



UNIVERSITAT DE
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Creation and Business Plan of the project UniRealidad

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Summary and key words:

This essay includes the Business Plan for the non-profit association UniRealidad.

UniRealidad is a project, which aims to improve the transparency and information access within the educational sector. The project describes the new audiovisual platform of getting informed about educational opportunities. It is differentiated from the existing approaches by good-quality and user-friendly service.

- Education
- Information
- Audiovisual
- Youth
- User-friendly
- Non-profit
- Flexibility
- Innovation
- Entrepreneurship

Resum i paraules clau:

Aquest assaig inclou el Pla d'empresa per a l'associació sense ànim de lucre UniRealidad.

UniRealidad és un projecte que té com a objectiu millorar l'accés a la transparència i la informació dins del sector educatiu. El projecte descriu la nova plataforma audiovisual per informar-se sobre les oportunitats educatives. Es diferencia dels enfocaments existents per un servei de bona qualitat i fàcil d'utilitzar.

- Eduació
- Informació
- Audiovisual
- Joves
- Dirigit a l'usuari
- Sense ànim de lucre
- Flexibilitat
- Innovació
- Emprenedoria

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1. INTRODUCTION

The project UniRealidad is a movement that arises from the necessity to create a platform that allows to explain the different university degrees in a personal, objective and direct way to the students that are thinking in begin their university studies.

This service arises from the problem that people who wants to get information concerning a specific university degree, can't get it in a user friendly and useful way, as well as they cannot get it within the correct communication channel.

The project UniRealidad wants to create a platform where everybody can find information about the different university degrees as well as videos from people who just finished the respective studies and who explains the real approach of the career.

As we all could know, the best and more optimal way to inform ourselves about a university degree, is to ask and to talk with some people who finished these studies, in order to know their personal opinion, their cases and their experiences. But, as we cannot connect everyone who's searching a university degree with different people who studied the different degrees that he/she is riffing, we think that the optimal way is to create an audiovisual channel that could serves everyone to get the basic information and a first approach about the respective studies that he/she is interested in.

The UniRealidad project don't just want to stay as an information source and within the university framework. The vision of the company is to create a platform where everybody can find information about the different possible studies to make, that in Spain could be for example: university studies, Ciclos Medios, Ciclos Superiores, Formación Profesional and several others.

The project is based in the motivation of the people and the push of the society to improve the educational sector. So, that means that the project won't have a profit spirit. The unique objective and finality of this movement is to improve the educational sector and to help people get informed about the different educational possibilities.

So, the founders of the organization agreed on creating a legal entity from where we can act and manage all our purposes to create this helping platform. This will be a project that explains how to create this legal entity and how will we manage and organize the project in order to achieve our objective that is to aid as much people as possible in the right decisions of which university degree to study.

2. DESCRIPTION OF THE ORGANIZATION

2.1. Mission, vision and organization culture

2.1.1. Mission

The final objective of UniRealidad is to create a platform where everybody who is interested on getting information about the different options and possibilities to study can get in, and easily and efficiently find all the information he/she is looking for.

The channel wants to provide a right, objective and optimal information in order to help as much as possible the consumer who's in process of deciding what to study, or whether to study or not.

One of the pillars of the project is to create an audiovisual channel by which people who just finished their studies can explain in a simple and appropriate way, what's the real approach of these specific studies. We think this will be one of the most important supports that our platform can bring to the consumers.

But, after this core part, the platform not only wants to stay in explaining the different studies. It wants to create a channel where the interested people can find information about the different issues related to the studies. Explanations about, for example, what's the real university life? how to apply for study subsidies? what's an ERASMUS and how to apply for it? or how to study another time after you finished some first studies?

So, the objective of the organization is to create a communication and divulgation platform in order to bring together and encompass all the different topics related to the Superior educational sector, in order to communicate it and make it public in a free way for everybody who would be interested in.

UniRealidad would like to create a channel as useful and famous as possible in order to attract some altruist people who would like to invest in this nonprofit organization. One of the final objectives of the company is to be as necessary that finally it can be absorbed by the educational sector of the state, or at least to be subsidized by it.

The mission also goes through creating some profitable services by which the company can get some profits without perturbing the objective and social approach of the entity. If the institution is able to create some profits as well as optimizing the resources it has, it could be able to reinvest this profits in order to provide better services to the public.

2.1.2. Vision

The Unirealidad founder's idea is that getting information about the different possibilities and options that the educational sector provides must be a free and optimal service. The core principle of the funders is that the education is the base for a better world, so that, to improve the educational sector by providing a solution that can help people easily and efficiently find

the right information as well as providing the right resources to facilitate the election of their new studies, is a service that must exist in the society.

The education is the most important pillar to build a new and better world, so it is necessary to help people find their right way and their right site. That doesn't mean to tell them where to go or what to do, but means to give them the maximum possible facilities in order that they could be able to choose the best election.

The finality of the project is to empower the educational sector, in a way that it can improve our society.

2.1.3. Organizational Culture

The direction of the organization wants to create a culture and a movement around the objectives and the actions of UniRealidad. This means that the organization wants to create a confidence and some vinculating relation between the workers, the volunteers and the organization. The unique and final objective of this enterprise is to aid the people who's searching for true, objective and easy-to-get information to begin or follow their advanced studies. This means that the three subjects that interact in the business want to get the same result, to improve the educational sector.

Due to this, the direction finds a must to create a correct and constructive relation between these three kinds of subjects.

Normally, when someone choose to help a nonprofit organization, this person get involved in a way that he brings more effort from his person that he/she would do for a profit based organization. So, that's one of the core pillars of the project, we need to show and to motivate everybody to aid as much as possible in order to get a common objective that will profit the society, therefore himself/herself in an indirect way, as well as himself/herself directly for the auto-realization work that someone gets when he/she works in an altruist project.

It is really important to remark every day and in every action, that this is a nonprofit organization.

At first because this means that this project is not managed by a company or entity which objective is to get a benefit from this service in detriment of the objectiveness and the optimal information that could better aids the society.

Also, because people who works as a volunteer for a nonprofit organization get more involved for the project and their results, so that, people who know that a project has no benefit spirit will be more predisposed to help the enterprise. Something similar can happen with the non-volunteer workers, that can be more motivated if they remember that they are working for an organization that has no other objective than improving the educational sector and, with it, the whole society.

Finally, of course, the fact of being a Non-Governmental Organization (NGO) is also important in the bargaining process of asking for help, that in this case could be, for example, to ask for

a special side to record a video, to ask for a subsidy from the State or to talk with some university professors or other related personalities.

2.2. Objective of the organization

2.2.1. Problem identified

Put yourself in the skin one of a teenager who's seventeen and that is studying the last course of Bachillerato, so, he/she "must" decide what to do with his/her future. There are a lot of possibilities to choose. You can go to the university, you can choose a "Ciclo Medio" or a "Ciclo Superior", you can do a "Formación Profesional" or even you can do a non-recognized university degree, you can find several options from the different entities and forms.

So, there are hundreds of options to choose, remembering that this is, probably, one of the most important decisions of your life. So, what will you do? How will you find the option that best fits your interests? Where will you search for the information to compare the different studies? You need to study several issues about each option: the approach of the studies, the teaching plan, the future options, the skills or knowledge you should have...

So, you find that there are a lot of things to look for each studies you are interested in, or even you're not interested in but you don't know what it means when you see the name in the research (a problem that happens more normally than we think).

Until here, we know there are a lot of studies and possibilities and a lot of different issues to look for in order to choose the best option. But, where do you find the information to get acknowledged about all these different issues? Where will you begin searching? Internet? Calling a university? Searching the advice of someone that you know that he/she studied something? Searching in specialized books or documents? Let's review the different options (we will assume that you're looking for a university degree):

- **Internet:** probably the most used channel to search for information.
 - Universities web pages: You will find hundreds of pages which try to explain what the different studies are, but, you will find that they also recommend you a specific university. Then, you look at the owner of the page and you see that is a University which is explaining you the different studies. Then, this probably isn't an objective channel to get information from. The universities try to attract you to make you choose their own degrees. And, though we all know that the universities are the most upper and reputed organizations in our educational system, they try to attract you as a seller that tries to attract you to his/her shop instead of going to the shop of the competition. Due to this, you will find that a lot of times the university, don't lie, but they try to sell you a service; not for your interest, but for theirs.
That's one of the biggest problems, they explain you the degree by trying to sell it to you, not with the stimulus to show you the truth and the reality of the studies.

- **Channel:** Normally all the information is written. We all know that during the history the speakers must change their speeches, the channels, the emphasis, the movements or several other issues that concern the expression of the information. Right now, we're talking about "a generation that grew up with a computer in his hands". This means that they normalized the computer tools and the internet access into their lives, so we need to adapt to this framework. Nowadays, they are not used to read several pages of documents and books to find the information they're looking for. They just want to search something and to find it at the moment and with the exact information they're looking for. They are used to find audiovisual tools that explain them the things, instead of hard and long documents. We can find an example of this trend in the called '*youtubers*'. They are becoming the most influential personalities between the youth of all over the world. So the channel to explain the information that concern to the youth of all over the world should follow this tendency. It is also necessary to bring all the information in a written way, but it is a really good support to get some audiovisual resources to help this written information.
- **Universities:** Another of the channels that the majority of the students choose to use to get information about the different studies is the possibility to get advice from a university. But, then, you will handle another time the problem of the objectiveness. The universities want to have the maximum number of students trying to access their studies (for logical reasons), but this goes in detriment for the student who's searching the studies that most fits to his/her willingness. As well as you go to the different open-doors of the universities, where they explain you the different studies, you will find that they are not trying to explain you the real truth or to advise you in the best way, they just want you to choose their university.
- **Congresses:** As we will see in the market analysis, this is, probably, the most reliable source to get information about the different university degrees. Most of the students from all over Catalonia meet in Barcelona during 3 days to get information about all the different educational possibilities they can reach. The information is given by the different educational entities which are able to put an information point stand to explain their services to the public.
- **Books:** The books, nowadays, are not the most efficient and optimal tools to get information within. The studies change, so, the information that must be shown to the interested people must also change. The traditional books instead, are a good system to get informed for different issues and topics that must or should not change too much. But in a topic like the studies, the teaching plans, the objectives of a university degree and others, a book is not an optimal way to get informed.
In addition, the consumption of books is falling among the youth people in benefit for the audiovisual tools.
- **Personal network:** This is probably the most reliable and influential information over the people whose searching information about the different studies. To have a person that can get you informed with an informal information, where you can ask him/her as much as you

want, and that he/she will tell you the truth and the reality about the studies with no economical nor reputation incentives, is a really useful tool. You can get really well-informed by this channel of getting informed, but the problem is that you cannot get personal advice from the tens of studies you're interested in getting informed.

2.2.2. Solution to the problem raised

By a deep research and debates with different professors and students that find themselves in this problematic situation, we reach the conclusion that there is a need of a platform which could be able to explain all the different educational possibilities within a non-biased way. There is a need to change the channel by which we are communicating this huge amount of information to a student that has never decided anything with this importance in his/her life.

At first, the core objective is that it is necessary to create a platform which can provide information from the knowledge of people and entities that are not influential by economic incentives to the students of Bachillerato and other actors interested. It is necessary to create a site where students that want to get information, can find at least get a basic information about the different educational possibilities that they have in their scope. Somewhere to find information that comes from people who don't want to earn money or to improve their popular status by attracting you to their services, but people who just want to transmit information.

The framework: The way we found to create this altruistic service is to design a network where people who would like to contribute to the educational sector and to the whole society, could attach relevant information with respect to the different educational opportunities. That's the main objective, that someone who would like to help, or to add something to the educational sector, could do it. In conclusion, that implies to create a message where the objective is not to earn a personal direct benefit from it, but to contribute to the society and to the educational sector (of course that could mean an indirect benefit as self-realization or others).

The channel: As we saw in the last chapter, new tendencies could imply new tools to play "the game". Nowadays we live in a changing social framework where the channels of communication are changing a lot. The social networks are becoming the most important channels to communicate any kind of information, the internet network changed our world in a remarkable way. The new generations of young people that will enter in the university during the next years, are people who integrated this new network in their lives since they were born. As a consequence, for them, internet is a new reality that goes in parallel to the real one, as they didn't know a world without this connecting platform. For this young generation, any kind of information that they cannot find in internet, means that "it doesn't exist". So, we need to adapt this new information to their favorite channel.

Moreover, also according to the channel, we need to take a look to the actual tendencies between the youth. If we look at the most influential personalities in society, Youtube has become one of the most important communication channels; with more than one thousand million annually users that look everyday more than one thousand million hours of videos. This implies a third part of the total internet users in the world. The *youtubers* are becoming relevant

personalities all over the world as we can see they are being included in most of the lists of “most influential personalities” that several magazines generate each year. According to this trends, that are obviously more relevant into the young generations as their lives are more rounded by the internet tool and its framework, we can conclude that the audiovisual support is probably the most effective and optimal way according to this kind of project and its target to communicate whatever we want. The audiovisual support allows to the transmitter to use the audio, that is, generally, the most effective and faster way to explain everything. Apart from this, the audiovisual tool not only allows you to support graphically the information the transmitter is sending within the voice, but it also adds a personal approach in the video. We need to take into account that the general target of the service are young people between 16 and 19 years old. People that, generally, have a medium-low degree of attention, and that they can easily miss the focus if they get bored. For this reason to add an audiovisual support can engage them more to the information that the transmitter is trying to explain.

The message: As we saw studying the different trends of the students that are searching information about the university degrees that they have in their scope, the interview with a person who studied this career is probably the most reliable support. This means that, for the students, the most reliable way to get information about a university degree is to directly speak with someone related to these studies. So, we should search a way to put in contact some people that studied this exact career to explain everything to everyone that is deciding whether to study or not this course.

If we attach all this information and topics to just one service, we could get the idea of UniRealidad. That means to create an audiovisual platform where people could find information about all the different studies they have in their scope. Not only this, but to create a site where everybody could get information from the different studies they can choose explained by people that have no other incentive than to improve the educational sector. The channel will also standardize the different videos in order to get an easy-understanding way of the structure of the video. With this, people can watch the different videos from the different studies they're interested in, by knowing that the structure of the video and the information that they would get in each one would be the same but adapted to each study. So, the questions, the kind of videos, the objectives, the kind of transmitters... would be as similar as possible to create an organized and useful information tool.

The premise of the audiovisual support part of the project UniRealidad falls over the question (if you're a person interested in getting information about a specific university degree): “What would you ask to someone who studied this university degree and whose explaining you all his/her experiences”. From this premise we develop the mode and the approach of the interviews related to the studies.

2.3. Description of the services

The project UniRealidad consists in two parts that are related among them.

The first part is the website. This site will show the overall complete data about all the

information that the student could need. The objective of the website is to provide an extensive and specific information about each university degree. With this the objective is to explain each kind of studies related to each specific university. So, the student will be able to find all the different studies belonging to all the universities in the national territory. It will allow the student to investigate and compare about the different topics as well as the different entities which provide these services.

The second part is the audiovisual tool, this part will try to broadly explain the different studies, not taking into account the entity which provides these studies, but explaining the general idea of the university degree.

This audiovisual channel is a medium that depends on the Website, because it only explains the superficial and non-specific part from each study. It will serve as an additional resource in the Website as it will also be reachable by Youtube (and other audiovisual platforms), but it is not devised to give the overall necessary information that people need to choose a university degree. The student can get a first user-friendly approach of the career by wasting less than 10 minutes in the videos and, after this, if the person is interested in this studies he/she can get more information in the written part of the website.

2.3.1. Website

In this chapter you will find the information and the ideas that the website of UniRealidad will follow in order to provide the most efficient service to the person interested in beginning new studies.

Ideas that the website will include:

- A list with all the different studies that people can choose:
 - Organized by branch
 - Organized by university

The interested people need to have a list with all the different studies they can reach. There is also the necessity to add the functionalities of some filters in order to give them the best tool to find the specific studies they're look for.

- Ways and answers according to the different origins:

It is necessary to create an easy and predictable website, this means that it is necessary to create a kind of itinerary where all the different kinds of person (whichever are their origins) can find all the guidelines and necessary help to get access to Superior Education. That means there are pages for students who are coursing the second course of Bachillerato, for people who's studying a Cicle formatiu, people over 25 and more.

- Cut grades to enter the universities and university places

The information about all the grades related to each university degree in each specific university.

- PAU (Proves d'Accés a la Universitat) - Proof of access to university
 - Information about the exams of last years and criteria of the knowledge of which the student will be examined.
 - Enrollment fee and taxes to be examined
 - Structure and qualification (how the punctuation is applied to each student and to each studies)
 - Instructions for the students that want to be examined this course
 - Results and reclamation

That means all the information that the student, who's thinking about being examined in the PAU for this course, needs to know.

- What each person, who's thinking in beginning new studies, needs to know about the pre-enrollment to the university.
- University prices and subsidies: Prices from all the universities according to each specific studies, information about the different subsidies and FAQs. It could also be interesting to add some supplementary tools which could attract as well as serve the students. The addition of a Calculator which broadly forecast the University fee, or the inclusion of a Subsidies predictor which could be able to estimate the amount of subsidies that a student could get according to his/her specific situation.
- Information about all the available university degrees that public can reach. That means the basic information about the university degree, the basic information of the university and the specific faculty, the formal description of the studies, the objectives of the studies, competences, the teaching plan, future labor sectors for the graduated students and the professional opportunities,
- A page specialized in specific cases: A page that treats the specific cases like possibilities and helps for disabled people, what a person should do if he/she already has a university degree and he/she wants to study another one, instructions for elite sportsmen...

This website needs to provide a total support to the interested people. Providing the actual services that nowadays we can find in the market and improving them in order to facilitate the usage from the user and attracting more people on getting interested by this kind of services. This service needs to cover the overall necessities of the interested people, while the videos will imply an added value to the platform.

2.3.2. Videos

As we explained, the videos are an essential part of the project. The objective of this audiovisual channel is to bring, to the interested person, an easy and efficient way to know and get information about the superficial aspects of a university degree by showing him/her an interview with a person who just finished his/her university degree.

We've been studying the interview, its questions and the responses we get from the tested subjects in order to include the most useful commentaries and information in these interviews. We've done some trials and tests with different questions asked to the interviewed, as well as different scenarios, audiovisual plans and approaches, with the objectives to compare them and to show them to the tested subjects. With this, we got some conclusions that showed us a more thin way that we should follow (you can find the form you used to inquiry the target users in the Annex 1).

The final objective of the project is to create a channel that optimizes and which makes more efficient the way by which people get information from the different educational opportunities they can reach. To do so, we made some tests to some samples that represents the most general target we want to reach. We made some different videos, proving with different perspectives, approaches and methods in order to show them to the sample and to get their opinion about them. With this, we route the audiovisual part in a wide way. But, of course, most of the audiovisual part and the specific decisions in this department are developed by Mònica Moreno, one of the founders, who's an Audiovisual Communication graduated and a professional with different audiovisual project in her shoulders.

The videos are done in some specific places according to the different frameworks. We try to have some specific scenarios according to the matter of the video. For this reason we're trying to get collaborations with the different universities of Catalonia to be able to use their facilities to record the videos. For example, we find it could be more explicit and graphic if we do the video of the Biology university degree in a laboratory, or if we can do the video for a Mechanic Engineering in a Workshop.

The structure of the videos counts with a set of, generally, 7 to 9 questions by which the interviewed tries to explain his/her university degree as well as his/her specific point of view. The duration of the video turns between 7 to 9 minutes. This structure was done thinking in the specific framework and the target we're focusing in. The objective is to show the information to, generally, teenage students, people that normally could get bored in a few minutes and that just want to get the information in an easy and direct way. For this reason we tried to create an easy and direct structure, to focus in the relevant parts and to don't give extra or irrelevant information.

There are different kinds of questions that tries to cover the overall general information that the interested people want to get. We add, obviously, some academic questions that tries to explain the academic issues, the objectives and the formal information that people needs to get; but we also add some questions that are not directed to explain the strict subject matter of the degree but to explain the personal part of it (according to the interviewed). We can find for example questions like "the three concepts that better explain your university degree", "an advice that you would give to someone who's thinking on beginning this university degree", or, "how did you get the decision of beginning this university degree within the different degrees you were thinking about"; here we can see these last questions are not strict questions about the studies, but we found they are questions related to the person. We found that the teenagers want to have a minimum connection with the interviewed in order to see themselves reflected

in the person. We need to show the human part of the interviewed in order to give a more personal relationship with the target. These are some questions directed to engage the interested person to our channel, in order to make them feel identified with the people whose being interviewed. That's the point where we saw that we can get the attention of the teenagers without boring them with the formal and strict information. We concluded that this is the way by which the channel seems a personal conversation that anybody could have with a friend or a colleague and, as we saw, it is the most useful way to transmit the information.

2.4. Future objectives

The future objectives and the strategies that the organization will follow are in accordance with the overall vision of the entity. We will follow a way that allows us to pivot and to position the project in the most efficient and optimal way in order to achieve its maximum objective, to help as much as possible at the overall society and more specifically at the educational sector.

As we explained in the vision of the company, the idea is to create a platform that not only helps people whose searching within the different university studies, but to help everybody who's searching about the different educational opportunities. That means to include the different offers of Formació Professional, not approved university degrees and the Middle and Superior Cycles.

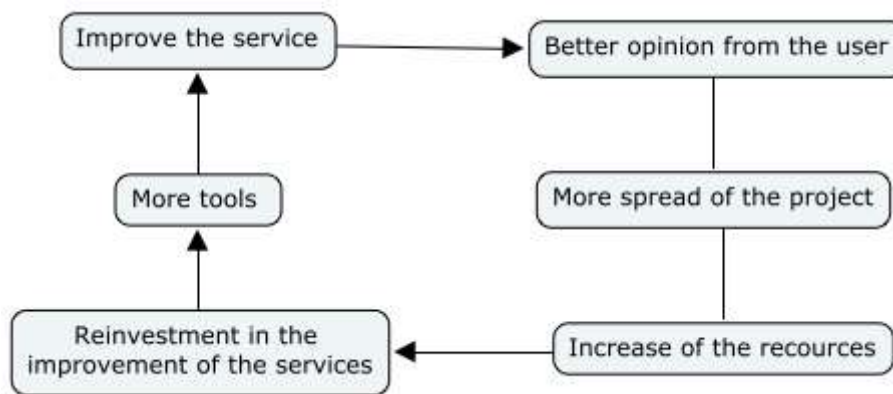
So the first milestone will be to include all the university degrees that exist in Catalonia. After this, it would be a great idea to try to complete the different university degrees that we can find in the overall educational system of Spain.

After we have completed the total list of degrees, we will need to take a decision about the way we need to follow. The different possibilities would be to try to improve and complete the actual channel or to increase it by adding new kind of studies like Cycles or FP. We think this is a decision we will see in its appropriate moment, because until this moment we will need to work a lot and the possibilities and the framework can change as well.

One of the most important objectives and goals that the organization wants to reach is to create a platform that really serves to the overall society. If we could really create it, we could be able to present the project to different public and private subsidization competitions. We could be able to demonstrate that the platform adds a value to the society and to the educational sector, so that, if nobody subsidizes it the platform could disappear and, with it, an important organization that a lot of people supports and that serves to hundred or even thousands of students every year.

If the organization is able to receive some funds from different public or private entities as well as from the common people and altruists that want to invest in the project, of course, it will be able to increase its operations and to finally include more tools (videos, information, and applications) that could help better at the society. This means that the funding of this platform follows an exponential path. As much resources we can invest in the project as better tools we could bring to the users and better opinion and more spread will has the project.

Fig.1 The service's cycle



Il·lustració 1: own elaboration

2.5. SWOT Analysis

Initially introduced by Stanford University's Albert Humphrey, and Harvard Business School Policy Unit professors – George Albert Smith Jr., C Roland Christensen and Kenneth Andrews; the SWOT was developed for usage and application to organizational strategy as opposed to marketing. Over time, the simple tool has been broadly adopted as the go-to tool set for understanding changes impacting the inside or outside of a business, organization or even a non-profit.^{1 2}

Of course, the SWOT analysis of a non-profit organization will take a proportional distance with those who follow a profit way. Basically, the objectives of the non-profit organization are differentiated from the profit ones by this essential issue, the revenue of the owners. In our case, the unique objective that we follow is to increase the way by which we can be useful for the society. But, we also need to keep in mind that a good way to add more value to the service is by receiving more funds or subsidies that allow us to increase our operations.

- **Strengths:**

Our strength as a non-profit project is anchored on the desire and the forces that we can bring to the enterprise. The founders are prepared and organized in order to make this project grow in a sustainable way. The different tests and interviews that we did showed us the necessity of this service by the targeted users (you can see in the market analysis).

We count with the support of an entity of the sector Escola Isabel de Villena, the school were both founders coursed their Bachillerato studies. This allows us to enter in a circle of professors, experts and recent graduates as well as to a sample of target users that serves us as a prove. With this we get some of the first videos, we received some feedback and ideas as well as critiques from some interested personalities related to the sector. The sample of

¹ "Scaling Up: How a Few Companies Make It...and Why the Rest Don't". Harnish, Verne. 21/10/2014

² "Competitive Strategy: Techniques for Analyzing Industries and Competitors". Porter, Michael E. 01/06/1998

students that we used to prove the different tools serves as to direct and pivot the project objectives in order to choose the more useful information service.

- **Weaknesses:**

The core weakness of the project UniRealidad is the fact of being a non-profit organization. The fact of not getting any revenue from the operations can low the incentives of the volunteers as well as difficult the operations of the enterprise.

Another of the most important weaknesses that the project needs to surpass is the difficulty of finding the specific person who is really interested in his/her career and who deepened in the matter more than it's usual as well as he/she is a good communicator that can explain this career.

There is a need for professional material that allows providing a high-qualified service. Specifically talking about the video recording issue.

The lack of a local or a studio where we can record the videos adds a barrier every time we need to record. There is a need to create a collaboration with the universities in order to be able to use their facilities to record these videos.

- **Opportunities:**

One of the channels by which we will be able to spread the project is the Social Networks. The actual framework showed us that the Social -networks are the most influential channels in the overall society. The possibility of spreading the project by this channel facilitates us a lot of marketing work and supplies us more platforms and channels by which we can position the name of the project and its tools.

The competitors follow a conservative approach by which they provide a huge amount of written information to a target which is not used to find this kind of extensive data. It is necessary to fit the framework of the target in order to provide the best service.

UniRealidad could also work as a complementary service of this website thanks to its audiovisual content, unique in its sector. Sot that even people who consume the other websites, could use UniRealidad to find the audiovisual support that they cannot find in the other websites.

We're entering in the educational sector. This is probably one of the most popular sectors in the society (probably at the level of the health sector). This is a good factor that plays in our advantage. People is more susceptible to the most popular sectors, because they are sectors that influence their own lives and because they are sectors that people can see and check with their own senses. This can play a good role when we are talking about the fundraising or when we ask for help to the different speakers or professionals as well as to the different public or private entities when we ask for facilities, subsidies and others.

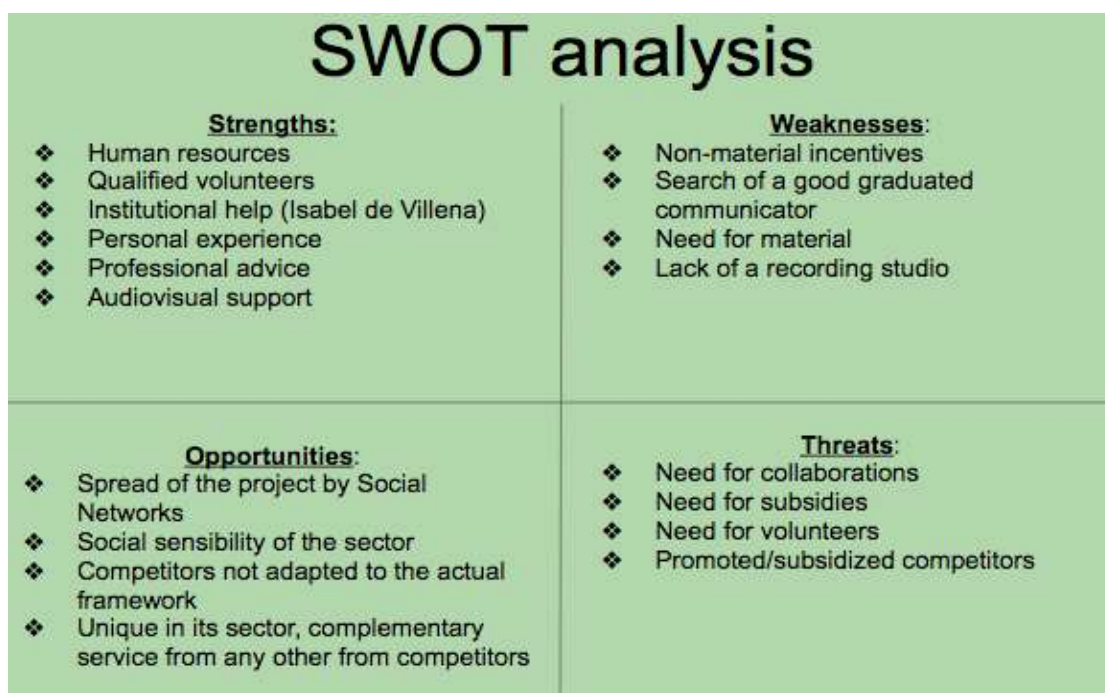
- **Threats:**

One of the threats could be that we're trying to compete in a sector where the State have their own entities and projects. For example, the new web of univesitats.gencat.cat is a tool from the Generalitat de Catalunya, so that, we need to compete with them in order to create a good name of our project and to position it as substitutive service of this website's services.

A threat that we need to afford is the no-standardization of the superior educational studies. In the one hand we know that the diversification is a key part of our world, a factor that brings us to new ideas, collaborations and innovation; but, in the other hand, it also make more difficult the standardization of the information in order explain it to the interested people. In our case we can see that normally the same studies imparted in different entities develop students with different knowledge, so that it is very difficult to explain the general concept of the university without explaining the specific part from each university.

Finally, of course, one of the most important barriers that the project needs to focus on is the difficulty of raising funds. People are so susceptible of giving money to a service or a product that don't give them a direct benefit from it. Also, people who invest money in this project also experience "fatigue" and stop giving. So, it is very important to create a service that, at first, could be able of attracting new investors but also a service which could be able of being as engaging as possible in order to make people continue investing on it and not getting them bored.

Fig.2: The SWOT analysis scheme



Il·lustració 2: Own elaboration

3. MARKET ANALYSIS

3.1. Problems identification

The first approach to the problem was given by the own founders. We remember the time when we were needed to choose between the different university degrees. In a time when we were at school and when we didn't do anything more than the general subjects that everybody do in Bachillerato. We were not prepared to know what do we like and what do we want to be. We were asking ourselves if we really like any specific subject, or even if we would like some things we still didn't prove before. For example, how can a person know if he/she likes to build or to design buildings or how can a person know if he/she will like to study the labor relations or the law in general.

So, we remember ourselves searching for information about careers we didn't hear before, about concepts we didn't understand, comparing them with the few information we had, contrasting them with the personal advice that "a friend of a friend said" and by analyzing some labor opportunities and future options that we didn't know how to interpret.

So, we remember that we were very lost. And we proved it by our own.

For this reason we thought it was a good point to begin studying in order to search a solution and to find an action that could help the society.

We began thinking and talking with a lot of people, remembering the moments when we were deciding our future, and also talking with some students of Bachillerato in order to know their opinion, their framework and how do they try to manage the scenario they need to face during the next year.

Finally, we get the conclusion to create the project UniRealidad as a broad idea. An idea that will take a more defined form as we work on it. In the next subchapters you will find some information about how did we direct the objectives of the organization according to different sources that gave us information about the target, the problems that the organization should solve and the way by which the students want to get this information.

3.1.1. Inquiry results

When we got the first videos that constitute the first idea of the project, we contacted with a school of Esplugues de Llobregat called Isabel de Villena. This school allowed us to show the project to the students of the scientific/technologic Bachillerato in order to get their opinion as well as their ideas to improve the project. At first we did an initial survey without explaining them anything about the project, in order to know their opinion without any previous information, to know if they really suffer the problem we're trying to solve, to know if they have some ideas to solve it, and which concepts would they like to solve about the information they get about the university degrees.

In the Annex 1 subheading 1 of this investigation you can find the survey model that we used in this case. In the subheading 2 from Annex 1 you will find the total results obtained with some graphs and statistics that easily and strongly represent the results (Results from the Inquiries to the students of 2nd Bachillerato Científico-Tecnológico from the Escola Isabel de Villena, PREVIOUS to the videos).

Table N 1 Conclusions of the pre-video Surveys (Own elaboration):

Género	Mujeres	8 (36,4%)
	Hombres	14 (63,6%)
Bachillerato	Científico	14 (63,6%)
	Tecnológico	2 (9,1%)
	Científico-tecnológico	6 (27,3%)
¿Quieres ir a la universidad?	Sí	22 (100%)
	No	0
¿Sabes qué quieres estudiar?	Sí	16 (72,7%)
	No	6 (27,3%)
¿Cómo has recibido información sobre las diferentes posibilidades educativas a tu alcance?	web QPQ	13 (59,1%)
	web específica de una universidad	6 (27,3%)
	libros	1 (4,5%)
	Recomendación	15 (68,2%)
	Puertas abiertas	5 (22,7%)
	Congresos/foros	20 (90,9%)
¿Crees tener toda la información sobre las diferentes posibilidades educativas a tu alcance?	Sí	11 (50%)
	No	11 (50%)
¿Crees haber recibido una información completa y fácil de entender sobre las posibilidades educativas a tu disposición?	Sí	14 (63,6%)
	No	8 (36,4%)
¿Querrías tener más información acerca de los grados universitarios a tu disposición?	Sí	21 (95,5%)
	No	1 (4,5%)

From these results arising from the first survey (previous to the explanation of the project) we can get some conclusions. Apart from the first three general questions, if we look at the 4th question “¿Sabes qué grado universitario quieres estudiar” (Do you know which university degree do you want to study?), we see that most of them say they know it, but after this we see that they minimally know it because they mostly write different possibilities between which they are choosing among (you can see in the entire results of the surveys in annex 1). So, between the 16 students that said they know what do they want to study, we get 31 different answers about university degrees, a sign that they don't exactly know what do they want to do.

From the 5th question about the sources where they got information about the different university degrees they are interested in, we can conclude that the Congresses and forums are the most used, nearly followed by the internet sources and the personal recommendations. To complete this information we need to say that all the students mentioned the “Saló de l'Ensenyament” as the Congress they are talking about when they mark this answer. From the internet sources we asked them to put the which internet sources they used, as this is a critical point knowing that the project UniRealidad will function by internet, and we can see that most of the students that used internet sources signaled the “Què i Perquè” website (now called universitats.gencat.cat) while few of them used the official websites from the own universities.

From the last three questions we can see here, we just want to know their own perception about the information they get and the perception of the existence of further more information. From the results we can say that some, or even a majority, of the students think they have an easy and complete information about the university degrees, but they would like to have more. After this results and according to the own experience that the founders have in this framework, we can conclude that they know according to their perception. We know they cannot say another thing or they cannot have another opinion basically because they don't know any other option

3.2. Solution to the problem

3.2.1. Inquiry results

As we explained in the last subchapter “3.1. Problem identification” in the subheading “3.1.1. Inquiry results”, we did a first test of the Audiovisual support in order to get the opinion of the general target we want to focus, the students from 2nd course of Bachillerato. After we did the first inquiries (PRE-video) and we saw the previous approach of the students that face the problem we're trying to solve, we showed them the proposition we've been developing to solve the problem.

After this first survey we showed them two videos of Industrial Engineering and Chemistry, two university degrees by which both, the Technological and pure Scientific students, could feel identified. After the videos, we began an open debate in order to open their minds, to create some opinions within the class and in order to make them cooperate to compliment themselves and to generate some good ideas. Finally, we passed them a final survey to make them express their final opinions about the project and to include their conclusions.

Of course, the objective of the survey was to get objective information from the students, so, when we say we began an open debate, we're talking about we began a standard debate which objective was to promote the participation, to open the mind and the opinions of the students and to get the maximum possible and fair information from them.

In the annex 1 subheading 3 of this investigation you can find the survey model that we used in this case. You will find the results from this survey with some graphs and statistics that easily

and strongly represent the results in the subheading 4 of annex 1 (referred to “annex 1.4.Results from the Inquiries to the students of 2nd Bachillerato Científico-Tecnológico from the Escola Isabel de Villena, POSTERIOR to the videos).

Table N 2 Conclusions from the POST-video Surveys (Own elaboration)

Puntuación media	8,5	
¿Qué crees que se podría mejorar?	Nada	13 (59,09%)
	Alguna cosa	9 (40,91%)
Puntos a eliminar	Ninguno	19 (86,36%)
	Pregunta 7	2 (9,09%)
	Pregunta 8	1 (4,55%)
¿Verías los videos del proyecto en la vida real?	Sí	19 (86,36%)
	Ns/Nr	3 (13,64%)
	No	0 (0,00%)
¿Añadirías alguna pregunta?	Sí	15 (68,18%)
	No	7 (31,82%)
Recomendarías UniRealidad	Sí	22 (100,00%)
	No	0 (0,00%)
Posibles mejoras en el formato del vídeo	Imagen	(22,22%)
	iluminación	(11,11%)
	Sonido	(11,11%)

This survey and its results imply directly binding to the project and the work and research done by the association UniRealidad. This means that, this survey directly analyzes the project and its services from the target’s point of view, so that means it is very important to take them into account.

First of all, we can conclude that the students really like the project and its objectives by the average grade of 8,5. That’s a really good result taking into account that it is a first approach of the project and not the final service.

From the question “what do you think could be improved?” we got good results, but it also was really important in order to know the real opinion from these students who need something else. From the suggestions of the surveyed students, we remark some approaches such as: the inclusion of debates among students from the same university degree, to enlarge the duration of the video by adding some more questions, to focus more on the personal experience of the interviewed (in order to understand his/her position and feel identified with him/her) and to develop a question related to the theory/practice distribution in the specific studies.

In the same framework we can analyze the question about “would you add any other question to the interview?” where the most common answers and suggestions were: to increase the explanation of the personal experience of the interviewed; to develop a question about the relation between the expectations previous at the beginning of the degree and the real perspective of the degree while you course it or when you finished it; and to explain the most important difficulties of the career according the interviewed point of view.

So, we can conclude that the project was accepted and liked by most of the students, a point that encourage to begin the project and to keep working on the development of the platform. Apart from this, we got some relevant suggestions and critiques that inspire us to take some ways that could improve the project and its usefulness for the specific target. We conclude on including a short question about the theory/practice distribution during the university degree; to remove the question concerning to the “specific abilities that a person need to course the specific studies” and to add some more time in order to know the personal experience of the interviewed (his/her decision about choosing the university degree, his/her perspective about the expectative/reality distribution...).

3.3. The internet market and the World Wide Web

During the last 20 years the internet usage has multiplied its users by 100, covering, in 2015, the third part of the world population.

Most of the traditional communication systems are being transformed or, at least adapted, to the actual digital framework, allowing a huge new variety of services like the instant messaging, the mail, the video-conferences, the digital videos... According to this, most of the traditional information systems and channels such as the newspapers, the books, documents, magazines and others, are adapting their services to the this new communication channel. Most of them are creating the actual *weblogs*, websites, digital newspapers and other digital equivalents

- **Social impact**

Internet and the interconnection concept has created a deep impact over the traditional path of the society. Most of the sectors such as the information, the leisure, the labor world or even the knowledge one had redirect themselves in order to fit with this new scenario.

The Web is the most widely disseminated medium of personal exchange appeared in the History of Humanity, far ahead of the printing press. This platform allows users to interact with many more groups of people scattered around the planet than it is possible with the limitations of physical contact or simply with the limitations of all other existing means of communication combined.

- **Internet and knowledge**

Thanks to the World Wide Web, millions of persons have now access to a huge quantity of knowledge and information that anyone couldn't read even in a whole life. This new communication method broke up with the physical barriers between the remote regions,

allowing them to contact and to share their knowledges, experiences, feelings and cultures, creating an ever seen social scheme.

Comparing it to the traditional information 'hubs' known until the moment, like encyclopedias and libraries, the web allowed a sudden and extreme decentralization of the information and the knowledge.

- **Internet and philanthropy**

The online volunteering is the kind of volunteer work or investment that people do across the internet services. This kind of remote volunteering increases the organizations' capacity in matters of development, while it offers a space where everybody can help or invest in the philanthropic project in a way that would be impossible in a non-internet world.

One of the most important concepts concerning the online volunteering is the inclusion power. As the volunteer don't need to move, to force itself or even to make any other action than investing money or wasting a few amount of time in the project, this increases a lot the number of people who can help to several philanthropic projects.

- **Users:**

The usage of internet experimented an ever seen spread of its services across the different countries and societies. From 2000 to 2009, the number of internet users increased from 394 million users to 1.858 million ones. In 2010, the 20% of the global population had access to computers with more than 1.000 million searches in Google every day, 300 million users read *weblogs* and more than 2.000 million videos were seen in Youtube every day of 2010.^{3 4}

Spain was the number 21 in the list of countries with the highest number of internet users in 2015. With more than 42 million users that represented more than the 80% of the population in 2015. According to other sources, in 2016 more than 22 million Spanish persons accessed to internet every day.⁵

- **Internet and youth:**

According to the Pew Research Center, 90% of teens are connected at least once a day and a quarter of them do so constantly. The Internet is a tool, medium and showcase, while young people play a double role as consumers and at the same time producers of information.

According to some studies, the 24% of teens go online "almost constantly," facilitated by the widespread availability of smartphones.

Aided by the convenience and constant access provided by mobile devices, especially smartphones, 92% of teens report going online daily — including 24% who say they go online "almost constantly," according to a new study from Pew Research Center. More than half (56%) of teens — defined in this report as those ages 13 to 17 — go online several times a

³ "Number of Internet Users by Language", Internet World Stats, Miniwatts Marketing Group, 31/05/2011

⁴ "Google Earth demonstrates how technology benefits RI's civil society, govt". ANTARA News. 19/02/2016

⁵ "Países por número de usuarios de Internet". Wikipedia. 09/01/2018

day, and 12% report once-a-day use. Just 6% of teens report going online weekly, and 2% go online less often.

Much of this frenzy of access is facilitated by mobile devices. Nearly three-quarters of teens have or have access to a smartphone and 30% have a basic phone, while just 12% of teens 13 to 17 say they have no cell phone of any type.⁶

According to an investigation of the Instituto Nacional de Estadística (INE), the usage of internet is a majority practice among the young people between 16 and 24 years old, with a 98,6% among the men and a 98,2% between the women.⁷

3.4. Market life-cycle

In this subchapter we need to define two calendars. The first one is the course calendar, where we need to take a look to the different events and the overall framework that include the general educational courses.

In the other hand we need to take a look to the market life-cycle properly said. That means to study when the services, that the project UniRealidad performs, will be useless or will begin losing their value.

The general educational course:

Of course, we need to take a look to the general calendar that the different educational entities use to impart their teaching plans. At first we need to note that we will talk about the general cases, in order to fit with the standards of the society.

The general teaching plans begin on the two first weeks of September and they end on the middle-end of June of the next year. That means the course counts with a total of 10 months. This is very important because this period is the total period by which the project needs to increase its presence in the educational sector and in the students' lives.

Let's focus on the first path of the project UniRealidad that is to create and begin performing the platform and the services in order to help the students from the last course of Bachillerato (or from other frameworks) that want to enter in a university degree. In this case, the students normally need to pass the PAU (Pruebas de Acceso a la Universidad) that are generally done on June (at the end of the teaching course). The pre-enrollment period to choose the university degree as well as the university where the student want to study it during the next teaching course goes between the first weeks of June until the first week of July. That means that generally the student needs to know the university degree that he/she wants to study, before this period.

Of course, the decision period by which a student chooses the studies he/she wants to do during the next course lasts during the whole course. When a student enters to the last course

⁶ "How men and women use the Internet". Pew Research Center. 28/12/2005.

⁷ "6.4 Población que usa Internet (en los últimos tres meses). Tipo de actividades realizadas por Internet". Instituto Nacional de Estadística. 13/12/2017

of Bachillerato he/she feels the pressure of deciding his/her future, so the student begin thinking about what to decide. But, normally, the decision is finally taken during the last 5 months before the end of the period.

When the student returns from the winter vacations or when the student finishes the exams of the second trimester, then is the beginning of the decision period. That's the period where all the universities focus on attracting the students to their entities. We can also see that the most important educational congress of Catalonia, the "Saló de l'Ensenyament", normally takes place during February, which is exactly the moment when this decision period begin. So, it is the moment where a lot of students get information from the different studies they're interested in, and they begin comparing them and the different entities that impart these studies.

It is very important to determine this calendar in order to know when to apply the most intensive marketing tools as well as when to present the project, now that is the beginning of this project, to the "Institutos" and the schools. It is very important to be in time and to try to impact on the student exactly in the moment when he/she begins being interested about the different educational possibilities he/she wants to reach.

The market life-cycle:

We need to take into account the services that we're providing, need to be adjusted and actualized over time. Of course, the politics change as well as the educational rules and the teaching plans, that means that the information that the project UniRealidad shows to the public need to be adapted to actual framework in each moment.

For example, in 2010 it was applied the Bologna process. This process changed all the university system in Spain, changing the exams to enter the university, the methods and the punctuations to enter the university, the kind of university degrees, the masters... A change like this could change the overall information that the project UniRealidad explain to the public. So, it is very important to keep informed about the different changes in the political scenario from the different levels (Autonomic, National and Supranational).

The information and the interviews also need to be actualized. We normally try to do videos from people who finished his/her university degree during the last 4 years. So, it would be okay if we could actualize each video at least one time each 4 years. On the other hand, the information posted in the website need to be actualized every day or at least every week, if not that means that we could be giving a wrong information to the interested person who would be looking at our platform.

3.5. Macro-framework

3.5.1. PESTEL Analysis

Political:

Probably that's the most important and relevant sector for the moment. According to the actual movements and debates according to Catalonia and its future, we need to take care about the political upcoming events. The project UniRealidad is not affected by the economic

consequences of the 'Catalan issue', or at least not in the short term. But it is very important to take it into account for a simple reason, right now the project is working over the Spanish Educational System. If, for any reason, the Catalan region could get its independence that would mean that it probably would get its own educational system in a long term, and that would probably mean a change in the political issues concerning the university. So, a change on the actual political framework could have consequences over the university system of Catalonia and that would imply that some of the services that the project UniRealidad supplies to the society would also serve for the people who remain in the Spanish Educational System.⁸

9

On the other hand, the appliance of the Bologna Program in the European Union, with the creation of the European Higher Education Area, implies a more standardized and consistent scenario. The appliance of this program, that is actually signed and applied by 48 countries, create an area where these countries can share a common educational 'system' or at least a way that direct the different unitary educational systems to the same direction. All member states of the EU are participating in the process, with the European Commission also a signatory. Monaco and San Marino are the only members of the Council of Europe which did not adopt the process. That's a kind of insurance that notes the stability and the strong basis of the educational system, so it is a good signal that implies that it isn't probable to experiment several important changes during the next years.^{10 11}

Economical:

In this sector, the educational sector, the political issues meets the economic issues, that means that some of the topics are related among them. In this case, it is the political sector which finances the educational sector, but the political sector is strictly related with the economic sector. So, for example, during the last (or actual) economic crisis we saw that the Spanish Government made important cuts on the Public Investment, and among some of the concepts where it cut the educational sector was one of the most damaged.

In Spain, the reduction in educational investment in 2012 was 6,8%, while the average of the drop in the EU was 1,1%. For Spain it was also the third consecutive year of contraction, given that spending on training had already fallen by 1,3% in 2010 and 2,1% in 2011.¹²

Spain allocated 4.5% of its GDP to education in 2012, while the European average was 5.3%.¹³

After this, the cut in the educational system implies less subsidies and helps to entities like the project UniRealidad which try to help the educational system and the overall society. So, if the

⁸ "A Graphical Method for Exploring the Business Environment". Collins, Rob. 2010

⁹ "Scenarios: uncharted waters ahead" Harvard Business Review, Wack, Pierre. 09/1985

¹⁰ "Sorbonne Joint Declaration: Joint declaration on harmonisation of the architecture of the European higher education system". The four Ministers in charge for France, Germany, Italy and the United Kingdom. 25/05/1998

¹¹ "Will the universities survive the European Integration? Higher Education Policies in the EU and in the Netherlands before and after the Bologna Declaration" Lorenz, Chris. 17/03/2016

¹² "La inversión educativa en España cae en 8.920 millones de euros, un 16% menos que en 2009". El Mundo, Sanmartín, Olga R. 22/06/2016

¹³ "El gasto público en educación en España cae a niveles de 2006" El País, Álvarez, Pilar. 17/06/2015

investment in the educational sector keeps low, this would mean that there won't be too much subsidies or helps for projects like ours and that implies an increase on the difficulty of managing the project.

In the other hand, we need to take into account that the most important heat of the crisis was done during the years 2008 and 2014 and, theoretically, the economy should be established during the next years by reestablishing the past levels. That's an incentive to begin this project in this moment. Normally when an economy is refloating, that should mean that the Government will return investing more in the Social issues. So, it is a good moment to begin this kind of project in order to profit from the upcoming subsidies and helps that the educational system should receive.

Social:

Since the 1950, there was an important change in the social behaviors all over the world. The development of the new communication technologies as well as the optimization of the transportation sector, brought us to a globalized world. Anybody can travel to the opposite part of the world within few hours, we can make video-conferences with people from any part of the world and the new technologies allow us to watch and care about any event on the earth surface. This is directing our society to a more unified one. As much as we can connect with everybody and as much as we can communicate with everybody, as much as we feel similar with the whole humanity.

From this framework we can extract the humanization and awareness process that is taking place all over the world. The appearance of internet has boosted this awareness process. The possibility, for anybody who has access to internet, to invest and to be a volunteer in any kind of social program has increased both, the people who help the social programs and the money invested in this programs.

By the way, the society seems to be very awareness about the educational sector. Together with the health sector and the human rights, the education seems to be the most susceptible issue among the society. We need to use this awareness and the identifying feeling that people feel when they hear speeches about education in order to attract them and to make them participate in the project.

Technological:

The technological topic is probably the most favorable one. The spreading of the new technologies and, in particular, the dissemination of the new communication systems created the possibility to begin the project UniRealidad. The actual framework that presents an interconnected society and the possibility to spread any information all over the world within a few seconds is probably the best asset that project UniRealidad has in its power.

Legal:

The most important legal issues that the project enterprise UniRealidad need to take into account are listed next:

- Personality right: is the right of an individual to control the commercial use of his or her name, image, likeness, or other unequivocal aspects of one's identity

- Corporate image right: according to the different entities that conform the educational sector, we don't want to use any name, brand, icon or any other identification sign that could damage an entity. The UniRealidad objective is to help the society in a constructive way and never in a destructive one. So, the directors need to take care about any word or specific commentary that the interviewed people do in the videos. In the written section, if we would like to explain, for example, and list the different characteristics of the universities, we need to have their acceptance of doing so in order to present their information to the public.
- Of course we need to follow all the regulation and rules that include the Spanish law according to video recording and the presentation of private information from the different entities

3.6. Market barriers

Individualization of the services:

One of the most important issues that the enterprise needs to afford is that the services of the organization are individualized. One of the most important assets of the business UniRealidad is the audiovisual content, that is to say the specialized videos that try to explain each different university degree. This kind of videos implies an individualized work from each person interviewed and for each video.

Of course we need to think that the volunteers of the organization will improve their work and will make it more efficient, meanwhile they will be more efficient during the time as they get experience from the different videos. This means that they will be faster and better in the edition of videos as much as they work. But in the other hand, it is indisputable that there is a need to invest some time in each video and some time in each interview. We need to take into account that the producers of the video could get experienced but, as we are interviewing new people each time, the respondents are not experienced.

So, one of the difficulties of this project is that it is difficult to standarize the services in order to produce them in a mass way. Each service (each interview) is different from the other ones, so it is difficult to optimize the production process. So, the best thing that we can do to improve the production process is to standardize and optimize the preparation and edition process that is the pre- and post- part of the interview.

Access to suppliers:

In this case, when we talk about the suppliers, we are talking about the entities that provide us the information that we show in the different platforms. In the first phase of the organization (the different phases will be explained in the strategic plan), the company will try to explain the teaching plans and the educational methods within its written mediums. In order to list and explain these topics to the public, it is important to get consent, from the provider entities that allows the organization to explain this methods as well as the rules of the entity. For example, in order to be able to explain the number of credits, the language of the teaching plan, the available places or others (private information from the entity) it is necessary to get permission from the entity that allows UniRealidad to make this information public. This is not as easy as

it sounds because some entities don't want to let their information to some organizations which could compare them to the other entities' information.

Information extraction capacity:

There are a lot of suppliers in the market, for example if we are talking about the first phase of the organization's strategic plan, where we are just talking about the universities in Spain, we find that there are tens of those entities in the country. So, if it is necessary to extract the information from each different university that should mean a huge amount of work. So, as it is necessary to list at least the most important entities in the different platforms, we will ensure to do so and, if it is necessary, we will do it personally and in an individualized way. But, according to the secondary and not as relevant entities, we will allow the different entities the possibility to auto-upload and auto-manage the information concerning their entities. This means that we will ensure to put the information about the most important entities in Spain but, after that, in order to don't carry all the work over the organization's shoulders, we will offer the possibility, to the educational entities, to upload their information. For the different entities it is favorable and attractive to post information in the platform, knowing that this could mean another marketing channel to publicize their services, and knowing that the most important entities already use these services. If the secondary entities don't use this channel to publicize their information, which could mean to lose the opportunity to advertise their services within a channel where the competency is doing so.

Differentiation from the actual services in the market:

At the time, there are some services in the market that make a service quite similar to the one that the organization UniRealidad wants to do. These services don't follow the same objectives that our organization, for this reason it is important to get differentiated from them. In order to do so, it is necessary to create a brand recognition, which means to create a "facial" recognition of the organization, some differences that make it different from the other companies and entities. Of course, the most important topic by which the organization will try to differentiate their services will be the audiovisual content. This medium will be the identifying sign of the organization as well as the channel to redirect users to the website platform of the organization. We need to take into account that probably some people will watch the videos without knowing about the organization and their objectives, so it is very important to create a "way" by which users that look at the videos get directed to the web.

Legal barriers

These legal barriers follow the actual legal rules from the different topics that the project is concerned in. In this case we need to take into account the laws that rule the internet framework as well as the information privacy from the different source suppliers. We also need to take into account the image property from the interviewed people as well as the corporate image from the different entities we're talking about.

These kinds of rules are not so difficult to accomplish, but they could mean to redirect the project over a way or another as well as avoiding from taking some decisions or wrong paths.

Compete against the public sector

One of the most important competitors in the market is the own State. In this case we can find a competition arising from the Autonomic state as well as from the National one, in this case we will see, in the competition analysis, that probably the autonomic platform is more difficult to beat than the national one.

The difficulty of competing against a governmental entity is that they have a lot advantages over any other organization. At first they have the facility to arrive where it is really difficult to arrive from any other organization, talking about contacts, sources of information, permissions... We also need to take into account that, as the public educational institutions belong to the State, they receive preferences from the different educational entities in comparison from the private organizations that want to show they have information or resources.

On the other hand, it is important to take into account that the Public services, sometimes, have a lack of incentives as well as a really difficult-to-change performing system, a static and problematic structure that makes very difficult the possibility to change, pivot or redirect the organization through a more efficient and optimal way.

In this framework one of the strategies of the business UniRealidad is to be a complementary service for this platform that, at the moment, represents the most important actor in the educational information sector.

4. COMPETITION ANALYSIS

4.1. Market structure

In this chapter you will find the most important competitors in the market sector concerning the suppliers of information about the different educational possibilities. Here you will find an external and conclusive analysis about the advantages and disadvantages of the different competitors, the core features of each one. With the given length of this essay i cannot do an internal, descriptive and exhaustive analysis of the overall features and characteristics of the the competitors.

Canal Universitats:

This is an information channel that belong to the Generalitat de Catalunya. It is the evolution of an old known channel called QPQ (Què i Per Què estudiar a les universitats catalanes). In this channel we can find information all the different educational possibilities that the public can reach, this means that this medium doesn't only focus on the universities, it also focus in all the different educational possibilities such as "Cicles mitjans", "Cicles Superiors", "Formació Professional"...

Advantages:

- ❖ This is, probably, the most popular platform where any person who is searching information to study in a catalan university can find.
- ❖ As it is a platform belonging to the Autonomic Government of Catalonia, it has a lot of advantages in the contact and the receivment of information from the different entities.
- ❖ It offers a lot of possibilities adapted to the different problems that the students face. That means they have specific pages for any special case like an explanation for people over 25 who want to enter university, people over 45 who want to enter university, explanation for elite sportsmen who want to enter university...
- ❖ Addressed to all the people who can enter university, pages specifically directed to people whose studying a "Cicle formatiu", 4th of the ESO students, students of Bachillerato (they provide all the necessary information to everybody who has the possibility to enter university in a short-middle future)
- ❖ Study searcher. Some initial, writing and drop down, bars by which the public can easily find all the information concerning all the homologated studies in Catalonia (Masters and University degrees)
- ❖ Their different chapters allow the interested people to find all the important information concerning their university studies and how to enter them. With pages about the PAU exams (how to enroll, which topics to study, how does it function...), information about the pre-enrollment to university and information about the subsidies and the scholarships.
- ❖ There is also a site where the student can save all the studies he/she is interested in, in order to get them in an easy way whenever he/she wants to enter another time to the website to read more or compare these studies. This is like a personal session without giving your personal information.

- ❖ Easy and predictable functionalities, very easy for the public to find all the different issues that they're interested in.
- ❖ Relevant presence in some of the most important social networks: Youtube, Instagram, Twitter, Facebook, Flickr and Slideshare.
- ❖ According to SimilarWeb*, a platform specialized in predicting the website statistics according to some guaranteed internet tools, last June they received more than 250.000 visits (taking into account that they just show educational options in Catalonia)

Disadvantages

- ❖ All the information of the website is provided by “competitive” entities. This means that all the information is provided by entities which are competing among them in order to get the maximum number of people interested in their entities and their educational services. This is a good idea taking into account the entity's' objectives, but it is not as efficient as possible taking into account the student's' objectives and the society's optimization.
- ❖ They use a channel and a language that is not adapted to the actual youth framework. The website platform is adapted to the actual trends and modes, but there is a need for a resource which could impact in a short but easy way to the interested person.
- ❖ There is a need for a comparison method, a tool where the interested person can put the different university degrees or the different entities he/she is looking for in order to compare them in an easy and efficient way. Nowadays we can find the comparison searchers everywhere (insurances, mobiles, technological products, even in political programs) but there is a need to compare the educational entities and possibilities.
- ❖ This platform only shows the specific educational possibilities and entities in Catalonia, so there is a need to spread this service to the whole country.
- ❖ There is probably a need to create a mobile platform (smartphone's app) for this service.

Educaweb:

Advantages:

- ❖ This is, probably, the most important private project in the sector.
- ❖ They offer educational possibilities related to the university (degree, masters and doctorates), but also some other studies not related to the university, from everywhere of the Spanish territory. That means they range of action include all the educational possibilities from all the State.
- ❖ Easy search method, with a bar where the interested person can choose the concept of study he/she is looking for, the kind of study (University, FP, Not-homologated course, Oppositions...) and where to study it.
- ❖ There are some kind of filters and modes to find information about the specific cases such as people over 25 who want to study, people over 45 who want to study...
- ❖ There is also a resource for people who want to improve their Curriculum Vitae. I think it is a great idea, they are putting together two topics, such as education and job searching that have a lot in common. That's a good idea in the sense that they can attract the people whose searching studies in the website to use their own tool to improve the CV.
- ❖ They provide the interested person with an Orientation Test. Some questions that allow the student to understand what does he/she like.

- ❖ There are some resources to help people find Labor Orientation, Educational Orientation and all the different educational possibilities.
- ❖ There are some links to websites and blogs related to the educational sector. Could be interesting to show articles related to the framework.
- ❖ For me, one of the most important tools they have in the website (in my opinion is too hide) is an explanation video, where they use some animations to explain how does the platform works and which tools and resources it provides to the interested people.
- ❖ Relevant presence in some of the most important social networks: Pinterest, Instagram, Twitter, Facebook, LinkedIn, Youtube and Google Plus.
- ❖ The project is financed by the of Labor and Social Insurance Ministry, the Industrial Ministry, by the European Commission and by the Erasmus+ Program of the European Commission.
- ❖ This project has a lot of collaborators such as the Education Ministry, EduTech Cluster, COPEC, AJOSP, DEP Consultoría Estratégica and others. These collaborators probably add some facilities to the project. The presence of important collaborators in this case also allows the project to have more bargaining power in some situations.
- ❖ They act in different countries: Spain, Italy, Colombia and Mexico.
- ❖ According to SimilarWeb, last June the website received more than 2,9 Million visits.

Disadvantages:

- ❖ There is probably a need to create a mobile platform (smartphone's app) for this service.
- ❖ This kind of resource does not guide the student within the different paths and steps he/she needs to do. In my opinion it is important to show the total route, all the steps and things that the interested person needs to do in order to enter the studies. In this case it just function as a study searcher. There is a need for a website directed to the public, a platform where everybody could find all the information related to the studies as well as how to arrive to them. It does not show information about the subsidies, the scholarships, the PAU exams and how to enroll them...
- ❖ In my opinion, the studies listing are not as predictable and easy as it should be. There should be more filters and options in order to allow the student find the exact results he/she is looking for.
- ❖ In my opinion, the filters concerning to the specific cases, such as people over 25/45 who want to study or others, are too hide and they are not easy to understand. These kind of resources need to be as predictable as possible, and even more if you are directing the information to people over 45 (for example), people who's not as integrated to the internet resources as the 'millennials'.
- ❖ All the studies and information provided in the website come from 'competitive' entities. There is not impartial information. The website is full of advertisements and publicity.

Universia:

Advantages:

- ❖ They have a lot of educational entities collaborating with the project in 20 different countries (Iberoamerican countries).
- ❖ Some articles and interesting webpages and blogs posted in the website.

- ❖ Three kind of services: services for students, services for professors and investigators and services for companies.
- ❖ Important collaborators such as REDIB or www.trabajando.com.
- ❖ Project finances by the Santander Bank. That's an important issue to take into account. This shows as that some banks and credit entities can invest in this kind of educational programs within their Social Campaigns or Social Work.
- ❖ Relevant presence in some of the most important social networks: Instagram, Twitter, Facebook, LinkedIn and Google Plus.
- ❖ The platform provides information about several topics related to the studies such as university studies available, the universities in each country, information how to study abroad, subsidies and scholarships, other courses; but it also provides information about related issues such as accommodation and job searching.
- ❖ A good tool that i found in this service wa the availability of a comparator, where people can choose different studies or the same studies from different universities and they can see a simple comparison among them. In my opinion it should provide a more deep analysis and comparison, but i think the concept and the idea is really functional and original.
- ❖ According to SimilarWeb, last June the website received more than 6 Million visits in Spain, taking into account that they have websites for several countries.

Disadvantages:

- ❖ When the consumer enters, he/she will find and advertise, so that you don't know if it is a studies searcher or a clothes e-commerce.
- ❖ Full of advertisements and links to commercial webpages hidden within the relevant information. Within the different topics that any student could be interested in you can find a link to "Apple for students" or others like clothes webpages...
- ❖ Bad organized. In my opinion, as we've seen in Canal Universitats and Educaweb the information was organized, following some search preferences and according to some standards. In this platforms it seems like some topics are just put in a privileged position because they're promoted. It' efficient for the company but not for the student.

QEDU (Qué Estudiar y Dónde en la Universidad):

This is a web page that belongs to the Spanish Government. I won't do an advantage and disadvantage analysis with it because the website seems to follow another direction. This is not the same kind of webpage, is not directed to the students and is not adapted to any trends, modes or youth framework. The functionalities are difficult and unpredictable, the UI/UX is really bad in comparison with the other platforms we've studied before, it's not well organized and not interesting from a seventeen or eighteen year old guy (the core target of this information).

But, a relevant issue that we can extract from this website is that they create a table to compare the different universities and their characteristics. Honestly it's unbelievable to think that this website contains this kind of tool, but i think it is really useful to the student. This table allows to the interested person to compare the prices, locations, available places...

4.2. Conclusions

In the opinion of the founders and the direction of the project UniRealidad, it is from a capital importance to take into account all the different functionalities, characteristics and features of the competency. Taking into account that this are the platforms that nowadays rule the market and attract all the public to their services, it is really important to know how do they do it, what's their strategy, which are the services or functionalities that more attract the public and how to adapt them to create the best platform, meanwhile the platform that best fits the public desires. According to this, i think it is really important to take the features of the most relevant platforms and compare them, taking conclusions about which are the key characteristics that represent each one, to see which of them they share and to improve the services by adding a new and idealist point of view.

We can conclude that the searchers are the most common mode to find the desired studies, the appliance of filters and the availability of sections dedicated to the special cases are some resources in which people is interested and which add an extra value to the service. The possibility to include a comparator which allows the public to analyze and to take a contrasted view from the different possibilities in the market is one of the key issues in order to provide an impartial and fair medium. The democratization of the information falls in the concept of giving a useful, impartial and objective information to the public by providing them with an efficient and attractive platform.

Of course, the Social Networks represent one of the most important mediums to promote the project and to make it public. The help of some audiovisual content is beginning to enter in the market in some platforms such as Educaweb or Universia, but it is not integrated in the whole platform, so it is the time and the gap to enter the market with some functionalities and resources as well as with new ideas and objectives.

5. STRATEGIC PLAN

5.1. Phases

At first it is necessary to divide the project in different phases. In order to create a constant and based project it is necessary to promote a sustainable and realistic velocity. A pace at which the volunteers and the project could advance at the same path, always being in the same step and not allowing anyone from the both subjects to be faster than the other. It is essential to create a good structure, to determine the goals to accomplish and get a sure but constant velocity.

In order to follow this premise, the direction of the organization elaborated a plan with some objectives to follow. This plan should be adapted to the calendar in order to fit the external events and in order to, of course, generate the best profit to the public.

Table N 3: Strategic Plan

	PHASE 1 (Feb '18 - Oct '18)	PHASE 2 (Oct '18 - Sept '19)	PHASE 3 (Sept '19 - July '19)
Platform	'MVP' (Minimum Viable Product), based in the YouTube Channel. First UI/UX prove.	Redefined website, the importance of the project falls over the website.	Optimized website, with professional functionalities, predictable and efficient.
Audiovisual Content	20-70 videos	70-170 videos	170-300
Information	List of all the possible university degrees with its basic information	-List of degrees. -List of other educational possibilities. -Steps to enter university (guide). -Steps to apply for subsidies/scholarships. -Information about how to study abroad (Erasmus+)	-Information from the different universities (rankings, places, facilities...). -Interviews to professors and specialists
Social Networks	Launch of the core SSN (Facebook, LinkedIn, Twitter and Instagram)	-Addition of secondary networks (Google Plus, SlideShare). -Expansion of the core SSN	
Affiliations	Basic affiliation with universities to get spaces and preferences to record.	Other actors in the educational information sector.	First trial to affiliate with the state, ask for the public subsidies, first trial to affiliate with a Social department of a credit entity.
Additional functions	Working on improving the website services	Comparator between entities and educational courses.	Related functionalities such as accommodations, library searcher and information, CV improver...

Il·lustració 3: own elaboration

5.2. Established objectives

The objectives of the organization fit with the different phases related to the whole pace of the business. The objectives are a method to set up some goals in order to motivate the people working for the project as well as to design a route and to mark a pace.

- Phase 1: We will begin the first phase of the project on February 2018. This is the realistic moment in which it could be able to begin the project by launching the first 20 videos. These videos are the result from an initial phase that is taking place between November 2017 and February 2018, where the videos are being tested, showing them to different targets in order to know their opinions, critiques and improvements they would do. From this we can develop the first 20 completed videos. This videos will try to include some of the most important university degrees in Spain, with this they will try to cover an important range of the people interested on study in the university. We will keep working in order to record as much videos as possible in order to show them to the interested people. We will also keep working to improve the information and the services shown in the website and in order to begin creating a reliable and efficient platform. With this, the project will try to create the first 'MVP'; of course we are not talking literally about an MVP because this concept is related to the sales. It is related to it in the sense that it is the first approach of a product, the first time that a product is as viable as to be launched in public. It has the minimal features and characteristics that allows it to have a minimum value. In this phase we will begin an initial marketing campaign by directly contacting with several educational entities in order to personally show them the project. We will do so in order to present the project for the first time, to show us as the persons behind the cameras and to present the project as a non-profit one.

This first phase will probably last until October 2018. If we can do so, it is a good pace because we could be able to face the 'high season' of the sector for the course 2018-2019. The high season in this case is related to the time where people increase their searches about educational possibilities' information. This season normally begins between the ending of Christmas vacations and the ending of the second trimester phase for the students of "Bachillerato".

- Phase 2: We will try to begin this phase on October 2018. If we can do so, this could mean that we could arrive in a good position to face the 'high season', with tens of videos that explain the most important educational possibilities. In this phase we will begin a more intensive marketing campaign, where we will contact at least 200 educational entities in Catalonia to show them the project. Sometimes it will be necessary to personally go to present it and sometimes it won't, taking into account that the initial marketing phase could create a first repercussion making the people begin knowing us as well as the project.

In this phase the project will be supported by the primary Social Networks that will try to expand the project by its channels.

In this phase we will also try to enter in the "Saló de l'Ensenyament", one of the most important congresses in Catalonia related to the educational possibilities. This can also be a good moment to make the first contact with some other actors in the market as well as the first contact with some governmental institutions.

This is the phase where the project can present itself to some meetings and competitions in order to show the brand and the project and to try to attract the first investors. This phase will probably last until September 2019, with the beginning of the new course 2019-2020.

- Phase 3: This is the last phase from this first approach of the project. If the project is able to arrive here, this would mean that the value of the project is demonstrated. This is a crucial issue, to show and to base that the service that the organization is providing has a value for the society. In this moment is the moment to begin closing this first part of the project, which is all this launch period. This third phase will begin on September 2019, where it will be necessary to take a look to the whole project, to redefine the route and the objectives that the organization wants to follow and to reorganize all the resources that the direction have in order to fulfill these new objectives.

This will be a phase to add new services and functionalities but, basically, the core objective will be to finish and to close all the several topics that the last two phases didn't finish.

It will be the moment to think bigger and to try to get some subsidies from the State, try to attract as much altruistic investors as we can and to, probably, begin searching a way to make the platform profitable. This means to begin thinking on including some advertisements or some sponsors to the platform. Taking always into account that this is a non-profit organization, which objective is to help people and to don't lie them neither try to sell them any specific educational possibility. If we include some sponsors or advertisements they could be related to other topics and themes that don't concern to the educational sector.

Probably, it is also the moment to begin thinking on launching a smartphone's app. And this could be also the time to include some new functionalities that could add new values; not increasing the actual value of the educational information, but providing new values such as complementary services (students' accommodation searcher, a functionality to share notes...) some different services which diversify the organization's services.

6. ORGANIZATION AND HUMAN RESOURCES PLAN

6.1. Founders

The idea of the organization was conceived by Pol Gaynés Cortijo and Marc Balcells i Gil in a conversation where they were talking about how we could change the educational sector in order to develop a more optimized and actualized one. Then the idea falls in a standby time, because Pol, one of the founders, just left to Venice in an Erasmus program to rest there for all the course. Then, the project didn't begin until Mònica Moreno Mestre entered in it. Mònica was a professional about the cameras and the audiovisual content, so she added her professional knowledge to the project and she changed it in order to create a real and viable project such as the actual one. Since this moment the project is directed by Mònica and Marc. They are the sole managers of the project and they both act together in order provide the maximum possible value to the organization according to their point of view.

Mònica and Marc are friends since they were 13 years old, so they can easily understand and know how the other person is thinking. This is a crucial concept according to the codirection of the company. It is easy for them to understand the other's point of view and to share the common goals and methods.

According to the key characteristics of the both subjects to direct the company, the project seems to be the exact result from the experiences and knowledge from both founders.

Mònica studied Audiovisual communication in the Blanquerna University, but she began taking photographs and videos at the age of 14, becoming it her first and most important hobbie. Mònica is working as a volunteer in three different NGOs directed to the most needed people, and two of them directly related to the problem of the Syrian Refugees, their actual framework and their common problems, so she is experienced in the world of the non-profit organizations. This is very important in another sense: this is a sign that she is able to be and to remain motivated and incentivized by the social welfare, without needing any kind of material or monetary reward. That seems to be easy, but it is not, if you don't think so you can just look at the whole society and to find how much people is working as a volunteer in several different NGOs without waiting for a compensation.

Marc is studying Business Administration in the University of Barcelona, coursing his last subjects to finish the career. He's experienced in the entrepreneur world at the age of 22. On October 2016 he became the COO and one of the shareholders of the company NEW WORLD SOLUTIONS S.L., a company dedicated to the technological consultancy. This company acted as a technological consultancy with the market name CUOTECH SYSTEMS (www.cuotech.com) and it also acts as an Online Travel Agency with the market name TRAVISY (www.travisy.com). The project Travisy was an Artificial Intelligence platform that allows the customer to plan all its trip, including flights, hotels, activities, tickets and others according to the customers' budget and interests. On March 2017, Marc and the two other principal founders of NEW WORLD SOLUTIONS S.L., created the new company EDISONNEWS S.L., an online newspaper dedicated to spread information about the most important news from the technological, entrepreneurial and startups sector in the Spanish language (www.edisonnews.com). Finally, on May 2017, he also created the project FLYKUBE under the company NEW WORLD SOLUTIONS S.L. (www.flykube.com). This entrepreneurial

itinerary can show us his capacity to create new projects as well as his knowledge about the Spanish entrepreneurial sector. You can see that he acted in some important entrepreneurial events and congresses such as Barcelona Tech City or the Fòrum d'Inversió directed by ACCIÓ (where he was one of the 21 semifinalists over more than 400 candidatures presented). So he is the person who's directing the company in the bureaucratic and economical way.

As Mònica acts as the "Chief Operations Officer" of the organization, directing all the audiovisual work, Marc is acting as the "Chief Financial Officer", while both direct the company as co-CEOs and both distribute the other works and obligations according to their capacities and possibilities.

So, as the foundation of the Organization is divided between Mònica, Marc and Pol (as an honorific title), nowadays the direction of the company is totally distributed between Mònica Moreno and Marc Balcells.

6.2. Human Resources' Management

6.2.1. Organizational Culture

It is from a relevant importance to think that we're not talking about a normal business, this one is a non-profit business. This means that there is a need for some people who help the company without expecting some monetary neither material revenue from it. This company is trying to provide a service to improve the educational sector and the overall society and without providing any kind of revenue to the founders or collaborators. That means that the collaborators and volunteers who make a work for the company, are providing this service just in order to accomplish this social objectives. This is a very important issue when we talk about the human resources topic. In this case most of the workers of the company won't earn any kind of reward during all their participation with the entity, so it is very important to keep them motivated and tied to the organization's objectives. The key topic is to be transparent, to show and to explain the position and situation of the company and its direction without any kind of secret. As the shareholders are not trying to earn any revenue from it, it is important to show everything, unless these issues that could help or improve the competition's position against ours.

So, the volunteers are one of the most important topics to take into account. To motivate them to feel them identified with the project and to get the maximum work from them without boring or tiring them from the project.

In a medium-long future, if the company is able to raise some funds, wherever they come from, it is possible to think about contracting some personalities who could be able to help the company in a relevant way. In order to know if it is necessary to do so, there is a need to make a balance between how much value can the person add to the organization if he is not contracted and how much value can the person add if he is contracted, and compare the results according to the expenses that this investment in Human Resources could imply. We're not talking about the direction neither the founders, we're talking about the personality who could add more value to the organization if he/she is contracted.

7. LEGAL STRUCTURE OF THE ORGANIZATION

In this chapter we will treat the issue concerning to the legal structure that the organization should adopt in order to fit the best scenario and to adapt to the legal Spanish framework. The founders of the project agreed on creating an association as a legal entity. This kind of organization allows us to best fit to the legal conditions as well as the personal situations. In the next paragraphs we will explain the specific topics that brought us to take this decision.

Associations are non-profit entities that are formed by agreement of three or more legally constituted natural or legal persons, who undertake to share knowledge, means and activities to achieve legal purposes of general or particular interest.¹⁴

The association is a legal entity mostly prepared for the nonprofit organizations and in which its characteristics encourage and boost the creation and development. Regarding the members themselves, and for the purposes of liability, the registration produces the separation between the association's assets and the patrimony of the associates.

According to the creation and development of an association, there is no minimum capital to inscribe or to maintain registered.

Youth association:

In the youth associations both the promoters and the partners are natural persons between the ages of 14 and 29. The youth association implies some facilitation in the creation of the association as well as some advantages in the ask for economic subsidies coming from the state as well as some other private subsidies.

¹⁴ “Ley Orgánica 1/2002, de 22 de marzo, reguladora del Derecho de Asociación”. Jefatura del Estado, publicado en BOE núm. 73 de 26 de Marzo de 2002. Vigencia desde 26 de Mayo de 2002. Revisión vigente desde 01 de Octubre de 2011

8. OPERATIONS PLAN

This topic will treat about the different sources by which the project will try to create some revenue in order to finance itself and in order to increase its operations. The final objective of these operations are to increase the services provided to the public, fulfilling the goals of increasing the revenues and with this reinvesting them in the project; creating, with this, a kind of snowball that increases each time and that allows to cover a higher range in the educational sector, as well as arriving to a higher amount of people and covering all the different educational possibilities. The objective is to create a project which could be able to finance itself, just by applying the efficiency and optimization concepts, but always taking into account the core values of impartiality, objectiveness and the chance to provide the best possible service to the society.

As a broad explanation of the different functions and task distribution for the project, here we have the administration of the different areas. The following distribution of assignments is basically about the review and supervision of these tasks, taking into account that some of the works will be done by different volunteers with whom we just closed their volunteer participation agreement

- Mònica Moreno: Audiovisual content, Social Networks promotion, Human Resources Management, Operations management (cooperative), Community Management and Strategic Management (cooperative).
- Marc Balcells: Financial administration, Operations Management (cooperative), Web development (UI/UX design and development), Market analysis, Competition analysis and Strategic Management (cooperative).

8.1. Strategy definition

First phase:

During this first phase, it is not a priority to generate revenues. The most important thing in this moment is to create a good value, to create a service that the society can recognize and feel attracted to use it if they are searching for educational information.

In my opinion, it is from a primordial importance to don't fall in obsession about the revenues. First create a service that people need, and then you will be able to get a benefit from it - that's the premise.

The most common and used way to earn profits from a website is by setting ads. In this case we won't even put commercial advertisements, just because we want to create a perfect User Experience. I repeat another time that the most important topic to cover now is to spread the name of the company and the efficiency of its services. In order to do so, the direction think it is a good idea to don't put any kind of content that distract the attention of the user or that could disturb him/her in any possible way.

Second phase

The beginning of the second phase is probably the moment to begin proving some different kinds of revenue ways. I rely in the concept prove, because in the opinion of the direction, it is very important to study the behavior of the user as well as his/her preferences. It's important to try different kinds of advertisements, banners in this case, in order to find which fits more with the website framework and with the kind of user. If it is possible to find the most suitable banner for the website, we can earn money from these advertisements by disturbing the minimum at the user.

The banners need to fit with the organization's culture of not providing any kind of subjective or referenced opinion concerning to the information about educational possibilities.

There can only be a part directed to some institutions or entities which want to show their icons and links that redirect to their websites. If we allow to do so, the part where this icons and links appear will be marked in order for the student to understand that this is not a content belonging to the website, but it is a content from an entity outside it.

We can also use the Social Networks in order to create some revenues by, for example, posting information about some non-educational entities which want to impact in a youth target (the most probable kind of user that UniRealidad will have in the Social Networks and in its platforms).

Third phase:

In this phase the organization could begin incorporating some sponsors or links to different webs, of course following the organizational values.

According to previsions for this time, it could be able to even include an external search motor in the platform. As we said, in this moment it is possible to add some additional services to the platform such as a job searcher, a student's accommodation searcher, a CV improver... If the organization is able to arrive at this phase, it can probably include some external services which pay a fee to the organization (or get a fee from each search or redirection) in order to include their services in the platform. You can see an example of this kind of collaboration in a competency's website, www.universia.com, in this platform you will find some titles that redirect you to pages belonging to the same project but powered by different companies. These companies pay a fee to add their search motors in this platform, because they know that this platform get visits from their desired target.

9. FINANCING PLAN

The financing plan is one of the key issues in order to achieve the mission of the company. It is necessary to administrate the organization in the correct and most efficient way, and, to do so, it is necessary to be as strict as possible with the analysis of the finances.

It is not only necessary to control the actual finances, it is also necessary that the directors, and other interested people, find innovative and original ways to finance the organization's operations in the best way.

To analyze and achieve the financial objectives the company divides the financial work in two separate but correlated topics: the budget analysis and the funding sources. One treating about how to manage organizes and optimizes the actual resources of the company, and the other one focusing on how to get more resources to invest in the different operations of the company.

9.1. Budget analysis

First of all we need to take into account that this organization was created with the minimum necessary resources to run their operations without needing any kind of additional resources. This means that when the founders created it they focused on having the necessary tools to make it function without any external aid. The basic engines were an audiovisual camera with a minimum decent quality to record the videos and a computer to edit the videos and to develop the informatics work. The founders add these devices as well as some other engines that make it easier to work in the project, such as: Disk enclosure, sound recording engines, tripod, high-quality editing programs...

These first additions in subject of tools to facilitate the work of the company make it easier and more viable to develop the organization's operations. The direction of the project UniRealidad knows that it will work with these assets for a lot of time without receiving any kind of new resources, so that the present and next future operations are related to the actual capacity of work. The direction knows that it is difficult to work and to improve without new funding, but this was the way that the founders chose when they began the organization. The direction focus on the issue that they have enough and more than the minimum necessary assets to run the project.

Of course, this is a non-profit organization where the founders know that they will spend an important amount of personal income during the first months. But the project is well founded and works over a demonstrated premise that there is a need in the educational sector that must be solved. According to this, the actual spending of resources, if it is well managed and invested in the right topic, can create an infrastructure that could easily be autonomous and economically independent in the upcoming future.

Taking into account that the core tools to rule the project are given by the founders and knowing that no more tools will be needed to run the project in the short-medium term, it is not necessary to build a table with the different expenses. The core objective of the founders is to build the project by their own selves. According to this the costs are minimized. The constitution of the association costs less than 80€, the web domains cost around 10€ per year, the cost to use

an internet software such as (Wix or Wordpress) to easily develop a webpage costs less than 20€ per year. We remember another time that the Human Force will do its job by free, which is the key issue to run the project (at least on the short-middle term). So that, we can note that the minimum cost to run the project stands in 200€.

9.2. Funding sources

9.2.1. Internal funding sources

FFF (Triple F's)

In the entrepreneurial sector this is one of the most common funding sources at the beginning of any company. The acronym means Friends, Funds and Family and it is related to the resources that these three actors can invest in the organization. This is normally the first round of the organization and it settles the foundations of the organization. This kind of sourcing will be spread on the founder's framework in order to get the maximum possible budget for the beginning operations of the company.

As a realistic first approach, we can determine that the project will receive an initial investment from this source from about 4.000€.

Crowdfunding

The definition of the concept Crowdfunding according to Investopedia is: the use of small amounts of capital from a large number of individuals to finance a new business venture. Crowdfunding makes use of the easy accessibility of vast networks of people through social media and Crowdfunding websites to bring investors and entrepreneurs together. As we explained during the analysis of the internet framework in the market analysis, this connecting tool allowed creating some new channels to involve the society in the social projects. The Crowdfunding source is one of these easy channels that the society can use to invest in some social projects such as UniRealidad. To do so, the most relevant platform in the market that performs this kind of service is the company Patreon.

As soon as possible we will open the Crowdfunding string. But, as it is a new kind of funding system with which we are not accustomed, we cannot predict the results. To develop a broad range about the possible scenarios, we will say that the realistic funding possibilities goes from 100€ to 3.000€. Taking as a pessimistic scenario the 100€ (taking into account that the Patreon string will be promoted in each video and in the website of the project) and as a very optimistic scenario the 3.000€ funding possibility (results for 2018).

9.2.2. External financing sources

Talking about the external financing sources, we will just talk about the two most important fount. We won't talk about other obvious financing possibilities such as credits, loans... As we all know they are a possibility, but they are not the realistic possibility for the short-medium term of the project UniRealidad.

Private funding

The private involvement in the associations is also one of the most important financing sources. This is a common type of funding among the non-profit organizations, so it is one of the most important issues to treat: ¿How to attract private funding?

The most important options to attract private funding would be donations, sponsorships or the organization of events (that could be related with the other two private funding sources).

Table N 4: Private funding expected

	PHASE 1 (Feb '18 - Oct '18)	PHASE 2 (Oct '18 - Sept '19)	PHASE 3 (Sept '19 - July '19)
Pessimistic	0€	1.000€	3.000€
Probable	750€	3.000€	6.000€

Public

This is probably the most crucial and important part in this topic. The public sector is the maximum target in the search for external funding. The principal goal of the company, in order to accomplish its objectives of aiding the educational sector by creating an innovative and functional information platform, is to involve the public sector in the project. The government invests millions of euros in the promotion of projects that could help the society in its way to the development and progress. When we talk about the government we need to take into account the local, autonomic, national or even supranational public entities.

9.2.3. Conclusions

In the next tables we can find some pessimistic and probable (realistic) forecasts about the project funding.

Table N 5: Total Funding Expected (pessimistic approach)

	PHASE 1 (Feb '18 - Oct '18)	PHASE 2 (Oct '18 - Sept '19)	PHASE 3 (Sept '19 - July '19)
Private Funding	0€	1.000€	3.000€
Public	0€	0€	0€
Crowdfunding	100€	300€	900€
FFF	2.000€	3.000€	4.000€
TOTAL	2.100€	4.300€	7.900€

Table N 5: Total Funding Expected (probable approach)

	PHASE 1 (Feb '18 - Oct '18)	PHASE 2 (Oct '18 - Sept '19)	PHASE 3 (Sept '19 - July '19)
Private Funding	800€	2.000€	5.000€
Public	0€	3.000€	8.000€
Crowdfunding	300€	900€	2.700€
FFF	2.000€	3.000€	4.000€
TOTAL	3.100€	8.900€	19.700€

10.CONCLUSIONS

The idea of the project UniRealidad was thought up before the decision to do the Treball de Final de Grau about this topic. The ideas were developed and some meetings to talk about the evolution, the future perspectives and the key issues were decided. But, the elaboration of this essay, this “summarized” Business Plan (with a limit of 50 pages) was the beginning to really start thinking about this project as a viable and auto-sustainable project.

The creation and development of a Business Plan is not just to think and to show the different issues and topics treated by the project. In my opinion, the objective of a really functional Business Plan, previous to the functional beginning of the project, is to present, rethink and to reconsider all the possible scenarios and frameworks by which the project could be developed. The key issue is to analyze all the different faces of the project by all the possible sides in order to find the threats and weaknesses. After this, the objective is to find some viable and functional solutions to solve these problems and, probably, the most difficult thing to do is to don't fall in passion about the project. Sometimes it is necessary to stop, to look at the project on a broad way and to reconsider if it is really viable and possible, because the human is a passion being who can drive its thinks by its feelings. If you cannot control the feelings in order to avoid to influence in the thinking, then, probably, your project will fall.

It's normal, a person wants to have an idea and he/she would like to see this idea triumph. But the ideas do not triumph by themselves. There have been thousands and millions of brilliant ideas developed in the world that didn't triumph, not for the idea, but because they weren't well applied. It's for this reason that you need to fight against yourselves, to take decisions that at the first time you didn't want to take but, at the end, the most important thing is to make the project triumph and to spread the idea of the project all over the world. That's my point of view about, probably, the key issue for any project-founder.

For this reason the development of a Business Plan takes this vital relevance. The Business Plan is the moment at which the founders need to think about all the different scenarios and possibilities. The moment at which you need to imagine that all the different topics will go wrong and, after this, to imagine how will you solve all the different problems one by one, correlating them, and trying to find the way that allows you to begin the project by minimizing all these possible negative forces.

Apart from this, apart from this paper and this work, what I've learned with my experience is that, you will never know and you will never have a minimum idea until you start the project. You can do all the possible forecasts, you can prepare it in a perfect way and you can prepare yourself to solve all the imaginable problems, but when would begin the project you will see that you're not prepared, you didn't know about this possible scenario, you were not prepared for this other threat, you cannot apply this solution you had prepared for a problem x... Basically, anytime you begin a project, you need to redefine and to rethink all the project. Because this will be the time when you will find the real problems.

There is no solution for the problem of uncertainty. You can ask to any person that studies econometrics, any person who began as much companies as you want or any person who

triumphed with a brilliant idea, and they will tell you one unique think: what you thought about a project is completely different from what you will find when you begin this project.

According to this, in my opinion, there is a unique way to make a project triumph, to be flexible. The flexibility is the key issue for any starting project. To be flexible enough to adapt yourself to the user's needs, to be able to completely change the business model, to pivot to a new (unbelievable) target, to change the product, the service, to change the entire company... to be able to pivot in any way. For me, that's the key issue. But, to pivot is also an extremely difficult think, it's about to change the basis of your project, to reallocate the resources, to rethink the targets, the market, the possibilities, to reanalyze the competition... It is one of the crucial parts of a Business life. So, how can you pivot in an appropriate way? For me, there isn't a unique possibility to pivot in a correct way. Someone will found a perfect financial solution to solve the business problems while another personality will find a new Business model that allows the company to make the project viable, while other personalities will fall trying to apply other solutions in the same scenarios. You cannot find a perfect solution, for me, the unique thing you can do to prepare yourself and to minimize the defeat possibility is to know and to learn.

The knowledge is the unique think that could allow you to avoid defeat. As much as you know about your market, as much user needs to explode you will find, as much as you know about the financial sector as much possibilities you will find to don't fall in bankruptcy... It's all about knowledge. It's all about to study the market and all the different factors the influence the project.

So, i cannot say that our project will triumph, i just can say that in a first view we developed a project that seems to be viable, but the development of this project will depend on how much we learn about the market and, from this, how much ideas can we present to solve all the different problems that we will face and, of course, which quality will this ideas have over the problem scenario.

That's a first approach about the project UniRealidad. As you could saw, the first view about the project present some exploitable possibilities. Since this moment and, more precisely, since the moment of launching the project to the public we will be able to see if the idea of the project is correct, and if the founders know as much of the market and their needs to make it triumph and to finally create a functional service for the society.

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