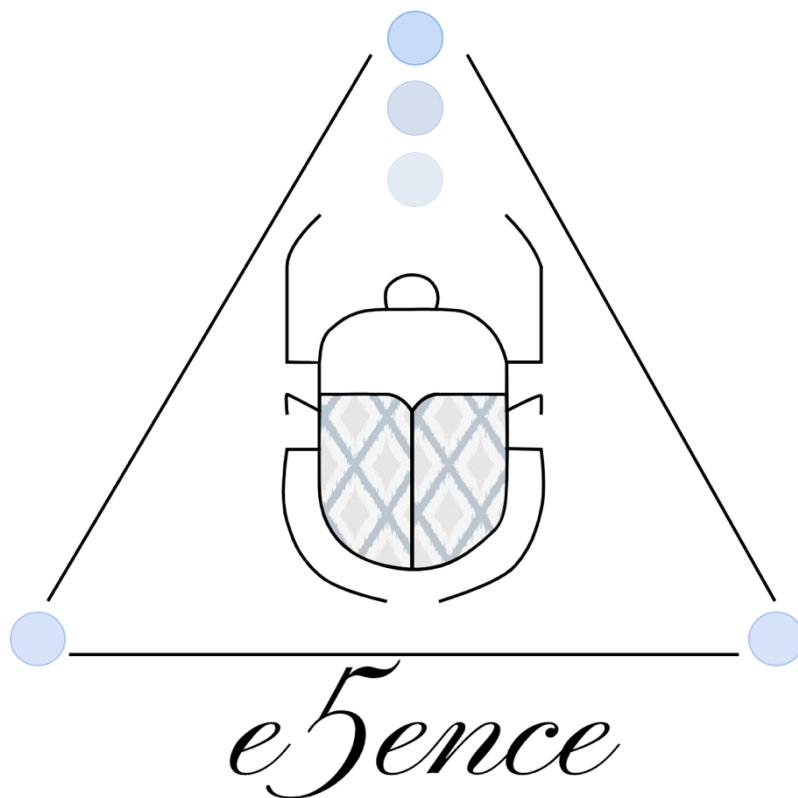


FINAL DEGREE PROJECT

ASSOCIACIÓ E5ENCE



Associació contra Trastorns de Conducta Alimentària

AUTHOR: BERTA TORRES GALLARDO

TUTOR: M^a Teresa Bosch

Accounting and Finance Degree | Universitat de Girona

Banking and Finance

ÍNDEX

1- INTRODUCTION	2-4
1.1-Introduction	2
1.2-Motivation	3
1.3-Aim of final degree project	4
1.4-Relationship to degree programme.....	4
2- BASIC CONCEPTS	4-6
2.1-The association	4
2.2-Regulations for associations.....	5-6
3- CURRENT SITUATION	6-14
3.1-Introduction	6-10
3.2-Current Spanish Economic Situation	10-11
3.3-Survey.....	11-13
3.4-Fundació Arcadi Interview	13-14
4- STRATEGIC ANALYSIS.....	14-16
4.1-Sector activity definition	14
4.2-Macroeconomic analysis.....	14-15
4.3-Microeconomic analysis.....	15
4.4-SWOT analysis.....	16
5-MARKETING PLAN ANALYSIS.....	17-19
5.1-Target audience	17
5.2-Marketing Mix (4 P's)	17-19
5.2.1-Price	17
5.2.2-Place	18
5.2.3-Promotion.....	18
5.2.4-Product (service)	19
6- SOCIETY ANALYSIS AND HUMAN RESOURCES.....	20-24
6.1-Mission, vision and society values	20
6.2-Why an association?	20-21
6.3-Procedures	21-23
6.4-Organization chart	23-24
7- ECONOMIC AND FINANCIAL ANALYSIS	24-30
7.1-Income and expenditure	24-26
7.2-Profit and loss account	26-28
7.3-Provisional Initial Balance.....	28-30
8- CONCLUSIONS	31-33
9- WEBLIOGRAPHY.....	34-35
10- ANNEX	36

1- INTRODUCTION.

1.1- Introduction.

This Final Degree Project is about setting up an association, called *Associació E5ence*, related to assistance to mental illnesses (such as anorexia and other diseases) with minimum cost to the client. Today's society, due to the COVID-19 pandemic, many cases of mental and food diseases have arisen due to the different consequences of lockdown.

This Final Degree Project is an idea of the business model: to provide the service of nutritionists, nurses, specialized doctors, psychologists, psychiatrists and personal trainers to all those citizens who need to get out of this problem, for a minimum payment at the beginning of the treatment. In addition, it will deliver several talks and conferences in Girona, Baix Empordà and Alt Empordà, which will give voice to this problem.

Furthermore, the author has experienced a close situation to the activity of this new business, and her family and her had no public help. So, that is why the main activity of *Associació E5ence* is providing assistance to people with these issues that cannot afford to pay private professionals and have realised that public health is not as helpful as it seems.

The challenge of this association is in the viability of it, taking into account that there would not be a direct income for the provision of the service, but that it should be financed by other means. In addition to giving voice to this service and that the population is not afraid to show its vulnerability by making known and assuming the problem.

In short, the observation of these problems in society and the need for free and affordable help for all, has given rise to business opportunity that if carried out in an ideal way can give a very positive service to today's society, helping those families that are going through difficult times and have no support.

1.2- Motivation.

The reason for doing this business plan is the creation of an association to help families and citizens suffering from eating disorders and other mental problems and do not find support, or this is minimal, by public health. The author has personal experience of the gaps in medical assistance and care that exist in the current system.

This association will do its activity of providing basic service in the area of Girona, Baix and Alt Empordà.

A study, carried out by the Hospital *12 d'Octubre* Research Institute¹, through a survey of a representative sample of 2,000 individuals, confirmed the worsening of mental illnesses (linked to food behaviors, as well) due to lockdown, lack of exercise and fear because of the pandemic and the current social situation. This survey is about public health. Faced with this problem, the Spanish State has not been able to respond with the required effectiveness and, in case there was a response, these were not of quality.

The project's author contacted ACAB (Association Against Anorexia and Bulimia) an association with the similar non-profit exercise as the one described in this final degree project, to make an interview request. The answer was rejected because of the amount of work they had (contacted in October). This fact, despite the impediment of the refusal to the interview, gives a lot of information about the current social situation, showing a niche market to be exploited (see in 3.2 and 4). Obviously, there is the possibility of private assistance, but not all Spanish inhabitants have the minimum resources to pay independent professionals.

Associació E5ence has seen a niche market, providing an improved service to those who really need it and are helpless in the face of this problem, with only a minimum payment.

For this reason, it is hoped that this business idea will be successful.

¹ <https://www.elcarmenclinica.com/revista-medica/un-estudio-muestra-que-los-pacientes-con-trastornos-mentales-son-mas-vulnerables-a-la-covid-19/>

1.3- Aim of final degree project.

The aim of this Final Degree Project is to develop a business plan in which the characteristics of the business model of *Associació E5ence* will be defined, and the procedures and strategies for the opening of this new company will be developed. In this way, it will calculate the investment, and assess the economic, financial and technical viability and the profit it brings to the members.

1.4- Relationship to degree programme.

This final degree project wants to implement the knowledge obtained during these four years in Accounting and Finance Degree at the University of Girona.

Subjects taken are those that will be used to properly develop this work.

These have been structured efficiently so that, once the degree is finished, each student has the knowledge to be able to set up a society, following the required procedures, and can evaluate the viability of it. The students are aware that due to the limitation of time, this knowledge does not have the desired depth, but it is also taken into account that, depending on the experience and the willingness of the students to delve deeper into subjects, it will end up being obtained.

In this sense, all subjects contribute to this project, highlighting some more than the others.

2- BASIC CONCEPTS.

2.1- The association.

Due to the economic constraints and the minimum capital, the author of the study thought that an association would be better than a foundation because only a minimum of three partner is required to establish it. For the *Associació E5ence* this number can be covered by family member. There is more legal information in Book III of Civil Code of Catalonia.²

² <https://www.boe.es/buscar/act.php?id=BOE-A-2008-9293>

2.2- Regulations for associations.

Catalan entities are governed by Law 4/2008, of 24 April, book III of Civil Code of Catalonia³. This law determines the following:

- the functioning of associations and foundations registered in the Department of Justice of Catalonia,
- the composition and functioning of the governing body,
- the competences of the General Assembly,
- the conditions of access and cancellation of members and
- the procedures for its constitution and dissolution.

In this Final Degree Project, the Catalan Civil Code will be used because the association will be registered in Catalonia, not in Spain.

It should be noted that, since last July 23rd, Catalonia has imposed its own Voluntary Law, which regulates the Catalan model of volunteering, defining volunteering as a voluntary person and the legal framework that protects the work he or she carries out, as well as the rights and duties of the volunteer (formalizing the commitment in a voluntary document, signed by both parties, the volunteer and the association). It also requires having a log book including all people who are voluntary and, in addition, insurance that covers accidents and civil liability.

The latest regulations to be taken into account in associations is Law 15/1999 of 13 September on the Protection of Personal Data (LOPD)⁴, which guarantees and protects the right of all natural peoples to exercise effective control over their personal data.

All companies must comply with Law 19/2014, of December 29th, on transparency, access to public information and good governance⁵, which has active and passive advertising obligations, the public aid they receive, and their relationship with the public administration.

³ <https://www.boe.es/eli/es-ct/l/2008/04/24/4>

⁴ <https://www.boe.es/eli/es/lo/1999/12/13/15>

⁵ <https://www.boe.es/buscar/pdf/2015/BOE-A-2015-470-consolidado.pdf>

These are the most important regulations for the legal entity object of this project, although there are others, which will not be named, but will be taken into account for its constitution.

3- **CURRENT SITUATION.**

3.1- **Introduction.**

In today's society, there are many pressures impacting on mental illness, but since the end of 2019, the global COVID-19 pandemic should be highlighted.

It is true that eating disorders have always been present in our society, but during lockdown and due to the stress and anxiety caused by the sudden change of life that everyone across the world has experienced, these mental illnesses have become worse. Many people are experiencing problems that are difficult to solve (as is shown by the study previously mentioned, carried out by the Hospital's Research Institute *12 Octubre*).

Furthermore, another piece of research carried out recently (5th of December 2021)⁶ gives the author more information about the social situation nowadays. It shows how teenagers in Catalonia have become more vulnerable to eating disorders and low self-esteem. It said that mental illnesses have experienced an increase during lockdown due to COVID-19, and they are getting worse as times goes by. Also, the study confirmed that these problems got worse when families used public health system, because they did not have a clear answer about the problem, making families think that the real problem is that their son or daughter had fallen in love. Health statistics could not show all cases because most of them have to go to private health or have no help at all. This justifies the aim of this final degree project because the study has shown that most people are going through this problem alone due to the bad management of the public health system. Specialized attention from public health takes several months and it is not usual. This can make people suffering from eating disorders get worse as years go by, making the recovery more difficult because patients get used to living with these illnesses.

⁶ <https://www.lavanguardia.com/vida/20211130/7897704/trastornos-alimentarios-alimentarios-crecen-adolescentes-atienda-tiempo-enfermo.html>

These institutions are saturated with patients that also require these necessary services.

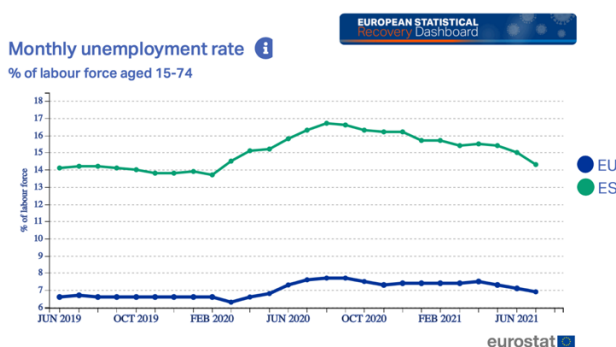
Furthermore, ACAB's email (*Associació Contra l'Anorèxia i la Bulímia*) and other studies analyzed by the author have shown that there is an important amount of people with problems helpless and lost in this long recovery journey.

This is another reason why there is a special motivation in carrying out this project, not only in a university and educational nature, but also to put in practice in real live.

Another topic to deal with is the drop in living standards due to the pandemic. It is known from massive information sources, personal contacts and society analysis, that COVID-19 has left many families unemployed and requiring for free help to eat and survive. These situations affect to both psychologically and economically, making it difficult to deal with mental illness and, moreover, making it impossible for these families to attend paid private professionals.

Furthermore, different charts will be attached showing the decrease in living standards in Spain during the COVID-19 pandemic.

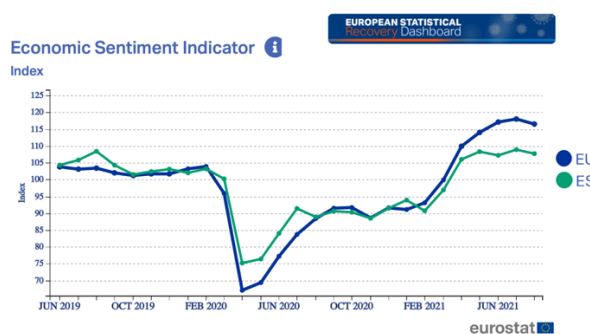
FIGURE 1: MONTHLY UNEMPLOYMENT RATE 2019-2021



Source: European Statistical Recovery Dashboard

This chart shows that there was a slight decrease in February 2020 due to the pandemic, with a progressive and light recovery of work.

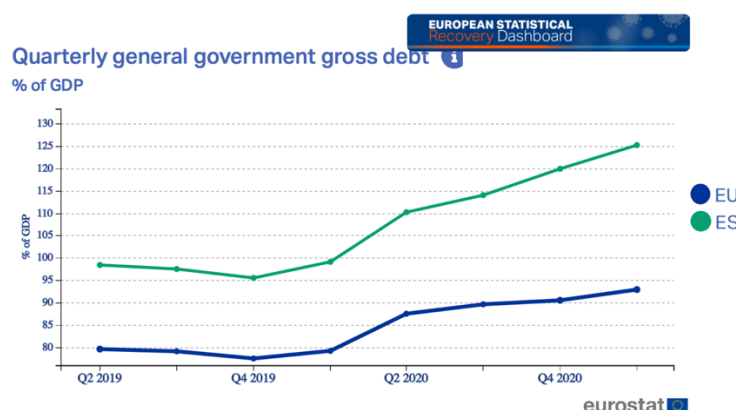
FIGURE 2: ECONOMIC SENTIMENT INDICATOR 2019-2021



Source: European Statistical Recovery Dashboard

In comparative terms with European Union, Spanish confidence in the economy is observed to be slightly higher. It is worth noting the drop in this feeling between February and June 2020, but with a successful social recovery due to the decrease in restrictions and the revival of the economy.

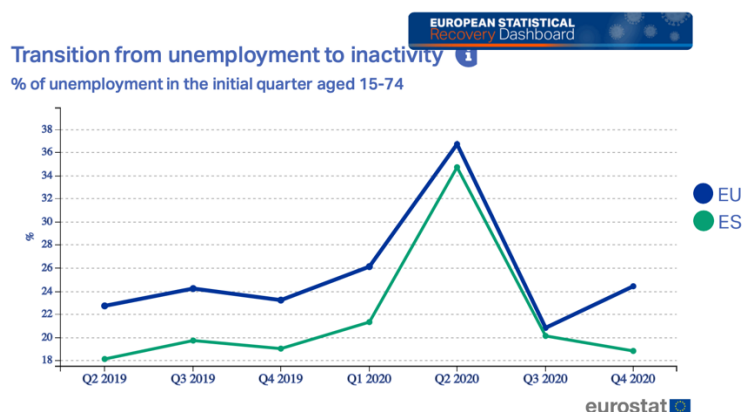
FIGURE 3: QUARTERLY GENERAL GOVERNMENT GROSS DEBT 2019-2021



Source: European Statistical Recovery Dashboard

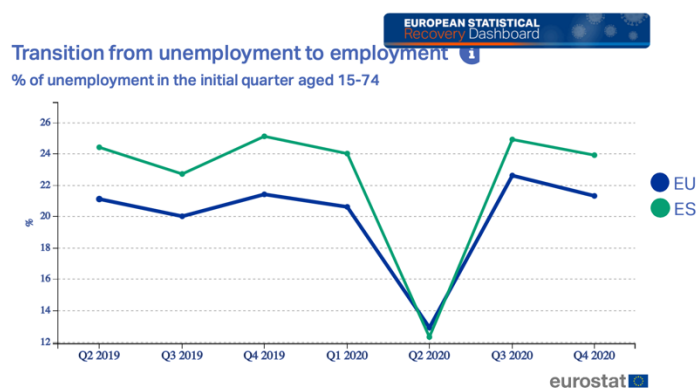
Spain's government debt is significantly higher than in the E.U., and has been increasing throughout the quarters since the epidemiological situation began.

FIGURE 4: TRANSITION FROM UNEMPLOYMENT TO INACTIVITY 2019-2021



Source: European Statistical Recovery Dashboard

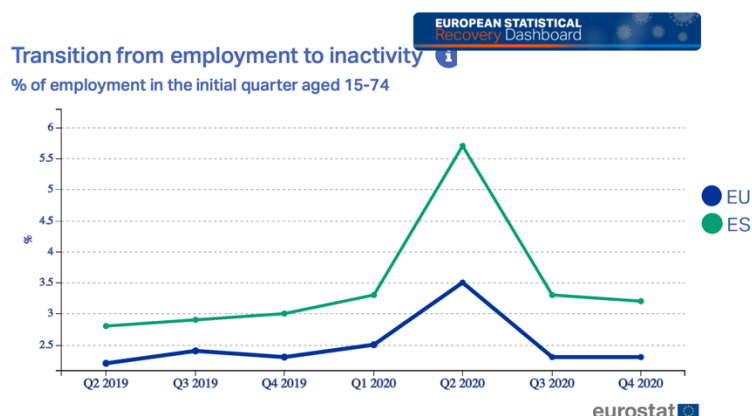
FIGURE 5: TRANSITION FROM UNEMPLOYMENT TO EMPLOYMENT



Source: European Statistical Recovery Dashboard

During the second quarter of 2020, there was a drop in unemployment in Europe and Spain, although the following two quarters of that same year it had increased. This situation was caused because of the pandemic. The lockdown made business got rid of their employees to decrease their debt. The following quarters were different because there were some decreases in social restrictions, so that let people work again.

FIGURE 6: TRANSITION FROM EMPLOYMENT TO INACTIVITY



Source: European Statistical Recovery Dashboard

3.2- Current Spanish Economic Situation.

The global economy is likely to continue recovering despite the complex context of COVID-19. After a fall of 3.3% in 2020, global GDP is forecast to increase to 5.9% in 2021 and 4.8% in 2022. A more optimistic evolution than expected due to the vaccination process being carried out against coronavirus, the lifting of mobility restrictions and preventive measures.

In Spain, GDP was 10.8% in 2020. The economy experienced a significant slowdown that caused a stagnation during the fourth quarter of 2020. At the beginning of 2021, there was another drop in this indicator due to:

- A deterioration in Spanish health indicators.
- The UK's exit from the E.U.
- The impact of weather events.
- The increase in energy costs.

However, activity is expected to recover in the coming quarters. Different factors explain the expected rising in growth:

- The change in US fiscal policy.
- The improvement in health indicators
- Accumulated savings.
- The relaxation of EMU regulations (promoting expansionary fiscal policy).

- The impact of the NGEU⁷.
- The effects of the ECB's policies.
- The good performance of exports.

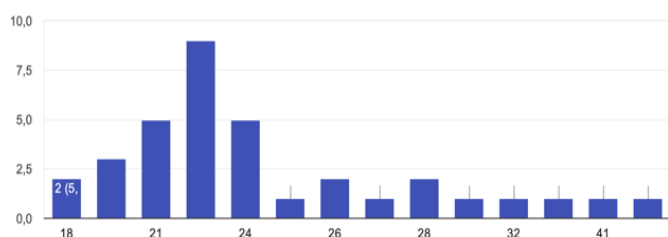
3.3- Survey.

In order to go deeper into the study of the social situation, the author carried out a survey to a representative sample of the population of all ages in the area of Girona and *Baix Empordà*. These questions were created using Google forms and promoting them through Instagram.

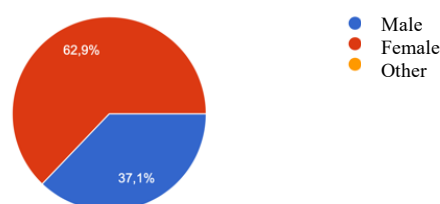
Surveys were done to 80 people from Girona and *Baix Empordà* to study their feelings about the aim of the association. Their ages were between eighteen years old and forty years old.

Thanks to the survey responses, author could draw some conclusions that will be seen at the end of this final degree project.

AGE

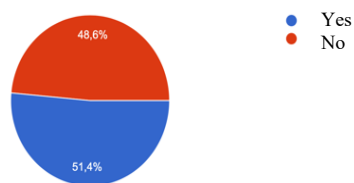


GENDER

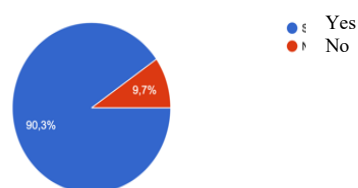


⁷ Next Generation EU: Europe recovery plan to emerge stronger from the pandemic, transform our economies and societies, and design a Europe that works for everyone. https://europa.eu/next-generation-eu/index_en

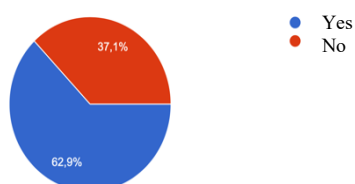
Do you feel affected due to COVID-19?



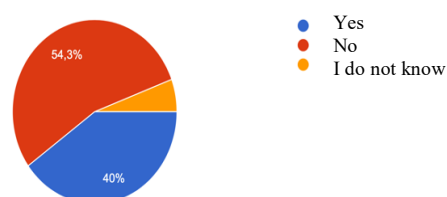
Do you think that pandemic has worsened these diseases in our society (or has created more people suffering them)?



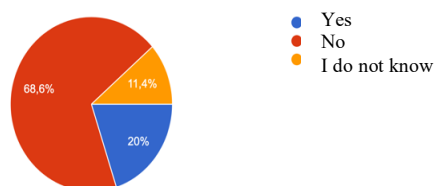
Do you feel worried about your body image when you are in public?



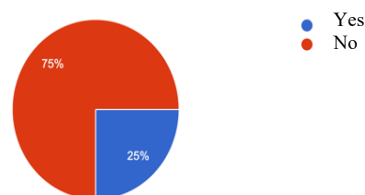
Do you ever had a bad behavior related to food?



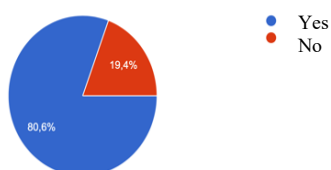
Do you think do you ever had an eating disorder (diagnosed or not)?



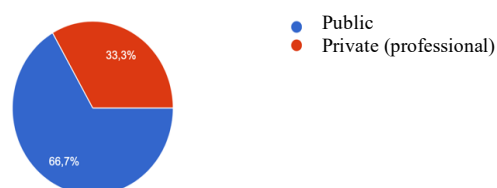
If the answer was "yes", do you visit a professional to deal with the eating disorder?



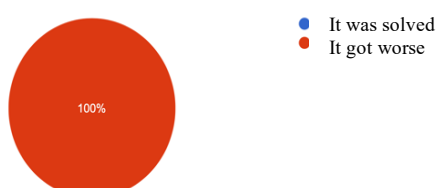
Do you know someone with an eating disorder or other mental disease?



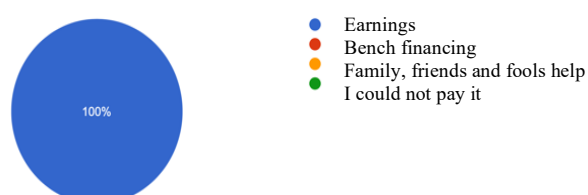
If the answer was "yes", the professional was public (Public Health) or private?



If the answer was "public", do you think eating disorder had been solved or had been worse?



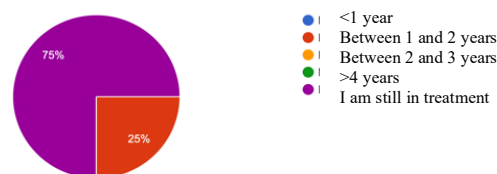
If the answer was "professional", how did you pay (you or your family) the recovery expenses?



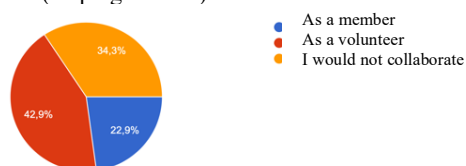
Do you find easy to get external founding?



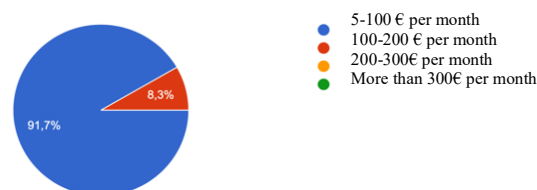
In case you got external founding, how long did the recovery take?



If you know any association or foundation to help with eating disorders, would you join them as a member (with money) or as a volunteer (helping for free)?



In case you join it, which are the minimum payment you would do?



According to the results, there are some conclusions about society nowadays.

Firstly, more than 50% of population have been affected by lockdowns and COVID-19. 62,9% of people are worried about their physical appearance, so that's an important point to study, so it might be the main reason of mental illnesses.

This survey shows that 20% of people has an eating disorder and they are in treatment right now, furthermore, we can guess that the recovery is paid with family earnings, not with external financing.

Moreover, the author asked about becoming an association member, and only 34,3% of people would be part of it (giving a maximum of 100 euros per month) and 42,9% would become a volunteer (not giving any money to the association).

At the end, COVID-19 has contributed to problems in eating behaviors, as well as mental illnesses more generally. This conclusion gives us information to know that there will be an opportunity for the association to help people with these problems.

3.4- *Fundació Arcadi* Interview.

In order to find out more about the difference between foundations and associations the author had done an interview to *Fundació Arcadi*, from Girona, which activity is related to the *Fibrosis Quística* research. The interview was done by the founding partner: Pilar Barceló. Thanks to her answers, the author could draw relevant conclusions.

Firstly, *Fundació Arcadi* is a foundation because it seems more serious to partners and new partners and because it is easier to recap money with different events and to invest the money into research. It is true that it requires an initial invest of 30.000€, but it is easier to find the way to get money with different events. The author of this final degree project had decided to set up an association because it does not require as much as bureaucracy, but there is the possibility to change to a foundation in the future, when *Associació E5ence* has permanent partners and a permanent investment to keep on working.

Secondly, they get investment from Instagram and all the events that they organize every year, so that gives the author some information to know how to get founding without paying anything to promote the activity of the association.

Finally, she said that at the beginning is easier to get new partners, but only with new events and with people can get new ones. So that is a point that the author would have to consider when the association starts.

4- STRATEGIC ANALYSIS.

4.1- Sector activity definition.

The society has been created for non-profit aid for people in *Girona* and *Baix Empordà* who suffer from eating disorders and cannot attend paid professionals due to economic problems, since this route to help is not affordable for everyone. The sector in which *Associació E5ence* is going to work is healthcare.

4.2- Macroeconomic analysis.

Associació E5ence would work in a marketplace without almost competition. Because there are few ways of possible competition. One of them is public health itself, but as we already know through population surveys, this is not beneficial for patients, since they often do not offer their best service, making them not well attended and even getting mental health worse.

Another one would be independent professionals, such as dietitians and nutritionists, psychologists and psychiatrists and coaches. All these health professionals would offer their best service for patients and, this, would be totally

adapted to their needs (allergies, intolerances...), but their service rate to be paid is usually high and not affordable for many families who are in a complicated situation.

Finally, there are some associations that work on the same object, but thanks to indirect information through the refusal of interview with the ACAB due to work congestion, it is concluded that they cannot help all patients because of the amount of work they have, giving an opportunity for action to *Associació E5ence* in Catalan market.

However, it is not believed to be competition, rather than a support to help providing the best service to the patient, since both societies are non-profit.

One of the few problems that can be considered is that target is not sure of the service that would be offered, since being totally free, individuals tend to think badly about it because today's society believes that paying will offer the best service (that fact is known because of the behavior of today's society). To avoid and change the society's vision, there will be a promotion and advertising with social networks suitable to position itself in the market. This marketing plan would be in point 5 of this project.

4.3- Microeconomic analysis.

The association will consist of a family unit, composed of parents and daughter. To enrich the service, there would be a paid qualified physiotherapist, several psychologists and psychiatrists and a qualified nutritionist/dietitian. In addition, the association gives the possibility that anyone interested in this topic can become a volunteer and / or a member. The option of partner is linked with a minimum contribution; on the other hand, volunteers will help association in advising families and patients with food problems. The website created by *Associació E5ence* has an option to be able to donate.

The society has different departments, which are illustrated in the organization chart in point 7.4.

4.4- SWOT analysis.

INTERNAL		EXTERNAL
NEGATIVE	WEAKNESSES	THREATS
	<ul style="list-style-type: none"> -Difficulty finding alternative financing -No benefit is obtained -Difficulty finding independent professionals who want to contribute to the cause -Small society -Society with an innovative idea that cannot be well received in its environment 	<ul style="list-style-type: none"> -Society is skeptical of free services in this sector -Non-physical premises to be identified -Public health -Independent professionals who are charged in their own consultation
POSITIVE	STRENGTHS	OPPORTUNITIES
	<ul style="list-style-type: none"> -Will on the part of the creators of society -Innovative service -Free service -Professionals competent in the field -Knowledge of the TCA topic through the experiences of the members 	<ul style="list-style-type: none"> -Market niche due to congestion of public health and other institutions dedicated to the same field -Large volume of people with these problems (and increasing due to the COVID-19 pandemic) -Use of social networks and virtual meetings to publicize the association and help families.

Source: Own elaboration.

5- MARKETING PLAN ANALYSIS.

5.1- Target audience.

The service created, object of *Associació E5ence*, is aimed at all individuals in Catalan society who need help to solve various eating disorder problems, offering them professionals from each sector in order to personalize their recovery. In addition, it is also intended to help families who support the rehabilitation process, since, no matter how much they are left in the background in mental health recovery, they are often the ones that bear the weight of recovery, which is not easy for anyone.

Therefore, the association is aimed at all those people (patients and companions) who require professional help, but who for economic and/or financial reasons, cannot pay the credentials of market specialists.

5.2- Marketing Mix (4 P's).

In order to define the object of the corporate activity, the 4Ps framework will be used to define the association's marketing strategy.

5.2.1- Price.

By definition of the legal form that is constituted, this point is non-existent as such, since the association is non-profit, it does not want to obtain any benefit and, for this reason, the patients and relatives are not charged the full amount for the service.

However, the possibility of paying a token fee at the beginning of the treatment has been contemplated. Not for the own profit, but because family members and patients value the service offered free of charge by *Associació E5ence*, since it is believed that the current thinking of Spanish society is: "Lo que algo cuesta, algo vale", meaning the value of something is what it costs financially⁸, that is why families and patients will pay a token amount so they will value the work offered by professionals.

⁸ http://www.scielo.org.co/scielo.php?script=sci_arttext&pid=S0121-47722003000100002

5.2.2- Place.

This service would be carried out in person or online (through teleconferences) through the association professionals.

5.2.3- Promotion.

The promotion will be conducted over Instagram. To offer more information about the service. A website will be created where everyone could consult the professionals that are part of it, the services offered, the mission and vision of the association, the contact channels (which are: telephone, Instagram direct and email).

Figure 7 shows the Instagram address, the contact telephone number and the email created by E5ence.

FIGURE 7: PROFILE PAGE INSTAGRAM ASSOCIATION E5ENCE



Source: <https://www.instagram.com/associacioe5ence/>

Email: associacioe5ence@gmail.com

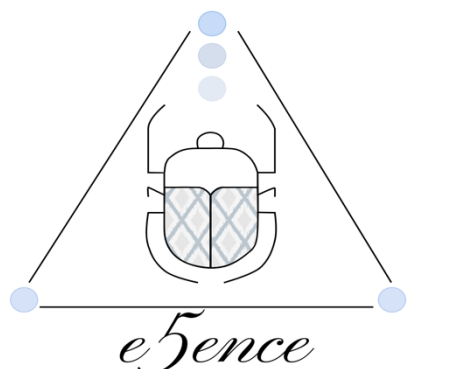
Contact telephone number: 618 17 16 73

In light of some of the responses from the interview with *Fundació Arcadi*, the author plans to organize two annual events to raise money. One will be a night event with a show and a dinner to let people know about *Associació E5ence* so the guests can invest in the association, to allow it to provide a full range of services. As it can be seen, and basing on the details given in the interview, the association could raise an amount of 45.000€ in just one night from the partners and people attending to this annual event.

5.2.4- Product (service).

The product offered is a service, as explained before, under the name of *Associació E5ence* and the following corporate image:

FIGURE 8: CORPORATE IMAGE



Associació contra Trastorns de Conducta Alimentària

Source: Own elaboration.

This image has a lot of meanings:

- The triangle shows the balance between mental health and society. The aim of the association is to help people with mental illnesses and give them the balance and stability to live in today's society, as it has lot of taboos and thoughts that are not good for mental health.
- The beetle inside the triangle represents the strength and the luck that patients will have if they join the association because it will help them to recover from their illnesses.
- The name *E5ence* is telling society that the aim of the association will be done with its five senses to give patients the best service they require and they deserve.

The service that *Associació E5ence* will give to society is a good value because it will help people getting better from their mental illnesses with a minimum payment. There are a minimum of associations or foundations with the same aim of *Associació E5ence*, so that gives to the association a competitive advantage. Furthermore, the service will be at patient's home, so that is another different point that make the difference between other societies with the same activity.

All these reasons give the author some security about the viability of *Associació E5ence* because they grant some competitive advantages to it.

6- SOCIETY ANALYSIS AND HUMAN RESOURCES.

6.1- Mission, vision and society values.

Setting up *Associació E5ence* is given by the author's desire to help all those people and families that are going through eating disorders and do not have the support of any professionals, since they cannot afford them and, as previously shown, many people do not feel confident in the services provided by the public sphere.

As its name suggests, it is an association that, according to the Catalan Civil Code, third book, in the chapter of associations, is defined as: "non-profit entities, voluntarily constituted by three or more people to fulfil a purpose of general or particular interest, through the sharing of personal or patrimonial resources temporarily or indefinitely".

6.2- Why an association?

This legal form was chosen due to the minimum number of people needed to set it up. At the beginning of this final degree project, the possibility of setting up a foundation was contemplated. After a personalized tutoring with Dr. Alfons Surroca Costa and after consulting and studying the Catalan Civil Code, it was observed that the minimum economic requirement to establish a foundation was 30.000€. This was the decisive factor in not considering this option, since it was not economically viable. On the other hand, there is no cost for the establishment of an association and the minimum requirements for the constitution of one is three partners and, as can be seen in the organization chart, all positions are occupied by the author's family, all of whom are over fourteen years old.

It should be noted that, in the event that the association worked properly over time, the idea of conversion into a foundation could be contemplated, but, for its initial constitution, it would position itself as an association.

From the interview, the author could see some advantages:

- It does not need an initial payment.
- It does not need as much as bureaucracy as foundations.
- The association could be promoted without a payment.

- Get more partners is easy if you organize annual events.
- It could become a foundation in the future, if the service is viable and the association gets enough founding to convert.

6.3- Procedures.

For the constitution of *Associació E5ence* it is necessary to formalize in writing with the following minimum content:

- Place and date on which the founding act is made.
- The name, address, nationality and, if the founders are minors, their age.
- The desire to constitute the association, which is accredited with the signature of the act, accompanied, in the case of legal persons, the documentary record of the corresponding agreement or decision.
- The statutes of the association.
- Appointment of the persons who must integrate the initial governing body (General Assembly).
- The bylaws must include at least:
 - Name: *Associació E5ence*.
 - Address: *Camps d'en Pericay Street, nº23* (in this case, the service will be carried out by professionals with home service, and when meetings are done, *Associació E5ence* would rent a place. This rent will be occasionally, so it will not be showed in income and expenses plan).
 - Duration, in case it is not constituted for an indefinite period, and the start date of the activities, if it does not coincide with the founding act.
 - Purposes and activities to be carried out.
 - Class of associates and the requirements that must coincide to obtain the status of partner, the causes of loss of this condition and the procedures of administration and deregistration.
 - Rights and duties of the associates and the disciplinary system.

- Rules on the call and constitution of the ordinary and extraordinary general assembly.
- Rules on the organization and functioning of the governing body that establish its system of call and constitution, its composition, the form of appointment, dismissal and renewal of its members, and the duration of their leadership.
- Regime of deliberation and adoption of agreements of the collegiate bodies and procedure of approval of the acts.
 - Procedure for modifying the bylaws.
 - Economic regime.
- Forecast of the destination of surplus goods, in the event of dissolution, in accordance with the provisions of article 324-6.

Associations must register, for advertising purposes, in the Registry of Associations.

The bodies necessary for its constitution are (Article 322-1: Necessary and voluntary bodies)

- General Assembly, constituted by the associates, who, as a sovereign body, can deliberate on any point of interest for the association, adopt agreements within the scope of its competence and control the activity of the governing body.
- Governing body, which can be identified by the name of the Governing Board or Board of Directors or similar, which administers and represents the association, in accordance with the law, bylaws and agreements adopted by the General Assembly.

General Assembly and governing body, in accordance with their legal or statutory powers, may agree to the creation of other bodies, temporary or permanent, with delegated functions of a deliberate or executive nature.

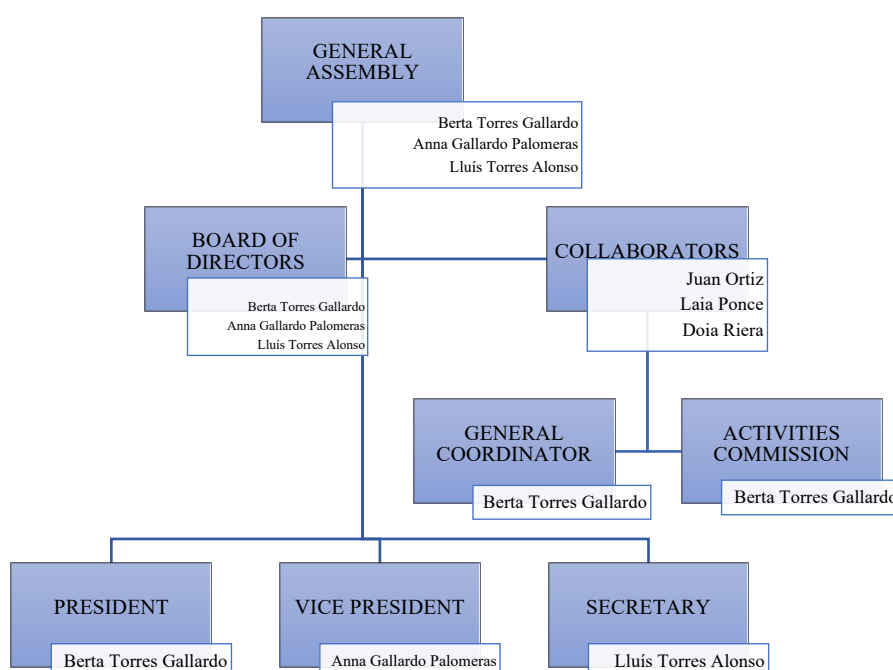
In the case of *Associació E5ence* there would be other departments, such as:

- Collaborators: here there will be the professionals whom will do the service.

- General Coordinator and activities commission. Berta Torres Gallardo (the author of this final degree project) will coordinate all activities, so she is going to have a salary (as it is shown in income and expenditure plan).
- President, Vice President and Secretary. All of these will be occupied by General Assembly members.

6.4- Organization chart.

FIGURE 9: ORGANIZATION CHART



Source: Own elaboration.

As the chart shows, the *Associació E5ence* would be carried out by three family members (Anna Gallardo, Lluís Torres and Berta Torres). All of them will be working in different departments. The association will have the help of several professionals:

- Juan Ortiz as physiotherapist.
- Laia Ponce as dietist.
- Doia Riera as psychology and psychiatrist.

All of them will be part of the *Associació E5ence*. They will be working together to help people suffering from eating disorders in their recovery at home.

The association will organize several meetings conducted by the partners of itself to help people and families. All those meetings will be for free.

7- ECONOMIC AND FINANCIAL ANALYSIS.

This point will study the financial and economic part of this final degree project. It is important to say that it will be a forecast according to market tend studied in previous points of this project. The forecast considered is an increase of twenty per cent in incomes (as the reader will see in the following plans) each year (from 2021 to 2023).

Below is each point explaining some of the most important details of each plan: Income and expenditure plan, provisional initial balance and profit and loss account.

The association will be working in Spain and regulated under the Civil Code of Catalonia, but the annual accounts will appear in English.

7.1- Income and expenditure.

The association incomes will come from partners (an average of 90€ per partner per month, considering a maximum of 100€ and a minimum of 5€) and clients' minimum payment (it will be 20€ per person).

There are many expenditures, as the excel table shows. It is included:

- Events cost.
- Allowances (for the professionals, which are 3).
- Toner.⁹
- Paper.
- Volunteers' insurance.
- Folders.¹⁰

⁹ https://www.amazon.es/s?k=tinta+de+hp&adgrpid=56234384396&gclid=CjoKCQiAqbyNBhC2ARIsALDwAsBuj_eIzRBp4lQZ7fCtnLAjE51BcEbTJcsttoHbN-CFnWFzvVtsmy4aAn8EEALw_wcB&hvadid=275349660425&hvdev=c&hvlocphy=9047033&hvnetw=g&hvqmt=b&hvrnd=5528727521131395799&hvtargid=kwd-4085287041&hydadcr=23836_1805815&tag=hydes-21&ref=pd_sl_19dur2ema7_b

¹⁰ https://www.amazon.es/Elba-400033688-clasificadora-empresas-separadores/dp/B001MDR2IA/ref=sr_1_6?_mk_es_ES=ÅMÅŽÕÑ&keywords=carpetas%2Bempresa&qid=1638890701&sr=8-6&th=1

- Logo Stickers.¹¹
- Professionals' travelling expenses.
- Civil liability insurance.

This previous analysis will allow the author knows initials incomes and expenditures, so they will allow to create the provisional initial balance and the profit and loss account.

According to Article 322-16 of Book III of Civil Code of Catalonia¹², a coordinator can exist and she (the author) could have a salary (which will be 1.100€ per month with two salary bonuses). Furthermore, the law says that she can be part of the General Assembly. This gives the association the minimum membership to establish.

FIGURE 10: INCOME AND EXPENDITURE PLAN

INCOMES				EXPENDITURES			
	Price	Number (u)	Total		Price	Number (u)	Total
Membership fees (max 100€)-12 months	90,00 €	90	8.112,00 €	Events cost	1.028,50 €	2	2.057,00 €
Clients (annual payment)	20,00 €	35	700,00 €	Toner	22,00 €	2	44,00 €
Donations (estimated average)	90,00 €	150	13.500,00 €	Paper	4,95 €	2	9,90 €
Grant	5.000,00 €	1	5.000,00 €	Catering (Can Rubén Restaurant in Pals)	10,00 €	3	1.080,00 €
				Volunteers' insurance	17,00 €	10	170,00 €
				Folders	19,11 €	3	57,33 €
				Logo stickers	0,75 €	50	37,50 €
				Travel expenses	31,00 €	9	3.348,00 €
				Physiotherapist travel expenses (Barcelona)	18,00 €	3	1.944,00 €
				Dietician travel expenses (Girona)	5,00 €	3	540,00 €
				Psychology travel expenses (Mont-ras)	8,00 €	3	864,00 €
				Civil Liability Insurance	162,00 €	1	162,00 €
				Coordinator salary	1.100,00 €	1	13.200,00 €
TOTAL	5.200,00 €	276	27.312,00 €	TOTAL	2.426,31 €	92	20.165,73 €

Source: Own elaboration.

The survey has given the author knowledge about the possible partners, clients and donations that *Associació E5ence* can get with promotion and different events. As the Figure 10 shows, the total income might be 27.312€ in 2021 and the expenditures might be 20.165,73€. These will give a range of 7.146,27€.

For the incomes:

- Each patient will have to pay 20€ at the beginning of the treatment. This payment is considered as something symbolic because an association is non-profit. It is estimated to have 35 patients during the year 2021.
- As the survey has shown, the average of partners payment will be 90€ (they are able to pay a maximum of 100€) and it is estimated to have 90 partners

¹¹ https://www.vistaprint.es/disenio-grafico/revisio-del-pedido/4aa3083a-57fe-4fb4-aab1-899a076863fa?utm_id=1956823470440545880

¹² <https://www.boe.es/eli/es-ct/l/2008/04/24/4>

during the year. Most of them will be new incomes from the different events that will take place annually.

- There might be a grant of 5.000€ each year.
- Finally, it is considered to have 150 donations with an average of 90€.

For the expenditures:

- The two events will cost 2.057€ in total¹³.
- There are several expenses related to office material such as toner, folders and stickers.
- The professionals' travel costs will be a total of 3.389€. It is considered that they will have to do three visits per month, so this cost is calculated for the whole year.
- It is also appearing a volunteer insurance of 17€ per person. It is considered that *Associació E5ence* will have 10 volunteers in total during its first year.
- There is a Civil liability insurance of 162€ per year.
- Finally, as it is said before, there is a cost from the coordinator salary (1100€ per month with two bonuses).

7.2- Profit and loss account.

In this part, the profit and loss account will be analyzed to make sure that it is clear to understand the origin of the incomes and expenditures.

The survey, the Spanish situation and other analysis and papers that the author had studied to make a viable business plan have given some information about how *Associació E5ence* could increase as years go by. So, it has considered an increase of twenty per cent each year in all incomes and expenditures.

¹³ The event budget is attached at the end of this Final Degree Project (Annex)

FIGURE 11: PROFIT AND LOSS ACCOUNT

Profit and loss account			
Associació E5ence Profit and Loss Account			
INCOMES	2023	2022	2021
Clients (patients)	1.008,00 €	840,00 €	700,00 €
Fees and inscriptions	11.681,28 €	9.734,40 €	8.112,00 €
Donations	19.440,00 €	16.200,00 €	13.500,00 €
Grant	5.000,00 €	5.000,00 €	5.000,00 €
TOTAL INCOMES	37.129,28 €	31.774,40 €	27.312,00 €
EXPENDITURES	2023	2022	2021
Personnel	13.200,00 €	13.200,00 €	13.200,00 €
Payrolls	13.200,00 €	13.200,00 €	13.200,00 €
Social Security	0,00 €	0,00 €	0,00 €
Goods and services consumption	8.513,65 €	7.669,33 €	6.965,73 €
Events Costs	2.057,00 €	2.057,00 €	2.057,00 €
Office Material	148,73 €	148,73 €	148,73 €
Volunteer Insurance	244,80 €	204,00 €	170,00 €
Catering	1.080,00 €	1.080,00 €	1.080,00 €
Travel Expenses	4.821,12 €	4.017,60 €	3.348,00 €
Civil Liability Insurance	162,00 €	162,00 €	162,00 €
Depreciations	0,00 €	0,00 €	0,00 €
Tangible fixed assets	0,00 €	0,00 €	0,00 €
Financial Expenses	0,00 €	0,00 €	0,00 €
TOAL EXPENDITURES	21.713,65 €	20.869,33 €	20.165,73 €
RESULT (incomes - expenditures)	15.415,63 €	10.905,07 €	7.146,27 €

Source: Own elaboration.

The total incomes in 2021 will be 27.312€ (with an increase of twenty per cent in the following years: 2022, 31.774,40€ and 2023, 37.129,28€).

The total expenditures are going to be in 2021: 20.165,73€; in 2022: 20.869,33€; and, in 2023: 21.713,65€.

Those give a range of:

- 7.146,27€ in 2021.
- 10.905,07€ in 2022.
- 15.425,63€ in 2023.

These amounts will be reinvested during the following years, as the reader could see in Provisional Initial Balance as *"Excedents d'exercicis anteriors"*. This is done because *Associació E5ence* is a non-profit business, so the result must stay in the association to allow itself keep going with its activity.

These results give the author information about the benefits *Associació E5ence* could have according to all the payments and earnings established in the previous analysis.

Figure 12 shows a volunteer insurance and a civil liability insurance to make the association safer and viable in this sense.

All concepts included in Figure 12 are explained in point 7.1.

7.3- Provisional Initial Balance.

Figure 11 shows the amount of funds in *Associació E5ence* at the beginning of its new financial period and the two following years (from 2021 to 2023).

A salary appeared in this Balance because there is a coordinator (the author) to carry on all coordination tasks. However, she will be able to be part of the General Assembly, according to the Law¹⁴.

According to the Asset part of this Provisional Initial Balance:

- Any non-current asset is appeared (leasehold, property and land, vehicles, equipment...).
- Nevertheless, petty cash (*Efectiu i altres actius equivalents*) is appeared in the current asset which includes the initial income of 30.000€, the annual range of the previous year and the same year and current liabilities (which are 1.100€).

According to Shareholders Equity:

- There will be an initial income of 30.000€ to make sure the association activity will be done (under the name of *Fons Social*). This amount of money will appear each year because it is a permanent fund.
- As it is said in point 7.2, the annual super plus will be reinvested during the following year, under the name of *Excedents d'exercicis anteriors*.
- Finally, it appears the result of the financial year which is taken from the profit and loss account.

¹⁴ <https://www.boe.es/buscar/act.php?id=BOE-A-2008-9293#a32216> (Art. 322-16)

According to Liabilities:

- There is 1.100€ remuneration payment each year according to the only salary.

FIGURE 12: PROVISIONAL INITIAL BALANCE

ASSOCIACIÓ E5ENCE				
		2023	2022	2021
ASSET	NOTES			
A) NON-CURRENT ASSET		0,00	0,00	0,00
V. Investments in group entities and associates.				
VI. Financial investments.				
CURRENT ASSET		57.420,70	49.151,34	38.246,27
I. Stocks		0,00	0,00	0,00
III. Entity debtors		0,00	0,00	0,00
VII. Cash.	Treasury	57.420,70	49.151,34	38.246,27
TOTAL ASSET (A+B)		57.420,70	49.151,34	38.246,27
ASSOCIACIÓ E5ENCE				
		2023	2022	2021
SHAREHOLDERS AND LIABILITIES	NOTES			
A) SHAREHOLDERS		56.320,70	48.051,34	37.146,27
A-1) Equity		56.320,70	48.051,34	37.146,27
I. Social Fund.		30.000,00	30.000,00	30.000,00
1. Social Fund		30.000,00	30.000,00	30.000,00
II. Accounting Reserves.				
III. Efundng superpluses from previous years.		10.905,07	7.146,27	0,00
IV. Loss for the year per books.		15.415,63	10.905,07	7.146,27
A-3) Grants.				
B) NON-CURRENT LIABILITY		0,00	0,00	0,00
1. Debts with financial institutions.				
C) CURRENT LIABILITY		1.100,00	1.100,00	1.100,00
I. Short term debts.		0,00	0,00	0,00
1. Debts with financial institutions.		0,00	0,00	0,00
3. Other debts.		0,00	0,00	0,00
III. Commercial debtors and other accounts.		1.100,00	1.100,00	1.100,00
1. Providers				
2. Other commercial debtors.				
3. Remuneration payment.		1.100,00	1.100,00	1.100,00
TOTAL SHAREHOLDERS AND LIABILITIES. (A+B+C)		57.420,70	49.151,34	38.246,27
FIRMS				
POSITION	FIRM			
PRESIDENT				
VICEPRESIDENT				
SECRETARY				

Source: Own elaboration.

For an extra financial and economic information, the author calculated the economic and financial profitability.

The optimal value for the economic profitability is 1,5. As Figure 13 shows, during 2021 *Associació E5ence* has a profitability of 1,24 and, as years go by, this will decrease. That value gives information about the business solvency. The conclusion is that the association cannot afford its short-term debts. To ensure that this would be changed, *Associació E5ence* should increase patients' initial payment or decrease the expenses from professionals and events, to get a higher range. Another point that could improve this situation is to get more patients or more contributions.

The ROE (Return on equity) is aimed to have the higher result that it can achieve. Those results give information to investors. It indicates if the association is able to create benefits to shareholders and the investment viability. As Figure 13 shows, there will be an increase in three years. In 2021 it is 0,19; in 2022, it should be 0,23; and, in 2023, 0,27. It has been noticed that this result should be higher to make sure the association viability. However, as it is a non-profit business, the aim of *Associació E5ence* is not an economic objective, but an entity to help people from their eating disorders, so ROE does not give information about the viability of the association.

FIGURE 13: ECONOMIC AND FINANCIAL PROFITABILITY

		ASSOCIACIÓ E5ENCE		
		2023	2022	2021
ROE	Net Profit/Total Asset	1,02	1,07	1,24
ROA	Net Profit / Shareholders and	0,27	0,23	0,19

Source: Own elaboration.

8- CONCLUSIONS.

In this final degree project, the author was determined to create an association to help people with their eating disorders that do not find help in public health.

This motivation was due to a personal situation during COVID-19.

During the COVID-19 pandemic I suffered from eating disorders, specifically anorexia and bulimia. Faced with the complicated situation in which my family and I were, we went to public health to seek help. Rather than helping, this worsened the situation since they gave us guidelines that could not be followed, without knowledge of my personal situation (I cannot eat many foods). In addition, the psychologist did not motivate me to recover. She criticised my parents and me. Faced with the powerlessness from the lack of help, my family and I chose to get the help of paid independent professionals. Once we made the decision, everything went better to the point of total recovery in which I am now. It has been a tough two years, but I can proudly say that my family and I have overcome it, which not everyone in the situation I have been through can say.

For this reason, I have had the great motivation to make this association, to help people who are in the same situation that I have been through and they are not as lucky as me to have monetary resources to go to independent professionals or the support of their relatives.

Based in this personal situation and all research that had been done in this final degree project, the author had been able to study the *Associació E5ence* viability.

Studies and the writing up of this project have helped the author to realize how the society is living now and the amount of people with mental problems living between us (diagnosed or not). All studies carried out to create *Associació E5ence* have motivated the author to work on this study and make it happen in the real life.

Associació E5ence is an innovating business plan due to how society is needed of the service that this association will provide. This is the main difference between *Associació E5ence* and any other association. As it has said before, it will not earn any money, it just wants to help people from their eating disorders as a non-profit business.

It has to be noticed that public health (according to the survey, studies and other information source) is not that helpful in the sense of eating disorders. That gives the association a chance to its own viability. Furthermore, there are not as many as competitors than in other types of business, and it is known that people working in the same market gap will help the association and its viability because is a non-profit kind of business.

As it appears in the financial analysis, according to incomes and loss account and initial balance, there is a chance to survive in the Spanish market. The economic and financial profitability (Figure 13) has shown that there might be a lack of economic solvency. This problem could be solved by:

- Increasing the initial payment that all patients should do at the beginning of the treatment, or
- decreasing the professionals and events expenditures to get a higher rage, or
- getting more funds from permanent partners or new ones.

These solutions could be done by having a good promotion of *Associació E5ence*, and this would be done with Instagram, events and web.

Survey's results have shown the amount of people needed of help in this sense and how many people want to contribute in the project.

As *Associació E5ence* is a non-profit business, its aim is not economic. It wants to be solvent and to be viable to do its activity and to help people from their eating disorders.

During the redaction of the present final degree project, the author had contacted with a girl in Oxford going through her anorexia recovery. This contact was a failure because she was joining a mental study related to her eating disorder recovery. The author set a meeting with her to proceed with an interview. She has never replied again. The author guess that the study Oxford University was doing to her was so complex, so she could not be able to give the chance of an interview. However, this situation, despite it was a failure, it gives the author information about how the steps she had to make to get this study done (it is known that she had had to pay for her own recovery).

According to the foundation interview (explained in point 3.4), an association seemed to be a better idea to start this business journey because it does not require a minimum payment and the minimum partners it needs were three. However, there is the possibility to change into a foundation if *Associació E5ence* works as it is supposed to do.

This final degree project has been an adventure for the author. It has let her know how many requirements are needed to establish this kind of business and associations law.

As it has been said, this final degree project is the base to create *Associació E5ence* in the real live, so it has been so helpful for the author to have a general view of the viability of the association and the steps that she will have to do to establish it.

Finally, I would like to thank Dr. Alfons Surroca for his help with the law and requirements needed to set up *Associació E5ence*; Georgina Lloyd for her grammar and speech assistance; Pilar Morera for her accounting help; and, finally, Maria Teresa Bosch for her incredible tutoring. It has been a pleasure to work on this project hand in hand with them. It let me get more knowledge of the current situation, the accounting needs of associations and business viability.

In conclusion, *Associació E5ence* can survive in current market, despite of the ROA and ROE results. If my parents and I work on it, the association will be viable and it will be able to help people from their eating disorders.

9- **WEBLIOGRAPHY.**

- <https://www.bbvaresearch.com/publicaciones/situacion-espana-segundo-trimestre-2021/> (20/09/21)
- https://ec.europa.eu/info/strategy/recovery-plan-europe_es (20/09/21)
- <https://www.bde.es/f/webbde/GAP/Secciones/SalaPrensa/IntervencionesPublicas/DirectoresGenerales/economia/arce110221.pdf> (20/09/21)
- https://www.ine.es/covid/covid_economia.htm (20/09/21)
- <https://ec.europa.eu/eurostat/cache/recovery-dashboard/>
- <https://ec.europa.eu/eurostat/cache/recovery-dashboard/>
- <https://www.boe.es/eli/es-ct/l/2008/04/24/4/con> (02/10/21)
- <https://xarxanet.org/juridic/recursos/quines-son-les-principals-normatives-aplicables-a-les-associacions> (03/10/21)
- https://www.familiasnumerosas.org/fileadmin/user_upload/Area_privada/Recursos_asociaciones/A.0.4.5. Manual_basico_de_gestion_economica_de_las_Associaciones.pdf (03/10/21)
- http://www.asociaciones.org/index.php?option=com_content&view=article&id=602&Itemid=51 (08/10/21)
- <https://www.ionos.es/startupguide/gestion/plan-de-inversion/> (08/10/21)
- <https://www.elcarmenclinica.com/revista-medica/un-estudio-muestra-que-los-pacientes-con-trastornos-mentales-son-mas-vulnerables-a-la-covid-19/> (15/10/21)
- <https://www.boe.es/buscar/doc.php?id=BOE-A-2008-9293> (12/11/21)
- <https://www.boe.es/eli/es/lo/1999/12/13/15> (12/11/21)
- <https://www.boe.es/buscar/pdf/2015/BOE-A-2015-470-consolidado.pdf> (12/11/21)
- http://www.accid.org/documents/ACCID_Model_memoria_cc_aa_ESFL_cat_Ana.pdf (12/11/21)
- <https://www.federaciocatalanatdah.org/crea-associacio/> (12/11/21)
- <https://xarxanet.org/economic/recursos/comptabilitat-els-comptes-anuals-de-les-associacions-i-fundacions> (12/11/21)
- <https://www.lavanguardia.com/vida/20211130/7897704/trastornos-alimentarios-alimentarios-crecen-adolescentes-atienda-tiempo-enfermo.html> (06/12/21)

https://www.amazon.es/s?k=tinta+de+hp&adgrpid=56234384396&gclid=CjoKCQiAqbyNBhC2ARIsALDwAsBuj_eIzRBp4lQZ7fCtnLAjE51BcEbTJcstt0HbN-CFnWFzvVtsmy4aAn8EEALw_wcB&hvadid=275349660425&hvdev=c&hvlocphy=9047033&hvnetw=g&hvqmt=b&hvrnd=5528727521131395799&hvtargid=kwd-4085287041&hydadcr=23836_1805815&tag=hydes-21&ref=pd_sl_19dur2ema7_b
(07/12/21)

https://www.amazon.es/Elba-400033688-clasificadora-empresas-separadores/dp/B00IMDR2IA/ref=sr_1_6?_mk_es_ES=ÅMÅŽŮÑ&keywords=carpetas%2Bempresa&qid=1638890701&sr=8-6&th=1 (07/12/21)

https://www.vistaprint.es/disenio-grafico/revision-del-pedido/4aa3083a-57fe-4fb4-aab1-899a076863fa?utm_id=1956823470440545880 (07/12/21)

<https://simulador-seguros.es/seguros-de-asociacion/> (10/12/21)

<https://www.ilunioncorreduriadeseguros.com/seguro-voluntariado> (10/12/21)

<http://www.asociaciones.org/guia-de-gestion/seguros> (10/12/21)

http://www.scielo.org.co/scielo.php?script=sci_arttext&pid=S0121-47722003000100002 (14/12/21)

10- ANNEX

Serie N° de Documento
P2021 1

Fecha de creación Vencimiento
12/12/2021 Sin vencimiento

DATOS DEL EMISOR

Associació E5ence
41534192X
Girona
España
Telf. 618171673

CLIENTE

España

CONCEPTOS

	Cantidad	Precio uni	Impuestos	Descuento	Total
Sala Carlemany	4	100,00 €	21% IVA	0%	484,00 €
Lloguer Sala Carlemany amb càterring i begudes incloses, lloguer de mobiliari i escenari, 100€ per cada 20 persones, sense IVA.					
Música	1	450,00 €	21% IVA	0%	544,50 €
Lloguer d'altaveus i DJ's durant 2:30h.					

OBSERVACIONES

Sopar i gala de nit amb aforament màxim de 80 persones. DJ's contractats per 2:30h. Llavors la música es posarà via de fons.

MÉTODOS DE PAGO ACEPTADOS

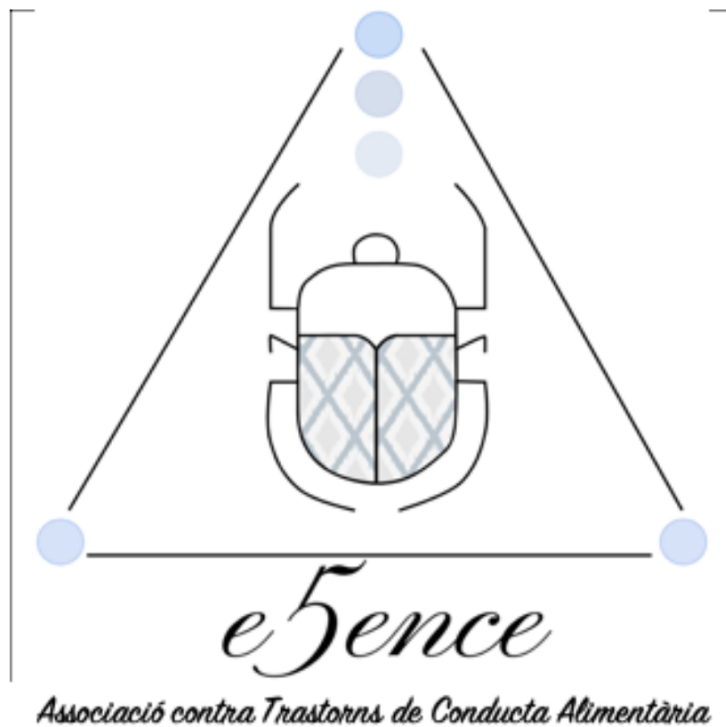
Bizum al número de teléfono **618171673**
Pago en efectivo

Subtotal	850,00 €
Base imponible 21%	850,00 €
IVA 21%	178,50 €
Total	1.028,50 €

OB JEC TIVES

- CREATE AN ASSOCIATION IN CATALONIA
- HELP PEOPLE WITH THEIR EATING DISORDERS
- NON-PROFIT BUSINESS
- VIALE BUSINESS
- GAP IN THE MARKET

SOCIAL CONTEXT



ECONOMY & FINANCE



CON CLU SIONS

- VIALE
- INCREASE IN EATING DISORDERS
- INEFFECTIVE PUBLIC HEALTH
- NO COMPETITORS
- COLLABORATORS
- VOLUNTEERS & PARTNERS

AUTHOR: BERTA TORRES GALLARDO

TUTOR: MA. TERESA BOSCH

...

GRAU EN COMPTABILITAT I FINANCES, MENCIÓ EN BANCA I FINANCES