

**UNIVERSIDAD DE ESPECIALIDADES
ESPIRITU SANTO**

Project

“Athens Village”

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Executive Summary

Athens Village is the creation of an elder home with first class facilities for foreigners and local people. The place where it will be located is in the highlands of Ecuador. In a beautiful city called Cuenca. It is known to represent Ecuadorian culture, people and style of living in the highlands. The idea was created based on the necessity that Cuenca has. This

beautiful city is known to be the best place for retirement worldwide. Seeing that foreigners love to travel to Cuenca and stay months and years over this city, Athens Village will be an option for them to stay for a long time in Cuenca.

Athens Village will have lot of advantages, beginning with the special care with the best staff. The home will have professional nurses that will take care of the residents 24/7. The nurses will be specializing on adults so they can control any situation in the home. Additionally the home will count with 55 rooms for each of the residents. This means that they can stay comfortably. Athens village also count with pool and gym for elder people with the appropriate equipment, entertainment activities, relaxing halls and beautiful green areas around the village.

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Introduction

The creation of an elder's home in Cuenca with first class facilities and activities. This project is to create a place where elder people can enjoy their last days in the best city of the world for retirement. It will develop an environment with the best staff that could help its residents in their stay. The home will count with areas of entertainment, gym for rehabilitation, special pool and room with full equipment. The residents will think that life can get better as they get older. It is an eco-friendly project because the nursing home will be surrounded by nature, caring for the environment that surrounds the home. The residents will consume medicines so there will exist a plan to assure that the packages, or expired medicine can go to a place where the environment will not be affected. The room and all the facilities will count with special tanks for garbage for the recycling process. The construction process will be done in a way that is non-harmful for the environment.

The project will be located in Cuenca because as it was already mention above. Cuenca was selected in 2011 as the best city for retirement. So it is important to take advantage of that niche that is already created because of the things that Cuenca can offer for the foreign and local elder people.

The project will be sustainable in time because the project has a plan where a person can pay for the service before getting there. It would function like a saving account. We expect having 55 residents each of

them will pay \$2,500 each month and it will include all the benefits of the elder home. They can pay it in their insurances or directly with the nursing home.

The home will benefit elder people to assure they have a nice live after they have retired. Offering them special care for the needs they have.

1. MARKETING PLAN

1.1 Business Overview

The creation of a nursing home in Cuenca with first class facilities and activities. The project is to create a place where elder people can enjoy their last days in the best city of the world for retirement. It will have an environment with the best staff that could help the residents in their stay. It will count with areas of entertainment, gym for rehabilitation, special pool and room with full equipment. Residents will think that life can get better as they get older. It is an eco-friendly because the home will be surrounded by nature. One of the first priorities of the project is to care for the environment that surround it. The residents will consume medicines so there will exist a plan to assure that the packages, or expired medicine can go in a place where the environment will not be affected. The room and all the facilities will count with special tanks for garbage for the recycling process. The construction process will be done in a way that is non-harmful for the environment.

1.2 Market Analysis

The elder's home industry is vital for the citizens of any country providing accommodation to local and foreign residents. It is based on the stay of elder people during months and years. Providing them care, love, peace and the most important a family and a home.

The industry of elder's home had not a good reputation in the Latin countries. However, with the pass of the time people are getting busier and need their

elder family to be care with love and respect. This project is created because Ecuadorian culture is changing and need places like this one to have their loving ones in a special place. Additionally, international people are getting into this industry very easily.

1.3 Size of the market

According to USA Census in 2010 32% of USA population was older than 50 years old. This represents a big size of the potential market of this project.

USA PERCENT POPULATION

Total population AGE	2002	Percent
50 to 54 years	22.298.125	7,2%
55 to 59 years	19.664.805	6,4%
60 to 64 years	16.817.924	5,4%
65 to 69 years	12.435.263	4,0%
70 to 74 years	9.278.166	3,0%
75 to 79 years	7.317.795	2,4%

80 to 84 years	5.743.327	1,9%
85 years and over	5.493.433	1,8%
TOTAL	99.048.838	32,10%

USA 2010 census made by the Administration of Ageing

The Increase of elder population since 2002 until 2010, According to the USA Census. This will Increase the potential market because the world population is aging. The Census sustains the hypothesis that the market of this project will be bigger with the pass of the time.

USA INCREASE OF ELDER POPULATION

Increase 2000 - 2010			
	Increase in the Number of Persons	% Increase of Persons	% Increase Persons in this Age Category
60 and over	11.288.708	24,6%	13,6%
65 and over	5.276.231	15,1%	4,9%
70 and over	2.374.513	9,3%	-0,3%
85 and over	1.253.846	29,6%	18,1%

USA 202 and 2010 census comparison made by the Administration of Ageing

World Population Ageing: 1950-2050

According to the report made by the Population Division in 2002, global trends in population ageing includes several indicators of the ageing process by the development of countries, areas, regions.

The report shows that:

Population ageing is unprecedented, without parallel in human history—and the twenty-first century will witness even more rapid ageing than did the century just past.

Population ageing is pervasive, a global phenomenon affecting every man, woman and child—but countries are at very different stages of the process, and the pace of change differs greatly. Countries that started the process later will have less time to adjust.

Population ageing is enduring: we will not return to the young populations that the ancestors knew.

Population ageing has profound implications for many facets of human life.

In 2013 the market for in-home care is projected to reach approximately \$22 billion*, exhibiting a decade-long average compound annual growth rate of 10%. This industry is in its infancy.

1. AOA. (2010). USA Census. Found 1st June de 2012, from [Http://www.aoa.gov/aoaroot/aging_statistics/Census_Population/census2010/Ind ex.aspx](http://www.aoa.gov/aoaroot/aging_statistics/Census_Population/census2010/Ind ex.aspx)

1.4 Potential Market

People who will take advantage of the service, even if they don't know the service exists but could become consumers, because the services will have the features that cover much of their needs.

According to statistics in the Ecuadorian census, is estimated that more than 1000.000 of population is above 60 years of age and in the United States the number of people over 65 years reached about 506 million by mid -2009.

According to the report made by the Population Division in 2002 the potential market of this project will be large because the world's population of older people is growing at its fastest pace historic and old will soon outnumber the young for the first time, so the services will be required in the world, and as we know Cuenca is the best city for elders to spend their best days of their third age.

1.5 Trends

According to the website [a place for mom](http://www.aplaceformom.com) the trends of elder people are the following

- Elder people are looking for quiet places
- Away from the city and noise

2. A place for mom (2007). Found 1st June of 2012 from From www.aplaceformom.com

- Older people looking to get away from his country and meet new cultures
- Prefer to pay a monthly fee for their care
- Usually travel in pairs

1.6 Market Niche

The market segment we focus on are elderly, those with the economic possibilities to pay one of the best nursing home that will exist in Ecuador. They have almost the same characteristics and needs are homogeneous and the service will be ready to meet all your expectations so they feel they will be in one of the best places to retire.

1.7 Market Segmentation

Athens village target are elder people from 50 year old and older. The Demand for the service are all the elder population in Ecuador and foreigners that visit Ecuador for retirement. Especially if they know that Cuenca is the best city for retirement in the entire world.

The facilities count with 55 residents rooms. None of the indirect competitors has a place made for elder people. In Cuenca exists hotels and hostels and none of the has rates for a month of living, elder care and all-in concept.

The segmentation process was is based in the needs and purchasing power.

1.8 Service Information

The idea was created because Cuenca is the first best city for retirement worldwide. The needs that exist in this city because there's no such a place that can offer a stay in Cuenca with special treatment for elder people. There exist a lot of hotels but doesn't have the special care for elder people, month rates or the all-in concept

1.9 MARKETING ENVIRONMENT

Keeping up with ever-changing consumer habits is critical for a successful business. Economic uncertainty, new technology and the idea of shared responsibility are at the center of key trends that will drive or significantly impact that behavior for the near future, according to a year-end forecast from marketing and communications consulting firm JWT Intelligence, part of the marketing firm J. Walter Thompson

Nowadays, the discussion about retirement orbits around how much elders are going to save till they retire. While the cost of everything from healthcare to food raises, incomes, pensions and lifestyle are changing, leaving baby boomers fewer and fewer options for retirement at home. Many people in the rapidly growing 70 and over population segment are selling their homes in favor of smaller houses or condos, either in traditional neighborhoods or retirement communities.

Today's baby boomers face a dual challenge: They're taking care for their own children and sometimes grandchildren. Many people in this generation desperately need a break that Athens Village senior adult day-care provides.

Caring for older family members can be overwhelming, and a place where these seniors can socialize and participate in activities in a safe, supervised environment is a welcome option. The society is experiencing profound changes, and it's important to consider the different trends that could affect the business.

Cultural Trends

Culture is the complex of beliefs of human societies, their roles, their behavior, their values, traditions and customs. Culture is an extremely important concept to understand consumer behavior and that needs to be examined. Culture is the sum of a shared purpose among members of society, customs, norms and traditions. The basic reason of person's desire or determination is culture.

Since the recession hit the entire world, consumers become more selective in choosing products, services, basically everything they acquire, especially lower income consumers, meaning that they look for fairness before they trust in your business, achieving customer loyalty is one of the toughest to obtain, so Athens Village will behave ethically and demonstrate fairness consistently to all of the residents.

In tough times, there are several things that are considered a luxury, so consumers tend not to consider your business as a priority, that's why it's important to develop a satisfying experience in the home and affordable to get the attention of the market.

Reengineering randomness: one side of the target market US citizens, are experiencing a monotonous lifestyle, so for providing a change in their life, will be a goal for Athens Village, experience a different environment.

Demographic trends

Giuseppe Carone and Declan Costello of the International Monetary Fund projected in September 2006 that the ratio of retirees to workers in Europe will double to 0.54 by 2050. Europe is an old continent, people is reaching retirement ages and they will opt for searching a place for spending their retirement time, besides baby boomers generation are reaching the retirement ages.

According to the USA Census done in 2010 population is ageing. This is the same situation for Europe. Developed countries are experiencing this because nowadays young people will have and average of 1 kid per marriage.

Demographic trends reveal developments and changes in human population. More specifically, demographic trends relate to changes in a population's age, gender, geographical location, marital status, educational attainment, employment status, household income, race, religion, and health.

American statistics given by the Centers for Disease Control and Prevention and the Administration on Aging warn of the frightening economic implications brought about by a rapidly aging population. By 2030, the number of people

3. Michael SALOMON, Consumer Behavior, Prentice Hall, 2006, s. 498.

4. http://tutor2u.net/business/marketing/buying_cultural_factors.asp

5. Chad Brooks: <http://www.businessnewsdaily.com/1761-marketing-cultural-shifts-2012.html>

older than 65 is expected to increase to almost 20%, meaning that the baby boomers generation will convert their investments to cash in order to consume more, once they retire.

Peter Temple, a writer for Interactive Investor in the U.K., determines some conclusions for investments in his article "The Long Term". He points out that the aging population is creating an obvious link to healthcare and financial services.

Temple says tomorrow's winners will be companies that provide a variety of **cost-effective** services to elderly people and pensioners. These services extend from medical treatment, care homes, travel and anything else focusing on that specific target market. Athens Village, is developing an effective concept for this aging market.

In terms of demographic trends, Europe is an old continent, people is reaching retirement ages and they will opt for searching a place for spending their retirement time, besides baby boomers generation are reaching the retirement ages.

In the US this year, for the first time in history, the population of senior citizens rises faster than the working-age population. Less than 10 years ago, when the baby boomers' kids were coming into the labor force and the very skimpy roster of Depression babies was retiring, the US had 10 new additions

6. Brian Bloch: <http://www.investopedia.com/articles/pf/06/demographictrends.asp#ixzz1yAomdUTz>
7. Robert D. Arnott: <http://online.wsj.com/article/SB10001424052970204795304577223632111866416.html>

to the working-age cadre for each one new senior citizen. It goes to 10-to-1 in the opposite direction in 10 years. There will be 10 new senior citizens for each new working-age citizen. Meaning that more people is reaching their retiring age looking for a comfortable place and cheaper lifestyle than the US for retire, Ecuador is an outstanding option for baby boomers.

There are lots of reasons to live in Ecuador, the great weather, the amazing scenery, the friendly people. But one of the best reasons in today's economy is the fact that you can live in Ecuador as cheaply as just about any place on earth and still enjoy a great lifestyle. The city of Cuenca in Ecuador's south-central mountains earned top spot in International Living's 2009 Retirement Index, so you know it must be one of the best places to live in Ecuador as well as one of the cheapest. In fact, the low cost of living in Cuenca had a lot to do with its high ranking.

Tech trends

Technological trends in the business may not affect the business in a considerable way, Athens Village will focus on having the necessarily equipment for attending all the request of the clients. In terms of promoting Athens, it's important to focus on internet marketing, the 55 to 64 and 65+ age groups are catching up to younger demos. In fact, 65+ consumers using social media grew the most in the past two years, up 49 percent. At more than 100

8.Dan Prescher:<http://internationalliving.com/2010/08/the-cheapest-places-to-live-in-ecuador/>

9.DianeToops<http://www.foodprocessing.com/articles/2012/baby-boomer-technology-study.million-strong>, baby boomer and older customers (born before 1965) are the

single largest consumer group in America, and they are the wealthiest, best educated and most sophisticated of purchasers. With more disposable income than any population in America, they are, in fact, as author David Wolfe coined them the "New Customer Majority."

1.11 Price

Variable Cost	Variable Cost	Cost/
	Annual	#person
\$ 5.500	\$ 66.000,00	\$ 1.200,00

Athens village based its price in the variable costs and international competition.

Care type	In-Home Care Agencies	Semi-private, double occupancy room	Private, single occupancy room	Assisted living Communities
Monthly Rate	\$3,360-5,760/month	\$5,430/month	\$6,150/month	\$2,714/month

2007 Genworth "Cost of Care" Research.

Each person will paid 2,500

- Include all the services
- Not include medicines and medical expenses

1.12 Distribution

All services will be provided at Athens Village

1.13 Promotion

The marketing Budget of the project has a total of \$5.390.00 each month. The project needs a strong promotion to be known as the best place to go in Cuenca when retirement is the option

Website: The use of the internet is essential in providing information and access to the elders home. A fully functioning site will be developed that will enable perspective clients to see what accommodation is available as well as allow them to book online. The site will have a virtual tour facility and links to the other attractions in the region.

Magazine: Vistazo magazine because the people that read it are Athens' target market. These types of magazine are the best option to make the promotion of the elder home.

Internet: These are some of the option of internet websites where Athens village should appear to make a very good promotion.

<http://www.cuenca.com.ec> website is the first site that that jumps to the word Cuenca. Athens village needs to have a place in this webpage because this is how the project will be known when people are searching Cuenca on the internet.

<http://www.turismo.gob.ec/> This is the official webpage of tourism of Ecuador. If the project has a place in the webpage telling of the advantages of the village, this will be known in all the country.

CNN.com CNN is an international webpage seen from people around the world. This will help Athens village to be known around the world.

Despegar.com. When people are looking for hotels in other places the website Despegar is one of the most visit to find one the preference. The same is happening with Hotels.com. Athens village will have a discount to people that book in these websites.

Newspapers: Appearing in a newspaper will help Athens village promotion, because newspapers are more used in elder people. The following newspapers are the most known worldwide and in Ecuador:

- El Universo
- El Comercio
- Expreso
- USA today
- Bild of Germany
- Daily Mail England

The **implementation of a kiosk of information in malls like:**

- Village Plaza (Guayaquil)
- Quicentro mall (Quito)
- Mall del Rio (Cuenca)

These malls are for placed in neighborhoods where people can afford a month rate in Athens village. That is the reason to be there where the target can know about the home services.

1.14 Positioning

Athens village is luxury and high quality care service.

2. Objectives

2.1 General Objective

Athens Village general objective is to deliver a high quality service by creating entertainment, relax, home welcoming and social spaces, to make the clients feel like home.

2.2 Specific Objectives

The specific objectives for Athens Village are:

- To gain an occupancy rate of 70%
- Deliver high quality service to the clients during their stay in the home.
- Design an entertainment, relax, home welcoming and social spaces inside of the home.
- Make the clients feel at home by providing them love and special care during the whole stay in the home. When people get older they tend to think they are not good at anything, anymore. Athens village want them to feel special, caring about them and making them feel happy.
- Be the best elders' home in Ecuador and be known worldwide. want to develop a good reputation
- To provide the owners the opportunity to enjoy their hobbies and recreational activities while delivering an income of \$150,000 per year after two years of operation.

3. STRATEGY

The strategy is to deliver a high quality stay for every person that arrives into the home . Athens village will want them to understand that life can be better with the pass of the time. They will be able to socialize, develop their skills, relax and if they suffer from any illness care for them. The strategy is to have the best quality nursing elder home in Cuenca which is the favorite place of the retired people in the world. Finally to achieve this success by developing a tranquil, beautiful and entertainment spaces.

3.1 Product Name

Cuenca is known like the Ecuador's Athens. It is called like this because of its beautiful architecture and strong culture. This elder home is going to be name Athens Village because it will represent Cuenca culture.

3.2 Slogan

ATHENS VILLAGE "Where life becomes better with the pass of the time".

Athens Village will deliver high quality services to make elder people feel better with the pass of the months or even years. They are going to relax, socialize, and being respect by all the staff and the other elder people. Athens Village residents will have a routine in which they are going to recover their mental and physical health. This will improve their optimal health.

3.3 Mission

Athens Village mission is to deliver a high quality stay for every person that arrives into the home. Clients will understand that life can be better with the pass of the time. They will be able to socialize, develop their skills, relax and if they suffer from any illness care for them.

3.4 Vision

Athens Village vision is to be the best quality elder home in Latin America. Be recognized around the world and have 100% occupancy during all year-round.

3.5 SWOT Analysis

Strengths

- High quality of service in the nursing home.
- There will be professional staff in charge of them.
- The staff may speak at least 2 languages.

Weaknesses

- The nursing home will be available for Ecuadorians and foreign, so is consider a weakness because all of the residents don't speak the same language.

Opportunities

- In many media and research have determined Cuenca as one of the ten best cities advantaged, not only for a temporary visit, also for permanent residence and preferred by older people.

- Cuenca also has been determined as a healthy city according to American health organization.

Threats

- Some foreign have doubts about the health quality of Ecuador.
- International residents will not be close to their family

3.6 Competitors SWOT Analysis

Gerontologic Pulio Vargas

Location Guayaquil via Daule

Strengths 17 years giving a high quality service They provide day care service Low price (\$10 a day)	Opportunities Help from the government so they can provide preferential prices to certain elder people
Weakness It is not located in a good place. Via Daule is known as an industry area	Threats People in Ecuador are not used to put in an elder home their parents. Sometimes some of the people are abandoned in the place

SWOT ANALYSIS OF A NURSING HOME IN GUATEMALA

Strengths	Weaknesses
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<ul style="list-style-type: none"> • Availability of older adults to participate actively in the process • Joint work on training on the subject, and planning monthly nutritional menu that allows to develop better health for the elderly. 	<ul style="list-style-type: none"> • The budget must conform to the highest standards of living. • There are no data specific to nursing, to differentiate.
<p>Opportunities</p> <ul style="list-style-type: none"> • Elders' residence to provide better service to society, as quality standards for these people improve significantly. • The fact that internal audiences involved in this problem would generate a change in the culture of the establishment, this is part of a participative leadership. • The training would enrich the professional capacity to serve this population. 	<p>Threats</p> <ul style="list-style-type: none"> • That food prices to rise considerably, and not allow planning to stick to already established. • Prices of necessities rise and affect the plan.

Swot analysis of HOSPICIO CORAZON DE JESUS

Strengths <p>Founded in 1892, vast experience.</p> <p>Well known in Guayaquil</p> <p>Administered by Junta de Beneficencia</p> <p>Capacity for nearly 500 residents</p>	Weaknesses <p>Old installations</p> <p>The huge number of residents could end in a not specialized attention</p> <p>The location in not proper for developing outdoor activities</p>
Opportunities <p>Development of key relationships with hospitals.</p> <p>The growing rate of elderly people.</p>	Threats <p>The entrance of new competitors with new infrastructure.</p> <p>New requirements and needs by elder people that they cannot achieve.</p> <p>Elderly homes with new equipment.</p> <p>Elderly homes with better locations for outdoor activities.</p>

Lago de Chapala

One of the competitors may be Lago de Chapala in Mexico. Most elderly who are here are American. An estimated 50,000 to 90,000 American retirees already live in Mexico.

Strengths <p>Americans are moving across the border</p>	Weaknesses <p>Retirement homes are relatively new</p>
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<p>to nursing homes in Mexico, where the sun is bright and the living is cheap.</p> <p>Mexico's proximity to the USA, low labor costs and warm climate make it attractive, although residents caution that quality of care varies greatly in an industry that is just getting off the ground here.</p> <p>Care from an attentive staff, many of whom speak English.</p>	<p>in Mexico, where the aging usually live with family.</p> <p>Some Mexican homes have rough edges, such as peeling paint or frayed sofas that would turn off many Americans.</p> <p>Some American residents miss home and find it hard to make friends with Mexican residents.</p>
<p>Opportunities</p> <p>As millions of baby boomers reach retirement age and US health care costs soar, Mexican nursing home managers expect more American seniors to head south in coming years.</p>	<p>Threats</p> <p>Some American residents had doubts about the quality of Mexican medical facilities because is really cheap, and would go back to the United States if they became seriously ill.</p> <p>Some places have suddenly gone bankrupt, forcing American residents to move.</p>

4. BENNEFITS IN THE COMMUNITY

4.1 Economic Development

Athens village will directly employ 5 nurses, 2 trainers, 1 manager, 3 sellers, 1 maid, 2 Cleaning persons. This project will create jobs for people that are willing to care and respects elder people. Additionally Athens village will increase the opportunity for the residents to be treat in Cuenca hospitals. This will encourage the medical service to improve because not just local people will visit the home but foreigners that will create the future reputation of Cuenca medical service.

The business will increase the tourism which is a very important factor for the development of the elder home. Everything that is related with tourism and entertainment in Ecuador will have a positive effect.

The high quality staff will represent Ecuadorian culture. This will develop a good reputation of the respect for elder people in the country. Ecuadorians respects elder people and this will be reflected on how they treat Athens village residents. Finally this will be known worldwide getting elder population wanting to come and spend a high quality time over Ecuador.

4.2 Community Development

This type of business will induce family to care about the older people within the family. Athens village will care, respect and love each of the residents that are staying in the facilities. They are going to comprehend that there are people that care about them and they will live happy with true friends.

Athens village is a place where older people are treated as they need to be. This project is an example of how elder people need to be cared and how young people have to respect them.

Athens village will allow seniors to maintain their independence. Athens village lets them hang on to that all important sense of independence. They don't want to be a bother to their children and living at home lets them feel better about themselves and their situation.

People of all ages, whether infants or elderly people prefer to have at least some contact with people his own age. Once people reach their retire age is difficult to live in an environment where to fit perfectly. However, in Athens, residents engaged in many social activities such as day trips to museums and parks as well as individual meetings at the home. Residents will spend their time in Athens surrounded by same age people. This sense of community and belonging can greatly benefit the psyche of the elderly.

Baby boomers our potential market, once they retire, the searching for place where to spend their days as a retired and Athens Village will provide all the necessary for our clients to continue their life as normal and stress free as possible. Foreign people will realize that Ecuador is a great place for retirement, the environment, the culture, friendly people and even one key factor is how cheaper is Ecuador for retire comparing with other retire options.

5. MANAGEMENT TEAM

5.1 Organizational Chart

5.2 Team Competencies

Nurses

- Take care of the residents in a personalize way.
- Apply all the cleaning process
- Apply all the Ethics Principles
- Participate in the process of the nursing profession
- Guarantee the optimal conditions for the reception and care of the residents
- Review the clinic history of the residents
- Prepare and manage the medicines to the residents

Trainers

- Arrange the training room to promote comfort, interaction, and group development; and can assure that training facilities are easily accessible to persons with disabilities.
- The trainer can design and include a variety of exercises, to be implemented before, during and after the training

Financial Manager

- providing and interpreting financial information;
- formulating strategic and long-term business plans;
- developing financial management mechanisms that minimize financial risk;
- conducting reviews and evaluations for cost-reduction opportunities;
- managing a company's financial accounting, monitoring and reporting systems;
- developing external relationships with appropriate contacts, e.g. auditors, solicitors, bankers

Seller

- Contact potential buyers
- Analyse the market

Maintenance:

- Cleaning bathrooms, floors, sweeping, vacuuming, mopping, scouring, dusting, rubbing, scraping, shining, wiping and disinfecting.

- Changing light, beds, towels, toilet paper, bulbs, replacing curtain hooks, unsticking drawers, regluing plants into pots, changing filters in the water table, etc.

Accountant

- Continuous management of financial systems and budgets;
- Undertaking financial audits (an independent check of an organization's financial position);
- Providing financial advice.
- Producing reports and recommendations
- Advising on tax

Receptionist:

- Receive, direct and relay telephone messages and fax messages
- Direct the general public to the appropriate staff member
- Pick up and deliver the mail
- Maintain the general filing system and file all correspondence
- Assist in the planning and preparation of meetings, conferences and conference telephone calls
- Make preparations for committee meetings
- Maintain an adequate inventory of office supplies
- Respond to public inquiries
- Provide word-processing and secretarial support

5.3 Organizational Culture

Athens village wants to achieve to be the best place to work in Ecuador. The business will care about its residents but also its employees. They are the once that are going to make this project successful and achieve all the goals that are marked since the beginning. The employees will feel at home because this project needs people that have the commitment to work that gives respect, love and care to the residents.

To incentive the employees, Athens village will develop a plan with reward and recognition among the business.

5.4 Compensation Chart

Sallaries		\$
	Nurse 1	500,00
		\$
	Nurse 2	700,00
		\$
	Nurse 3	700,00
		\$
	Nurse 4	700,00
		\$
	Nurse 5	700,00
		\$
	Trainer 1	500,00
		\$
	Manager	\$

		700,00
		\$
	Accounter	500,00
		\$
	Receptionist	300,00
		\$
	Maid	300,00
		\$
	Cleaning 1	300,00
		\$
	Cleaning 2	300,00

5.5 Operational Plan

Location

Athens village is situated in Cuenca because it is the best city for retirement worldwide. International and local elder people choose Cuenca because it is peaceful, good wheatear, culture and not expensive. The location is the key element for the success of this business



Ecuador is considered one of the 10 best places to retire because they have many types of climates.

The Ecuador climate boasts a multitude of micro-climates across four distinct zones:

- La costa (Coastal Lowlands): hot all year, with average temperature of 27°C, occasional highs of up to 35°C and rainy season from December to may.
- La sierra (Andean Mountains): cooler the higher you get and with less rain than in the lowlands. In Cuenca, for example, average daytime temperature at noon reaches 19°C and falls to 9°C during night. The climate in Cuenca is often referred to as “eternal spring”.

Ecuador has again been named the best place in the world for retirement (2011) and CUENCA was named the top retirement haven in the world for 2009 and now again in 2011 as one of the best cities in the world to retire.

U.S. magazine International Living ranked Ecuador in first place as the best location in the world for retirement, for the third consecutive year; followed by Mexico, Panama, Spain and New Zealand.

Around 23 countries were investigated and based on eight categories such as: cost of living, culture, healthcare, infrastructure, security, stability, real estate,

10. Retire pedia(2008). 10 best places to retire. Found 2nd June of 2012. From <http://www.retirepedia.com/10-best-places-to-retire.html>

weather, and benefits for retirees. They also highlighted the low prices compared to the U.S. and Europe.

10 Reasons Why Ecuador is a Top Retirement:

1. **Something for Everyone** - Ecuador is one of the most bio-diverse countries in the world, boasting more than 46 different ecosystems.
2. **Affordable Living**– Although Ecuador’s real estate prices have seen a spike in recent years, they are still affordable and you can still get bargains compared to buying in the United States or Europe.
3. **Sweet and Gentle Population** – Ecuadorians are friendly, helpful and very polite.
4. **Healthy Lifestyle** – Fresh fruit and vegetables, clean air, and lots of walking contribute to Ecuador’s healthy population. In fact, Vilcabamba, in the Southern Region of Ecuador, is known as the “Valley of Longevity”.
5. **Great Medical Facilities** – World-class medical facilities, top-notch doctors trained abroad, and extraordinarily inexpensive services make Ecuador a real consideration for retirees or as a destination for medical tourism.
6. **Culture & Luxury** – Although Ecuador may be a developing country, it is not short on luxurious five-star resorts, world-class spas, and wonderful international cuisine restaurants. Culturally rich cities like Cuenca, Guayaquil and Quito offer symphonies, jazz, art exhibits, museums, galleries, and traditional festivities, most of which are free.

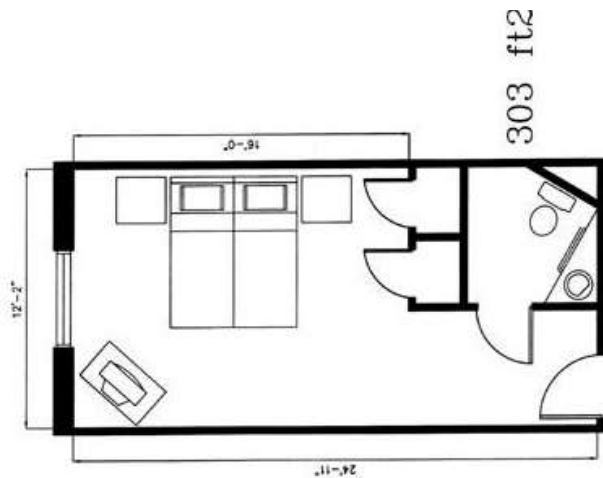
7. **Good Weather** – Located on the Equator, Ecuador enjoys Spring-like weather year round, though temperatures vary depending on the altitude and time of year.
8. **Ethnic Diversity** – Ecuador is home to 13 distinct indigenous peoples, many of who still follow their ancient traditions and customs, wearing native dress, speaking their own languages, and maintaining the lifestyles of their ancestors, making Ecuador a multi-cultural paradise.

11. Retire in Ecuador(2011). Cuenca. Found 31 May of 2012. From <http://www.retire-in-ecuador.com/>

12. Ecuador times(2011). Ecuador is the most optimal country for retirement. Found 26th June of 2012. From <http://www.ecuadortimes.net/2012/01/10/ecuador-is-the-most-optimal-country-for-retirement/>

13. Overseasradio(2010). 10 reason why Ecuador is a top retirement and expat destination. Found 6th June of 2012. From <http://overseasradio.com/10-reasons-why-ecuador-is-a-top-retirement-and-expat-destination/>

Room Plan



Transportation Issues

Cuenca is the third most important city in Ecuador. From Guayaquil or Quito the roads to Cuenca are excellent. It also have an airport and bus terminal. Pretty much Cuenca is in the middle of the most important cities of Ecuador like Quito, Guayaquil and Galapagos Island. Those are some reasons why Cuenca was selected as the best place for retirement. Quito is the middle of the world, Galapagos is where the evolution theory was develop, and Guayaquil is a beautiful metropolitan city.



Cuenca Airport

Operational Plan

The elders home provide the following services

- Entertainment areas for example gym and pool
- Rooms with a bed, fridge, bathroom, and a desk
- Hall areas to watch television, table games, dynamics games, sewing, etc.
- Big green areas that will provide peace to our home.
- The best staff to take care of the clients

6. FINANCIAL ANALYSIS

6.1 NPV

The following table describe the NPV of Athens Village project. This show how profitable is Athens village. Projected to 3 years the home will have positive NPV which means profitability over time. For more details see the table below

Revenues	Year 0	Year 1	Year 2	Year 3
Total Revenues	0	\$ 1.419.300,00	\$ 1.539.100,00	\$ 1.606.600,00
Variable Costs				
Energy		\$ 8.400,00	\$ 8.904,00	\$ 9.438,24
Water		\$ 6.000,00	\$ 6.360,00	\$ 6.741,60
Phones		\$ 3.600,00	\$ 3.816,00	\$ 4.044,96
Food		\$ 84.000,00	\$ 89.040,00	\$ 94.382,40
Fixed Costs				
Marketing Budget		\$ 64.680,00	\$ 68.560,80	\$ 72.674,45
Internet		\$ 672,00	\$ 712,32	\$ 755,06
Cleanning		\$ 2.400,00	\$ 2.544,00	\$ 2.696,64
Office supplies		\$ 720,00	\$ 763,20	\$ 808,99
others		\$ 960,00	\$ 1.017,60	\$ 1.078,66
Sallaries		\$ 74.400,00	\$ 78.864,00	\$ 83.595,84
Loan Payment		\$ 280.148,83	\$ 296.957,76	\$ 314.775,22
Insurance		\$ 3.000,00	\$ 3.180,00	\$ 3.370,80
TOTAL COSTS		\$ 528.980,83	\$ 560.719,68	\$ 594.362,86
Investment	\$ 1.296.712,50			
NET CASH	\$ -1.296.712,50	\$ 890.319,17	\$ 978.380,32	\$ 1.012.237,14
NPV	\$ -1.178.829,55	\$ 809.381,06	\$ 889.436,66	\$ 920.215,58

6.2 Investment

According to the following table Athens village cost around \$1'300,000.00.

It includes all the equipment for the first class facilities, construction, ground and the first month salaries. To more detail information see the table below

Investment				
Concept	Details	Unit	Quantity	Total
Gym Equipments	Trademiles	\$ 3.000,00	5	\$ 15.000,00
	Circle glide	\$ 300,00	3	
	2 lbs	\$ 3,00	15	\$ 45,00
	Pesas Varias 3 lbs	\$ 4,00	15	\$ 60,00
	5 lbs	\$ 5,50	15	\$ 82,50
	Steps	\$ 25,00	25	\$ 625,00
	Balones Pilates	\$ 5,00	25	\$ 125,00
	Bandas Elásticas	\$ 9,00	25	\$ 225,00
	Colchonetas	\$ 5,00	25	\$ 125,00
	Bioshaker	\$ 700,00	8	\$ 5.600,00
				\$ 21.887,50
Marketing Budget	Production	\$ 5.390,00	1	\$ 5.390,00
				\$ 5.390,00
Building	Constrution	\$ 1.000.000,00	1	\$ 1.000.000,00
	Ground	\$ 60.000,00	1	\$ 60.000,00
	Furnitures	\$ 200.000,00	1	\$ 200.000,00
				\$ 1.260.000,00
Legal Permissions	Legal permissions	\$ 1.200,00	1	\$ 1.200,00
	others	\$ 500,00	1	\$ 500,00
				\$ 1.700,00
Sallaries	Nurse 1			\$ 500,00
	Nurse 2			\$ 700,00
	Nurse 3			\$ 700,00
	Nurse 4			\$ 700,00
	Nurse 5			\$ 700,00
	Trainer 1			\$ 500,00
	Manager			\$ 700,00
	Accounter			\$ 500,00
	Receptionist			\$ 300,00
	Maintanence			\$ 300,00
	Cleaning 1			\$ 300,00
	Cleaning 2			\$ 300,00
				\$ 6.200,00
	Computer	\$ 600,00	2	\$ 1.200,00
Office	Printer	\$ 60,00	1	\$ 60,00
	Phone	\$ 25,00	3	\$ 75,00
			b	
				\$ 1.335,00
Office supplies		\$ 200,00		\$ 200,00
				\$ 200,00
TOTAL INVESTMENT				\$ 1.296.712,50

6.3 Sales

The monthly income table describes the sales projected for 3 years based on the coming and out coming residents of Athens village. Each resident represents a unit which will cost \$2,500

Monthly Income				
	Price	\$ 2.500		
Month	New entrants	outer clients	total clients	Total Income
Jun	25	-	25	\$ 62.500,00
Feb	10	1	34	\$ 85.000,00
Mar	10	2	42	\$ 105.000,00
Apr	7	2	47	\$ 117.500,00
May	3	2	48	\$ 120.000,00
Jun	3	2	49	\$ 122.500,00
Jul	4	2	51	\$ 127.500,00
Aug	3	2	52	\$ 130.000,00
Sep	5	2	55	\$ 137.500,00
Oct	3	3	55	\$ 137.500,00
Nov	2	2	55	\$ 137.500,00
Dic	2	2	55	\$ 136.800,00
Total YEAR 1				\$ 1.419.300,00
Jun	1	2	54	\$ 134.300,00
Feb	-	2	52	\$ 129.300,00
Mar	1	2	51	\$ 126.800,00
Apr	1	2	50	\$ 124.300,00
May	1	1	50	\$ 124.300,00
Jun	1	2	49	\$ 121.800,00
Jul	1	1	49	\$ 121.800,00
Aug	1	-	50	\$ 124.300,00
Sep	2	-	52	\$ 129.300,00
Oct	-	-	52	\$ 129.300,00
Nov	3	-	55	\$ 136.800,00
Dic	-	-	55	\$ 136.800,00
Total YEAR 2				\$ 1.539.100,00
Jun	-	-	55	\$ 136.800,00
Feb	-	-	55	\$ 136.800,00
Mar	-	2	53	\$ 131.800,00
Apr	1	-	54	\$ 134.300,00
May	1	-	55	\$ 136.800,00
Jun	2	3	54	\$ 134.300,00
Jul	-	4	50	\$ 124.300,00
Aug	2	-	52	\$ 129.300,00
Sep	2	-	54	\$ 134.300,00
Oct	1	1	54	\$ 134.300,00
Nov	1	-	55	\$ 136.800,00
Dic	-	-	55	\$ 136.800,00
Total YEAR 3				\$ 1.606.600,00

6.4 Loan

Athens village will be built thanks to a CFN loan of \$700,000.00 paid in 3 years at a interest rate of 12%. The number of payments will be 18 because payment will be each bimester. The bimester payments will be around \$47,000.00. the following table describe with more details the CFN loan received.

CFN LOAN				
CAPITAL	700.000			
Interest rate	12%			
Years	3			
bimester	6			
Number of payments:	18			
YEAR	Unpaid Balance	INTERESTS	Loan Payment	Monthly Payment
Jun-Feb; Year 1	700.000,00	14.000,00	32.691,47	46.691,47
Mar-Ap; Year 1	667.308,53	14.000,00	32.691,47	46.691,47
May-Jun; Year 1	633.963,23	13.346,17	33.345,30	46.691,47
Jul-Aug; Year 1	599.951,02	12.679,26	34.012,21	46.691,47
Sep-Oct; Year 1	565.258,57	11.999,02	34.692,45	46.691,47
Nov-Dic; Year 1	529.872,27	11.305,17	35.386,30	46.691,47
Jun-Feb; Year 2	493.778,24	10.597,45	36.094,03	46.691,47
Mar-Ap; Year 2	456.962,34	9.875,56	36.815,91	46.691,47
May-Jun; Year 2	419.410,11	9.139,25	37.552,22	46.691,47
Jul-Aug; Year 2	381.106,84	8.388,20	38.303,27	46.691,47
Sep-Oct; Year 2	342.037,51	7.622,14	39.069,33	46.691,47
Nov-Dic; Year 2	302.186,79	6.840,75	39.850,72	46.691,47
Jun-Feb; Year 3	261.539,05	6.043,74	40.647,74	46.691,47
Mar-Ap; Year 3	220.078,36	5.230,78	41.460,69	46.691,47
May-Jun; Year 3	177.788,46	4.401,57	42.289,90	46.691,47
Jul-Aug; Year 3	134.652,75	3.555,77	43.135,70	46.691,47
Sep-Oct; Year 3	90.654,34	2.693,06	43.998,42	46.691,47
Nov-Dic; Year 3	45.775,95	1.813,09	44.878,38	46.691,47
		0,00	0,00	0,00

6.5 Costs

The following table describe the fixed and variable costs of Athens village. The variable costs of the village are based on the unit which is a resident. That is why variable costs are the energy, water, phone and food. These costs varies depending on the occupancy of the home. The variable cost monthly is around \$9,000.00 and the fixed costs are around \$36,000.00

Variable Costs		
	Monthly Cost*	
Energy	\$ 700,00	
Water	\$ 500,00	
Phone	\$ 300,00	
Food	\$ 7.000,00	
TOTAL VARIABLE COSTS		\$ 8.500,00
Fixed Costs		
Marketing Budget	\$ 5.390,00	
Internet	\$ 56,00	
Cleanning	\$ 200,00	
Office supplies	\$ 60,00	
others	\$ 80,00	
Sallaries	\$ 6.200,00	
Loan Payment	\$ 23.345,74	
Insurance	\$ 250,00	
TOTAL FIXED COSTS		\$ 35.581,74
TOTAL COSTS	\$ 44.081,74	

6.6 Salaries

The salaries are calculated according to Ecuadorian law. Which is 2 salaries more over the normal 12 salaries and the social security. For more details see the following table describing each of the salaries for every employee.

Athens Village will count with 5 nurses, 1 Trainer, 1 Manager, 1 Accounting person, 1 receptionist and 3 maintenance people. Athens Village will not count with professional doctors because they are rigged to other types of law in Ecuador and if residents need professional assistance they will be directly sent to the hospitals.

6.7 Depreciation

Depreciation							
	Period	PAAAG	NVP	Adjustments	Depreciation	Adj-Dep	Accummulative Depreciation
Technology Equipments	0		1.335,00				0,00
5 AÑOS	1	20%	1.068,00		267,00		267,00
	2	20%	801,00		267,00		534,00
	3	20%	534,00		267,00		801,00
	4	20%	267,00		267,00		1.068,00
	5	20%	0,00		267,00		1.335,00
Furnitures	0		221.887,50				
(10 AÑOS)	1	10%	199.698,75		22.188,75		22.188,75
	2	10%	177.510,00		22.188,75		44.377,50
	3	10%	155.321,25		22.188,75		66.566,25
	4	10%	133.132,50		22.188,75		88.755,00
	5	10%	110.943,75		22.188,75		110.943,75
TOTAL DEPRECIATION					112.278,75		
AMORTIZACION							
SOFTWARE	0		800,00				
(5 AÑOS)	1	20%	640,00		160,00		160,00
	2	20%	480,00		160,00		320,00
	3	20%	320,00		160,00		480,00
	4	20%	160,00		160,00		640,00
	5	20%	0,00		160,00		800,00
						287.345,75	
GASTOS PRE-OPERACIONALES							
Varios Gastos constitución cía.	0		1.700,00				
	1	20%	1.360,00		340,00		340,00
	2	20%	1.020,00		340,00		680,00
	3	20%	680,00		340,00		1.020,00
	4	20%	340,00		340,00		1.360,00
	5	20%	0,00		340,00		1.700,00
GASTOS PRE-OPERACIONALES							
Varios	0		1.321.950,00				
	1	20%	1.057.560,00		264.390,00		264.390,00
	2	20%	793.170,00		264.390,00		528.780,00
	3	20%	528.780,00		264.390,00		793.170,00
	4	20%	264.390,00		264.390,00		1.057.560,00
	5	20%	0,00		264.390,00		1.321.950,00
TOTAL AMORTIZACION					1.324.450,00		

Athens village has lot of equipment and furniture. To give a high quality service a table of depreciation has being built. The following table describe the depreciation of each of the equipment and furniture.

6.8 Cash Flow

The following cash flow table is based on the variable, fixed cost and the sales of each year expecting to have an inflation rate of the 9% each year.

Also it is include the taxes that Athens village has to pay to the social security and government each year.

CONCEPTO	Month 0	Año 1	Año 2	Año 3	Año 4	Año 5
Partners	596.713					
Loan	700.000					
Initial Cash	1.296.713	-47.125	-535.099	231.510	1.358.874	2.164.891
Sells		1.419.300	1.539.100	1.606.600	1.847.590	2.124.729
Disposable income		1.419.300	1.004.001	1.838.110	1.847.590	2.124.729
Fixed Assets	21.888					
Sallaries		83.039	90.513	98.659	107.538	117.217
Ground	60.000	60.000				
Pre-Operative Expenses	1.260.000	1.260.000				
Insurance	250	3.000				
Legal Permission	1.200	1.200				
Other Legal Permission	500	500				
VARIABLE AND FIXED COSTS	1.321.950	1.407.739				
Energy		8.400	9.156	9.980	10.878	11.857
Water		6.000	6.540	7.129	7.770	8.469
Phone		3.600	3.924	4.277	4.662	5.082
Food		84.000	91.560	99.800	108.782	118.573
Marketing Budget		64.680	70.501	76.846	83.762	91.301
Internet		672	732	798	870	949
Cleanning		2.400	2.616	2.851	3.108	3.388
Office supplies		720	785	855	932	1.016
others		960	1.046	1.141	1.243	1.355
Loan Payment		280.149	305.362	332.845	362.801	395.453
insurance		3.000	3.270	3.564	3.885	4.235
Total fixed and variable costs		454.581	492.223	536.523	584.810	637.443
IMPUESTO A LA RENTA			103.013	37.269	197.058	181.651
PARTICIPACIÓN EMPLEADOS			75.745	26.308	139.100	128.224
IESS		9.040	10.997	11.987	13.066	14.242
Total expenses	1.343.838	1.954.399	772.491	710.746	1.041.573	1.078.778
Monthly movement	-1.343.838	-535.099	231.510	1.127.364	806.017	1.045.951
CAJA FINAL	-47.125	-535.099	231.510	1.358.874	2.164.891	3.210.842

6.9 Income statement

The income statement shows how profitable Athens village would be. Not even in the first year is found a loss. All the years throws a very significant profit. An example of this is that in the fourth year the profit would be around half of a million dollars.

Profit & Loss					
	Year 1	Year 2	Year 3	Year 4	Year 5
Income					
Service revenue	\$ 1.419.300	\$ 1.004.001	\$ 1.838.110	\$ 1.847.590	\$ 2.124.729
Operative Expenses					
IEES	\$ 9.040	\$ 10.997	\$ 11.987	\$ 13.066	\$ 14.242
Sallaries	\$ 83.039	\$ 90.513	\$ 98.659	\$ 107.538	\$ 117.217
Administrative expenses	\$ 454.581	\$ 492.223	\$ 536.523	\$ 584.810	\$ 637.443
Insurance	\$ 3.000	\$ -	\$ -	\$ -	\$ -
depreciation	\$ 287.346	\$ 287.346	\$ 287.346	\$ 287.346	\$ 287.346
TOTAL EXPENSES	\$ 837.005	\$ 881.079	\$ 934.515	\$ 992.760	\$ 1.056.248
Operative profit	\$ 582.295	\$ 122.922	\$ 903.595	\$ 854.830	\$ 1.068.481
Interest Payment	\$ 77.330	\$ 52.463	\$ 23.738		
Net Utility	\$ 504.965	\$ 175.385	\$ 927.333	\$ 854.830	\$ 1.068.481
Participacion de trabajadores	\$ 75.745	\$ 26.308	\$ 139.100	\$ 128.224	\$ 160.272
Utility before taxes	\$ 429.220	\$ 149.078	\$ 788.233	\$ 726.605	\$ 908.209
24% imp a la renta	\$ 103.013	\$ 37.269	\$ 197.058	\$ 181.651	\$ 227.052
Utility after taxes	\$ 326.207	\$ 111.808	\$ 591.175	\$ 544.954	\$ 681.157
10% Reserva legal	\$ 32.621	\$ 11.181	\$ 59.117	\$ 54.495	\$ 68.116
UTILITY	\$ 293.587	\$ 100.627	\$ 532.057	\$ 490.459	\$ 613.041

6.10 Balance Sheet

The Balance Sheet is projected up to 5 years. Having into account all the assets and liabilities of this project.

BALANCE SHEET						
del 1 de Enero Al 31 de Diciembre del 2010						
Assets	Year 1	Year 2	Year 3	Year 4	Year 5	
Current Assets						
Cash	\$ (535.099)	\$ 231.510	\$ 1.358.874	\$ 2.164.891	\$ 3.210.842	
Total Current Assets	\$ (535.099)	\$ 231.510	\$ 1.358.874	\$ 2.164.891	\$ 3.210.842	
Fixed Assets						
Equipments	\$ 1.335	\$ 1.335	\$ 1.335	\$ 1.335	\$ 1.335	
Depreciation	\$ (267)	\$ (534)	\$ (801)	\$ (1.068)	\$ (1.335)	
Net Equipments	\$ 1.068	\$ 801	\$ 534	\$ 267	\$ -	
Furnitures	\$ 221.888	\$ 221.888	\$ 221.888	\$ 221.888	\$ 221.888	
Depreciation	\$ (22.189)	\$ (44.378)	\$ (66.566)	\$ (88.755)	\$ (110.944)	
Net Furnitures	\$ 199.699	\$ 177.510	\$ 155.321	\$ 133.133	\$ 110.944	
Software	\$ 800	\$ 800	\$ 800	\$ 800	\$ 800	
Amortization	\$ (160)	\$ (320)	\$ (480)	\$ (640)	\$ (800)	
Net Software	\$ 640	\$ 480	\$ 320	\$ 160	\$ -	
Total Fixed Assets	\$ 201.407	\$ 178.791	\$ 156.175	\$ 133.560	\$ 110.944	
Operative Expenses	\$ -	\$ 14.536	\$ 61.227	\$ 14.536	\$ 61.227	
Pre-operative Expenses	\$ 1.321.950	\$ 1.321.950	\$ 1.321.950	\$ 1.321.950	\$ 1.321.950	
Amortization	\$ (264.730)	\$ (529.460)	\$ (794.190)	\$ (1.058.920)	\$ (1.323.650)	
TOTAL GASTOS PRE OPERATIVOS	\$ 1.057.220	\$ 807.026	\$ 588.987	\$ 277.566	\$ 59.527	
Total Assets	\$ 723.528	\$ 1.217.327	\$ 2.104.037	\$ 2.576.017	\$ 3.381.313	
Liabilities and shareholders						
Current Liabilities						
Prestaciones sociales por Pagar	\$ 280.149	\$ 280.149	\$ 280.149	\$ -	\$ -	
Accounts payable	\$ 75.745	\$ 26.308	\$ 139.100	\$ 128.224	\$ 160.272	
Cuentas por Pagar obligaciones trabajadores (15%)	\$ 103.013	\$ 37.269	\$ 197.058	\$ 181.651	\$ 227.052	
Impuesto a la renta						
Total Current liabilities	\$ 458.906	\$ 343.726	\$ 616.307	\$ 309.876	\$ 387.324	
Total Liabilities	\$ 458.906	\$ 343.726	\$ 616.307	\$ 309.876	\$ 387.324	
Shareholders						
Capital	\$ 20.000	\$ 20.000	\$ 20.000	\$ 20.000	\$ 20.000	
Resultados de ejercicios anteriores		\$ 293.587	\$ 394.214	\$ 926.271	\$ 1.416.730	
Utilidades o pérdidas del ejercicio	\$ 293.587	\$ 100.627	\$ 532.057	\$ 490.459	\$ 613.041	
Reserva Legal	\$ 32.621	\$ 43.802	\$ 102.919	\$ 157.414	\$ 225.530	
Total shareholders	\$ 346.207	\$ 458.015	\$ 1.049.190	\$ 1.594.144	\$ 2.275.301	
Total liabilities and shareholders	\$ 805.114	\$ 801.741	\$ 1.665.497	\$ 1.904.020	\$ 2.662.625	
DIFERENCIA	\$ (81.586)	\$ 415.586	\$ 438.539	\$ 671.997	\$ 718.688	

6.11 Breakeven Point

The breakeven point of this project is shown in persons. Monthly Athens village needs to have 8 residents. That means that the breakeven point in years is 98 residents. All of residents paying the price of \$2,500.00 each month

BREAKEVEN POINT						
FIXED COSTS SELLING PRICE VARIABLE COSTS PER UNIT	\$ 35.582 \$ 2.500 \$1.854,55	BREAKEVEN POINT = $\frac{\text{FIXED COSTS}}{\text{SELLING PRICE} - \text{Variable Cost}}$				
		PUNTO DE EQUILIBRIO = $\frac{35.582}{2.500,00 - 1.854,55}$				
		P.E	Monthly	8	Persons	
		P.E	Daily	0,272	Persons	
Annual Inflation : 9%						
BREAKEVEN POINT IN PERSONS		Year 1	Year 2	Year 3	Year 4	Year 5
SELLING PRICE	\$	2.500	\$ 2.725	\$ 2.970	\$ 3.238	\$ 3.529
ANNUAL FIXED COST	\$	426.981	\$ 465.409	\$ 507.296	\$ 552.953	\$ 602.718
VARIABLE COST PER UNIT	\$	1.854,55	\$ 2.021,45	\$ 2.203,39	\$ 2.401,69	\$ 2.617,84
BREAKEVEN POINT IN PERSONS		98	98	98	98	98
B/E	Monthly	8	8	8	8	8
B/E	Daily	0,272	0,272	0,2724	0	0

6.12 Marketing Budget

To have the expected promotion and to achieve the advertising, the marketing budget is \$5,390.00 monthly.

PUBLICITY AND PROMOTION	Monthly ost
Web site	\$750,00
Brouchures Design	\$100,00
Brouchures Print	\$500,00
Cards	\$40,00
International Mass Mailing	\$1.000,00

Airport publicity	\$1.500,00
2 Sellers	\$1.000,00
Mall Kiosko	\$500,00
Total Cost	\$5.390,00

6.13 NET MARGIN UTILITY

The following table show how Athens Village Net Margin Utility will increase over time. This sustain how Profitable is the project with the pass of the time

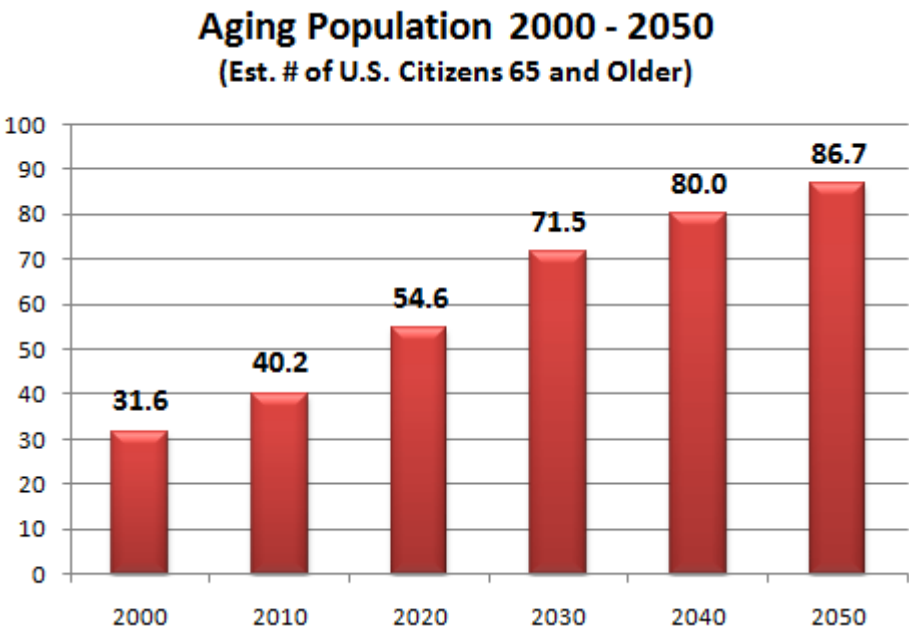
	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
Net Margen Utility	36%	17%	50%	46%	50%

6.14 IRR

Athens Village Internal Rate of Return is a 52%. The discount rate used in capital budgeting that makes the net present value of all cash flows from the project equal to zero. Generally speaking, the higher a project's internal rate of return, the more desirable it is to undertake the project. That means that with the IRR of 52% the project is very desirable to execute.

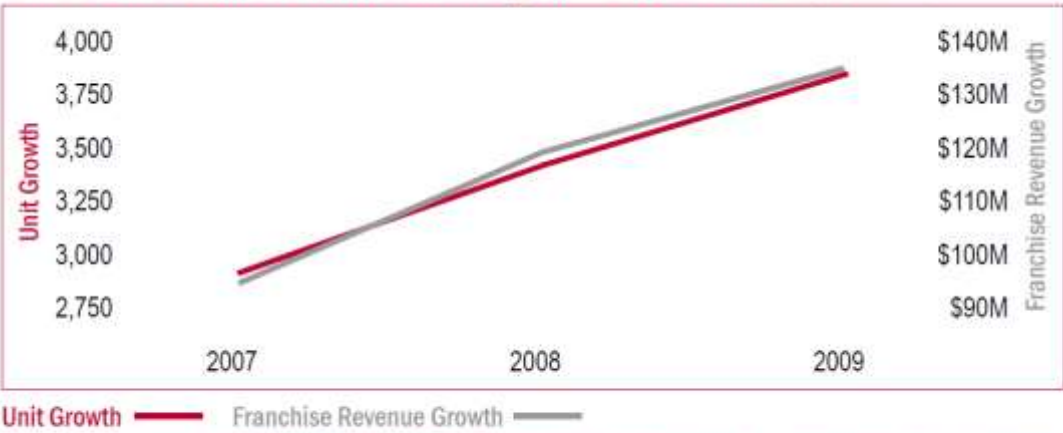
7. APPENDIX

Appendix 1



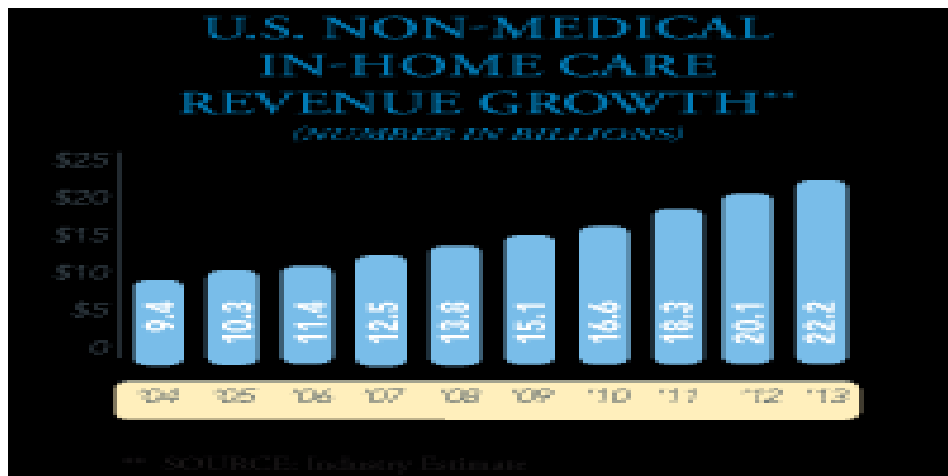
Appendix 2

Senior Care Franchise Sector Growth by Units and Revenue² (as of 12/2009)



² Unit growth and franchise revenue growth (corporate franchise revenue) are aggregate numbers from the 25 largest senior care franchise brands, which represent over 90% of the franchise market segment. System revenue growth numbers are based on the gross revenues of each corporate organization and not the aggregate of individual franchise unit gross revenues. The compound annual growth rate (CAGR) for franchise units during this 3-year period was 9.4%. The CAGR for gross system revenue during this same period was 11.6%.

Appendix 3



Appendix 4

Prototype.-The prototype shows the basic idea of the Athens Village design within a green environment, special pool and an aspect of a country house.

Front Views.-



Aerial Views.-





Lateral Views.-



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