

INSTITUT
POETA
MARAGALL



LA FAGEDA





Firm analysis



- Who's behind the success of La Fageda?
- Why did he decide to create the company?
- Why does La Fageda improve the lives of people with mental health issues?
- How many people work in La Fageda?
- Of which how many are mentally-disabled people?
- What's its target?
- Has this alternative business model been followed?
- What kind of financial support do they get?
- Why its premises are situated in a Natural Reserve?
- How has it been presented and advertised to customers?



A little bit of history



1982: Creation. Activities in the textile and craftwork sector.



1984: Farm Els Casals acquired. Residential services and OTS



1985: The ranching work starts



1987: Nursery work for reforestation

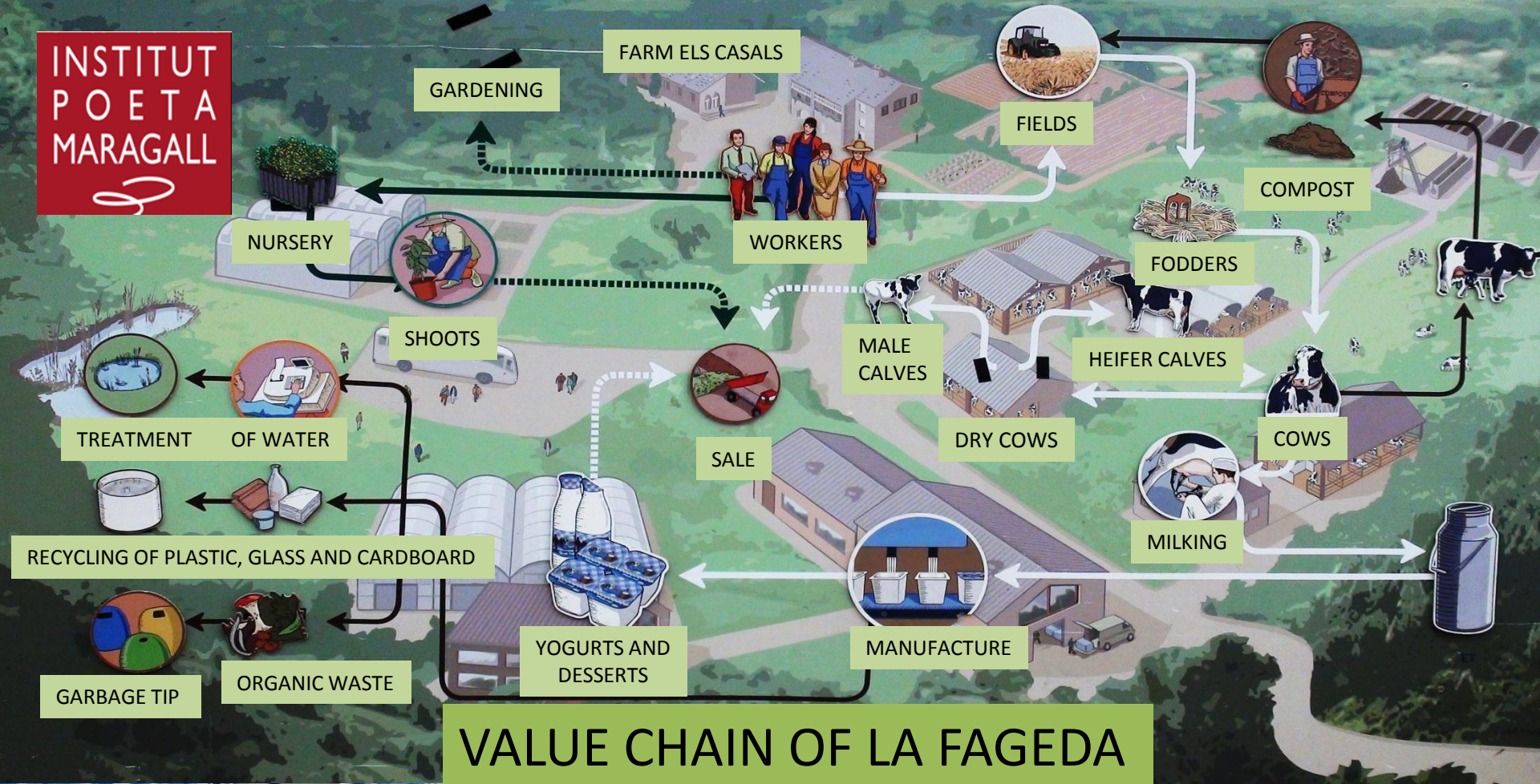
1992: Strict quotas on milk production. Solution: yogurts



1993: Yogurt production starts



2009: Elaboration of ice-creams in Badalona. Crisis: nursery work fails. Horticulture activities are set up. Elaboration of jam.



-45.000.000 yogurts every year

-1500 points of sale

-18 varieties



Customer and competitor analysis

Before: only hospitals

Nowadays: widely available on the high-consumption market

Profile of the **main consumer:**



Yogurt market

dominated by:

DANONE

Real competitors:



Features shared: quality and traditional image, healthiness.

La Fageda is the third manufacturer of yogurts in Catalonia.

Financial analysis



Before: Invoicing: 6,000,000

Profit: 200,000

Now: Invoicing: 14,000,000

Profit: 800,000

-Crisis: General and structural





SWOT analysis

Strenghts

- Strong social enterprise
- Great involvement in the project by every worker: happy employees
- Constant willingness to improve
- Transparency, share of all the information

Weaknesses

- High price
- Only works in Catalonia
- It's not as well known as its competitors

Opportunities

- Expand La Fageda as a model of social enterprise
- Find economic help
- Install a biomass boiler and employ young peolpe at risk of social exclusion of the region to clean the forest
- Demolish the old factory in order to make a new better building
- Bring the ice-crem factory to la Garrotxa

Threats

- Spanish crisis: cutbacks in subsidies, less clients...
- The ice-cream factory in Badalona brings a lot of problems
- Losing the origins of the project