them to offer a convenient and easy service during the move of each client, and where you can store the goods temporarily.

Being an internationally recognized company by customs, De Haan is inspected periodically and therefore they know that they are a reliable international moving company.

They offer comprehensive international relocation services that make emigrating and immigrating simple and convenient, so dismantling and reassembling furniture, handling customs clearance, housekeeping services for the delivery of the old house or redecoration of the new home, moving pets, moving artwork, packing services, storage of household goods and moving insurance are all in De Haan's hands.

De Haan takes care of everything from the operational level to the financial and administrative level. In addition, it is a European network, being a member of One-group, a European alliance of leading moving companies present in 13 countries.

Based on the cost of moving with the company De Haan, it can vary depending on several factors, such as the distance of the move, being a mostly international company, as between the Netherlands and Spain, they are usually more expensive, as we are based on a much longer distance and may involve more complexity than a national move. It also depends on the volume and weight of the goods and additional services.

De Haan, however, does not provide their fixed rates on their website either, but as mentioned above as they are mostly based on international moves, we can base them on general rates, which indicates that an international move can cost between 800 € and 4500€. Prices can become even more expensive when the destination is outside Europe. In terms of our competitors, what makes us different, Leave Without Leaving, as mentioned above, is a national and international relocation company, mainly focused on the Spanish and the Dutch market.

Leave Without Leaving, becomes a preferred option in the removals market, especially between Spain and the Netherlands, since, compared to large companies such as Allied Spain and De Haan, Leave Without Leaving is based 100% on the absolute personalization of each move, since we want to offer the most personal service possible when looking for housing, local advice and above all social integration.

While De Haan specializes in a completely international service, Leave Without Leaving focuses exclusively on Dutch expatriates and families moving to Spain, and the national Spanish sector, so we specialize to the last detail in the legal processes, the necessary documentation, and the challenges that Dutch people face when moving, making sure that we do not forget any detail and making it a more agile service.

However, we offer a service of digitalization of documents and paperwork and a virtual consultancy, before, during and after the move, to take care of the well-being of our clients at all times and create a more personal and trusting bond, which Allied Spain, on the other hand, does not offer.

In contrast to De Haan, we have a complete relocation service, focusing not only on the move, but also on the social integration of each client, providing information on schools,

doctors, sports clubs, banks, etc., as well as administrative procedures such as NIE and registration and the most urgent services.

Leave without Leaving, offers various service packages, depending on the requirements of each client, creating customized packages with the most urgent needs of each person, so we create an affordable service for each one.

Aside from the competitors mentioned earlier, who are the most likely to the serves that Leave Without Leaving offers, we observe another variety of competitors related to similar service, which we can locate in the competitive table of competitors below,

FEATURE / COMPANY	LEAVE WITHOUT LEAVING	ALLIED SPAIN	DE HAAN	SANTA FE RELOCATION	MUDINMAR
<b>Market Focus</b>	<b>Spanish based and Dutch expats and relocation families</b>	<b>General International market</b>	<b>General international market</b>	<b>General international market</b>	<b>International with Spanish base</b>
<b>High Level Personalization</b>	Fully Personalized	Partial	Partial	Partial	Partial
<b>Support for Social Integration</b>	Yes	No	No	Partial	No
<b>Digitalization of Documents &amp; Paperwork</b>	Yes	No	Partial	Partial	Partial
<b>Consulting before, during and after</b>	Yes	No	No	Partial	No
<b>Exclusive focus on Spanish and Dutch clients</b>	Yes	No	No	No	No
<b>Flexible Pricing &amp; Customized Packages</b>	Yes	No	No	No	No
<b>Local Legal &amp; Administrative Assistance</b>	Yes	Partial	Yes	Yes	Yes
<b>International Certifications &amp; Reputation</b>	Growing	Yes	Yes	Yes	Yes
<b>Multimodal Transport</b>	No	Yes	Yes	Yes	Yes

Table 1 – Comparative Table of Competitors  
(Own source)

## Blue Ocean Strategy

The term Blue Ocean Strategy developed by Chan Kim and Renee Mauborgne is considered a one-page visual analytic that depicts the way of organization configures its offering to buyers in relation to those of its competitors. (Blue Ocean Strategy, 2024)

# Blue Ocean Strategy

## Leave Without Leaving vs Competitors

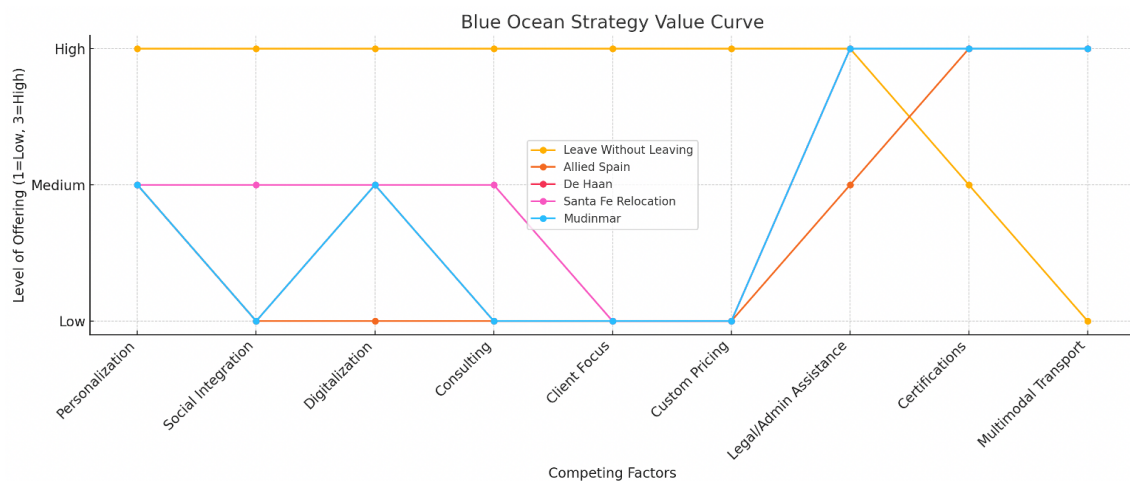


Figure 12 – Blue Ocean Strategy representation of the competitors and Leave Without Leaving  
(Own Source)

## 3.4 Sales Forecast

Based on the sales forecast, leave without leaving will depend on the high demand for moving and relocation services, nationally in Spain and internationally in the Netherlands to start with. Looking at the figures for the last few years, we can see that the moving and relocation market is growing, and from the figures we can deduce that we see a big increase towards 2033. However, our sales strategy is based on several sectors, but primarily on expatriates and Dutch families, the digitalization of the process and the personalization of the service.

In terms of potential clients, as mentioned above, we can see that according to migration data, there is a large increase in the number of Dutch people moving to Spain and we can

predict that this increase will continue to grow over the next few years. Focusing on figures we can consider that due to the size of the market and due to our recruitment strategy, that we project to capture between 5% and 7% of the Dutch expatriates and families moving to Spain during our first year of turnover, which requires a total of 200 potential clients for our first year.

As for our revenue model we can assess several sectors, starting with fixed rates for moving services, however, these rates vary depending on the distance, calculated per km traveled, the volume will be calculated per m<sup>3</sup> and additional services per hour worked and depending on packaging. As previously mentioned, our source of income will also depend on customized service packages, including in each package the necessary services for each type of client, such as assistance with paperwork, housing search and cultural adaptation, etc., as well as memberships and subscriptions for expatriates and families, offering continuous advice and exclusive benefits.

### Standard calculation of the cost per m<sup>3</sup>

	T Quantity	T Furniture / Item	T Unit Volume (m <sup>3</sup> )	T Rate per m <sup>3</sup> (€)	T Total €
1	1	3-seater sofa	2	62,5	125€

Table 2 – Standard calculation of the cost per m<sup>3</sup>  
(Own Source)

However, one of the most key points will be the strategic alliances with companies and real estate agencies, since we are aware that nowadays, we have great competences in the sector and we must stand out quickly and spread the knowledge of our existence in an efficient way, so having those alliances will allow us to be referred to clients in exchange for a commission or beneficial deals for them.

To represent the project more visually, we create short-, medium- and long-term projections in an estimated way

<b>YEAR</b>	<b>EXPECTED SALES</b>	<b>ESTIMATED REVENUES</b>	<b>KEY STRATEGIES</b>
<b>Year 1</b>	Average of 200 clients	Around 655.000€	Digital marketing, partnerships, and service optimization
<b>Year 2 and 3</b>	Between 250 & 315 clients	Between 877.000€ and 1.5M	Expansion of network, membership growth and process automation
<b>Year 4 and 5</b>	Between 390 & 1000 clients	More than 2M	Geographical expansion, new services, and consolidation

Table 3 - Short-, medium- and long-term projections  
(Own Source)

To focus on our growth, we will rely on strategies such as geographic expansion, in the future, we will expand our network of services, and not only focus on the public of the Netherlands, but we will open to markets with high demand, initially being European but with future visions to globalize the company. As mentioned above, one of the key strategies will be the alliances with indirect companies and real estate agents, since being able to create alliances will facilitate us to reach new customers and to expand our network and become recognized more easily, in addition, real estate agents can benefit us and be useful when looking for new homes and agree to an agreement to make possible joint work and thus improve the services of our customers.

However, another fundamental factor in our growth is the investment in digital marketing, today the attraction of new customers moves through the world of networks, since every day there is more technological innovation and people move more through segmented advertising and SEO, therefore, having a good marketing base will benefit us when it comes to attracting new customers.

Based again on what makes us unique, we fall back on our digital platform for tracking and management of the move, as mentioned above, we want to create that innovation through the tracking platform so that our customers can be aware of how their move is going at any time, creating a personal and much more reliable service, thus creating that

unique network by which we will attract more customers by the fact of our differentiation with competitors.

**The sales forecast of the first year is the following:**

	<b>BASIC PLAN</b>	<b>FULL PLAN</b>	<b>PREMIUM PLAN</b>
<b>USER</b>	100	60	40
<b>PRICE</b>	2500	3750	5000
<b>SALES WITHOUT VAT</b>	250.000	225.000	200.000

Table 4 – First year of Sales Forecast  
(Own Source)

Finally, the optimization of the customer experience, we want to create a network with our loyal customers, where we generate a base for new customers where they can find all kinds of feedback and recommendations from satisfied customers, thus creating more audience.

### **3.5 PESTEL**

#### **Political**

Since both Spain and the Netherlands are countries that are part of the European Union, our clients can relocate without any complications related to visa issues. However, we must constantly consider the legislative changes in Spain regarding registration policies and all administrative management.

#### **Economic**

Considering the economic diversity of housing between the two countries, we can observe that the cost of living in Spain is lower than in the Netherlands, which makes many Dutch citizens favorable towards moving to Spain. In terms of salaries, the Dutch have a medium-high income, which allows them to pay for a much more comprehensive service rather than having to manage everything on their own.

### **Social**

Increasingly, we see that people are seeking a better quality of life, both in economic terms and regarding climate and safety. We believe that Spain is one of the best options for our Dutch clients based on their requirements. Furthermore, we also value that the growing cultural diversity in Spain can be an added benefit for our clients when it comes to integration.

### **Technological**

We stand out against the competition partly due to technological innovation and the tools like CRM that we use for database automation. Additionally, our potential clients expect a smooth digital management, which makes technological investment essential for providing a premium service. Finally, it is crucial to have good security in terms of data protection.

### **Environmental**

We must be aware of climate change, and to support this, we have decided to establish agreements with electric transportation companies. Additionally, regarding packaging, we have chosen to use recycled boxes, and for the leftover furniture from the move, we will take it to recycling points so it can be recycled or offer it to second-hand centers.

### **Legal**

Leave Without Leaving must comply with the legal requirements of both countries; therefore, it must operate as an S.L. (limited liability company) in Spain and apply for a branch in the Netherlands to operate according to the country's tax, hiring, and legal regulations.

## **3.6 Porter's Five Forces**

### **Competitive Rivalry**

The moving sector is broad; however, it is not a saturated market, which allows us to grow rapidly, as the sector is still very focused on traditional services. In contrast, at Leave Without Leaving, we adopt a more B2C approach, unlike the majority of relocation companies that focus on offering a more partial service.



### **Threat of New Entry**

The moving market is not a difficult sector to enter, and with small resources, one can explore it. However, we are aware that Leave Without Leaving requires more than just small resources, as we aim to develop a more comprehensive service, fulfilling our own technology, strategic alliances, and a culturally diverse team. As a result, we face a high entry cost.

### **Buyer Power**

Since there is a lot of information available in this market, customers have a high bargaining power, as they have access to reviews, evaluations of services, and they research other cheaper services. Additionally, potential customers are very demanding, as they expect excellence in service.

### **Supplier Power**

By having multiple suppliers, we have access to external services that make it easier for us to negotiate prices, acquire conditions, and innovate with little difficulty. As a result, we can subcontract transportation companies and form partnerships with administrative management companies.

### **Threat of Substitution**

We evaluate that our clients can find the services we offer in a package or separately on their own, in addition to free online services; however, this entails a greater burden for the customer.

## **3.7 SWOT Analysis**

### **Strengths**

We offer personalized service tailored to our clients' requirements, and we operate with innovative and advanced technology that allows us to select and store data. We focus on two specific markets, which enables us to understand them in detail.

### **Weaknesses**

We may face difficulties in financial and human resources when entering an existing market filled with competitors. Additionally, there is a dependence on external companies

for certain services during the outsourcing phase. Finally, we may lack recognition in the initial months.

### **Opportunities**

International expansion, as our target market is currently located in Spain and the Netherlands, with the goal of expanding in the future. After the pandemic, mobility has increased significantly, which benefits us due to the growth in the sector.

### **Threats**

Legal and tax changes may complicate the immigration process. There are also large operators who could take over the idea. Additionally, we are unaware of the impact of financial crises, which can similarly reduce demand in the sector.

## **4. Marketing and commercialization**

### **4.1 Price and sales policy**

When it comes to our marketing and commercialization strategies, the company is designed to attract, keep, and convert clients, especially expatriates and Dutch families who decide to relocate to Spain, as well as nationals in Spain.

However, Leave Without Leaving, we differentiate ourselves by competences, since we implement a personal service with the clients, apart from technological innovation and offering a more premium service by our various customized packages.

According to our pricing and sales policy, our pricing policy seeks to offer a perfect balance for our customers, looking for quality and affordability in the same service, offering different customized packages, thus being able to adapt to the requirements and needs of each one, and also to stand out against the big competitors.

Depending on our customized packages, we have created three different categories, starting with the basic package, followed by the full package and finally a Premium package, each package is characterized by different services.

Focusing on the basic package, we rely on a base price, including services such as the previous consultations, standard transportation of personal goods domestically, and the support of administrative procedures, these services are calculated per m<sup>3</sup>, per km and per h, creating an average of 2.500€, based on a standard moving, but it may vary depending on different factors.

Next, we focus on the full package, more focused on long distance removals, talking about international removals, including packing, and unpacking of furniture and personal items, which may include pets, works of art, large volume, or high-quality objects, etc., in addition to a comprehensive transport insurance, assistance with legal and residence documents, such as NIE and registration, and temporary storage of goods, at the time of relocation. These services are calculated per m<sup>3</sup>, per km and per h, creating an average of 3.750€, and may vary depending on different factors.

Finally, the Premium package, this package includes all the services of the full package, here we would focus more on the international clientele, being expatriates and Dutch families among others, however, this Premium package includes, a personal relocation consultant plus additional services, such as help in finding housing, schools, sports clubs, etc., and language assistance and connections with Dutch communities in Spain. These services are calculated per m<sup>3</sup>, per km and per h, creating an average of 4.500€ to 5000€, which may vary depending on different factors.

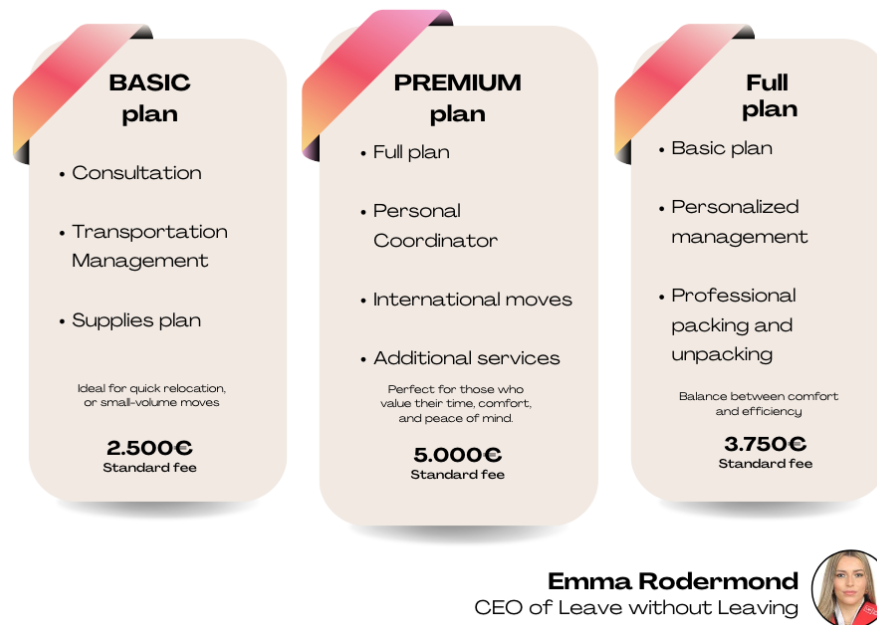


Figure 13 – Average prices of the packages  
(Own Source)

In terms of our sales strategies, we see no need to implement inbound sales, outbound sales and discounts and referral programs.

Based on inbound sales, we intend to generate the maximum number of digital leads, through SEO optimized blogs with topics related to how to move from the Netherlands to Spain, how to find a house on the Spanish coast, why to make your move with leave without leaving, or directly with a relocation company, why it is important to manage the move well, and the benefits of each customized package. However, in addition to the blogs we intend to create mail marketing campaigns with relocation tips, to create a wider audience and make us more quickly and efficiently recognized.

On the other hand, outbound sales, where we intend to generate the highest number of potential customers based on alliances and b2b prospecting, including collaborations with transportation companies and human resources departments in companies located in the low countries, thus creating alliances with better known companies, and reaching a higher potential, as well as creating strategic agreements with indirect competitors in order to outsource services.

## 4.2 Brand Policy

When it comes to brand policy, leave without leaving is mainly provided based on brand identity and positioning, as the most personalized, efficient, and stress-free option for families, Dutch expatriates interested in relocating to Spain and also families and national individuals in Spain who decide to relocate nationally.

In terms of the most fundamental values, we are based on the three most fundamental,

- **Trust and security**, our goal is to create transparency in our services, including fixed rates without hidden costs, which is why we opted for the fact of creating three different customized packages for our customers, in addition to including in each move insurance coverage and our goal to convey to our customers that security when transporting belongings and personal belongings.
- **Personalization and comfort**, for which we introduce the personal relocation consultant, creating a personalized service for each client, in addition to solutions tailored to each situation, since each move is a world and we are able to meet all the requirements and needs of our customers, conveying that pact so personalized.
- **innovation and technology**, we want to highlight, with the aim of facilitating our customers to create a budget in advance through an AI calculator, which based on the needs of each client can calculate an estimated price, and make the service affordable for everyone, and of course the digital tracking, already mentioned above, where our customers can be aware of the movements whenever they want and consult information through a database there.

Focusing on the brand elements, the objective is to create a logo and design in a visual way, creating a modern and minimalist image that inspires the last detail of the service, as the name already does, leave without leaving. However, the logo will be based on “two fish tanks” with the image of a fish jumping into the other tank, creating a symbol of security, since the fish jumps from one tank to another but without leaving its habitat, recreating the relocation of the client, since it will change housing but does not mean that

everything around it will change. Hence our slogan, “your move, our duty”, because of the security and comfort that we want to represent in the service.

The primary objective is to create a professional, confident, and customer-oriented personality based on the company. Therefore, the most important thing is to transmit this peace and security.

### **4.3 Communication and Image/Promotion**

Leave without leaving, tends to have a considerably number of competitions nowadays in the moving sector, more and more people decide to take the step to make a move, either nationally or internationally, so it is essential to have a good multichannel marketing strategy, which will allow us to capture the most efficient way to expatriates and Dutch families and customers located in Spain, in the various stages involved in the move.

So, we implemented a website with advanced technology and SEO, following that, we will create blog posts, with topics mentioned above, and SEO optimized pages, apart from a general platform, with all the relevant content for our clients about the service we offer. Nowadays, we can't miss social networks and communities, so we include ads on LinkedIn, for the more professional ones, Facebook campaigns with feedback from our loyal clients, Instagram, and participation in expatriate communities in networks and forums.

However, we must invest in paid advertising and retargeting, creating Google ads and retargeting campaigns for our potential loyal customers. In addition to appearances in magazines thanks to public relations and networking.



Figure 14 – Leave Without Leaving’s Logo  
(Own Source)

#### **4.4 Distribution Chanel**

To guarantee an easy and fast access to our multiple distribution channels we will use different access points, through a web page that will allow us to make online reservations, contact our agents in a simpler way and make the planning of the move 100% digital.

Another distribution channel would be through alliances, such as agreements with Spanish real estate agencies for expatriates and Dutch families, thus facilitating the search for housing, as well as collaborations with visa consultants, facilitating the process of the necessary documentation to stay in Spain, such as registration and NIE.

However, we will need corporate services, to easily and quickly find Dutch employees to relocate and finally local representatives and support, such as Dutch consultants in

Valencia for insurance and documentation as well as offices in key areas such as the Costa Blanca and the Province of Alicante and Valencia.

#### **4.5 Consumer Service and After-Sales Service**

Our goal is to create an exceptional service for our clients before, during and after the relocation process. Initially, the service we will provide before the move will be based on a free consultation and quote, to identify the client's needs and to see how we will carry out the whole process, as well as a complete relocation guide, dealing with all the necessary issues to start with the move, such as insurance, documentation, and housing. During the move, our goal is to monitor in real time, so that our customers can be aware of every move at the time they want, in addition to customer service via mail, to achieve reliability and create customer security.

The process after the move, create a post move follow-up, being able to observe the process of our customers once installed in the new home, in addition to creating satisfaction surveys to measure the customer experience and thus get feedback in order to attract new potential customers, we want to create that follow-up also because of the help we offer for integration into the community.

#### **4.6 Customer Journey Map**

We define the customer journey map as a visual tool to experience, based on the customers' point of view, the interaction with your brand.

According to Blake Morgan, “you must invest in becoming an experience-led business, which means optimizing every customer touchpoint”. (What Is a Customer Journey Map and Why Are They Important?, n.d.)



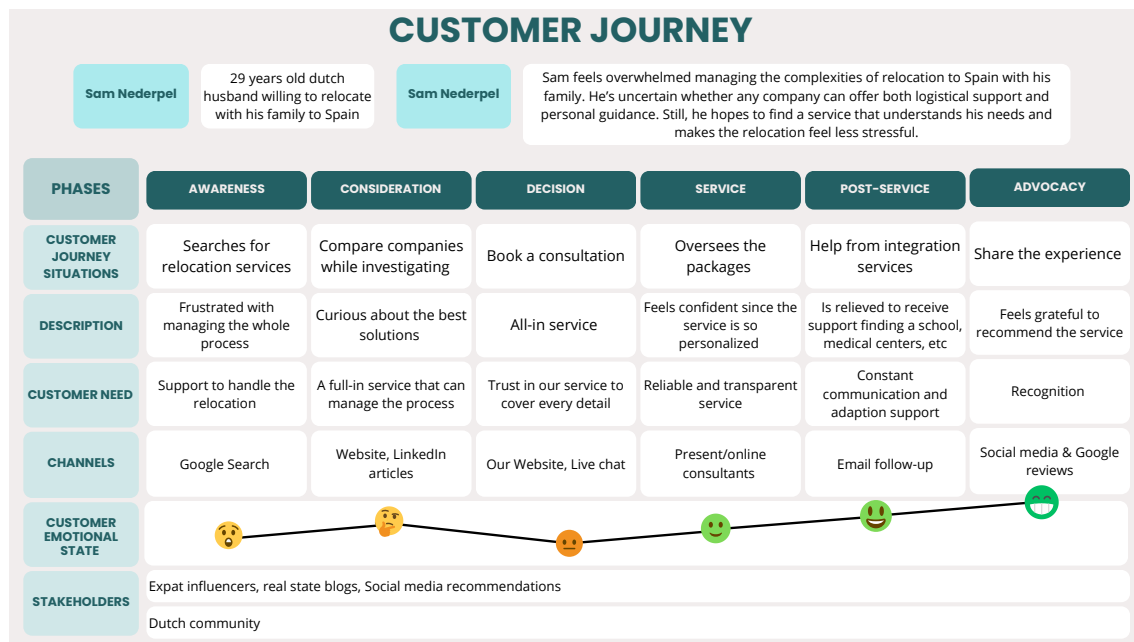


Figure 15 – Customer journey map  
(Own Source)

## 5. Production and Operations

### 5.1 Installations and Equipment

Leave Without Leaving's success will be based on effective management of its infrastructure, logistics and operational processes. Proper Co-working spaces and equipment, improved processes, an effective sourcing and inventory strategy, comprehensive production cost control, rigorous quality measures and thorough start-up planning will be essential to ensure a smooth international moving service. In this part, each of these elements will be described, ensuring that the company operates effectively and competitively in the national removal sector but also the Dutch expatriate relocation sector in Spain.

Leave Without Leaving will focus its operation on a mix of physical and digital infrastructure, ensuring maximum effectiveness without incurring superfluous expenditure on permanent facilities. Unlike other firms in the sector, the company will implement a hybrid model integrating virtual offices, strategic logistics centers and a network of external collaborators.

The commercial Co-working space will be located in Valencia a place with a high density of Dutch expatriates and families, and because Valencia is registered as mentioned in (Valencia Se Consolida Como Epicentro Del Coworking Y Las Oficinas Flexibles Con Un Crecimiento Anual Del 12%, 2025) as a growing epicenter of co-working and flexible offices with an annual growth of 12%. These co-worker space will function as customer service and management centers, offering guidance on the moving process and facilitating the administrative procedures associated with relocation. However, the main focus will be on digital operations, reducing the need for costly physical facilities and enabling customers to manage the entire moving process remotely.

In terms of digital equipment, Leave Without Leaving will provide computer equipment to develop a sophisticated technology platform that will facilitate automated quote management, booking, and customer service. This platform will ensure that customers can carry out the entire moving procedure from anywhere in the world, without requiring physical visits. We will also provide tablets to the project manager/consultors in order to be able to manage customized packages with our clients, as well as being able to carry out the general budget calculation, by calculating the total m3 to relocate, and selecting supplies companies, and adding additional services.

## **5.2 Production Process/How the Business Works**

The operation of Leave Without Leaving is based on a systematic and highly optimized process that integrates individualized attention, state of the art technology, and efficient logistics. From the moment a client requests a quote to the final delivery of their items, the company maintains a clearly structured work process, ensuring a smooth and hassle-free experience for our clients.

The initial phase consists of the request for quotation and organization. Users have the possibility to access the Leave Without Leaving's website, where they fill out a specific form with information about their move, including the volume of items, if they know in advance, the distance between the point of origin and destination, and the complementary services they need.

Based on this information, the system generates an automatic quote, allowing the client to choose the option that best suits their requirements. If additional assistance is needed, an expert consultant will contact the client to fine-tune details and provide a more personalized service, such as measuring furniture and packing and including labeling as well.

In the execution stage, the products are picked up at the place of origin, by the transport company, always accompanied by one of our workers, ensuring that each item is properly labeled and ready to be relocated.

Finally, at the delivery and post-move stage, the items arrive at the final location, where the Leave Without Leaving team provides complementary services such as unpacking, furniture assembly and home organization.

To complete the experience, a follow-up after the sale is conducted to ensuring that the customer has received an excellent service and has integrated properly, as well as to attending to any issues that may arise.

### **5.3 Productions Costs**

The estimation of production expenses is a key aspect to ensure Leave Without Leaving's profitability and competitiveness. As an international moving company with a modern and digital approach, operating expenses will be classified into fixed costs, variable costs, and initial investment costs. Proper management of these components will facilitate anchoring the business and preserving its viability over time.

Among the fixed costs are the expenses that the company must face on an ongoing basis, regardless of the number of moves made. One of these aspects is the leasing a co-working space in Valencia, guaranteeing presence in a important city for the expatriate community. Likewise, a considerable investment will be allocated to the development and maintenance of the digital platform, which will facilitate the management of reservations, and continuous customer service. To ensure quality service, Leave Without Leaving will have a group of expert international moving advisors, expatriate legal

consultants and technical assistance, which will provide customers with a smooth and efficient experience.

Funds will also be allocated to marketing and advertising, using approaches focused on digital positioning, social networks, and collaborations with specialized expatriation platforms. To ensure a completely safe and compliant operation, the company will purchase freight and liability insurance, in addition to the licenses required to carry out international moves.

On the other hand, variable costs will be directly linked to the volume of operations. Product packaging will entail considerable cost, as it will require the use of high-quality materials such as strong cardboard, protective plastics, and specialized labels. In addition, customs tariffs and international taxes that may be relevant under current regulations in Spain and the Netherlands will have to be considered.

To start the business, Leave Without Leaving will have to make an initial investment that will cover the technological development of the digital platform, the rent of co-working spaces, and obtaining international certifications and permits. With a clear strategy and rigorous cost control, the company will be able to provide competitive prices without sacrificing service quality.

#### **5.4 Quality Control**

Because the international moving industry is highly competitive, Leave Without Leaving will adopt a management model based on global standards that will ensure quality in each of its services. Certifications such as ISO 9001 for Quality will be implemented, guaranteeing efficient processes and a high standard of customer service. Proper management of the goods will be fundamental, so personnel will attend specialized training in packaging, labeling, and guarantee safe transportation. High-strength materials will be used to protect delicate items, preventing damage during transport.

In order to optimize the customer experience, transparency and trust will be key elements in the relationship, they will be able to contact the service team at any time to clarify doubts or receive news about their move.

At the end of the service, satisfaction surveys will be sent out to assess the user experience and identify possible areas for improvement. The feedback will facilitate the modification of processes and the constant improvement of service quality. With these actions, Leave Without Leaving will establish itself as an innovative and reliable company in the international moving industry, standing out from the competition for its dedication to excellence and customer satisfaction.

### **5.5 Start-up Date and Activity Scheduling**

The launch of Leave Without Leaving is scheduled to take place in 2025 following a plan organized in three stages.

In the first stage, which will last for the first three months, the operational and technological infrastructure will be built. The digital platform will be created, agreements will be signed with companies for the additional services, as well as the partnerships will be sought with transport companies in Spain and the Netherlands. In addition, the licenses and certifications required to operate in the field of international removals will be managed.

In the second stage, which will cover months four to six, a period of testing and improvement of the service will begin. During this period, logistics processes will be optimized, the user experience on the digital platform will be enhanced and the profitability of each service will be evaluated.

In the third and final stage, which will run from month seven to month twelve, a digital marketing strategy focused on the Dutch community in Spain and also the national community, will be implemented. The company will add more employees according to demand during the years, with the goal of extending operations to other European countries with high expatriate turnover. The target for the first year will be to achieve at least two hundred successful moves, establishing the company as one of the preferred options for those who want a hassle-free international relocation.

With this meticulous planning, Leave Without Leaving will ensure a robust and organized growth in the international moving sector, achieving a clear distinction based on technology, efficiency, and quality of service.

## **6. Location**

### **6.1 Location and Location Criteria**

Depending on the location and location criteria, since leave without leaving is based between the Netherlands and Spain, our location strategy should focus on several factors. Our company offers both physical and digital services, and with the aim of optimizing the physical headquarters, we have decided to acquire a co-working space in Valencia, Spain, based on primarily manage the digital aspects. We see Valencia as a strategically located city due to its excellent connectivity and moderate operation cost.

However, since in the Netherlands we will be working with a project manager and a network of freelancers spread across different regions, we do not consider acquiring a physical workspace there. This not only reduces fixed costs but also allows us greater flexibility when it comes to mobility.

### **6.2 Communication and Infrastructure**

Although the company will not have transportation trucks, we will partnership with professional transport companies, both in Spain as for the international relocations from the Netherlands to Spain. If we want to ensure efficient operation and an exceptional customer experience, leave without leaving, need to have a top-quality transportation infrastructure and technology. This will facilitate the management of international moves efficiently, safely, and easily.

We will work with an efficient transportation company, who relies on a robust transportation network linking the key points of departure and arrival, in addition to take the advantage of the road network, where immediate access to the main highways

simplifies travel between the Netherlands and Spain, as well as it facilitates the national transport.

Apart from the transportation infrastructure, it is important to focus on the technological and digital infrastructure, since digitalization is a key element to increase the efficiency and transparency of the service, therefore, we will have a complete digital platform, with personalized and automatic quotations according to the volume of the move and the distance between the initial home and the destination of the new home, in addition to a simple reservation system with an alternative by customized package depending on each need and requirement of the client.

In addition to the development of a sophisticated CRM that unifies customer data and improved communication, along with integration with digital platforms and social networks to provide immediate support and encourage interaction with customers.

### **6.3 Public Aids**

To boost development and growth in the Spanish market, leave without leaving, take advantage of different existing national and European grants and subsidies, such as aid and funding from the Spanish government, which provides incentives to companies operating in international markets and in key areas such as logistics.

One of the aids and subsidies that might interest us could be ICEX, which includes assistance programs for companies with international operations and aid for growth and digitalization initiatives in international markets, in addition to assistance from the Ministry of Industry, with incentives for technological innovation and digitalization in companies in the logistics field, Finally, another option could be assistance from the European Union, which offers various funds and programs to help companies that promote the mobility of people and digitalization of services.

In order to consolidate the presence in the Dutch community in Spain, leave without leaving, will work together with various organizations, such as networks of contacts to attract customers and generate strategic alliances, as well as advisory programs for international companies wishing to establish in Spain.

## **7. Human Resources and Organization**

### **7.1 Job Description and Analysis**

In the operation of key profiles to ensure excellent service, we will focus on obtaining the best relocation consultants, who will be located both in the Netherlands and in Spain. They will be responsible for accompanying the client throughout the moving experience, from the initial meetings to choose the package that best suits their needs and measuring all the furniture they wish to transport, to packing, transportation, and, on the other hand, in Spain, all the procedures involved in unpacking and integration once the move is complete.

We want our team of consultants to be based in both the Netherlands and Spain. We want to place these teams in both countries because we believe it is important that from the beginning, our Dutch clients have the opportunity to meet our team in the Netherlands and can communicate in Dutch, thereby creating trust and ensuring a more personalized service, and a Spanish consultant team for those living in Spain. However, once our client applies or contacts us, the consultants will make the first visit to the client's home to take the necessary measurements along with the specialized moving team in the future, in order to gather the requirements of our clients, choose the package that best suits them, and get initial impressions of how the entire process will be carried out.

Alongside our consultants, there will be a packing service team made up of women, as we believe that the packing service offered by a team of women is more careful, works with greater precision, and handles personal belongings with more sensitivity and meticulous attention. Additionally, we value that the moving process is not just a logistical service but also emotional; therefore, we think that a female presence can convey warmth, closeness, and trust to the clients. It is also confirmed that when it comes to packing intimate spaces, especially for women, they prefer the process to be carried out by other women for reasons of comfort and privacy.

Our consultants, in addition to accompanying our clients throughout the entire procedure before, during, and after the move, our team, based in the Netherlands and Spain, will



specialize in advising the search for schools, sports clubs, healthcare services, etc., to facilitate social integration as quickly as possible.

Based on our database, we need an IT team that can develop an analysis depending on our clients' requirements, focusing on the best schools based on location and excellence, as well as the location of sports clubs, health centers, supplies companies, etc.

We will work on partnerships with moving companies for the entire transportation process, located throughout the country, allowing us to work with the companies that are closest to our clients' locations.

Having evaluated the criteria based on our expectations, our team will be divided into the following positions:

- 1. CEO:** the founder of the company; the role of the CEO is to lead the team, make global decisions, guide daily activities, and define the vision, purpose, and mission of the company to the employees.
- 2. CTO:** responsible for the functioning of the website, as well as for the performance of the database.
- 3. Project Manager:** who will be in charge of giving training ships to those freelancers and manage the whole initial process in the Netherlands.
- 4. Consultants:** accompany the client throughout the process, in addition to offering personalized attention and organizing the initial meetings and post-move assistance.
- 5. Packing team:** responsible for professional packing and unpacking, as well as inventory control.
- 6. CFO:** in charge of financial procedures and responsible for creating budgets, in addition to managing costs.
- 7. Marketing & Advisors:** responsible for digital marketing, as well as specialists in B2B partnerships.

Regarding the initial number of hires, we will base our structure on the following:

AREA	ROLE	N° INITIAL HIRES
Management	CEO	1
Technology	CTO	1
Project Manager	Manager	1

Table 5 – Number of Hires

(Own Source)

## 7.2 Hiring Criteria

From the beginning we only want to hire a project manager and over the years add CTO's. For those other positions, we plan to hire employees provide by ETT companies, as we see this as more advantageous due to the flexibility it offers to adjust our workforce, considering that we experience peak work periods depending on varying demand throughout the year. Additionally, this would save us from concerns related to more complex legal management.

Nevertheless, to ensure a complete relocation service, we must ensure that our workers are in the best possible conditions and are fit to provide a quality service. To achieve this, we focus, primarily on language proficiency, as our potential clients are located in both Spain and the Netherlands. This means that our workers, both consultants and packing team members, must speak English, Spanish, and native Dutch. Our consultants and packing team located in the Netherlands must speak advanced Dutch and English; however, our team based in Spain should speak advanced English and Spanish, and preferably Dutch. Knowledge of other languages will be considered a plus

Additionally, we find experience important, as we believe it is relevant that our workers have knowledge of how to interact with our clients, have knowledge of the international moving sector due to an understanding of the functioning of legal and administrative procedures, and knowledge of regulations, timing, packaging, transportation, and logistics.

However, this experience is linked to the ability to work under pressure, within a time limit, and to solve problems that may arise instantly.

The profiles must prioritize high personal understanding abilities, empathy, and interpersonal communication, as our service is deeply based on the personal relationship with our clients. In our search for staff, we will focus on prioritizing individuals who have the ability to organize and plan efficiently, as it is important for our team to consist of people who can carry out complex processes.

Regarding the hiring criteria for our CTO team, our expectations are based on their proficient use of technological tools, as they must excel at managing our database, as well as updating it and adding the necessary information about our clients. Therefore, personnel must know how to handle tools such as SQL schemas, Airtable, Notion, etc., in addition to having experience in web development and designing intuitive interfaces. However, we value prior experience, as we believe that experienced workers can bring not only innovative ideas but can also apply their previously acquired knowledge.

Finally, for our packaging team, we have chosen to incorporate a team made up of women, as we consider that when it comes to packing belongings, women tend to be more delicate and provide a greater attention to detail. Therefore, our requirements will include having a good knowledge of packing and unpacking, experience in assembling and disassembling furniture, and handling tools, as well as having a strong sense of communication, patience, and empathy.

Based on all the criteria, the external recruitment team (ETT) will make selections based on the descriptions we provide. The candidates will be evaluated through interviews.

Generalizing the job descriptions, we can evaluate that the criteria will be assessed as follows:

**1. CEO:** Since I am the founder of the company, it is important to cover the ability to lead diverse teams, make decisions, and act in response to any problem. I must have a global vision, as well as strong communication and adaptability skills.

**2. CTO:** We will assess technical experience alongside strategic thinking, excellent communication, and presentation skills. An innovative and creative mindset is essential.

**3. Project Manager:** the requirement is to speak at least Dutch and English, as he/she will be operating in the Netherlands. The project manager must cover various skills, in order to be in charge of the initial processes.

**4. Consultants:** We seek consultants who possess effective problem-solving skills, as well as analytical thinking and risk management capabilities. A strong negotiation and sales strategy is crucial.

**5. Packaging Team:** We will value the ability to work in a team, ensuring the employee is meticulous and organized, with a results-oriented approach, attention to detail, and good physical stamina.

**6. CFO:** The CFO must lead digital transformation, have knowledge of data analysis and big data, advocate for technology, and be able to make decisions and adapt to any change or decision made.

**7. Marketing & Advisors:** They should have knowledge of social media usage, possess analytical skills, and have good communication and creativity. We value good writing skills, teamwork, and a favorable understanding of leadership.

### 7.3 Organizational Structure



Figure 16 – Leave without Leaving’s Organizational Structure

(Own Source)

## **7.4 Remuneration Policy**

The remuneration policy at Leave Without Leaving is designed to cover the key role of each of our employees as the company grows, driven by motivation and financial sustainability. We value performance and commitment in every service.

Therefore, each employee will receive a base salary based on their role in the company; however, this may vary, with bonuses being added based on the presentation of good work, as indicated by customer satisfaction. Additionally, we find it relevant for our employees to have transparency in their salaries from the start in order to build trust and equality within the team.

Finally, we apply this remuneration strategy to foster productivity and good work, thereby creating greater motivation when presenting work and strengthening commitment.

## **7.5 Outsourcing**

Regarding the plan to implement agreements with shareholders, as we are a startup, we do not see it as relevant to establish a partnership agreement in the early stages, but rather to agree on partnerships with external companies, as they could help us grow positively and reduce fixed costs.

As a result, we have chosen to form partnerships with transport companies, since in our initial stage, we decided not to acquire loading and unloading trucks.

Additionally, we will make agreements with integration firms, including management companies, to handle the more complex aspects, such as the administrative procedures required for residency.

## **8. Financing and Economic-Financial Analysis**

### **8.1 Economic Needs of the Project**

Based on the economic expenses that Leave Without Leaving will incur to cover initial economic needs, we will base them on different phases.

1. Initial development and infrastructure setup: there is a significant amount of investment that we will provide to cover the startup of the project. This investment will include the acquisition of software applications as well as licenses for specialized software in database creation and technical platform development for the business management, valued at 25.000€. however, we need to provide another investment of 10.000€ for the initial raw materials.

These investments are relevant as they define the non-current assets that allows us to establish our minimum viable technical and operational structure.

2. Operational and structural costs: in the operational costs, we include the financing for variable expenses, focusing on the main expense, which is the investment in the partnership with the transportation company as they obtain a 60% of our selling price. Additionally, we consider acquisition costs such as the removal boxes. We include personnel expenses, providing salaries and S.S. We also sum the external expenses, such as the Co-working space, insurance and other administrative costs that are relevant to our daily operations.

These expenses are crucial for our growth as they enable the daily operations of the business.

3. Marketing and customer acquisition: A fundamental part of the foundation of Leave Without Leaving into the market is having a strong marketing strategy, so we see it as essential investment, that is why we invest a significant amount to generate visibility and attract customers from the beginning.

These activities are included in external expenses, but we wanted to highlight them as they are critical for the accelerating of our growth.

4. Financial and amortization planning: Leave Without Leaving require from an external financing, considering a long-term loan of 100.000€, with an interest rate of 6%, fess of 1%, and an amortization period of 5 years.

This planning ensures a constant stability in cash flow and an adequate control of indebtedness.

5. Working capital requirements: a working capital allocation is required to sustain daily operations without interruptions, covering variations in inventory and necessary supplies, as well as short-term taxes to be paid and the temporary payments to our supplier, which are due within 15 days, and the collections from our customers, which are due within 7 days.

These operations are managed based on having available liquidity for payments while awaiting collections from our customers, generation operational working capital.

## **8.2 Funding Sources**

Emma Rodermond, as the founder of the company Leave Without Leaving, is required to contribute, being the primary financier, and cover the initial economic needs through the following strategy:

- The first investment is provided by the project founder Emma Rodermond, what will be valued on 50,000€.

In addition, Leave Without Leaving will need to secure funding through a bank loan, contributed as follows:

- We will request a bank loan, which will need to be repaid within a specified period with interest. Furthermore, the payment will be made in monthly installments, with the loan amounting of 100,000€, over a period of 5 years at approximately 6% interest.

The company will ensure solid financing, as we focus on a mixed financing strategy that allows us to rely on the founder's investment in addition to the bank contribution. As a

result, Leave Without Leaving will be able to manage initial and recurring costs effectively.

### **8.3 Financial Plan**

Our financial plan covers year 2025 until year 2029, including projections every year. The financial plan consists of the investments, projected balance sheet, operating cash flows, breakeven analysis, the breakdown goes as followed:

#### **Interests and Amortization**

There has been a total of 55.000€ allocated on initial investments, were 25.000€ are provided on app development, licenses and software tools, the other amount of 20.000€ are invested for the computer equipment and finally the last 10.000€ are for the raw materials to launch operations. Based on the depreciation and amortization, are spread out over 5 years, for an annual amortization cost of 10.000€.

#### **Projected Balance Sheet**

The balance sheet starts from our initial investment and our loan, we launch our company in 2025, projected to 2029. We include assets, liabilities, and equity. Based on our assets we have two categories, fixed assets, where we focus on cash and stock, and current assets based on the intangible assets and materials.

Regarding liabilities, we also include two categories. In terms of the current liabilities, we mention taxes, short-term loan payments, and payables. However, in long-term liabilities, we cover the 100.000€ loan amortized over 5 years within a total interest of 6%. And the Equity where we have considered the capital valued on 50.000€.



The balance sheet is projected below for more detailed information,

BALANCES PREVISIONALES														
	INICIAL		2025		2026		2027		2028		2029			
<b>* ACTIVO NO CORRIENTE</b>	<b>45.000</b>	30,00%	<b>40.000</b>	19,38%	<b>33.750</b>	11,29%	<b>26.250</b>	5,98%	<b>17.500</b>	2,73%	<b>17.500</b>	1,76%		
- Intangible	25.000	16,67%	30.000	14,54%	35.000	11,71%	40.000	9,12%	45.000	7,03%	50.000	5,03%		
- (Fondo de amortización)			(7.500)	(3,63%)	(16.250)	(5,44%)	(26.250)	(5,98%)	(37.500)	(5,86%)	(42.500)	(4,27%)		
- Material	20.000	13,33%	20.000	9,69%	20.000	6,69%	20.000	4,56%	20.000	3,12%	20.000	2,01%		
- (Fondo de amortización)			(2.500)	(1,21%)	(5.000)	(1,67%)	(7.500)	(1,71%)	(10.000)	(1,56%)	(10.000)	(1,01%)		
- Inv. empresas del grupo y asociadas														
- Financiero														
- Activos por impuesto diferido														
<b>* ACTIVO CORRIENTE</b>	<b>105.000</b>	70,00%	<b>166.346</b>	80,62%	<b>265.237</b>	88,71%	<b>412.583</b>	94,02%	<b>622.937</b>	97,27%	<b>977.139</b>	98,24%		
- Existencias	10.000	6,67%	667	0,32%	867	0,29%	1.127	0,26%	1.465	0,23%	2.056	0,21%		
- Clientes														
- H. P. deudora por I.V.A. soportado			27.284	13,22%	35.642	11,92%	49.406	11,26%	65.596	10,24%	57.183	5,75%		
- Inversiones a corto plazo														
- Tesorería	95.000	63,33%	138.395	67,07%	228.728	76,50%	362.050	82,50%	555.877	86,80%	917.899	92,38%		
<b>TOTAL ACTIVO</b>	<b>150.000</b>	100,00%	<b>206.346</b>	100,00%	<b>298.987</b>	100,00%	<b>438.833</b>	100,00%	<b>640.437</b>	100,00%	<b>994.639</b>	100,00%		
<b>* PATRIMONIO NETO</b>	<b>50.000</b>	33,33%	<b>82.638</b>	40,05%	<b>173.742</b>	58,11%	<b>314.620</b>	71,69%	<b>513.522</b>	80,18%	<b>837.992</b>	84,25%		
- Capital	50.000	33,33%	50.000	24,23%	50.000	16,72%	50.000	11,39%	50.000	7,81%	50.000	5,03%		
- Prima de emisión														
- Reservas														
- Resultados ejercicios anteriores					32.638	10,92%	123.742	28,20%	264.620	41,32%	463.522	46,60%		
- Resultados del ejercicio			32.638	15,82%	91.104	30,47%	140.878	32,10%	198.902	31,06%	324.470	32,62%		
- Otros Fondos Propios														
- Subvenciones y donaciones														
<b>* PASIVO NO CORRIENTE</b>	<b>100.000</b>	66,67%	<b>100.000</b>	48,46%	<b>77.187</b>	25,82%	<b>52.974</b>	12,07%	<b>27.276</b>	4,26%	<b>0</b>	0,00%		
- Deudas con entidades de crédito	100.000	66,67%	100.000	48,46%	77.187	25,82%	52.974	12,07%	27.276	4,26%	0	0,00%		
- Otras deudas a largo plazo														
<b>* PASIVO CORRIENTE</b>			<b>23.708</b>	11,49%	<b>48.058</b>	16,07%	<b>71.240</b>	16,23%	<b>99.639</b>	15,56%	<b>156.647</b>	15,75%		
- Otras deudas financieras a c/p														
- Acreedores comerciales														
- Dividendos a pagar														
- H.P. acreedora I.V.A. repercutido			8.663	4,20%	12.968	4,34%	18.135	4,13%	24.905	3,89%	36.901	3,71%		
- H.P. acreedora I.S.			10.879	5,27%	30.368	10,16%	46.959	10,70%	66.301	10,35%	108.157	10,87%		
- H.P. acreedora retenciones IRPF			2.404	1,16%	2.720	0,91%	3.525	0,80%	4.820	0,75%	6.605	0,66%		
- Organismos de la S.S. acreedores			1.763	0,85%	2.003	0,67%	2.620	0,60%	3.613	0,56%	4.984	0,50%		
- Otras cuentas a pagar no financieras														
<b>TOTAL PASIVO + NETO</b>	<b>150.000</b>	100,00%	<b>206.345</b>	100,00%	<b>298.987</b>	100,00%	<b>438.834</b>	100,00%	<b>640.437</b>	100,00%	<b>994.639</b>	100,00%		
<b>FONDO DE ROTACIÓN (AC - PC)</b>	<b>105.000</b>	70,00%	<b>142.638</b>	69,13%	<b>217.178</b>	72,64%	<b>341.343</b>	77,78%	<b>523.298</b>	81,71%	<b>820.492</b>	82,49%		
<b>NECESIDADES OPERATIVAS DE FONDOS (Ex + Cl - Pr - HP - OSS)</b>	<b>10.000</b>	6,67%	<b>(3.500)</b>	(1,70%)	<b>(3.856)</b>	(1,29%)	<b>(5.018)</b>	(1,14%)	<b>(6.969)</b>	(1,09%)	<b>(9.533)</b>	(0,96%)		

Table 6 – Projection of the Balance Sheet

(Own Source)

Our financial projection ensure balance between solvency, liquidity, and operational funding

## Forecasted Income Statement

Based on the table below, we can observe that Leave Without Leaving estimate a sustained growth, reaching 675.000€ in 2025 and exceeding 2.000.000€ in 2029. This increase is due to a solid customer acquisition strategy, scalability of the business model, and brand strengthening.

Regardless of the increase in sales volume, the cost structure remains under control, due to the variable cost that remain stable around 61% of revenue, which is more than

appropriate for my service model. Nevertheless, the fixed and personnel costs are growing but are decreasing relative to revenue, producing a favorable operating leverage effect. The constant improvement in EBITDA shows the operating profitability before depreciation and financial expenses.

In conclusion, the cash flow generated allows the company to maintain the liquidity needed to, finance operational growth, cover amortizations and taxes, reinvest in improvements or expansion, and pay down debt without resorting to new loans.

Cuentas de Resultados Previsionales	2025		2026		2027		2028		2029	
TOTAL INGRESOS	665.667	98,62%	877.700	100,02%	1.141.010	100,02%	1.483.313	100,02%	2.082.689	100,03%
Ingresos por ventas	675.000	100,00%	877.500	100,00%	1.140.750	100,00%	1.482.975	100,00%	2.082.097	100,00%
± Variación de existencias	(9.333)	(1,38%)	200	0,02%	260	0,02%	338	0,02%	592	0,03%
+ Subvenciones explotación										
+ Trabajos para el inmovilizado intangible										
+ Trabajos para el inmovilizado material										
+ Subvenciones de capital periodificadas										
+ Otros ingresos										
- Costes variables servicios prestados	(413.000)	(61,19%)	(536.900)	(61,19%)	(697.970)	(61,19%)	(907.361)	(61,19%)	(1.273.935)	(61,19%)
- Costes variables unidades no vendidas			(200)	(0,02%)	(260)	(0,02%)	(338)	(0,02%)	(592)	(0,03%)
= MARGEN DE CONTRIBUCIÓN	252.667	37,43%	340.600	38,81%	442.780	38,81%	575.614	38,81%	808.162	38,81%
- Servicios exteriores	(97.000)	(14,37%)	(93.600)	(10,67%)	(97.344)	(8,53%)	(101.238)	(6,83%)	(105.287)	(5,06%)
- Gastos de personal	(96.150)	(14,24%)	(108.785)	(12,40%)	(141.006)	(12,36%)	(192.816)	(13,00%)	(264.218)	(12,69%)
= RESULTADO BRUTO (E.B.I.T.D.A.)	59.517	8,82%	138.216	15,75%	204.430	17,92%	281.561	18,99%	438.657	21,07%
- Amortizaciones y otras depreciaciones	(8.500)	(1,26%)	(9.500)	(1,08%)	(10.500)	(0,92%)	(11.500)	(0,78%)	(10.000)	(0,48%)
= BENEFICIOS ANTES DE INTERESES E IMPUESTOS (E.B.I.T.)	51.017	7,56%	128.716	14,67%	193.930	17,00%	270.061	18,21%	428.657	20,59%
- Gastos financieros	(6.000)	(0,89%)	(5.493)	(0,63%)	(4.093)	(0,36%)	(2.607)	(0,18%)	(1.030)	(0,05%)
= BENEFICIOS ANTES DE IMPUESTOS (B.A.T.)	45.017	6,67%	123.222	14,04%	189.837	16,64%	267.453	18,03%	427.627	20,54%
- Impuesto sobre beneficios	(11.254)	(1,67%)	(30.806)	(3,51%)	(47.459)	(4,16%)	(66.863)	(4,51%)	(106.907)	(5,13%)
= BENEFICIO NETO	33.763	5,00%	92.417	10,53%	142.378	12,48%	200.590	13,53%	320.720	15,40%
- Dividendos a socios										
= BENEFICIO RETENIDO	33.763	5,00%	92.417	10,53%	142.378	12,48%	200.590	13,53%	320.720	15,40%
CASH FLOW GENERADO	42.263	6,26%	101.917	11,61%	152.878	13,40%	212.090	14,30%	330.720	15,88%

Table 7 – Forecasted income statement  
(Own Source)

## Breakeven Analysis

We can consider from the graph below, that Leave Without Leaving reaches the breakeven point in 2025, in our first year of operation, with a total of 558.745€. Nevertheless, as the years go by, all additional revenue contributes profit, supporting expansion and reinvestments.

For more detailed information look at Annex 1.

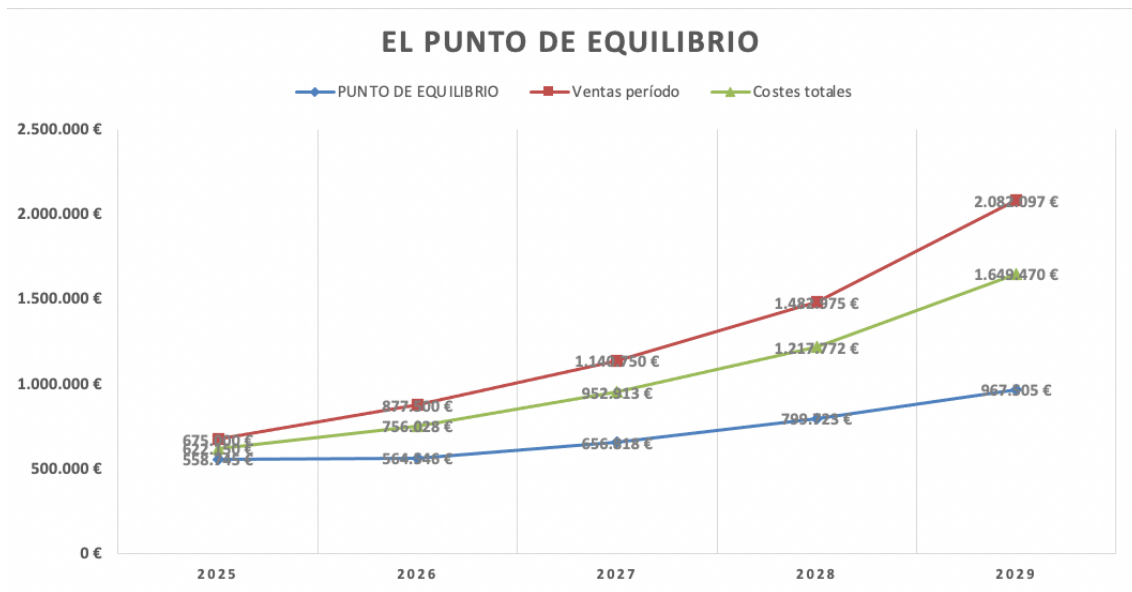


Table 8 – Breakeven  
(Own Source)

#### 8.4 Profitability of the Project

In order to prove the profitability of the project, we can consider that based on the increase in the net income, along with the ROA & ROE, positions the company as an viable financial model.

	2025	2026	2027	2028	2029
ROA	6.12%	7.32%	9.26%	11.82%	14.04%
ROE	15.29%	12.59%	12.91%	14.74%	16.67%

Table 9 – ROE and ROA  
(Own Source)

	2025	2026	2027	2028	2029
<b>Total Income</b>	665.667	877.700	1.141.010	1.483.313	2.082.689
<b>EBITDA</b>	59.517	138.216	204.430	281.561	438.657
<b>EBIT</b>	49.517	126.966	191.930	267.811	433.657
<b>Net Profit</b>	32.638	91,104	140.878	198.902	324.470

Table 10 –Income statement projection table  
(Own Source)

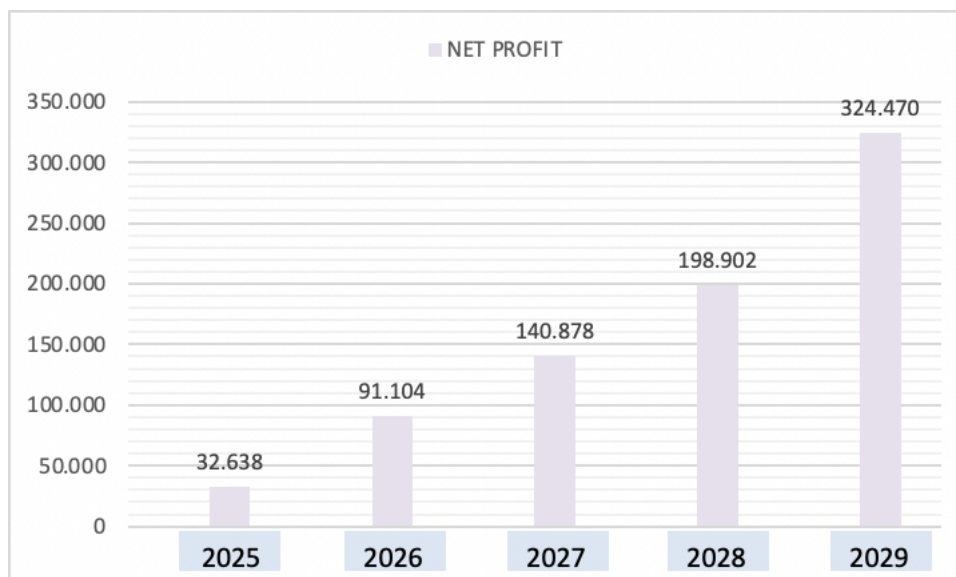


Table 11 – Net Profit Comparison  
(Own Source)

## 9. Formal and Legal Aspects of the Project

### 9.1 Choice of Legal Form and Justification of Election

To ensure the correct legal form, Leave Without Leaving opts for a Limited Liability Company (S.L.), considering that, as a start-up, the structure of an S.L. allows us more flexibility regarding management structure and decision-making and requires a lower initial capital. Additionally, it facilitates the acquisition of new investors and partners

without complications in the future, compared to other structures. Moreover, as a small entity, we have the right to depreciation freedom on new assets, allowing us to deduct the cost of technology expenses more quickly, transport fleet, or facilities. It also makes it easier for us to open branches in the Netherlands. All this is because our net turnover from the previous year is less than 10 million euros.

## **9.2 Shareholders Agreement**

Regarding the shareholders' agreement, a document will be declared in which we will outline the assets and rights we will establish based on the shareholders' pact, as we view this document as fundamental for the management of the company and addressing potential problems. However, since Leave Without Leaving is a start-up, no formal partnership agreement will be established at the time of incorporation in the initial phase. Also, in future expansions, as the company grows, new partners will be considered due to international expansion. Therefore, in a future phase, regarding the agreement with new partners, a pact will be established, including essential clauses such as capital distribution, partners' obligations and rights, deadlocks, disciplinary regime, quorum, confidentiality, and exclusivity. As a result of this, we can create a solid legal foundation that supports us as a growing company.

## **9.3 Administrative Formalities**

Regarding the establishment of an S.L. (limited liability company), since Leave Without Leaving will be legally registered in Spain, we must register with the commercial registry to obtain the NIF (tax identification number) before the tax agency, thus documenting the name and enabling us to register with social security and hire employees. Additionally, this includes drafting the articles of incorporation, opening a bank account, and providing capital. Furthermore, concerning data protection, we will register with the AEPD (Spanish Agency for the Protection of Data). However, if we implement a branch in the Netherlands, we will comply with their regulations to be able to hire staff, along with the entire process of billing management, collections, and accounting record-keeping.

## **9.4 Accounting, Tax and Labor Obligations**

Leave Without Leaving is operating in both Spain and the Netherlands, and therefore must comply with both obligations. In relation to tax obligations in Spain, the company must pay corporate taxes (IS), taxing the profits obtained. Additionally, VAT applies to commercial transactions, as well as the sale and purchase of goods and services, among others. We must also comply with employee withholdings, adhering to the IRPF (personal income tax) withholding requirement. We can access tax deductions through R&D tax credits, based on the research and technological innovation activities carried out.

Focusing on the obligations we must fulfill in the Netherlands, we must comply with corporate taxes, so that the branch will be taxed depending on the net income generated. We will adhere to Dutch VAT, applying the BTW ("turnover tax") to the goods and services sold by the company. Additionally, we will ensure compliance with our obligations.

Based on the labor obligations we face in both countries; we must comply with the requirements demanded by each country. In Spain, we need to register employees with social security, draft employment contracts, pay social contributions, keep track of working hours, adhere to mandatory protocols, and prepare pay slips. However, in the Netherlands, we must comply with similar requirements, as we need to register with the Dutch tax agency as an employer, comply with labor law, handle hiring, and finally manage workplace risk prevention and adhere to local regulations.

We must maintain a verifiable and organized general accounting plan to achieve strong and secure tax management and justify the attributable benefits.

## **9.5 Internationalization**

Since Leave Without Leaving is an international company focused from the beginning on the Netherlands, we must consider the legal requirements of the country. Therefore, in order to operate not only in Spain but also in the Netherlands, we need to set up a branch of our S.L. located in Spain. This will allow us to hire Dutch staff under labor obligations and manage all administrative responsibilities. However, thanks to the branch, we can invoice and operate legally without having to open a new S.L. in the Netherlands. To

obtain that branch, we need to acquire a tax number, specifically the VAT ID, as well as register with Dutch social security in order to hire our staff. This enables us to operate from Spain, handling all financial, administrative, and legal management from the Spanish headquarters, since the branch is linked to our S.L.

## **10. Corporate Image**

### **10.1 Web Page**

Our website is our key point for the marketing strategy, which goes beyond just a logo. Through the web, we want to reflect a consistent, genuine, and professional emotional identity.

Through this network, we want to convey to our clients a clear and true message: "You can move without giving up what is truly meaningful to you."

The website will serve as the company's main calling card and will help us inform, attract, manage, and maintain our clients.

Our primary goals based on the website are to attract customers through an appealing, informative, and efficient design, as well as to create a useful tool for all our potential clients.

Regarding the appearance of the website, we believe it is important to highlight that it will be available in multiple languages; for now, we see it as essential to have it in Dutch, Spanish, and English. Additionally, it should have a simple, emotional, and professional design with a creative approach.



Figure 17 – Leave Without Leaving’s Web Page Prototype  
(Own Source)



Figure 18 – Leave Without Leaving’s Web Page Prototype  
(Own Source)



## Our Services

Relocating is more than moving boxes—it's moving your life. That's why we offer three thoughtfully designed packages to support every part of your journey: emotional, practical, and logistical.

<p><b>BASIC plan</b></p> <ul style="list-style-type: none"> <li>• Consultation</li> <li>• Transportation Management</li> <li>• Supply plan</li> </ul> <p><small>Ideal for quick relocation, or small-volume moves</small></p> <p><b>2.500€</b> Standard fee</p>	<p><b>PREMIUM plan</b></p> <ul style="list-style-type: none"> <li>• Full plan</li> <li>• Personal Coordinator</li> <li>• International moves</li> <li>• Additional services</li> </ul> <p><small>Perfect for those who value their time, comfort, and peace of mind</small></p> <p><b>5.000€</b> Standard fee</p>	<p><b>Full plan</b></p> <ul style="list-style-type: none"> <li>• Basic plan</li> <li>• Personalized management</li> <li>• Professional packing and unpacking</li> </ul> <p><small>Balance between comfort and efficiency</small></p> <p><b>3.750€</b> Standard fee</p>
---	---	--

Figure 19– Leave Without Leaving’s Web Page Prototype  
(Own Source)

### Get in touch

Avda Juan Carlos 1  
Valencia  
46001

info@leavewithoutleaving.com

Tel: +34 900 123 456

First name

First name

Last name

Last name

Email address

Email address

Telephone number

Telephone number

Additional information

Additional information

SEND

Figure 20 – Leave Without Leaving’s Web Page Prototype  
(Own Source)

## **10.2 Branding**

The branding of the company has been created to reflect warmth, professionalism, attention to our clients, and exclusivity. The logo will be based on an abstract icon that reflects our slogan very well,

"Your new life begins accompanied."

## **10.3 Quality Management**

Quality will be one of the essential principles of our company, not only at an operational level but as an experience lived by the consumer.

Continuous training of the team in customer service, languages, digital tools, empathy, and conflict resolution will be one of the strategies for excellence in order to keep our clients satisfied.

## **10.4 Social Responsibility**

Since the creation of "leave without leaving," it will focus on a business model that is committed to the environment, to people, and generates a favorable impact on society. We will be based on ecological sustainability, using eco-friendly, reusable, or biodegradable packaging, as well as repurposing excess furniture by taking it to an ecological point or second-hand stores. However, we will focus on dedication to the community by forming partnerships with non-governmental organizations, as mentioned earlier, so that locals can donate furniture, clothing, and non-transported items.

## **11. Conclusion**

Leave without leaving is an innovative and emotionally intelligent startup designed to evolve the traditional moving sector into a comprehensive, technological relocation sector that is closer to clients, creating a much more personalized service that is still not well-developed today.

Throughout the project, a genuine need in the relocation market has been identified, evidenced by the increasing market valuation expected in the coming years. We have chosen to enter the Dutch market, targeting those who wish to relocate to Spain in search of a better quality of life.

By evaluating the market, we have established that this group not only needs logistics services but also assistance with all the necessary paperwork involved in relocation. Leave without leaving addresses this need in detail, offering a unique value proposition based on personalization, understanding, and operational excellence.

The market evaluation has been strategically analyzed to confirm that the conditions are right for business growth. Additionally, there remains a segment that is still underexplored by the competition, allowing us to stand out.

From an operational perspective, the structure has been designed to be scalable and efficient.

Financially, the project proves to be sustainable and profitable, with a phased expansion model. Furthermore, international expansion focusing on the Netherlands enables safe, legal, and adaptable growth in the future.

## 12. References

- Blue Ocean Strategy. (2024, April 12). Strategy Canvas | Blue Ocean Strategy Tools and Frameworks. <https://www.blueoceanstrategy.com/tools/strategy-canvas/>
- Descripción general. (n.d.). Google for Developers. <https://developers.google.com/maps/documentation/places/web-service/overview?hl=es-419>
- Ep, Ep, & Ep. (2025, March 20). La compraventa de viviendas logra su mejor enero en 17 años, con 60.650 operaciones, un 11% más. El País. <https://elpais.com/economia/2025-03-20/la-compraventa-de-viviendas-logra-su-mejor-enero-en-17-anos-con-60650-operaciones-un-11-mas.html>
- Extranjeros con certificado de registro o tarjeta de residencia en vigor. (n.d.). Observatorio Permanente de la Inmigración de la Secretaría de Estado de Migraciones. Retrieved May 26, 2025, from [https://www.inclusion.gob.es/documents/3976286/3995073/Nota\\_Extranjeros\\_c\\_on\\_certificado.pdf/a16af11f-a7ac-613d-0b86-8605ac88a69b?t=1741863082410](https://www.inclusion.gob.es/documents/3976286/3995073/Nota_Extranjeros_c_on_certificado.pdf/a16af11f-a7ac-613d-0b86-8605ac88a69b?t=1741863082410)
- Extranjeros con certificado de registro. (2013, September). Retrieved May 30, 2025, from [https://www.inclusion.gob.es/web/opi/estadisticas/productos\\_servicios/infografias/stock\\_autorizaciones](https://www.inclusion.gob.es/web/opi/estadisticas/productos_servicios/infografias/stock_autorizaciones)
- GDPR: Lo que debes saber sobre el reglamento general de protección de datos. (n.d.-b). [https://www.powerdata.es/gdpr-proteccion-datos#:~:text=El%20Reglamento%20General%20de%20Protecci%C3%B3n%20de%20Datos%20\(GDPR\)%20\(Reglamento,la%20Uni%C3%B3n%20Europea%20\(UE\).](https://www.powerdata.es/gdpr-proteccion-datos#:~:text=El%20Reglamento%20General%20de%20Protecci%C3%B3n%20de%20Datos%20(GDPR)%20(Reglamento,la%20Uni%C3%B3n%20Europea%20(UE).)
- López, D., López, D., & López, D. (2025, February 20). El mercado inmobiliario se acerca al ritmo de la burbuja con un acelerón de ventas a finales de 2024. El País. <https://elpais.com/economia/2025-02-20/el-mercado-inmobiliario-se-acerca-al-ritmo-de-la-burbuja-con-un-aceleron-de-ventas-a-finales-de-2024.html>
- Oomen Verhuizers. (2025b, January 10). Verhuisbedrijf Oomen verhuizers. <https://oomenverhuizers.nl/>
- Particuliere & kantoorverhuizing | Van den Berg en Zn in Nijmegen. (2023, April 1). <https://www.euromoversvandenbergh.nl/>

Payments. (n.d.). Stripe Documentation. <https://docs.stripe.com/payments>

Spanje redactie. (2024, December 23). Why 2025 could be the year of mass emigration to Spain. Cazahar Spaans Nieuws En Emigratie. [https://www.cazahar.com/en/waarom-2025-het-jaar-van-massale-emigratie-naar-spanje-kan-worden/?utm\\_source=chatgpt.com](https://www.cazahar.com/en/waarom-2025-het-jaar-van-massale-emigratie-naar-spanje-kan-worden/?utm_source=chatgpt.com)

Top 10 marketing analytics platforms for marketers | DashThis. (n.d.). DashThis. <https://dashthis.com/blog/8-marketing-analytics-platforms-to-simplify-your-data-analysis-processes/>

Tamaño del mercado de servicios de mudanza, acción | Investigación global [2033]. (n.d.). <https://www.businessresearchinsights.com/es/market-reports/moving-services-market-119082>

Valencia se consolida como epicentro del coworking y las oficinas flexibles con un crecimiento anual del 12%. (2025, March 20). Vimetra. Retrieved May 29, 2025, from <https://paginasnaranja.emprenemjunts.es/?op=8&n=33007>

What is a customer journey map and why are they important? (n.d.). <https://www.linkedin.com/business/marketing/blog/content-marketing/customer-journey-map-definition-benefits-examples#:~:text=The%20customer%20journey%20map%20is,how%20you%20think%20they%20do.>

What is OpenSSL? (n.d.). F5, Inc. <https://www.f5.com/glossary/openssl#:~:text=OpenSSL%20is%20a%20cryptographic%20library,applications%20with%20encryption%20and%20decryption.>

## 13. Figures

### 13.1 Figures Index

- Figure 1:** Main tree packages
- Figure 2:** Data Base sourcing for supplies companies
- Figure 3:** Data Base sourcing for additional services
- Figure 4:** Buyer Persona **Laura De Jong**
- Figure 5:** Buyer Persona **Jaime Ferrer**
- Figure 6:** Registration certificate based on Dutch people
- Figure 7:** Quarterly evolution of the number of people according to type of documentation
- Figure 8:** Registration certificate based on sexes
- Figure 9:** People according to province of residence at the time of issuing the documentation, by type of documentation
- Figure 10:** Registration certificate based on documents
- Figure 11:** Global Moving Service Market Size.
- Figure 12:** Blue Ocean Strategy representation of the competitors and Leave Without Leaving
- Figure 13:** Average prices of the packages
- Figure 14:** Leave Without Leaving's Logo
- Figure 15:** Customer journey map
- Figure 16:** Leave without Leaving's Organizational Structure
- Figure 17:** Leave Without Leaving's Web Page Prototype
- Figure 18:** Leave Without Leaving's Web Page Prototype
- Figure 19:** Leave Without Leaving's Web Page Prototype
- Figure 20:** Leave Without Leaving's Web Page Prototype

## 14. Table

### 14.1 Table Index

- Table 1: Comparative table of competitors
- Table 2: Standard calculation of the cost per m<sup>3</sup>
- Table 3: Short-, medium- and long-term projections
- Table 4: First year of Sales Forecast
- Table 5: Number of Hires
- Table 6: Projection of the Balance Sheet
- Table 7: Forecast income statement
- Table 8: Breakeven
- Table 9: ROE & ROA
- Table 10: Income statement projection table
- Table 11: Net profit comparison

## 15. Annexes

### Annex 1 – Breakeven Point

PUNTO DE EQUILIBRIO					
	2025	2026	2027	2028	2029
Costes de estructura	209.150 €	219.128 €	254.943 €	310.411 €	375.535 €
Margen de contribución	252.667 €	340.600 €	442.780 €	575.614 €	808.162 €
Margen de contribución en %	37,43%	38,81%	38,81%	38,81%	38,81%
<b>PUNTO DE EQUILIBRIO</b>	<b>558.745 €</b>	<b>564.546 €</b>	<b>656.818 €</b>	<b>799.723 €</b>	<b>967.505 €</b>
Ventas período	675.000 €	877.500 €	1.140.750 €	1.482.975 €	2.082.097 €
Costes totales	622.150 €	756.028 €	952.913 €	1.217.772 €	1.649.470 €
<b>Distancia al Punto de equilibrio</b>	<b>116.255 €</b>	<b>312.954 €</b>	<b>483.932 €</b>	<b>683.252 €</b>	<b>1.114.592 €</b>

## Annex 2 – Summary of sales

RESUMEN VENTAS SIN IVA	2025	2026	2027	2028	2029
BASIC PLAN	250.000	325.000	422.500	549.250	771.147
FULL PLAN	225.000	292.500	380.250	494.325	694.032
PREMIUM PLAN	200.000	260.000	338.000	439.400	616.918
SERVICIO					
SERVICIO					
<b>TOTAL VENTAS S/IVA</b>	<b>675.000</b>	<b>877.500</b>	<b>1.140.750</b>	<b>1.482.975</b>	<b>2.082.097</b>

RESUMEN VENTAS CON IVA	2025	2026	2027	2028	2029
BASIC PLAN	302.500	393.250	511.225	664.593	933.088
FULL PLAN	272.250	353.925	460.103	598.133	839.779
PREMIUM PLAN	242.000	314.600	408.980	531.674	746.470
SERVICIO					
SERVICIO					
<b>TOTAL VENTAS C/IVA</b>	<b>816.750</b>	<b>1.061.775</b>	<b>1.380.308</b>	<b>1.794.400</b>	<b>2.519.337</b>

## Annex 3 – Fixed or Overhead expenses

GASTOS FIJOS O DE ESTRUCTURA	2025	2026	2027	2028	2029
	Importe	Variación	Importe	Variación	Importe
<b>SERVICIOS EXTERIORES</b>	<b>97.000</b>		<b>93.600</b>		<b>101.238</b>
Arrendamientos	6.000	4,00%	6.240	4,00%	6.490
Conservación y mantenimiento					
Servicios profesionales independientes	6.000	4,00%	6.240	4,00%	6.490
Seguros	6.000	4,00%	6.240	4,00%	6.490
Publicidad y promoción	50.000	4,00%	52.000	4,00%	54.080
Dietas y gastos de viaje	20.000	4,00%	20.800	4,00%	21.632
Suministros					
Teléfono	2.000	4,00%	2.080	4,00%	2.163
Comisiones bancarias	1.000				
Gastos de constitución	6.000				
<b>SUELDOS, SALARIOS Y S.S.</b>	<b>96.150</b>		<b>108.785</b>		<b>192.816</b>
<b>AMORTIZACIONES</b>	<b>10.000</b>		<b>11.250</b>		<b>12.500</b>
Amortización inm. intangible	7.500		8.750		10.000
Amortización inm. material	2.500		2.500		2.500
<b>GASTOS FINANCIEROS</b>	<b>6.000</b>		<b>5.493</b>		<b>4.093</b>
Nueva financiación	6.000		5.493		4.093
Otros gastos/ingresos financieros					
<b>TOTALES</b>	<b>209.150</b>		<b>219.128</b>		<b>310.411</b>
<b>GASTOS TOTALES</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>
<b>GASTOS VARIABLES:</b>	<b>413.000</b>	<b>536.900</b>	<b>697.970</b>	<b>907.361</b>	<b>1.273.935</b>
BASIC PLAN	154.000	200.200	260.260	338.338	475.027
FULL PLAN	137.400	178.620	232.206	301.868	423.822
PREMIUM PLAN	121.600	158.080	205.504	267.155	375.086
SERVICIO					
SERVICIO					
<b>GASTOS ESTRUCTURA:</b>	<b>209.150</b>	<b>219.128</b>	<b>254.943</b>	<b>310.411</b>	<b>375.535</b>
<b>TOTALES</b>	<b>622.150</b>	<b>756.028</b>	<b>952.913</b>	<b>1.217.772</b>	<b>1.649.470</b>



## Annex 4 – Capital Budget

PRESUPUESTO DE CAPITAL						
PARTIDAS	INICIAL	2025	2026	2027	2028	2029
* Inversiones en activos no corrientes	45.000	5.000	5.000	5.000	5.000	5.000
* Variaciones positivas del Fondo de Rotación	10.000					
* Pérdidas del ejercicio u otras disminuciones del Patrimonio Neto						
* Amortizaciones financieras			22.813	24.213	25.699	27.276
<b>TOTAL NECESIDADES FINANCIERAS</b>	<b>55.000</b>	<b>5.000</b>	<b>27.813</b>	<b>29.213</b>	<b>30.699</b>	<b>32.276</b>
* Desinversiones en activos no corrientes						
* Variaciones negativas del Fondo de Rotación		5.757	15.792	9.158	11.873	64.828
* Autofinanciación						
- Dotaciones a la amortización		10.000	11.250	12.500	13.750	5.000
- Resultado del ejercicio		32.638	91.104	140.878	198.902	324.470
* Financiación externa						
- Capital	50.000					
- Prima de emisión						
- Reservas iniciales						
- Otros fondos propios						
- Subvenciones de capital recibidas						
- Préstamos a largo plazo	100.000					
- Otras deudas a largo plazo						
- Otras deudas a corto plazo						
<b>TOTAL RECURSOS FINANCIEROS</b>	<b>150.000</b>	<b>48.395</b>	<b>118.146</b>	<b>162.535</b>	<b>224.525</b>	<b>394.298</b>
<b>SUPERÁVIT/DÉFICIT</b>	<b>95.000</b>	<b>43.395</b>	<b>90.333</b>	<b>133.323</b>	<b>193.826</b>	<b>362.022</b>
<b>SUPERÁVIT/DÉFICIT ACUMULADO</b>	<b>95.000</b>	<b>138.395</b>	<b>228.728</b>	<b>362.050</b>	<b>555.877</b>	<b>917.899</b>
<b>TESORERÍA EN BALANCES PREVISIONALES</b>	<b>95.000</b>	<b>138.395</b>	<b>228.728</b>	<b>362.050</b>	<b>555.877</b>	<b>917.899</b>

## Annex 5 – Cash Flow Statement

ESTADO DE FLUJOS DE EFECTIVO	2025	2026	2027	2028	2029
<b>RESULTADO DEL EJERCICIO ANTES DE IMPUESTOS</b>	<b>43.517</b>	<b>121.472</b>	<b>187.837</b>	<b>265.203</b>	<b>432.627</b>
<b>Ajustes del resultado</b>	<b>16.000</b>	<b>16.743</b>	<b>16.593</b>	<b>16.357</b>	<b>6.030</b>
+ Amortizaciones del periodo	10.000	11.250	12.500	13.750	5.000
- Trabajos realizados para el propio inmovilizado					
- Imputación de subvenciones					
+ Gastos financieros	6.000	5.493	4.093	2.607	1.030
<b>Cambios en el capital circulante</b>	<b>22.162</b>	<b>4.661</b>	<b>6.330</b>	<b>8.720</b>	<b>14.560</b>
- (+) Variación de Existencias	9.333	(200)	(260)	(338)	(592)
- (+) Variación de Deudores y otras cuentas a cobrar					
- (+) Variación Clientes					
- (+) Variación Otras cuentas a cobrar					
+ (-) Variación de Acreedores y otras cuentas a pagar	12.829	4.861	6.590	9.058	15.152
+ (-) Variación Proveedores					
+ (-) Variación Administraciones Públicas corrientes	12.829	4.861	6.590	9.058	15.152
+ (-) Variación Otras cuentas a pagar					
<b>Otros flujos de efectivo de las actividades de explotación</b>	<b>(6.000)</b>	<b>(16.372)</b>	<b>(34.461)</b>	<b>(49.567)</b>	<b>(67.331)</b>
- Pagos de intereses	(6.000)	(5.493)	(4.093)	(2.607)	(1.030)
- (+) Pagos/cobros por el Impuesto sobre beneficios		(10.879)	(30.368)	(46.959)	(66.301)
<b>= FLUJOS DE EFECTIVO DE LAS ACTIVIDADES DE EXPLOTACIÓN</b>	<b>75.679</b>	<b>126.504</b>	<b>176.300</b>	<b>240.714</b>	<b>385.886</b>
+ Cobros por desinversiones					
- Inversiones a corto plazo	(27.284)	(8.358)	(13.765)	(16.189)	8.413
- Pagos por inversiones	(5.000)	(5.000)	(5.000)	(5.000)	(5.000)
<b>= FLUJOS DE EFECTIVO DE LAS ACTIVIDADES DE INVERSIÓN</b>	<b>(32.284)</b>	<b>(13.358)</b>	<b>(18.765)</b>	<b>(21.189)</b>	<b>3.413</b>
+ Aportaciones de los accionistas					
+ (-) Otras variaciones del Patrimonio Neto					
+ Subvenciones de capital					
+ Captación de capitales ajenos					
- Amortización de préstamos y otras deudas financieras		(22.813)	(24.213)	(25.699)	(27.276)
- Pagos de dividendos					
<b>= FLUJOS DE EFECTIVO DE LAS ACTIVIDADES DE FINANCIACIÓN</b>	<b></b>	<b>(22.813)</b>	<b>(24.213)</b>	<b>(25.699)</b>	<b>(27.276)</b>
<b>= AUMENTO/DISMINUCIÓN NETA DEL EFECTIVO</b>	<b>43.395</b>	<b>90.334</b>	<b>133.322</b>	<b>193.826</b>	<b>362.023</b>
+ (-) Saldo inicial de Tesorería y otras disponibilidades líquidas	95.000	138.395	228.728	362.050	555.876
<b>= SALDO FINAL DE TESORERÍA</b>	<b>138.395</b>	<b>228.728</b>	<b>362.050</b>	<b>555.876</b>	<b>917.899</b>

## Annex 6 – Calculation of net cash flows

CÁLCULO DE LOS FLUJOS NETOS DE CAJA (FNC)	INICIAL	2025	2026	2027	2028	2029
RESULTADO DEL EJERCICIO DESPUÉS DE IMPUESTOS		32.638	91.104	140.878	198.902	324.470
<b>Ajustes del resultado</b>		<b>16.000</b>	<b>16.743</b>	<b>16.593</b>	<b>16.357</b>	<b>6.030</b>
+ Amortizaciones del período		10.000	11.250	12.500	13.750	5.000
- Trabajos realizados para el propio inmovilizado						
- Imputación de subvenciones						
+ Gastos financieros		6.000	5.493	4.093	2.607	1.030
<b>= FLUJOS DE CAJA OPERATIVOS (CFO)</b>		<b>48.638</b>	<b>107.847</b>	<b>157.471</b>	<b>215.260</b>	<b>330.500</b>
- (+) Variación de Existencias		9.333	(200)	(260)	(338)	(592)
- (+) Variación de Deudores y otras cuentas a cobrar						
- (+) Variación Clientes						
- (+) Variación Otras cuentas a cobrar						
+ (-) Variación de Acreedores y otras cuentas a pagar		12.829	4.861	6.590	9.058	15.152
+ (-) Variación Proveedores						
+ (-) Variación Administraciones Públicas corrientes		12.829	4.861	6.590	9.058	15.152
+ (-) Variación Otras cuentas a pagar						
<b>= INVERSIONES EN EL CAPITAL CIRCULANTE</b>	<b>(10.000)</b>	<b>22.162</b>	<b>4.661</b>	<b>6.330</b>	<b>8.720</b>	<b>14.560</b>
+ Desinversiones						
- Nuevas inversiones	(45.000)	(6.050)	(6.050)	(6.050)	(6.050)	(6.050)
<b>= INVERSIONES EN FIJO (CAPEX)</b>	<b>(45.000)</b>	<b>(6.050)</b>	<b>(6.050)</b>	<b>(6.050)</b>	<b>(6.050)</b>	<b>(6.050)</b>
<b>= FLUJOS NETOS DE CAJA (FNC)</b>	<b>(55.000)</b>	<b>64.750</b>	<b>106.459</b>	<b>157.752</b>	<b>217.930</b>	<b>339.010</b>