

NEW TRENDS IN THE CREATION AND MANAGEMENT OF SOCIAL ENTERPRISES: STUDY CASES (II)

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Alencop: a project to dignify migrants

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1. ORIGINS OF THE COOPERATIVE

Alencop is a social initiative cooperative that aims to guarantee the dignified living conditions of migrants in a vulnerable situation. At the same time, they respond to the problem of waste collection and treatment in urban environments. Due to the stigmatization, exclusion and legal insecurity suffered by groups that collect waste outside the official channels, a solution was chosen. A solution that goes to guarantee the dignified living conditions of a group in a vulnerable situation.

In 2015, the Commissioner for Social Economy, Local Development and Consumption, Barcelona Activa and Social Rights promoted this cooperative. Thus showing the interest of Barcelona City Council in providing a constructive solution to the situation of migrants. This is a pilot test of a socio-economic intervention methodology. It addresses a number of basic needs for social inclusion, income, networking and community action.

The project began with 15 working partners, in 2018 there are already 28. These are all of sub-Saharan origin, users of the Office of the Irregular Settlement Plan (OPAI). The first group of workers were migrants from sub-Saharan Africa who had been expelled from their settlements in Poblenou in 2013. They had no legal papers and this made them a highly vulnerable population. Undocumented migrants do not have the right to work legally in Spain if they have not lived in the country for 3 years. Because to get a work permit you must have residency papers, which can be obtained once you have been registered in the country for three years.

The support of the second degree cooperative, Labcoop, has been essential to build the project. Labcoop is a non-profit cooperative dedicated to promoting cooperative social entrepreneurship projects, that is, projects that seek to transform social, economic, political,

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cultural and environmental realities. Its task is to host, train and escort innovative projects that aim to solve the needs of work, consumption, financing, housing, etc. projects managed in a democratic and collective way. Alencop is one of the projects they have helped to get started. It was in the beginning, when the cooperative was not yet created, they devised the type of activity, the cooperative model and the regularization formula (at this point the prominence was played by iACTA, SCCL). In the start-up phase they did training and support. At the same time some people from Labcoop were part of the first technical team that helped people to form and start the cooperative. They also managed the initial aids that were given to the participants. And together with iACTA they accompanied people to the regularization process. They currently provide informal support, in addition to maintaining a legal bond.

2. CURRENT CONTEXT AND ROLE OF THE SOCIAL AND SOLIDARITY ECONOMY

“Since the mid-1980s (...), the countries of southern Europe have ceased to be emitters of foreign labor and have become recipients of foreign immigration.” (Recio et al., 2007) This, however, is not a peculiarity of these countries. According to the United Nations, the number of emigrants has increased by more than 40% in the last 15 years. The reasons are well known: poverty, inequality, conflict, and lack of decent work.

According to the European Commission, one of the main challenges for European countries in the medium term is the revitalization of their demographics. This involves the integration of millions of migrants arriving in these countries. It is key to achieving social cohesion, to ensure the survival of European welfare systems. The incorporation of these people into the labor market is the best way to avoid exclusion and the main mechanism they have to acquire rights in Spanish society.

Currently, however, the labor market has some characteristics in the jobs that do not guarantee these goals. Migrants focus on

activities where working conditions are poor. Because they are painful, dangerous and precarious jobs (Cachón, 2011).

They have a vulnerability in the workplace that leads them to fall into social exclusion. At the same time, these are characterized by being in poverty rates substantially higher than those of the native population (Moreno and Bruquetas, 2011).

The social and solidarity economy puts people and the social end at the center above capital. At the same time it promotes solidarity within the organization itself and in society. These basic aspects contribute to “the social and solidarity economy sector being an engine that contributes to social integration through work”, as shown by the statistical evidence in the historical territory of Vizcaya. According to this empirical study (Aretxabala et al., 2011), social enterprises prove to be an effective and efficient tool for the social insertion of disadvantaged groups. As well as an instrument that allows them to enter the labor market. Therefore, they respond to the main challenges outlined in the previous point.

3. VALUES AND OBJECTIVES

Alencop, from the innovation in the solidarity social economy, has the mission of empowering vulnerable groups, giving at the same time answers to social and environmental problems, emphasizing the cooperative model as a useful tool to reach these targets.

The values of the project can be classified into three categories: fundamental rights, environment and community. When we call fundamental rights we are talking about the right to a dignified life for all or the right of people not to be discriminated against because of their origin. In the environmental category, ecological sustainability and respect for the environment are taken as values. Finally, Alencop is based on local and global solidarity, networking and democratic and equitable participation, which can be called social or community values.

Values clearly define project objectives. In the European community, the aim is to promote the social and solidarity economy as a framework for addressing individual needs collectively. In the social dimension, the main objective is to provide decent work for people in a situation of vulnerability, in order to facilitate their independent access to housing, cover their basic needs and regularize their administrative situation. And finally, with regard to the environmental situation, the aim is to increase the volume of waste collection, among other things, for waste collectors affiliated and green points in the city. In addition, Alencop wants to expand the waste collection system of the city of Barcelona, increase the volume of scrap managed by legal channels, reduce waste left in containers or on the street, and raise public awareness towards a selective collection.

As can be seen, the cooperative has transversal objectives that address not only changing the individual situation of its members but also the fact of having a social and environmental impact, and therefore Alencop must be understood as a cooperative linked to the social reality that surrounds it. Alencop stands as a tool to address some of the problems the social reality presents.

“Corporativism can play a very important role in the regularization of migrants. Either with the creation of new cooperatives for the migrants themselves or by offering the jobs (and therefore contracts) to the migrants that allow them to regularize their legal situation”. The coordinator of the axis of Migration and Corporativism of Coopolis, Juan Ávila, assesses the role that corporativism can play in improving the living conditions of migrants. He assures that currently this is practically the only way for migrants to regularize under current immigration law.

4. SERVICES

The services provided by Alencop are diverse and include other activities that are not directly related to scrap collection.

First of all, it provides a free home appliance and scrap collection service. Initially, its activity had focused on the neighborhoods of Sant Martí (where it was initially the company's headquarters), Sant

Andreu and parts of the Eixample, but this year 2018 the activity has expanded to l'Eixample de l'Esquerra, Ciutat Vella, Sants-Montjuic, Les Corts and the majority of Nou Barris.

In addition, Alencop is also engaged in the emptying of warehouses, premises and apartments, as well as transport logistics. The cooperative offers transportation of goods, materials, objects or waste with its fleet of vehicles; the electric tricycle for distances not exceeding 6 km and the truck throughout the city and surroundings.

In addition, Alencop carries out awareness-raising tasks regarding the reduction, reuse and management of electrical and electronic equipment, thus promoting a sustainable economic model and an individual activity that is more consistent with the environment. For example, it offers workshops to teach how to repair appliances or extend the life of computers.

The cooperative also collaborates in various projects with other foundations, entities and institutions. Alencop is currently participating in a computer equipment reuse project called e-Reuse, collaborating with the Movement Bank, as well as with a reusable diaper campaign and with the project of the Federation of Neighborhood Associations of Barcelona, Protest Removals.

Due to the importance that the project attaches to reuse and sustainability, the cooperative also offers a second-hand shop where they sell those products that they have collected at home and have been able to recondition. With this sale of the products collected Alencop

manages to close its economic activity in a circular manner, not only reducing waste, but also making the most of it and reducing the impact on the environment.

The cooperative also aims to open a self-repair space open to the public where citizens have the necessary tools and technicians to repair electrical and electronic equipment.

All these services show us the cooperative's desire to become a center for promoting the sustainability of faces in the citizen community, thus participating in the evolution towards a sustainable and circular economic model.



Figure 1. Cooperative workers during a small appliance repair shop. Source: Alencop Twitter

5. INTERNAL ORGANIZATION

There are 28 working members who use the Irregular Settlement Plan Office (OPAI), and a technical team that supports the organization of activities and helps in the internal functioning of the entity. Being a working member means having a percentage of the cooperative. The contract signed with the cooperative helps the members to start the procedures to regularize their legal situation.

The total remuneration of these working members is equal to the minimum interprofessional wage. At the beginning of the project, one part was received in euros and the other in a social currency created for the project: the alencopins. This currency was to be used to cover housing (30% of their salary) and basic necessities. The alencopins were used to buy in stores that the workers had chosen, with which they had reached an agreement to buy the products at a better price. It was discontinued in 2018 following a decision by the assembly.

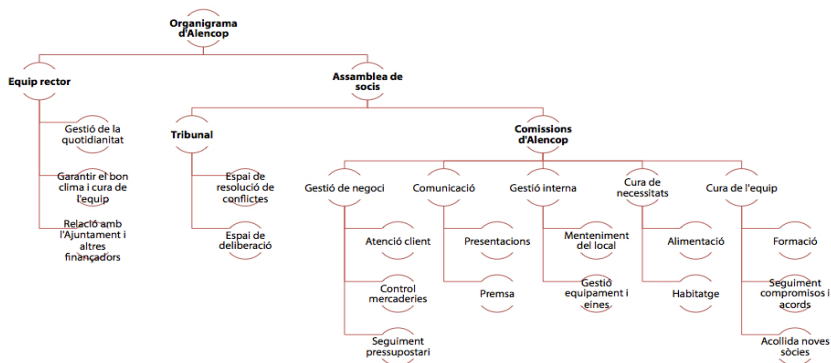


Figure 2. Organization chart of Alencop. Source: Alencop website

As can be seen, it is an assembly organization, where the responsibility is shared between the members and the technical team. In order to divide the internal and external tasks, several commissions are used, that is, small working groups with a certain autonomy. These groups are mixed and have representatives from members and the technical

team, with the aim of ensuring that all voices are heard and empowering migrants.

This way of organizing the tasks is consistent with the idea of the cooperative. All working people are equal and all contribute to it. The aim is for everyone to be able to express their ideas in order to involve everyone in the project. Encouraging cooperation and mutual aid.

The cooperative team is made up of 9 different nationalities, also Spanish. These people receive continuous training in various areas: corporativism, business management tools, education for public awareness, communication tools, training in scrap collection and reuse of RAEE.

5.1. CHARACTERISTICS OF WORKERS

The workers of this cooperative are migrants from sub-Saharan Africa who leave their countries to improve the situation of their families. They have all had a difficult journey to reach Spain. 50% of people who leave their countries manage to reach their destination. Once they get here, life is not easy at all, they have difficulty finding ways to make money and do not know the language, which makes integration difficult. But above all, what stands out most are the legal obstacles they face when it comes to regularizing their situation and being able to work legally. Without a job and without papers, they can't rent a flat, so the only solution is to occupy a place.

Migrant people who engage in scrap metal collection irregularly perform their work in extreme conditions. They work from 4 in the morning until 9 at night with often toxic materials. This is a totally unstable job, where working people do not have any kind of security, neither legal, nor labor, nor health. In addition, they are stigmatized people in our society. The inability to access decent housing leads them to live in impoverished and marginalized areas characterized by drug and prostitution outlets. This negatively affects their health, both physically and mentally.

The Alencop cooperative offers these people an alternative way to work on the street. Look for a formula through which to empower migrants through decent work. They help to improve the autonomy

of the workers, making them feel safe and settle down in the country. However, they still have problems. Because of the type of work they do, they need licenses that they don't have. They need to carry out bureaucratic procedures that are usually long to complete, causing frustration among workers.

6. DATA

6.1. WASTE COLLECTION AND SALE OF SCRAP

The Barcelona Metropolitan Area produces an average of 2.27 million wastes a year. During 2017, the cooperative made 110 monthly collections (5 daily), with an average of 66kg per collection, this meant about 70 tons of waste electrical and electronic equipment and 20 tons of scrap throughout the year. In 2018, their numbers improved, making a total of 2,000 services, where they collected 160 tons of material, where 35 tons were scrap.

6.2. ECONOMIC INDICATORS

In 2018, the company received subsidies from Barcelona City Council in the amount of 513,358.32 €. This grant has a big impact on the company's annual accounts.

During the 2018 financial year, sales increased to almost 250,000 €, 50% more than the previous year. On the other hand, some operating expenses (personnel, other expenses, etc.) and financial expenses also increased during this period. The increase in sales and the subsidy from Barcelona City Council was not enough to offset the increase in expenses, and also between 2017 and 2018 the company went from having a profit of 623.08€ to a loss of 10,664.91€.

In reference to the balance sheet, there were changes in both assets and equity and liabilities. The total amount of assets was reduced by 300,000 €, mainly due to a significant decrease in trade debtors. On the other hand, equity also decreased by 577,000€ (60%), while current liabilities increased by 277,000 €.

The appendix includes detailed information on the Profit and Loss Account and the Company's Balance Sheet. Below are a series of indicators that serve to see the economic and financial health of the cooperative.

	2018	2017	Annual var.	Optimal value
Liquidity	1,88	8,35	-6,47	1,5-1,8
Treasury	1,88	8,35	-6,47	0,8-1,2
Availability	0,05	1,26	-1,21	0,3-0,4
Working capital	350.511,66	901.868,40	-551.356,74	It has to be positive
Indebtedness	0,51	0,12	0,39	0,4-0,6
Quality	0,98	0,95	0,04	The smaller the better
Return capacity	0,05	0,06	-0,01	The higher the better
Debt cost	3,05%	10,38%	-7,33%	The smaller the better
Non-current assets turnover	5,49	2,39	3,10	The higher the better
Current asset turnover	0,33	0,16	0,16	The higher the better
Collection term	64,96	222,77	-157,81	The smaller the better
Payment term	199,26	25,84	173,43	The higher the better

Figure 3. Economic and financial ratios. (Source: own)

7. SIMILAR PROJECTS

Alencop is an innovative project that is in the testing phase, but it is not the only one that focuses on migrants and the social and solidarity economy. We can find similar initiatives on the Pam a Pam website, here are three cases:

Mescladís:

Mescladís is a non-profit social project of the Multicultural Citizenship Foundation, whose mission is to contribute to the accommodation of immigrants and native citizens at risk of social exclusion through educational initiatives that promote social cohesion and economic initiatives that facilitate socio-labor insertion. In addition to socio-labor integration in the hotel industry, other activities are carried out, such as community development programs with social art.

Main difference: legal form

Website: <http://www.mescladis.org/noticia/espai-mescladis-ajemplo-de-empresa-social-con-buenas-practicas>

Ecosol:

It is a solidarity economy company of Càritas Diocesana de Girona. It facilitates the employment of people who are in a situation of social and labor vulnerability from a sustainable company at an economic, social and environmental level. It works in 4 lines of activity, where itineraries are developed and contracts are offered with application of the sectorial collective agreements. They also offer training adapted to the certificates of professionalism: maintenance and assembly of bicycles, integrated building maintenance services, warehouse management of food distribution and waste centers.

Main difference: it does not emphasize the fact of being a migrant person, but the fact of being vulnerable.

Website: <http://www.caritasingirona.cat/CA/2010/ecosol-empresa-d-insercio.html>

Eduvic, SCCL:

EDUVIC offers the management of social, educational and therapeutic services for childhood, youth and families. It is a company specializing in children, adolescents, youth and families.

Main difference: It does not give relevance to the fact of being an immigrant and they do not have such a clear commitment to employment. They are more committed to education and care for families.

Website: <https://eduvic.coop/>

8. QUESTIONS

1. Argues. With the above, as well as your knowledge, do you consider the Alencop cooperative to be a suitable model for providing solutions to the current situation of migrants?
2. It seems that the cooperative has an important economic dependence on Barcelona City Council, although the income figure has been increasing in recent years up to € 250,000 in 2018. Based on the information on the cooperative's annual accounts and economic-financial ratios, it is requested to analyze the patrimonial situation and the capacity to generate surpluses of the cooperative, and answer the following questions:
 - a. What are the main strengths and weaknesses of the cooperative?
 - b. Do you think the cooperative may have short-term solvency problems? Do you think that it has successfully financed its investments and ordinary operations?
 - c. Do you think the cooperative has the capacity to cover all its expenses autonomously? What actions could it take to improve its economic viability?
3. Propose. The City Council has allocated millions of euros over the years of the project. Based on what was discussed in the previous question, what would you recommend the administration to do? Describe the pros and cons of closing this cooperative.

4. Give your opinion. Based on everything you have read and written, what's the key to making the project self-sufficient?

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10. ANNEX

ASSETS	2018	%	2017	%	Var. €	Var. %
A) Non-current assets	44.943,04 €	5,6%	70.474,47 €	6,4%	- 25.531,43 €	-36,2%
II. Property, plant and equipment	27.140,52 €	3,4%	54.255,28 €	5,0%	- 27.114,76 €	-50,0%
Tec. and machinery	55.939,50 €	7,0%	55.939,50 €	5,1%	- €	0,0%
Depreciation	- 28.798,98 €	-3,6%	- 1.684,22 €	-0,2%	- 27.114,76 €	-1609,9%
Financial investments in Long term	17.802,52 €	2,2%	16.219,19 €	1,5%	1.583,33 €	9,8%
Long term loans	2.150,00 €	0,3%	1.750,00 €	0,2%	400,00 €	22,9%
Long term bond	15.652,52 €	2,0%	14.469,19 €	1,3%	1.183,33 €	8,2%
B) Current assets	750.769,44 €	94,4%	1.024.595,55 €	93,6%	- 273.826,11 €	-26,7%
III. Trade and other receivables	766.430,32 €	96,3%	920.252,40 €	84,0%	- 153.822,08 €	-16,7%
Customers for sales and services	43.937,91 €	5,5%	102.848,96 €	9,4%	- 58.911,05 €	-57,3%
Public administrations	722.492,41 €	90,8%	817.403,44 €	74,6%	- 94.911,03 €	-11,6%
IV. Short term investments in associated group companies and partners	- 36.678,41 €	-4,6%	- 50.140,73 €	-4,6%	13.462,32 €	26,8%
Credits and loans to members	- 36.678,41 €	-4,6%	- 50.140,73 €	-4,6%	13.462,32 €	26,8%
VII. Cash and other equivalent liquid assets	21.017,53 €	2,6%	154.483,88 €	14,1%	- 133.466,35 €	-86,4%
TOTAL active	795.712,48 €	100,0%	1.095.070,02 €	100,0%	- 299.357,54 €	-27,3%

**EQUITY AND
LIABILITIES**

A) Liabilities	388.374,55 €	48,8%	965.552,62 €	88,2%	- 577.178,07 €	-59,8%
A-1) Own funds	2.866,07 €	0,4%	13.530,98 €	1,2%	- 10.664,91 €	-78,8%
II. Reservations	12.907,90 €	1,6%	2.818,07 €	0,3%	10.089,83 €	358,0%
112. Mandatory reserve fund	6.563,34 €	0,8%	1.432,92 €	0,1%	5.130,42 €	358,0%
113. Voluntary reserve fund	6.344,56 €	0,8%	1.385,15 €	0,1%	4.959,41 €	358,0%
III. Results of previous years	623,08 €	0,1%	10.089,83 €	0,9%	- 9.466,75 €	-93,8%
V. Surplus of the cooperative	- 10.664,91 €	-1,3%	623,08 €	0,1%	- 11.287,99 €	-1811,6%
A-3) Grants, donations and legacies	385.508,48 €	48,4%	952.021,64 €	86,9%	- 566.513,16 €	-59,5%
130. Subsidies	385.508,48 €	48,4%	952.021,64 €	86,9%	- 566.513,16 €	-59,5%

B) Non-current liabilities	7.080,15 €	0,9%	6.790,25 €	0,6%	289,90 €	4,3%
I. Education and promotion fund	3.830,15 €	0,5%	3.550,25 €	0,3%	279,90 €	7,9%
148. Education and promotion fund in LL / T	3.830,15 €	0,5%	3.550,25 €	0,3%	279,90 €	7,9%
II. Debts with special characteristics	3.250,00 €	0,4%	3.240,00 €	0,3%	10,00 €	0,3%
150. Reimbursable capital due	3.250,00 €	0,4%	3.240,00 €	0,3%	10,00 €	0,3%

C) Current liabilities	400.257,78 €	50,3%	122.727,15 €	11,2%	277.530,63 €	226,1%
I. C / T education and promotion fund	-	0,0%	83,20 €	0,0%	- 83,20 €	-100,0%
5298. Education and promotion fund in C / T	-	0,0%	83,20 €	0,0%	- 83,20 €	-100,0%
					- €	
Short-term debts	150,24 €	0,0%	150,24 €	0,0%	- €	0,0%
520. Debts with credit institutions	0,24 €	0,0%	0,24 €	0,0%	- €	0,0%
551. Other debts	150,00 €	0,0%	150,00 €	0,0%	- €	0,0%

VI. Short-term debts with emp. Group. Assoc. Partners	307.415,36 €	38,6%	35.550,36 €	3,2%	271.865,00 €	764,7%
521. Debts with partners	307.415,36 €	38,6%	35.550,36 €	3,2%	271.865,00 €	764,7%
VII. Creditors and other accounts payable	92.692,18 €	11,6%	86.943,35 €	7,9%	5.748,83 €	6,6%
400. Suppliers	11.168,52 €	1,4%	2.915,88 €	0,3%	8.252,64 €	283,0%
470. Other creditors	81.523,66 €	10,2%	84.027,47 €	7,7%	- 2.503,81 €	-3,0%
TOTAL liabilities	795.712,48 €	100,0%	1.095.070,02 €	100,0%	-299.357,54€	-27,3%

Losses and gains	2018	%	2017	%	Var. €	Var. %
1. Net amount of turnover	246.877,59 €	100,0%	168.514,57 €	100,0%	78.363,02 €	46,5%
4. Supplies	- 20.458,16 €	-8,3%	- 41.195,82 €	-24,4%	- 20.737,66 €	-50,3%
5. Other operating income	514.379,62 €	208,4%	490.096,10 €	290,8%	24.283,52 €	5,0%
a) Income from operations with partners	- €	0,0%	- €	0,0%	- €	
b) Other income	514.379,62 €	208,4%	490.096,10 €	290,8%	24.283,52 €	5,0%
6. Staff costs	-535.014,15 €	-216,7%	- 477.109,93 €	-283,1%	57.904,22 €	12,1%
a) Partner work services	-396.241,24 €	-160,5%	- 370.812,67 €	-220,0%	25.428,57 €	6,9%
b) Other staff costs	-138.772,91 €	-56,2%	- 106.297,26 €	-63,1%	32.475,65 €	30,6%
7. Other operating expenses	-179.958,53 €	-72,9%	- 134.078,94 €	-79,6%	45.879,59 €	34,2%
8. Depreciation of fixed assets	- 27.114,76 €	-11,0%	- 1.684,22 €	-1,0%	25.430,54 €	1509,9%
12. Education and promotion fund	- €	0,0%	- 83,20 €	0,0%	- 83,20 €	-100,0%
a) Endowment	- €	0,0%	- 83,20 €	0,0%	- 83,20 €	-100,0%
b) Subsidies, donations, aids and sanctions	- €	0,0%	- €	0,0%	- €	

A) OPERATING RESULT	- 1.288,39 €	-0,5%	4.458,56 €	2,6%	- 5.746,95 €	-128,9%
13. Financial income	- €	0,0%	- €	0,0%	- €	
a) Of partners	- €	0,0%	- €	0,0%	- €	
b) Other financial income		0,0%		0,0%		
14. Financial expenses	- 9.376,52 €	-3,8%	- 3.705,00 €	-2,2%	5.671,52 €	153,1%
a) Interest and return obligation to contribute social capital and other funds of the same category		0,0%		0,0%		
b) Other financial expenses	- 9.376,52 €	-3,8%	- 3.705,00 €	-2,2%	5.671,52 €	153,1%
B) FINANCIAL RESULTS	- 9.376,52 €	-3,8%	- 3.705,00 €	-2,2%	5.671,52 €	153,1%
C) EARNINGS BEFORE TAXES	- 10.664,91 €	-4,3%	753,56 €	0,4%	- 11.418,47 €	-1515,3%
18. Income tax	- €	0,0%	- 130,48 €	-0,1%	- 130,48 €	-100,0%
D) Operating results	- 10.664,91 €	-4,3%	623,08 €	0,4%	- 11.287,99 €	-1811,6%

Source: Alencop annual accounts



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Collaborating entities

