BUSINESS PLAN PROJECT

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TASK 1

We decided to use 3D printers to manufacture edible objects, such as, dishes, cutlery or crisps' bags. Our company's name will be FE3D, as it is the perfect way to explain our business' objective: to feed people using 3D printers. The company is included into 311999 NAICS code (All Other Miscellaneous Food Manufacturing) as it performs a completely different food manufacturing than usual ones.

Regarding mission statement, our products will be "solutions for lazy people, because there is no need to clean your dishes and to throw your trash", if you just eat them.

Finally, the main stakeholders will be customers, for example, McDonalds, Nespresso or other businesses. However, employees, shareholders, suppliers, local communities and Government will be also essential stakeholders.

TASK 2

In our industry (3119 NAICS code) the top 4 companies are *NESTLE ESPAÑA SAU*, *CASA TARRADELLAS SA*, *EBRO FOODS, SA* and *UNILEVER FOODS ESPAÑA SA* and their last year's market shares are 14,61%, 6,50%, 6,41% and 4,12% respectively.

The resulting CR4 (*top 4 concentration ratio*) value is 31,64%. Therefore we are operating in a competitive sector with a low-mid industrial concentration, which will benefit our development and progress as enterprise.
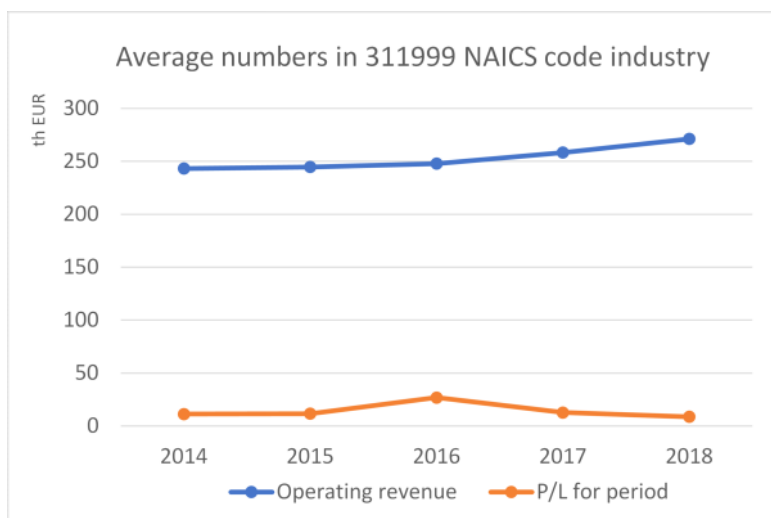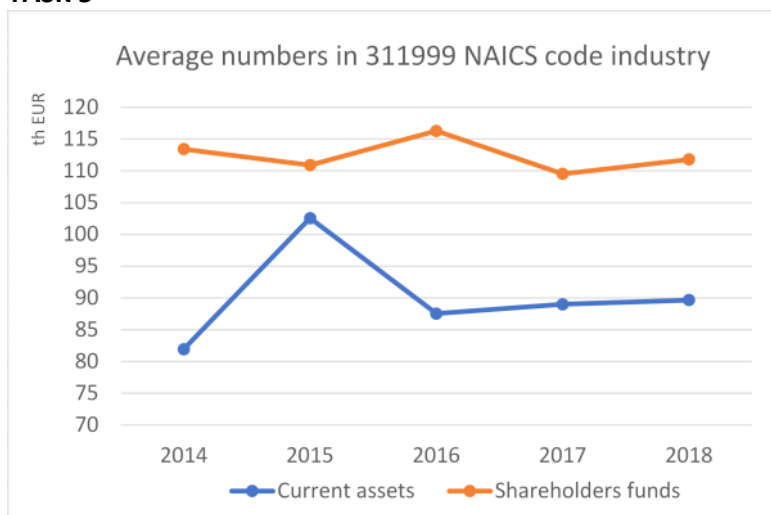
TASK 3

As we are a starting enterprise and our idea is being developed we have decided to set as a corporate business, not only in order to avoid financial risks (the owners enjoy limited liability) but also regarding to the corporation future, we expect a bigger growth than the one that a non-corporate business could hold. One day FE3D Ltd may go public with an IPO, but it is unlikely to happen until we gain some experience in the market, improve our performance as enterprise and make a big capital, the same way as the top 4 companies in our sector (reference in task 2). In consequence for the moment we will continue growing as a private limited company.

TASK 4

OPPORTUNITIES	THREATS
• Our industry's concentration is not so high, so we may be able to grow properly • Food Manufacturing Industry is essential, so there will always be work • COVID security measures that foment customers to make use of our products	• Another confinement due to the COVID pandemic • Impact of the coronavirus economic crisis
STRENGTHS	WEAKNESSES
• Innovative products • Location (in the old town of Pamplona) • Ecologically sustainable idea	• Being a new business • Expensive machines (3D printers)

Regarding the business strategy, it's true that our enterprise differenciates itself due to the fact that it performs a completely new and attractive idea. However, we will use a low-cost strategy, as we think that it is the perfect way of improving and surviving. We expect to recover the investment of 3D printers and edible material by selling cheap products, also because we think that it is the best way of attracting customers who didn't know them.

TASK 5

Average numbers in 311999 NAICS code industry
(Current assets, Shareholders funds)

Average numbers in 311999 NAICS code industry
(Operating revenue, P/L for period)

TASK 6

Ratios from *Nestle España SAU*, 2019:

Current ratio	514,262/634,219 = 0.81	The company has €0.81 of current assets for every euro of current liabilities.
Acid test ratio	(514,262-164,413)/634,219 = 0.55	The company has €0.55 of the most liquid assets for every euro of current liabilities.
Receivables turnover	2,128,939/314,845= 6.76	The business collects its receivables 6.76 times in one year, which means that receives the money owned by customers every 54 days.
Debt to total assets ratio	1,509,150/1,775,613 = 0.85	Each euro of assets is financed by €0.85 of debt.
Times interest earned ratio	125,194/5,526 =22.66	Interest expense is covered at 22.66 times.
ROA	148,688/1,775,613 = 0.08	The company earned €0.08 on each euro invested in assets.
ROE	148,688/266,463 = 0.56	The company earned €0.56 on each euro invested by its shareholders.

TASK 7

Industry Productivity Trends
August 27, 2020

- 3119 - Other food products - Combined inputs - 2007=100
- 3119 - Other food products - Multifactor productivity - 2007=100
- 3119 - Other food products - Output - 2007=100

SOURCE: U.S. Bureau of Labor Statistics, Office of Productivity and Technology
www.bls.gov/lpc/

As the difference between the output and the inputs increases, as long as the output keeps lower, the multifactor productivity decreases as expected by the following formula:

Multifactor productivity = Output / Combined inputs

In order for the productivity to increase, the output must be higher while the ammount of inputs remains equal or the ammount of inputs must be lower for the same output value.

TASK 8