



Business Plan

**Ecoinnovation and
eco-events**

**Together we can create the best
version of the FUTURE!**

BeeCircular Plan

We help to create a future that we can be proud of and we develop services that create a **Positive, Social, Connected and Ecological** culture in organizations.

We believe business growth must be integrated, inclusive and focused on generating benefits for the entire community, including employees, customers, investors, partners and the environment.

We are passionate about supporting the creation and improvement of organizations and businesses, making them unique, humane, sustainable and green.

*We bring tomorrow's businesses and organizations to life.
Together we can create the best version of the FUTURE!*

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1 Executive Summary

The industrial revolution unquestionably marked the course of history and evolution and generated an unprecedented increase in our quality of life and wealth creation. However, the Industrial Revolution and the beginning of mass production also left a legacy that could have irreversible consequences: “a geological age in which the activities of a species - we humans - inexorably degrade the handful of global life-enabling systems over the earth.” (Goleman, 2013).

The current business paradigm obsessed with profit and indefinite and destructive growth has become unsustainable and is at a turning point. According to Wallerstein (2008) “Capitalism is omnivorous” and makes a profit wherever it is greatest, often blind to collateral damage. It’s not content with small profits, but maximizes them and moves towards monopolies. However, this system has reached its limit and is in a phase of closure, which will lead to a new economic era.

Despite the serious changes we have made to environmental systems, the awakening to the unsustainability of the current economic stance has opened the door to reflection and discussion of possible alternatives that may change today's worrying future prospects. This creates an unprecedented opportunity to develop actions that change our future and that of future generations, with respect for the laws of nature and in a conscious and sustained way.

Increasingly, consumers are demanding that companies bet on environmentally conscious, socially, inclusive and responsible alternatives, leading to their growing concern to meet this expectation. The “green” consumer is willing to pay a premium price for an “environmentally friendly product” and companies looking to satisfy this demand generate a close customer relationship and a commitment to creating a better future.

Companies' that change to green, connected, socially responsible and sustainable behaviour brings clear benefits to all parties involved: There’s a respect for the environment, a conscious use of resources and a positive impact on society. Customers feel pleased to purchase products and services that follow this philosophy and feel they’re contributing to environmental and social improvement. This satisfaction leads the consumer to talk about the importance of this type of consumption, which leads to an increase in market share, customer loyalty and brand value. Additionally, this behavioural change, when well communicated, generates greater stakeholder identification with the organization, which also creates greater engagement of people with the organization's strategy (Araújo & Lopes, 2010).

But while this kind of posture is clearly the way to go to enable business continuity, adopting sustainable, socially responsible, inclusive and green policies can mean a very profound change and, when mismanaged, can produce results far below the expectations.

BeeCircular was born from the ambition to help companies creating a better world. We'll be a creative and innovative project management company. Our activity is based on 3 key pillars: Circular Economy, Eco-innovation and Eco-events. To create solid and sustained services, we develop integrated solutions, tailored to each client and his vision, with the core of our company complemented by the following services: communication and impact control plan, appropriate continuous evolution plan design and our BeeCircular community, made up of all stakeholders, which promotes the exchange of ideas, the structuring of joint projects and the holding of events aimed at creating a greener, fairer and more supportive world.

Our passion is to make sure each organization's passion turns into something unifying and part of creating the best version of our future. Our mission is to promote corporate growth in a conscious and sustained manner, guided by a green, social and inclusive posture. We hold hands with the heroes of tomorrow.



2 Business Concept

BeeCircular is a creative and innovative project creation and management organization (*in constitution*) that focuses on the “pollination” of the Circular Economy, particularly in the business sector (micro and small companies in the Centre, Alentejo and Greater Lisbon regions and which works daily for the creation of a new business paradigm:

Create a future that we can be proud of by acting directly on the organization's DNA, generating a Positive, Social, Connected and Ecological culture. We believe business evolution must be integrated, inclusive and focused on delivering benefits to the entire community, including employees, customers, investors, partners and the environment.

We're passionate about supporting the creation and improvement of organizations and businesses and making them unique, humane, sustainable and green.

For this purpose, BeeCircular, based on the principles of circular, purpose, local and community economy, develops the following services:

1 Ecoinnovation | *BeeCreative*

We promote awareness, enlightenment and empowerment of the national business sector for the transition to Circular Economy, with a focus on micro and small companies in the Centre, Alentejo and Greater Lisbon regions. In this sense we develop the follow services:

- ⌘ **Mentoring:** Our mentoring solutions help entrepreneurs and organizations to achieve their goals by empowering and guiding them throughout the process to boost their results. Each session has a total duration of 1h30 and can be online or in-person, as individuals or as a team. Our mentoring solution gives the organizations access to ongoing follow-up, templates, exclusive tools and content and Q&A sessions.
- ⌘ **Consulting:** We promote the implementation, management and impact control of Ecoinnovation projects for organizations and entrepreneurs. We've developed a unique and innovative methodology, structured to accelerate results, reduce costs and maximize positive impact.

2 Corporate Eco events and Workshops| *Skydiving Eco Events*

- ⌘ **Eco-Events and Workshop Organization:** Our eco-events are designed to have a low environmental footprint and are zero waste. Our goal is to reduce waste and environmental impact generated by

events, increasing the life cycle of materials and raising awareness and empowering the participants to the environmental challenges we're currently experiencing.

Eco-Events Portfolio:

- Eco-entrepreneurship workshops
- Ecoinnovation Labs
- Upcycling Workshops
- Sustainability Workshops for Children
- Seminars and Talks
- Team Buildings
- Commemorative Events

3 Local Eco-Events | *BeeSocial*

The events to be developed aim to disseminate at the local and national level the work of the community entities and the community itself in the circular economy and sustainable field. To this end, the sustainability-focused events that we'll organize will combine knowledge exchange, learning, networking, arts, vegan food and physical and psychological well-being.

In these events, we'll promote activities such as workshops (composting, zero waste, upcycling, etc.), talks, trade fairs (eg. changing clothes and books), zero waste food court, activities for balancing body, mind and soul (Yoga, Meditation, Tai Chi, Dance, etc.), concerts and other local artistic performances.

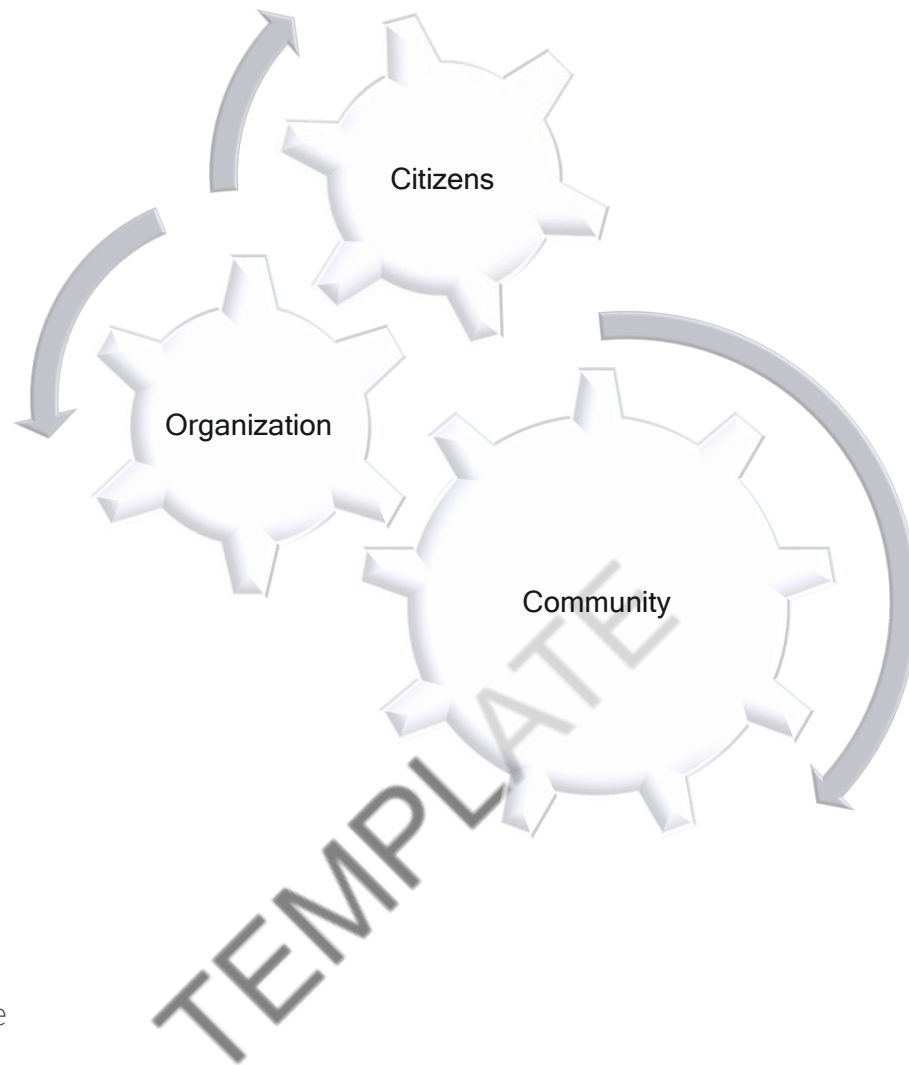
To enhance our services, we have the following complementary solutions:

Circular Economy Magazine and TV | *BeeMAG and BeeCircular TV (Youtube Chanel)*

BeeCircular MAG is an online magazine with regular articles and videos related to Circular Economy, Eco-innovation, Eco Entrepreneurship and Eco Events. The purpose of this magazine is to create value for the BeeCircular community, bringing together the main content related to our activity and boosting the results of projects and eco-events developed for our clients.

Portugal Eco Entrepreneurs Network | *EcoPt (Facebook Group)*

A networking group for potential and current eco-entrepreneurs that is focused on themes related to ecology, environmental sustainability, circular economy and conscious posture. The goal is to promote the exchange of ideas, but also synergies for action and resolution of current environmental and consequently humanitarian problems.



- ⌘ Bee Unique
- ⌘ Bee Green
- ⌘ Bee Creative
- ⌘ Bee Social
- ⌘ Bee the Future...



3 Identification Data and Legal Form

3.1 Company Identification

<i>Designation</i>	BeeCircular – Eco-inovação e Eco-eventos
<i>Local actuation</i>	Centre, Alentejo and Greater Lisbon
<i>Site</i>	www.beecircular.org
<i>Facebook/Instagram</i>	@BeeCircular ; @BeeCircular.Mag
<i>Mobile Contact</i>	+351 96 398 38 93
<i>Email</i>	beecircular.geral@gmail.com

3.2 Denomination e Juridical Form

Juridical Form:	Freelancer -> Private Limited Corporation (01-04-2020)
Share Capital:	0€ / 5,000 €
Major Shareholders:	Mariana Pinto e Costa / Raul Tavares
CAE:	70220 Other business and management consultancy activities

JURIDICAL FORM JUSTIFICATION

At an early stage, the legal form will be as a Freelancer to achieve tax and bureaucratic savings. As soon as the service level settles or there is a need to secure funding, a private limited company will be formed. The choice of this type of legal form aims to increase the company's credibility, facilitate access to credit if necessary and financing.

JUSTIFICATION OF THE NAME

The name represents a pun between the words be (to be circular) and bee, which is considered one of the most important animals for the balance of ecosystems.

The symbology of bees represents:

1 - The current danger of bee extinction and the possible impact that this situation may have on humanity is one of the many signs that the current form of action of societies and organizations has to be urgently reconsidered. The irresponsible massification of production, the degradation of ecosystems, the increasing use of polluting elements that are harmful to the environment and health, among other factors, are directly related to the companies' performance, so rethinking the way they act is crucial for the continuity of life on earth

2 - Bees represent an example of cooperation, effort and responsibility - They act in an organized, focused and dedicated manner. They know and honour their purposes and those of their colonies.

3° - Bees have a highly sophisticated communication system allowing them to perform their functions in a harmonious and efficient manner.

4° They are extremely clean and responsible, always keeping their hives immaculate

5° Develop high-quality products and much appreciated, with high benefits for those who consume them. At the same time, they have a high positive impact on ecosystems and are essential for their survival.

6° Bees abandon the safety and comfort of their colonies, without knowing their future. They only know that the time has come to face new challenges.

7° The queen bee (much like in business management) is useless on its own. In each hive everyone has their role, they know exactly what to do and what their goals are. In the hive all bees are important.

8° They act in a cohesive and planned manner and are the most developed animals on the planet. Their decisions are made by consensus. They have high adaptability and learning ability.

9 Bees are the main pollinator of the earth and consequently have a decisive role in nature. Similarly, businesses and organizations should focus their activities to make a positive impact on interacting systems while generating high quality, highly beneficial and consumer-appreciated products and services.

It is for these and other reasons that we are inspired by bees and their role in biodiversity. Like them, we aim to "pollinate" societies so that they can be increasingly positive to people and the environment.

4 Business Strategy

4.1 Mission

We bring tomorrow's businesses and organizations to life.

To develop an organization focused on the people, the organizations and ecology of their activities. Develop excellence-driven services that are geared to creating a future we can be proud of, honouring our purpose and the purpose of the people and organizations we work with.

4.2 Vision

Together we can create the best version of the FUTURE!

To leave as a legacy an organization that is a reference in promoting an Ecological, Social and Innovative organizational posture, that encourages the ideas, creativity, development of prosperous, sustainable and inclusive people and organizations.

Our focus will be on creating innovative solutions to the following issues:

1. Respect for the people and organizations identity, essence and purpose
2. Conscious and active posture in promoting a positive impact on societies and the environment.
3. Sustainable use of resources with a regenerative stance
4. The creation of organizations that respect diversity, multiculturalism, promote integrative evolution, and equal rights and opportunities.
5. Application of animal rights and respect for the laws of nature
6. Reduction / elimination of the concept of waste.
7. Creating resilient, participatory communities that work together for the common good.

4.3 Values

- ⌘ Self-Awareness - Awareness of the impacts of actions to drive them towards a higher, socially and environmentally responsible purpose.
- ⌘ Respect - Respect for the planet earth and all beings that inhabit it
- ⌘ Positive, social and ecological impact - From the inside out
- ⌘ Creativity, Eco-Innovation and Eco-design - For a constant, connected, inclusive and green evolution
- ⌘ Balance - Body, Mind and Soul
- ⌘ Diversity - Respect the difference and grow with it
- ⌘ Intelligent Evolution - For the challenges of the future

4.4 Social Commitment/Manifesto

BeeCircular aims to ensure the following social commitments:

- ⌘ Promotion of connected, conscious and participatory societies that evolve through a positive, ecological, regenerative and distributive stance.
- ⌘ Internal and external social responsibility as part of the organization's DNA.
- ⌘ Responsible and regenerative use of resources that respects the limits of the planet.
- ⌘ Respect for the diversity and richness of multiculturalism.
- ⌘ Dynamization of local, green and circular economy systems.
- ⌘ Streamlining areas with a high risk of desertification by promoting and implementing ideas for sustainable economic development and attracting green investment.
- ⌘ Education for civility and respect for the environment and living things in general
- ⌘ Promoting inclusion and equal rights and opportunities for all citizens, regardless of race, religion, gender, physical condition or age.
- ⌘ Clever fight against corruption and the global wealth distribution gap
- ⌘ Intelligent combat to the animal suffering industry
- ⌘ Solutions for the reduction/elimination of the concept of waste.
- ⌘ Promotion of organizations with a low ecological footprint and effective measures to reduce greenhouse gas (GHG) emissions and other air pollutants, like CO₂ and methane.

6 Business Model

6.1 Service Model

To enhance the project results, ensuring proper and constant monitoring, we developed a methodology that we call I.D.E.I.A (IDEA) and that follows these principles:

INIITIATING – The company objectives are combined with the Circular Economy opportunities, to identify projects that have the power to elevate the business and support the achievement of its objectives. An assessment of project viability and market acceptance is also carried out through trend and market analysis.

DEVELOP – After the definition of the project scope, the development phase begins. During this phase we develop the project plan, that will include the schedule, actions, activities, objectives, KPIs, resources, communication strategy and impact control strategy.

ENVELOP – The communication strategy is implemented to promote the participation, involvement and inputs of all stakeholders, promoting their engagement with the company. Mentoring / coaching sessions are held with the client to ensure that they have constant follow-up and guidance through each project phase.

IMPULSE – Through our community, magazine, communication strategy and dissemination channels, BeeCircular will boost the customer projects / events to generate a greater reach.

ACCOMPANY – Critical business indicators are defined to evaluate the project impact. To evaluate the results achieved, an initial, intermediate and final evaluation will be conducted, to verify how the project impacted the business.

6.2 Core Services

All services are provided in a project logic, using the Scrum methodology to manage them and to ensure that the results are aligned with the client's objectives and vision. The services and products will be implemented in a phased manner, according to the company's growth strategy and the ability to secure the necessary team.

I – ECOINNOVATION

BeeCreative

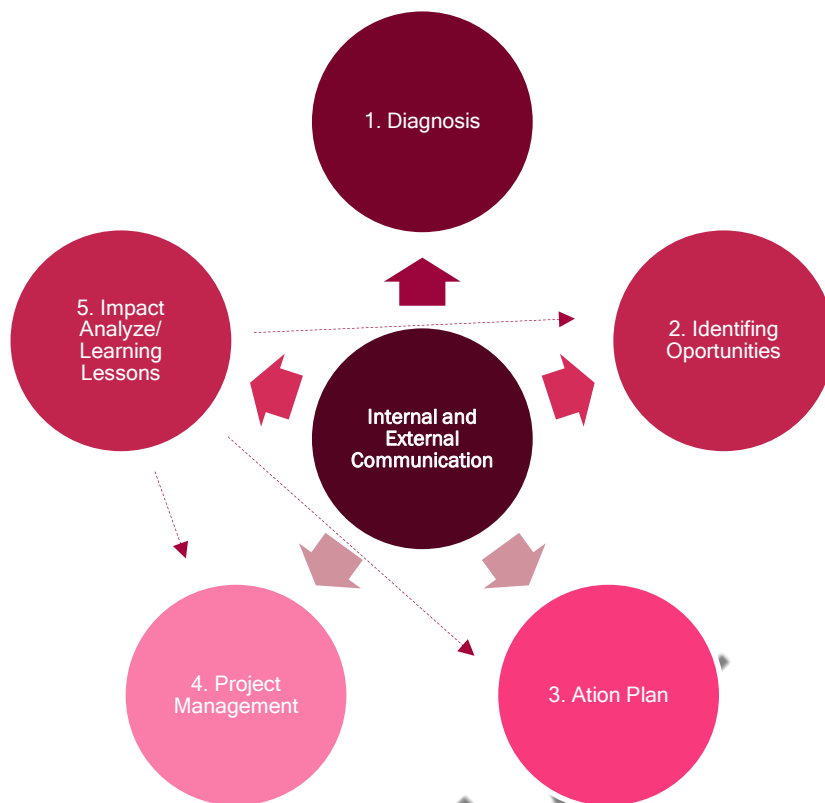
1. *Ecoinnovation creation and project management*

This service promotes the creation, implementation, management and impact control of circular innovation projects in micro-enterprises and SMEs through a structured and targeted methodology to accelerate results, reduce implementation costs and maximize the positive impacts generated for all stakeholders. To ensure high-value results, BeeCircular promotes creativity and innovation through methods such as listening and engaging stakeholders at various levels (customers, suppliers, partners, community), the close relationship and work with partnerships like universities and research departments, the theory of change, design thinking, a solid strategy of constant internal and external communication, and a strong search for digitization solutions that bring efficiency and process improvement.

There are two possibilities for running this service:

1. **Consulting, Coaching and Mentoring** - In this model BeeCircular monitors, advises and promotes the maximization of the positive impact of the implementation of the Circular Strategy and Eco-innovation. In this sense, we develop a diagnostic analysis and an adapted planning for each project phase. This model also includes the consulting and monitoring services, as well as the tools and templates needed, to generate excellent results.
2. **Diagnosis, Solution Building, Project Implementation and Management and Impact Evaluation** - In this service structure BeeCircular assumes the project coordination, planning and implementing ecoinnovation and circular strategies. This model involves a holistic analysis of the organization, the development of creative and innovative solutions for improvement and sustainability, structuring a communication action plan and the results analysis and learning lessons.

To allow a better understanding, below is the implementation logic of this service:



To meet our strategic objectives, the delivery of our services will be aligned with the 17 UN goals to transform our world by 2030 and we are committed to actively contributing to their reach, creatively, positively and dedicated.



II - EVENTS TO PROMOTE CIRCULAR ECONOMY

BeeCircular Events

1. Programmes and workshops to empower companies and entrepreneurs

These programs aim to empower entrepreneurs for current and future social and environmental challenges. These actions will be streamlined in a face-to-face format (open to the public or businesses) and online (Website, Udemy and Patreon). The topics will be focused on Circular Economy, Eco-Entrepreneurship, Eco-Innovation, Eco-Design, Cradle to Cradle and Decarbonization. To promote face-to-face actions, we developed several partnerships with entities that can host them (incubators and universities). These actions may also be promoted in companies and organizations for their employees. This service not only allows us to execute our strategy but also allows us to publicize what we do, creating a network and promoting possible future collaborations.

2. Corporate eco-events organization

Idealization, organization and impact analysis of corporative events, within themes related to Circular Economy. The events aim to elevate a customer's attitude of courage, enhancing the business through a sustainable attitude. Events are organized and managed through our I.D.E.I.A. methodology, which ensures the best results, support and trust. All events are zero waste and planned to have a low environmental impact.

Initial Portfolio:

"Out it's the new In" – Upcycling Workshops

- **Target Audience:** General public, companies (for the employees), social incubators, cultural centres, day centres, yoga / meditation centres, alternative therapy centres, craft, bio and decoration stores, etc.
- **Description:** Workshops for the whole family where the participants will create useful and decorative objects with "waste" or resources to be disposed of, using the upcycle technique.
- **Partnerships for co-promotion:** Associations focused on disadvantaged audiences (seniors, people with disabilities, etc.), social incubators and cultural centres.

Sustainability Workshops for Children

- **Target Audience:** School's, study centres, kindergartens

- **Description:** Workshops for children (between 6 and 12 years old), but suitable for the whole family, which combine the development of main soft skills (knowing how to communicate; Flexibility and adaptability; Collaboration; Creativity and initiative) with environmental awareness and education (5 R's - Rethink, Decline, Reduce, Reuse and Recycle).
- **Partnerships for co-promotion:** Educator, animator and educational organizations

Circular Team Buildings

- **Target Audience:** Companies with more than 20 employees
- **Description:** Events that combine motivation, teamwork promotion, socializing and improving the relationship with the brand along with activities and games that empower participants with the main Circular Economy concepts and principles, in a fun and conscious way.
- **Partnerships for co-promotion:** Coaching organizations

Seminars and Talks

- **Target Audience:** Companies, Startups, Entrepreneurs
- **Description:** Events that bring together several national and international specialists on the Sustainability and Circular Economy field, with talks, workshops, debates, pitches and networking activities, that facilitate the symbiosis between companies and promote the industries sustainability, innovation and competitiveness.
- **Partnerships for co-promotion:** Councils and incubators with an auditory

III – Local Events

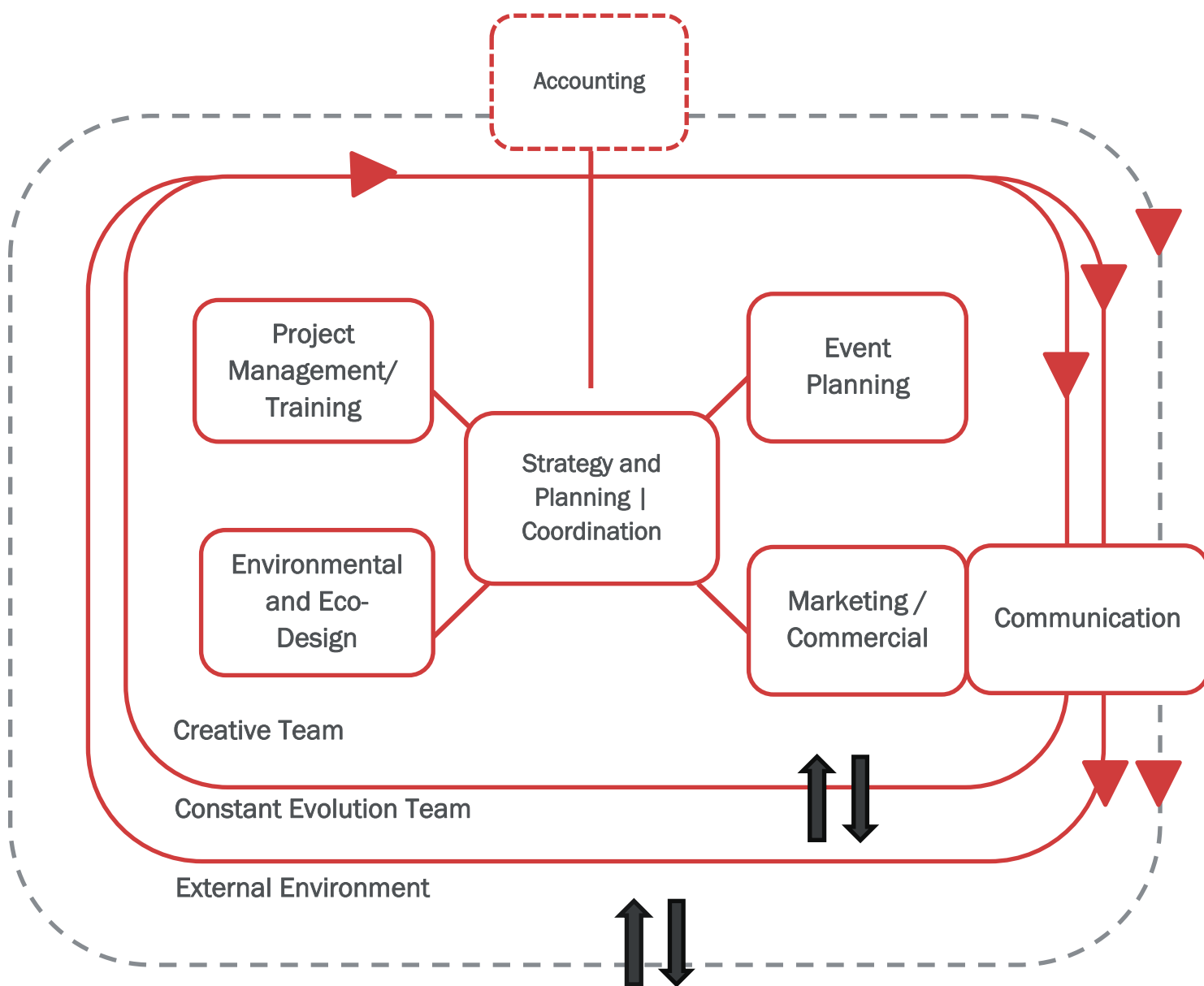
BeeSocial

1. Local events for the promotion and dissemination of the concept and projects related to Circular Economy

The events to be developed aim to disseminate at local and national level the work developed by the entities that constitute the community of Eco Entrepreneurs in Portugal, to build a world that we can be proud of. To this end, the events will combine knowledge exchange, synergy promotion, learning, networking, arts, vegan food and physical and psychological well-being.

In these events, there will be activities such as workshops (composting, zero waste, crafts with old materials, etc.), talks, swap fairs (eg changing clothes), zero waste food court, activities for body, mind and soul (Yoga, Meditation, Tai Chi, Dance, etc.), concerts and other local artistic performances.

6.3 Organization Model



The development of strategies, planning and objectives will be carried out jointly by all departments of the company, and a shared management strategy will be applied. The strategy and planning department will be responsible for compiling and validating the proposals and structuring the action plan, which will then be validated by all. The Coordination of the creative team will be responsible for guiding the ongoing projects and applying measures to a continuous evolution of the company, employees, customers, partners and suppliers and other stakeholders. This coordination is also collaborative. A 360° progression program will be applied where each employee can exercise and have training in all functions of the company. Ideas that are selected and implemented in the company will be coordinated by the person who proposed and the proposal will be entitled to a percentage of the profit (30% of the profit + 10% for the team distributed

as assessed). The training will be provided by all elements of the company, who will share their relevant knowledge and structure the training for this purpose. For this purpose, training for trainers will be provided for all team members. This will spread knowledge throughout the company and improve the communication and leadership skills of the facilitators. Project management will follow the Scrum methodology.

Strategy, Planning and Management - Department responsible for structuring and aggregating BeeCircular's strategy and preparing the planning based on it. As mentioned, this process occurs through a shared management system, and the communication strategy is supported and developed jointly with the respective department. This department will also be responsible for implementing, tracking and monitoring the projects, making adjustments if necessary and execute performance reports.

The coordination of the creative team will: monitor the work developed to see if it is aligned with the company's strategy; Make the first contact with the potential clients, develop the needs assessment and the proposal (which will also integrate the team inputs); Manage the continuous improvement implementation strategies. Responsible for coordinating vacation periods, schedules, absences and distance work; Conduct team progress assessment and monthly improvement plan; Identify and manage partnerships that complement the service and create value for the organization and stakeholders.

Event Planning / Project Management / Training - Responsible for designing, planning, coordinating and monitoring innovation events and projects. Manage the customer's relationship and control the impacts of the project. Articulate, when applicable, the relationship with partners. Proposals for service improvement, according to the customer follow-up experience.

Marketing and Communication - Develops and implements, together with the Strategy and Planning area, the marketing and communication strategy. In the marketing area, business, communication and digital marketing strategies are developed, implemented and managed. Also ensure the communication management and the impact control of the company and its projects, both internally and externally. This department will ensure that the strategies developed and the results achieved are properly communicated, internally and externally and by the right means, to enhance the actions taken, improving the culture, the stakeholder engagement and generating benefits for partners and local economy.

Eco-Design and Environment - Initially will be provided by external professionals, as needed. Develops and implements, together with the Strategy and Planning area, the design of the project outputs. It's also responsible for supporting eco-innovation projects and programs.

Continuous Evolution / Coaching - Constant Evolution Team will initially be assumed internally by the Strategy and Planning department but should be external at the end of the first 2 years of operation to ensure service impartiality. A market consultation (at least 3 entities) will be conducted annually to assess whether supply remains competitive and negotiate if necessary. The objective of this area is to plan, implement, monitor and adjust strategies for continuous personal and professional improvement of the stakeholders. For this purpose, this department works in coordination with all others ensuring a holistic view of the systems. It will also develop a coaching service.

Accounting - External Department to develop as an outsourced system

6.4 Partnerships

The objective of the partnerships to be developed is to complement and add value to BeeCircular's offer, with synergies that promote local and regional evolution. Another one of BeeCircular's objectives will be to develop joint projects that promote research, innovation and sustainable development of all parties involved. In this sense, before the partnership agreement is defined, it will be evaluated if the partner is aligned with BeeCircular's values and social commitment.

Partnerships that will be developed in the first phase will be:

Municipalities / Local Authorities and Tourism Agencies - To ensure that the local economies of the strategic areas where services will be developed are promoted, joint work will be undertaken with the local authorities and municipalities to identify the strategic areas of each zone, possible synergies to be achieved and investment fundraising. Another objective is to identify places to organize a set of free briefings / workshops. These sessions will also be a way of informing the community about the services developed by BeeCircular and to generate value for the local economy. A local guide with the circular economy investments with more potential in each zone will be developed, with the main information needed for this purpose. This guide will be applied to a tourist itinerary service specially designed for national and foreign investors that will be promoted with local tourist entities and municipalities.

Coworking spaces / meeting room rental and local accommodation - To ensure proximity to the areas where the services will be developed, flexible alternatives will be sought as coworking spaces, meeting rooms and local accommodation. These spaces should be preferably close to locations with train stations or express terminals, to promote transportation by public or shared transport (carsharing or electric car rental companies (example of potential areas: Faro, Évora, Odemira, Setubal, Santarem, Leiria, Coimbra, Castelo Branco, Guarda, Viseu, Braga and Vila Real). These partnerships aim to minimize the price variations associated with seasonality and to establish a database of locations for each strategic zone.

Universities and Research Centres - To promote research, innovation and development aimed at increasingly sustainable organizations, we aim to develop a close relationship with universities and research centres to promote better and more efficient transfer of academic knowledge to the market, promoting value and social and environmental improvement.

Environmental and Social Non-profit Organizations - To support the entities that focus their activities on improving environmental and social conditions, we intend to identify organizations that are aligned with BeeCircular's activities and we want to know in-depth their activities, so that we can understand how we can contribute more actively to the pursuit of their goals. It is also intended to promote knowledge exchange and synergies (eg Erasmus + project - Action II).

External consultants in the fields of sustainable and circular engineering / architecture and business law - Given that the company is not focused on this area, partnership agreements will be made so that whenever the project demands, these aspects can be jointly developed (eg. potential partner - Seibysusana).

Training Centres - To develop a training plan tailored to the client's objectives, partnership agreements will be made with various training centres in various locations throughout the country to ensure the implementation of training plans. In this regard, key training areas will be identified to select the centres with the most appropriate training provision. Training will also be developed by BeeCircular in conjunction with the training centres, thus ensuring their certification.

The entities included here, as well as other stakeholders, will be part of the BeeCircular Community.

TEMPLATE

7 Environmental Factors and Market Analysis

7.1 Environmental Factors - PESTEL

To understand the external environment and analyse the associated macroeconomic conditions, we follow the PESTEL analysis that reflects the political, economic, social, technological, environmental and legal factors that impact BeeCircular's performance. Factors representing an opportunity are marked with a "+" (whether positive or negative factors) and factors representing threats are marked with a "-".

POLITICS

- ⌘ (+) Political stability and continuity outlook of the current government;
- ⌘ (-) Political instability in some countries of the European Union and the world, which may lead to the breakdown and strengthening of populist parties;
- ⌘ (+) Policy priorities set jointly with the European Commission and addressing issues such as gender equality, migration and refugees, youth unemployment, social justice, environmental preservation and ecosystems, sustainable development, reduction of fossil fuel use, emissions of CO₂, climate change, strengthening SMEs, digitization, etc.;
- ⌘ (+) Increased EU funding for these issues in particular in Erasmus +, Creative Europe, Cosme and Horizon 2020;
- ⌘ (-) Reviews of applications and applications for reimbursement of European funds and implementation of programs lead to considerable delays, which may undermine the viability of projects;
- ⌘ (+) Benefits in boosting desertification risk areas, particularly in the Centro and Alentejo areas;
- ⌘ (+) Promotion and incentives for initiatives related to Circular, Social, Local and Eco-Innovation Economy;
- ⌘ (+) The rising cost of gasoline and imminent ban on diesel cars;
- ⌘ (+) Implementation of measures for pay parity and gender equality;
- ⌘ (+) Possibility of implementing a tax on the use of plastics;
- ⌘ (+) Definition of UN objectives
- ⌘ by 2030 ("Sustainable Development Goals - 17 Goals to Transform Our World)" and integration into policy agendas of measures to promote their achievement;
- ⌘ (+) 4th safest country in the world
- ⌘ (-) High levels of corruption

ECONOMICS

- ⌘ (+) National economic growth, very much motivated by the “viralization of Portugal” motivated particularly by some events such as Eurovision 2017, European 2016, the coming of WebSummit to Lisbon, the coming of Madonna and other personalities to Portugal, among other events. large-scale dissemination, which has led to a large increase in tourism, particularly in the major centres, a consequent increase in targeted offers, real estate inflation and a reduction in the unemployment rate to record levels;
- ⌘ (+) A boom in national entrepreneurship and investment in internationalization;
- ⌘ (+) Increase of self-employed and Digital Nomads;
- ⌘ (+) Increased cultural diversity particularly in large centres;
- ⌘ (+) Increased use of new forms of financing such as crowdfunding campaigns, collaborative investing and competitions for startups and entrepreneurship;
- ⌘ (+) Although there are more women in Portugal, they receive less (824,99 € vs 990,05 € in 2015), have less representation in decision-making positions, devote more time to household chores (45 minutes/day more) and are the main victims in the various types of abuse (harassment, sexual abuse, domestic violence, among other issues). Portugal ranks last in the ranking of European Union countries with the highest gender equality (21st out of 28 countries - European Institute for Gender Equality, 2018);
- ⌘ (+) There is still some resistance especially from small businesses to apply management methods, but the new business fabric that has emerged already has better preparation and motivation in this regard.

SOCIAL

- ⌘ (+) Increased awareness of environmental and economic problems;
- ⌘ (+) Portugal is a country of solidarity profile;
- ⌘ (+) Growth of a new, more informed consumer profile that wants to change their consumption habits to reduce their environmental impact. This type of consumer is willing to pay a higher price for healthier and socially and environmentally conscious products.
- ⌘ (+) Increased demand for information and training in the preparation / purchase of artisanal products, such as personal hygiene and cleaning products, home gardens, use and reuse of waste such as plastics, packaging, wrappings and food waste for composting. , reuse of clothing and furniture, etc .;
- ⌘ (+) Increase of the vegetarian (about 120,000 people in 2017) and vegan (about 60,000 people in 2017) food market by 514% in the last 10 years (Portuguese Vegetarian Association, 2018), following the European trend;
- ⌘ (+) Vegetarian establishments increased 323% and vegans 3000% between 2008 and 2018, with the fastest growing period between 2015 and 2017;

- ⌘ (+) Increase in organic production (12% between 2014 and 2015), particularly to export (20% of production);
- ⌘ (-) Aged population, with tendency for this problem to worsen;
- ⌘ (+) The level of education has been increasing;
- ⌘ (+) Areas of the country with a high risk of desertification particularly in the interior of the country and overcrowding in large centres;
- ⌘ (-) Increased national and global wealth distribution gap (80% of world wealth in 1% of the population), with Portugal being one of the OECD countries where this inequality is higher;

TECHNOLOGIES

- ⌘ (+) Emergence of digital currencies such as bitcoin, ethereum, litecoin and many others, including Portuguese;
- ⌘ (+) Significant growth in digital companies (UBER, NETFLIX, SPOTIFY, CABIFY, Amazon, Glovo, Facebook, LinkedIn, Instagram Youtube ...), which are driving profound changes in the way businesses and societies develop, job creation, information dissemination, among other implications;
- ⌘ (+) Digital sophistication has led to the obsolescence of certain professions and according to the World Economic Forum 4 out of 5 children entering school today will work in jobs not yet invented;
- ⌘ (+) According to the OECD, half of today's jobs in Europe are at risk and due to automation 40% of tomorrow's soft skills are not the same as today;
- ⌘ (+) The use of digital tools in companies such as applications, management software, e-commerce, social networks, digital marketing, etc. increase sales, make processes more efficient and effective, enable greater customer awareness and proximity and create new sources of revenue.
- ⌘ (+) Low articulation between R&D and the business environment;

ENVIROMENTAL

- ⌘ (+) Food production generates between 25% and 30% of all man-made greenhouse gas emissions in the world, most of which come from livestock;
- ⌘ (+) Current food production currently causes high soil and water contamination and has an extremely negative impact on biodiversity;
- ⌘ (+) Severe climate change such as the melting of polar ice caps, rising sea levels, increased extreme weather, among other changes that generate consequences such as droughts, floods, among many others (European Union, 2018);
- ⌘ (+) Increased problems related to excessive consumerism, including solid waste, such as the Ghana electronic waste dump, Pacific Island plastic, pollution and particularly sea contamination (if

measures aren't taken, in 2025 there will be 250 million tons of plastic waste in world waters (NGO Ocean Conservancy);

- ⌘ (+) The tendency to follow the example of countries such as Germany, Japan and Sweden and to adopt more sophisticated recycling and reuse systems to reduce the need for landfill and to promote uses such as composting, recycling and waste production. energy.

LEGAL

- ⌘ (-) Bureaucratic processes associated with company formation, licenses, certifications, permits and other types of authorizations that are usually very lengthy and complex, although progress is being made towards simplification;
- ⌘ (-) Europe's highest tax burden, which often "suffocates" businesses, especially at an early stage;
- ⌘ (-) Legal issues that have to be resolved in court are extremely time-consuming;

7.2 Market Analysis

MARKET SEGMENTATION

Geographic	The main focus of the developed services is the areas with a higher risk of desertification, namely in the Centro and Alentejo areas.
Demographic	<p>Age groups:</p> <p>From 18 to 30 years old - To prevent the ageing of the population in the region's most at risk of desertification, the solutions developed aim to enable the creation of their own jobs and the sustainable and smart growth of "circular" projects, to avoid leaving their areas of residence in search of job opportunities.</p> <p>From 45 to 65 years old - Given that there is a high unemployment rate in this age group and to promote the creation of opportunities, BeeCircular services are also designed to meet the needs of this population, namely through the development of artisanal and traditional companies adapted to current challenges.</p> <p>These groups could be:</p> <p>Microenterprises and SMEs that want to adopt an inclusive and sustainable stance; Entrepreneurs and Startups identifying the prospects of the circular, local and social economy; Long-term unemployed and artisans; People who want to "reinvent" their career.</p>

Psychography	<p>Entrepreneurs highly driven by purpose and awake to the need for change (Millennials and Gen Z); Entrepreneurs who respect nature and all living beings and who honour traditional techniques and methods, keeping alive the culture and history of our country (Baby Boomers).</p>
Behavioral	<p>Millennials and Generation Z - They have a great tendency to look for jobs where they can express their individuality, creativity and capabilities. Often because they feel little valued in companies and little identified with their activities, they seek to leverage their talents and use them professionally and as individual workers (various online companies, bloggers, vloggers, streamers, freelancers from various fields such as law, marketing, project management, architecture, design, digital nomads, etc.) or by creating Startups. They are very comfortable with digital media and often use them as a way of learning, thus avoiding having to resort to services. Because they have a very small structure, they are often self-taught and versatile, being at the same time designers, digital marketers, managers, computers, writers, etc. They prefer do-it-yourself (DIY) systems, online training, coaching, mentoring or other flexible solutions that do not undermine their own individuality. Although they are self-centred in their development, they are purposeful, they see the world as their home and a large percentage claim to have an impact on the world (39% of Gen Y and 60% of Gen Z). They prefer customized solutions that allow them to suit their preferences. A large proportion of these is willing to pay a premium value for quality natural products and services that respect human rights, living things and the environment. They are adept at vegan, cruelty-free, fair-trade, natural, biological, biodegradable, non-polluting, environmentally friendly products and services. They enjoy events that combine networking, learning, open exchange of knowledge, fun and great causes.</p> <p>Babyboomers - Have strong family values and value roots, tradition, culture and history. Extremely hardworking, they believe that professional rewards come from effort and dedication. Although they are not very easy with technologies, they are fascinated by these and overwhelmingly use networks such as Facebook relatively intensely. Their spending habits are often related to the status quo they want to demonstrate to the world. There are some cases of people who have had successful careers, but with the changes that have emerged, their professions have become less attractive to the market and some have difficulties because they are not yet at retirement age but cannot find work either. On another hand, having been able to get around through their high experience, knowledge and investments, they have become specialists in their professional fields and today have a financially balanced and stable life. They are sensitive to environmental problems, but are not as receptive to implementing sustainable measures in their daily lives. Old crafts, traditional and artisan techniques are often a good way to foster</p>

	<p>the encounter between consciousness and practice, as they apply mostly manual techniques, use natural materials and use resources in a balanced way. Reinventing these techniques through more innovative and creative business models often generate opportunities of high interest, trendy and create wealth and employment, being positively sustainable for the local economy (examples: cork, wicker, ceramics, permaculture, soap shop, restate, crochet, etc.). They prefer professional contact to be in person or by phone and although they already have relative ease of working with computers and mobile phones and some social platforms such as Facebook and YouTube, they do not relate with systems such as clouds, videoconferencing and online training.</p>
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MARKETING MIX

To specify the marketing strategies adopted here is BeeCircular's marketing mix:

Price: In order not to cause a drop in the amounts charged in this market, the average fees for consulting services will be charged (15 € / hour for economically deprived people, 40 € / hour for sole proprietors and 60 € / hour for collective companies). The training will have a reference value between 30 € / hour / trainer (promotional value in the first year) and 50 € / hour / trainer. At the project management level, a payment system in line with the project to be developed will be adopted, which implies initial payment for project opening, followed by phased payments in line with the deliverables and the project schedule. With the customer's approval of each delivery, the corresponding invoice is issued.

Promotion: Promotion strategies include - In the programs we are launching, there will be a 1st year 50% discount on the total amount. We'll even have an early bird system that gives you access to an additional 10% discount. For projects, we will offer a 20% discount if the award is made by the deadline of the proposal. 5% discount on the total project price if the initial payment represents 50% of the project. A return commitment is made in both projects and online training. In online training, the graduate can attend the 1st and 2nd module and if not satisfied, the return of the training value is assured. At the project level, since each delivery will be approved by the client, if the customer does not approve any of the results, the amount corresponding to the same will be returned. To calculate this value, at the beginning of the project is defined the percentage that each delivery represents.

If the customer recommends the service to a third party which then becomes a customer, a promotional voucher will be awarded that the customer can use to test a new service. If the recommendation comes from someone other than the company's legal representative, the voucher is awarded directly to the person who made the recommendation (Example: workshop).

Placement: As already mentioned, to ensure geographical proximity to clients, strategic locations will be identified, where partnerships will be established related to local accommodation and meeting room / coworking space rental. This way, whenever necessary, we can resort to them, avoiding large price fluctuations and achieving greater flexibility, avoiding in this case the addition of unnecessary fixed costs. These spaces should be located in cities close to customers and easily accessible by public transport. However, the focus will be on remote work development, using digital and mobile media (cloud, videoconferencing applications, email, Wettransfer, online project management platforms, among others).

To promote the networking and dissemination of our performance, we will be present at events, fairs, conferences, debriefing sessions, etc. related to sustainable entrepreneurship, circular economy, local economy, green economy, social economy, events for environmental preservation among other topics. In these events in addition to getting to know the participating organizations and the latest news in this area, we will also make ourselves known by inviting for a meeting schedule. For this purpose, two promotional elements will be prepared: Business cards made of recycled and reusable material and an eBook with 10 simple measures to make companies greener and more inclusive. This eBook will be presented and sent to the email provided along with the presentation of our services, Facebook and website. In our website and Facebook short articles will be published as well as news with themes related to the green, local and circular economy and stakeholder engagement, leading to a strong digital presence. Initially, the tools of google and Facebook will also be used to promote the services and promote the brand. Online seminars and some face-to-face seminars will be promoted.

There will also be some customer-oriented green goods from small local businesses. For the choice of these products we will use national entities that are located in strategic locations for the company (preferably old or current customers), thus reinforcing the creation of networking and the BeeCircular community.

Product / Services: All results related to the projects developed will be prepared in close collaboration with the clients, to ensure that they are true to their intended identity and vision. We promote the creation of projects with soul, essence and personality and not simply the development of replicas without identity. Often in this type of services pre-made service models are developed, which are then simply adapted and replicated, thereby achieving mass service delivery. We believe each organization is unique, has its own culture and identity and it must be respected and honoured. In this sense, we are focused on developing highly personalized and high-quality services and creativity. With the development of our experience and portfolio creation, we aim to adjust our pricing to establish ourselves as a premium service provider.

People: A deep culture of inclusion and development will be fostered for all stakeholders, in particular, BeeCircular Team, customers and the community. The Constant Evolution team will work daily on this to ensure that people feel identified and inspired by BeeCircular's performance. Half-yearly team building events will be organized that focus on the company's culture, strategy and goals and will promote reflection and open conversation about how it can align with each other's personal goals and those of the company and how together we can increasingly become more positively impact for our community. The team will be allowed to work one day a week at home (days defined in the annual plan), provided that there is no meeting

and that this does not impact the work to be done. If the person does not want or cannot work at home, they will be given a free afternoon. Occasionally (roughly every 2 months) various socializing actions will also be promoted, with the collaborators' proposals being appreciated (walks, wellness practices such as creative meditation and mindfulness, dinners, peddy pappers, picnics and social responsibility actions). As already mentioned, management will be collaborative to promote the introduction of people's ideas and generate their growth. No employee should remain unmotivated. The Constant Evolution team in collaboration with the rest of the team will streamline the execution of intrapreneurship projects, which, when executed, will be coordinated by the person who proposed, and the profits will be attributed in part to the person and the team involved, as appropriate. The Constant Evolution Team will also develop this work with clients and the community to assess the level of satisfaction, proportional learning and positive change and to go beyond their expectations.

Process: Projects will be managed using the Scrum method, to ensure compliance with objectives, budgets and deadlines and not to create excessive bureaucratization.

The projects will be delivered as follows:

1st Service Presentation and Value Proposition Meeting

2nd Needs diagnosis evaluation, that is performed through a template that allow the identification of opportunities for improvement.

3rd Service Proposal Submission that defines the deliverables of each option and the development times

4^o Definition of projects to develop, award, contract and project opening document with the scope and out of scope.

5th Delegation of the project coordination responsibility, being this element responsible for ensuring that the client's best interests are assured and for periodic communication with the client.

6th Submission of final planning, schedule and elements associated with the start of the project (e.g. communication material). These documents are dynamic and are being updated at each step to ensure the suitability of customer needs and customer satisfaction.

7th At the beginning of the project delivery cover (sprint) a creative team meeting is held to plan the project, organize the team and delegate tasks. A 15-minute meeting is also held daily to assess what has been developed, to ensure everyone's alignment and motivation, and to review the goal for the day. At the end of the sprint, the result is sent to the client and the informal and collaborative meeting is scheduled to present and review the results of a maximum duration of 4 hours. Before moving to the next delivery, a learning meeting is held (maximum 3 hours) to promote reflection and evaluation of the results developed and the improvements to be made.

8th Monthly or on each Sprint (whichever is the longest) the Continuing Evolution team checks customer satisfaction and promotes the assessment and self-assessment of each team member and establishes an improvement plan. Each session should not exceed 1 hour.

To encourage creativity and break the pattern of office work, where applicable, fieldwork and observation will be promoted.

Physical Evidence: The first Physical Evidence will be our office and our purchasing policy. Measures will be taken to ensure high efficiency and energy save (overtime cut, efficient equipment, sensor lights ...) and a smart use of resources such water and paper. Waste separation and organic waste composting will be performed, which will be used for in a vertical or horizontal organic garden (if there is room to develop in the office). Everyone can benefit from it as long as they contribute to its maintenance (at a predetermined time). The meeting room will be adapted so that when not in use it can be used as a space for meditation. The space should be very well lit by natural light. Office supplies and equipment must be produced in an environmentally and socially responsible manner. The furniture will be compost for restored and modernized pieces, with paints and other necessary natural and ecological products (example: Natural House) making them unique and faithful to the circular economy. Whenever equipment becomes obsolete, it will be sold or donated to the local entity.

The choice of suppliers and other stakeholders will also be other physical evidence. Wherever possible and financially viable, suppliers will be local micro and small businesses from the strategic areas to the company. All stakeholders should be aligned to develop a fairer world, protecting nature and promoting inclusive growth.

A highly creative, autonomous and participative, customer-oriented team for sustainable, green and inclusive growth will also be promoted. The working model will be creative, flexible and inclusive.

COMPETITORS AND INSPIRATIONS

Concerning competition, the following perspective is urgently underlined: BeeCircular's core focuses on creating a better world by developing business solutions that enable companies to conduct their business in a conscious, responsible, positive, inclusive and harmony manner with the ecosystems. This purpose should not be an option but the only possible option otherwise, we are irreversibly deteriorating the quality of life on earth and jeopardizing its continuity. All ideas for this purpose are welcomed by us and for the planet, since the "whole is greater than the sum of the parts" and together it becomes much easier to turn the dream into reality. Increasing the competition for this purpose, reduces the learning curve, increasing the evolution of environmental solutions and creating a greater challenge, which means that we have to give more and better each day. We believe "the secret is the soul of business" is an outdated concept and that open, transparent, shared networking knowledge generation will enable us to find ever more efficient solutions towards a more respectful, fair and inclusive world. Much remains to be done, both nationally and globally, so there is room for everyone in this regard. Therefore, our goal is to look at competitors as potential partners and evaluate the possibility of creating synergies that enhance everyone's results and enable us to create a better world.

Main Competitors

4change	Headquarters	Lisbon
	Geographic Presence	Lisbon
	Core Business	<i>Powering Social Impact</i>
	Number of Workers	10-20
	Services	Training, Consulting and Management of Sustainability and Social Business Projects; Social Impact Management; Strategic management; Communication; Theory of change; Financing
	Description	Company Consulting and Project Management Company and Impact Control. Although it has developed some projects with a European dimension funded by programs such as Erasmus, it focuses its activities on the large companies in the Lisbon region.
Sair da Casca	Headquarters	Lisbon
	Geographic Presence	Lisbon, North and Azores
	Core Business	<i>Sustainability intelligence in action</i>
	Number of Workers	16-30
	Services	Non-financial reporting, social responsibility projects, value chain analysis, organizational sustainability projects, communication
	Description	Organization focused on creating, implementing and communicating sustainability and social responsibility projects in company strategies. Through these, they promote the creation of value for stakeholders through a strategy that positively impacts them and a continuous communication plan. Like 4change, it focuses on large companies and the Lisbon region.
CORE	Headquarters	Santarem
	Geographic Presence	Lisbon, Santarem, Caldas da Rainha, Mozambique
	Core Business	Advancing Strategic Social Responsibility
	Number of Workers	7-10
	Services	Social impact analysis (SROI), stakeholder consultation, corporate volunteering, non-financial reporting, shared value creation, impact assessment, training and workshops, certifications (ISO 26000)

	Description	Aimed at strategic social promotion and social innovation, they focus on their introduction to generate greater growth and return responsibly.
<i>Circular Economy Portugal</i>	Headquarters	Lisbon
	Geographic Presence	Lisbon
	Core Business	For a society without waste
	Number of Workers	3-10
	Services	Projects and Consulting for the adoption of a circular strategy
	Description	Non-profit organization, operating in the public and private sector and developing consulting projects / services for the adoption of practical and value-added circular strategies in an environmental and community manner. Due to their non-profit character, they act mainly for Startups and associations.

Competitive Differentiation:

Although more competitors were identified, only those with a focus similar to BeeCircular were mentioned. The remaining competitors are more focused on the areas of environmental engineering consulting and sustainable architecture.

BeeCircular distinguishes itself from the performance of the competitors presented, in the following areas:

Our focus is on small entrepreneurs, as microenterprises, because due to their structure and reduced scope for hiring qualified employees (who are dedicated exclusively to these areas) those are who have a greater need for this service.

The organizations in which BeeCircular will focus on, at a national level and in a phase of international growth, represent the overwhelming majority of businesses (about 90%), with the largest impact on local people, the environment and the economy.

Except for some start-ups that already come from the ground-up with Circular DNA, these are entities where there is a greater urgency to rethink the production and strategic model so that they can be prepared for future challenges and increasingly act in a sustainable and inclusive manner. Similar to what is happening in some countries such as Denmark, Germany and Brazil, it is expected that in Portugal there will be a significant increase in consumers making their choices based on the social and the environmental posture of companies. Consumers are increasingly opting for reusable rather than disposable options that do not come in non-polluting plastic containers or have environmental and health-damaging components, among other factors, so if companies do not start to adapt to this reality, little by little they will be left behind as the competition awakens to change.

Our strategic regions for BeeCircular coincide with the regions with the highest risk of desertification and our activities are more focused on the regions of Alentejo and Centro.

Competing companies are so strongly focused on the implementation of social measures in companies, while our activity aims to support the creation of new companies that have an ecological and social posture since its foundation and the introduction of production and strategic models that act in a holistically way and substantially reduce the environmental impacts and generate a culture where people feel inspired and involved in the company's operations.

As our target audience often does not see this type of service as a priority, the built-in services are designed to mitigate this risk and are accessible and flexible for this type of audience.

Additionally, it is important to mention some entities that inspired BeeCircular:

- ✂ **IDEO** - Global Design Company for positive impact. Present in 9 countries and 3 continents, it is a worldwide reference for creativity and innovation implementation in organizations.
- ✂ **CIRCLE ECONOMY** - Dutch-based company specializing in Circular Economy solutions and supporting private and public entities worldwide to accelerate their transitions
- ✂ **UN** - In 2015, the UN defined the 17 goals to create sustainable development, and our goal is to actively contribute to their achievement.
- ✂ **Virada Sustentável (Sustainable Turning)** - Event that brings together several organizations with one goal - Create a Sustainable World The event takes place in several cities in Brazil and brings together music, art, learning and the exchange of ideas in one place.
- ✂ **SEBRAE (Brazil)** - Non-profit organization supports micro and small companies and promotes their training and development. Promotes free videos, training, tools and other resources. There are several call centres throughout Brazil that supports small businesses.
- ✂ **REVER Consulting** – Brazilian Consultant for the Introduction of the Circular Strategy
- ✂ **Tomorrow** - Documentary that talks about the impacts that humans have had on the planet and the most creative and promising solutions that have been developed around the world.
- ✂ **Minimalism** - Documentary that explains how minimalism can be the path to a happier and more balanced life.

7.3 Organizational Strategy

STRATEGIC VECTORS

Based on the SWOT analysis, the following conclusions were drawn on the business strategy to adopt:

- ⌘ A company that represents much more than just a service: it represents a life purpose that will be shared by all stakeholders (this being a mandatory criterion for selecting employees, suppliers, investors, partners and other stakeholders). Additionally, one of BeeCircular's main missions is to develop all stakeholders and their purposes for greater balance, sense of accomplishment and happiness.
- ⌘ Inclusive, collaborative and shared management method. In businesses, every person is important, every person contributes to the public's perspective of the company and services and so they should be valued and their ideas cherished.
- ⌘ A deep respect for all living beings and for the planet that translates into a set of services that aim to build and develop companies committed to this purpose, for a future we can be proud of.
- ⌘ Set of services that are aligned with current and future trends and challenges and are committed to creating value for businesses, local economies, the country, the planet and its ecosystems.

RISK ANALYSIS AND CONTINGENCY PLAN

Also resulting from the SWOT analysis, the following business weaknesses and strategies were identified to manage the associated risks:

Risks	Strategic response
Lack of internal resources in architecture, engineering and law	These services will not be the main value proposition of the services developed, but a way of making them complete and more appropriate. To remedy the absence of these resources, specialized external consultants who are aligned with the company's objectives will be identified to support the provision of services associated with these aspects, whenever applicable. After the company is in a financially stable situation, the possibility of integrating these areas internally will be evaluated.
Geographic distance from locations where you want to target your business (Centro and Alentejo)	To bridge this distance, flexible rental spaces (e.g. coworking spaces, room rentals, etc.) will be identified in strategic locations where service can be provided and meetings are held where necessary. Competitively priced temporary rental rooms for short stays will also be identified. The trips will preferably be made by public transport, so the places should be close to them. If this is not possible, the trip will be taken by public transport to the nearest location, together with the use of shared car solutions, such as rental / carsharing / UBER (whenever available electric);

<p>Most large companies develop this type of service internally or already have companies providing this service</p>	<p>Considering the company's mission and to mitigate this risk, BeeCircular's target will be microenterprises and SMEs (particularly in the Alentejo and Center of the country) that intend to adopt an ethical and environmentally responsible posture. These companies typically have less capacity and resources to develop these services internally and the possibility of contracting them externally offers greater flexibility. In this way, we will also develop local economies creatively and ecologically. Additionally, providing a service of excellence to these companies will open the door for large companies, which will still not be the main focus.</p>
<p>High competition in developing business plans, European incentives and environmental engineering and architecture projects</p>	<p>These services are not the core of the company and are provided with the following objectives: to complement and make viable eco-entrepreneurship, circular economy and eco-innovation strategies; serving as an anchor product, as these services are highly sought after and providing them through a high quality service, achieved through experience and respect for people and their visions open the door to the provision of other services. A cross-selling strategy will be applied to add value to the service developed and broaden the client's service portfolio.</p>
<p>Conservative micro-enterprises and SMEs with little openness to this type of service and socially and environmentally responsible internal and external measures</p>	<p>Through projects to be developed in the medium term, through the BeeCircular community, some educational debriefing sessions will be developed (free of charge if sponsors are available, such as municipalities or for an amount that only covers preparation costs). Face-to-face and online, which aim to make participants aware of environmentally and socially responsible organizational practices, through simple methods that can be applied in any company, at low or non-existent cost and that offer significant savings. These sessions will make BeeCircular's work known, create a database of potential customers and bring potential strategic partners closer together, such as municipalities and other local entities.</p>

COMPETITIVE STRATEGY

The competitive strategy that BeeCircular will adopt will be Focus, as it is the one that best fits its objectives, mission and vision. The company will work to develop a service of excellence, suitable for current and future entrepreneurs and organizations wishing to develop business activities with an ecological, inclusive, socially responsible and high positive impact on the involved parties. The obsessed focus on profit as the primary end of organizations is reductive and destructive, so it should be seen as a means to a much larger and integrative end. To this extent, BeeCircular will work daily to provide a service that is increasingly suited to the needs of this customer profile and that promotes the sustainable growth of its companies, in a manner that is true to their visions.

MATRIX OF ANSOFF

1. Market Penetration

Although the services portfolio is already properly structured, it will be phased in. Initially, only the following services will be provided:

- ⌘ Circular Economy Programs | BeeCreative
- ⌘ Eco-events for organizations and eco-entrepreneurs | BeeCircular Events

The remaining solutions will be introduced after the previous ones are stable in terms of service model, support tools, team and customer portfolio. In terms of operation area, first there will be a focus on the regions of Setubal and Alentejo.

As already mentioned, in order to promote market entry, the following measures will be developed:

Attendance at events related to sustainability and entrepreneurship: We will be present at events, fairs, conferences, debriefing sessions, etc. related to sustainable entrepreneurship, circular economy, local economy, green economy, social economy, events for environmental preservation among other topics. In these events in addition to getting to know the participating organizations and the latest news in this area, we will also make ourselves known by inviting for a meeting schedule. For this purpose, two promotional elements will be prepared: Business cards made of recycled material and reusable as book separators and the ebook "How to promote the evolution of your company through Circular Economy". This ebook will be presented and sent to the email provided along with the presentation of our services, Facebook and website.

Social Networks: In the BeeCircular Mag and Facebook short articles will be published and news with themes related to the circular economy, eco-entrepreneurship, eco-innovation and eco-events, betting on a strong digital presence. Initially, the tools of Google and Facebook will also be used to promote the services and

promote the brand. An eco-innovation competition will also be promoted, where the best idea will be entitled to participate for free in one of our consultancy and mentoring programs.

Introductory Workshops: Online workshops and some in-person workshops related to eco-innovation, circular strategy and eco-entrepreneurship will be promoted. In the online support, the first 3 classes of each training will be free, in order to get to know the topics that are covered and give a short introduction to the workshop themes.

Partnerships: It is intended that the partnerships developed, define in their agreement how entities will promote mutual growth. Thus, established partnerships will also be a way to attract new customers.

2. Product Development:

Product development will be accomplished through the introduction of the new BeeCircular brands, namely BeeSocial and the BeeCircular Incubator. Each brand will be introduced separately and only when it is properly established will it advance to the next. With each new release, a team member with the appropriate profile will be in charge of coordinating it.

3. Market Development

We will create bootcamps aimed at foreign entrepreneurs who may or may not be residing in our country. These bootcamps in addition to focusing on Ecoinnovation and Eco-entrepreneurship will include accommodation and recreational and tourist activities that align with the activities. We will also promote performance at PALOP's and beyond through our online programs.

4. Diversification

With the growth of the business, it is intended that a fund will be set up to invest in sustainable businesses. This way BeeCircular will also establish itself as an eco-investor by diversifying its portfolio.

8 Planning and Implementation

Attached

9 Investment and Budget

Attached

Note: The Financial Plan attached was made in a “worst case” scenario perspective. As such, BeeCircular’s objectives are far more ambitions then the numbers that we used in the financial analysis.

TEMPLATE