



2021 ANNUAL REPORT

TAKING THE STEP
WITH GAZTENPRESA

IN JARS S.L
SUSTAINABLE EVENTS

FOUNDING ENTITY



CO-FINANCING ENTITIES



COMUNIDAD EUROPEA
Fondo Social Europeo



PARTNERS



NETWORKS IN WHICH WE PARTICIPATE



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Introduction



2021 did not turn out as we had hoped. The pandemic continued to spread unchecked. It had a significant negative impact on recent start-ups and greatly curbed the possibilities of entrepreneurs taking up the challenge to be their own boss and take control of their working life.

At Gaztenpresa, we adapted to that situation and worked hard to mentor the business that we had helped to set up in previous years; businesses that have needed liquidity, new ways of selling, opening up markets, going digital... In short, a new approach and large doses of moral support have been needed. We have invested a great deal of time, energy and money. We thus supported 278 businesses and 547 people in 2021, helping them where most needed, with transparency, respect, ideas, tools and financing.

Gaztenpresa is a project with soul, which pro bono helps people who alone would find it very difficult to create their own business. **We have been working on it for over 25 years and we are proud to have helped create over 11,000 jobs.** Este año queremos ir un paso más allá y abrimos.

This year, we wanted to go a step further and embark on a far-reaching reflection on our proposal; what we do and what changes we produce in people, projects and society in general. This report contains a range of different data and specific achievements, including an important new aspect: the introduction of metrics from the impact memory. Our driving spirit is to aim to be better every day and there is no better reward than the smile that we get back from the people whom we help.

We also know that any project that does not improve, that does not grow, is destined to disappear. We have earmarked significant resources to the digitalisation of our own activity. The most notable is the launch of digital Gaztenpresa, a new web platform where anybody can easily find the tools needed for the success outcome of their personal project. The

entrepreneur will find a detailed guide to prepare their business plan, which is fundamental to know if that idea that they have working on for so long is really viable. The entrepreneur will find a person behind the screen who is going to dedicate all their experience and expertise to the mentoring, along with training tablets and tools that will consolidate their position and steadily improve.

We know that any entrepreneur is putting all their enthusiasm and energy into that project, into that idea, and, what is surely more important, is bringing into play their personal endeavour of the coming years, their money or that of their relatives, and the livelihood of their family... In short, it is probably the most important thing that is going to occur to them personally and professionally. It is the moment of the truth and that is precisely where Gaztenpresa must be present to help. That is our role and that is our commitment.

01

GAZTENPRESA

Gaztenpresa is a private foundation and part of LABORAL Kutxa's social work.

We mentor local people planning to become entrepreneurs to help increase their possibilities of success and of generating wealth through job creation.



For over 27 years, Gaztenpresa has been supporting people seeking to embark on a venture and has helped many during that period.

The Foundation is always striving to improve in order to provide future entrepreneurs with the best support. We therefore undergo different audits, including financial and legislative compliance ones.

This year we wanted to go one step further. We wanted to measure and improve the way that doing our bit impacts our environment, in keeping with the Sustainable Development Goals and within the international framework of the 2030 Agenda. This would allow us to move from anecdotal evidence to rigorous and data-based evidence to make the social impact generated more effective. Part of the work implemented is set out on these pages.

In these 27 years



11,404
jobs created



6,264
companies created

23,353
applications
attended

183
million euros
funding

1,297
companies assisted
in consolidation

186
relationships
mentoring

1,297
workshops
held

8,010
consulting PRO



JON BIXENTE
DE SANTIAGO
VINEYARD



gaztenpresa
fundazioa

MEASURING THE IMPACT



What social impact do we generate and how is that achieved?

A social impact assessment is a process to research, plan and manage social changes or consequences that emerge from the policies, plans and projects. This instrument contributes to decision-making and accountability, in other words, it provides information to the managerial stakeholders and those people interested in the effectiveness of the programmes.

The social changes resulting from Gaztenpresa's activity and how they were generated have thus been analysed in detail. Monitoring indicators have likewise been defined and allow us to quantify and monitor Gaztenpresa's impact. That control is fundamental to be able to not only manage the Foundation's activity, but also the impact that we generate.

Assessing the social impact can be a challenge for several reasons: scope, contribution and depth of the change, measurement capability (social impacts are usually difficult to quantify), externalities...

After assessing and taking all those aspects into account, Gaztenpresa can be said to still be firmly committed to developing the entrepreneurial culture in the Basque Country and Navarra. It drives social and economic wellbeing and fosters professional development, but with the focus on individuals and at municipal and territorial level, and by means of a society committed to local consumption thanks to the work carried out for the social environment to identify with the reality of entrepreneurs.

Sustainable entrepreneurship: 2030 Agenda

With its sights set on the UN 2030 Agenda for Sustainable Development and working towards the targets in the Basque Multilevel 2030 Agenda, Gaztenpresa's strives to create a social impact that we can measure and contrast.

Thanks to the support for entrepreneurship and training, entrepreneurs' quality of life can be seen to improve, along with their wellbeing and that of their surroundings, and that is at both the level of the family and locally and in the community.

Gaztenpresa is involved in strengthening an equal, just and viable social and economic fabric, that is forward looking, while being firmly committed to sustainability and the entrepreneurial culture.

Thanks to the experience and effort of the whole team, of the volunteers and of different public and private partner entities, the social impact of the different support projects to start up a whole range of companies is a clear added value when championing

local people with entrepreneurial vocation; using specific actions and programmes to support the different guidance provided, training and financing needed by the people with a venture in mind.

Entrepreneurship is the basis that drives society through daily economic and social activity. Therefore, one of Gaztenpresa's fundamental goals is to make people aware of the reality of being an entrepreneur, as support for their business projects and training is the best way to facilitate their personal development, by increasing their confidence and self-esteem.

Effective equality and job placement

Gaztenpresa provides the necessary impetus for future plans that are vital for the social and economic fabric of our territories to be implemented successfully.

That is always from a perspective that fosters the change of value to achieve real gender equality at work and running businesses.

One of Gaztenpresa's most important impacts is finding employment for the unemployed.

Entrepreneurship opens up a way to earn money that provides greater financial independence, with the necessary professional support to optimise the likelihood of each project being successful and minimising failure.

Entrepreneurial social culture and financing

Gaztenpresa makes a tangible change by financing local entrepreneurial projects that would otherwise find it hard to access other economic options to be successfully implemented. Thus, one of the changes driven by the Foundation includes raising awareness in society about the value of the company and local entrepreneurship as a means to developing a life project with impact. That helps to generate an entrepreneurial culture in our local environment, with a special emphasis on projects that contribute greater social and environmental impact, in keeping with the aforementioned Sustainable Development Goals.

We drive financial autonomy through business to contribute to the sustainable and equal development of our society, by generating quality employment and revitalising the local social and economic fabric.

In short, Gaztenpresa aspires to be part of a society identified with entrepreneurs and committed to local companies, by highlighting the participation of companies in the local life and wealth, and consequently by facilitating the showcasing and contribution of ventures in the Basque Country and Navarra.



NONAMEDEV S.L.
INTERNET -WEB

**SOCIAL
NEEDS**
that we want
to solve

Helping entrepreneurs to
finding a "decent"
life project.

**Assisting them with
everything they need.**

**Generating wealth and reducing
inequality** by means of setting
up companies that generate
employment.



LEIRE URETA
NUKKA
**CLOTHING
BUSINESS**

Our impact goals

Achieve the economic feasibility of the enterprise so that entrepreneurs can implement their "life project".

Provide training and mentoring to ensure that they improve their entrepreneurial skills.

Facilitate the necessary resources to start and/or consolidate a venture.

Raise awareness in society of the value of the entrepreneur and local entrepreneurship as the way to develop a life project with an impact. Contribute to generating an entrepreneurial culture locally.

Contribute positively to the local economy.



JON IBAÑEZ
PHYSIOTHERAPY

To which Sustainable Development Goals (SDGs) do we contribute?



GE mainly contributes to these SDGs (5, 8 and 10)

GE contributes peripherally to these SDGs (4, 11, 12 and 17)



BULLFITNESS,S.COOP GYM



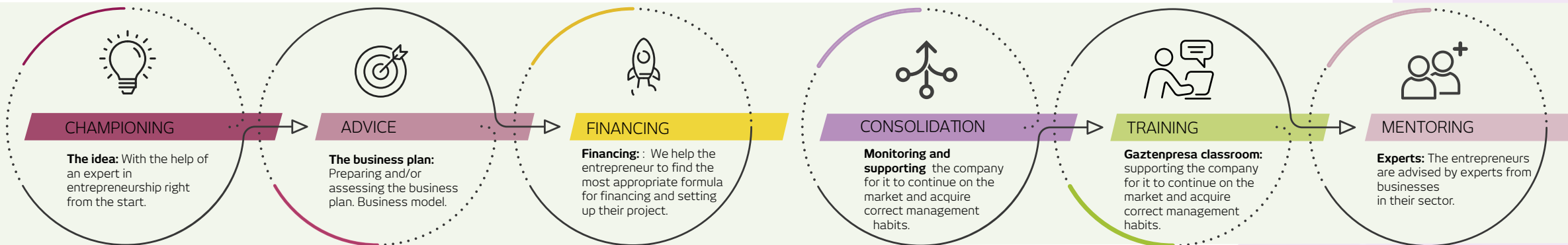
WHAT WE CONTRIBUTE



208
offices



Steering entrepreneurs to Gaztenpresa; which finances the start-up, facilitates services, bank tools and insurance.



2021

START-UP
TEAM | **10**
people

€8.6
million
in funding

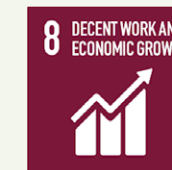
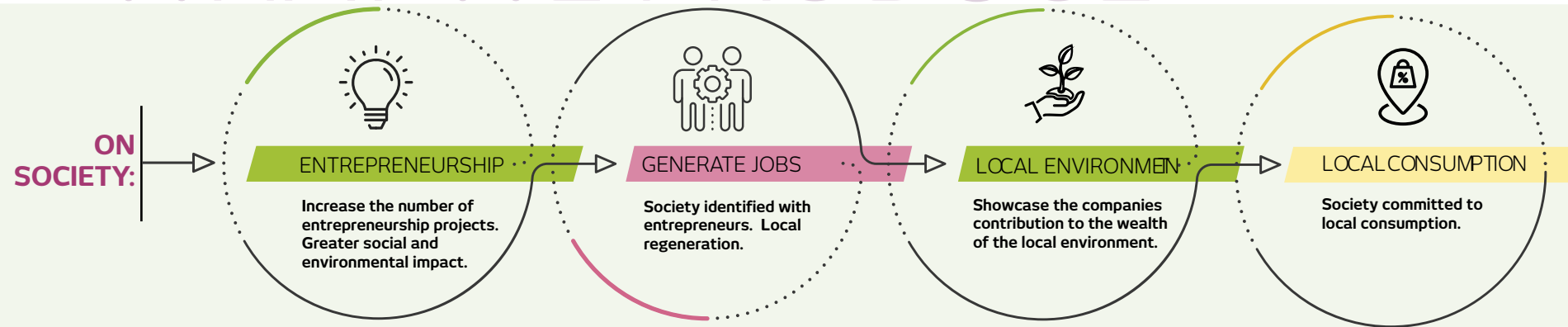
CONSOLIDATION
TEAM | **4**
people

51
webinar

137
mentors

WHAT WE PRODUCE

SDGs



2021

278
companies

547
positions

employment of women entrepreneurs (women)	44%
(Migrants)	13%
(Under 35)	29%
(Under 45)	26%

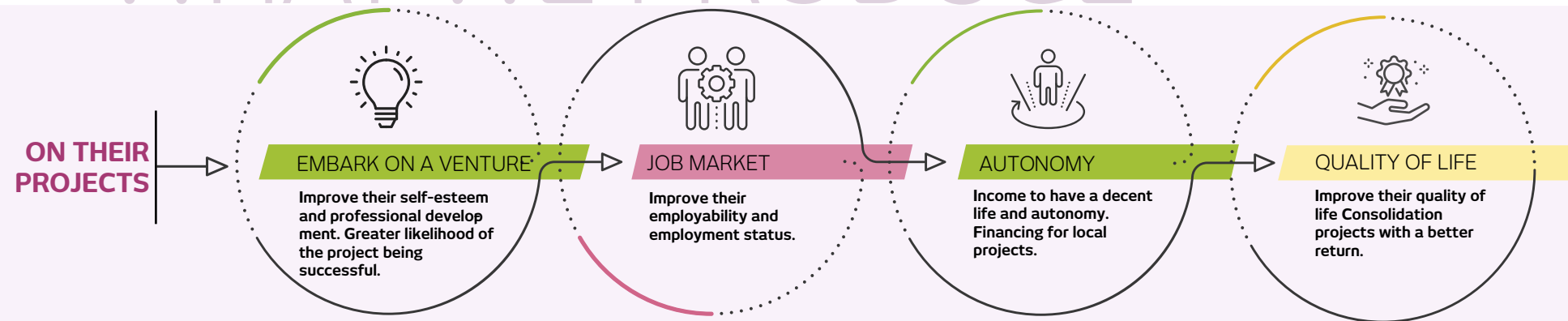
LOCATION OF THE BUSINESSES:

Provincial capitals	38%
Cities that are not provincial capitals with over 15,000 inhabitants	33%
Cities that are not provincial capitals with under 15,000 inhabitants	29%

BUSINESSES CREATED WITH
SOCIAL AND ENVIRONMENTAL
IMPACT:
17%

WHAT WE PRODUCE

SDGs



2021

278
companies
547
positions

LEGAL FORM

74% individually

26% companies

25% Coop

75% LC

BUSINESS SURVIVAL

5 YEARS AFTER ITS FINANCING

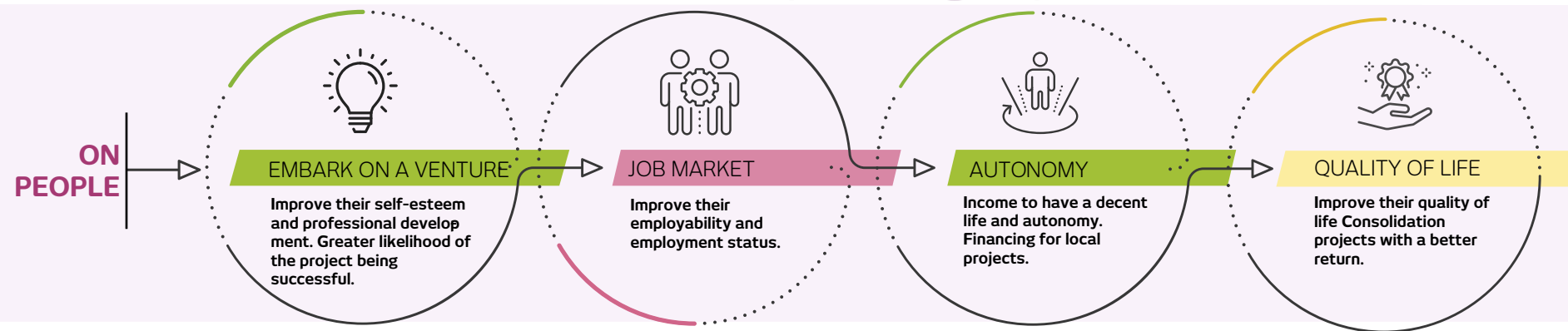
72%

AT 5 YEARS OF AGE EUSKADI-EUSTAT

44%

WHAT WE PRODUCE

SDGs



2021

547
positions

PROFILE OF THE ENTREPRENEURS



EMPLOYMENT STATUS



LEVEL OF EDUCATION



SOCIAL AND ECONOMIC IMPACT

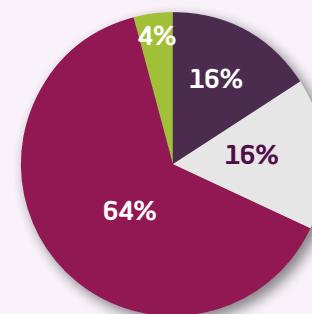
We have conducted surveys to discover how we impact the people that we support and in order to:

- Know the sustainability of the companies established, employability and job creation.
- Take stock of the financial and economic situation of the people who have embarked on ventures.

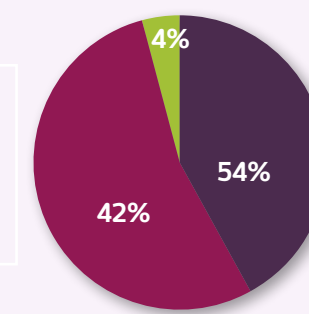


RESULTS:

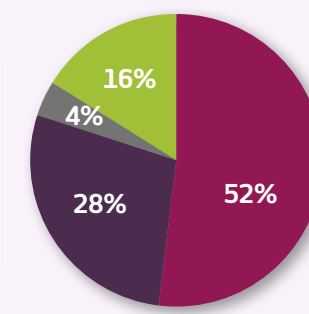
Was the entrepreneurial process as you expected?



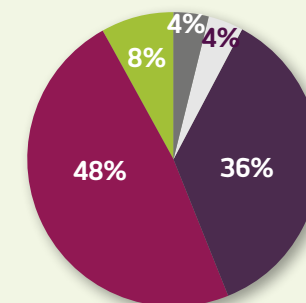
Time spent of the project.



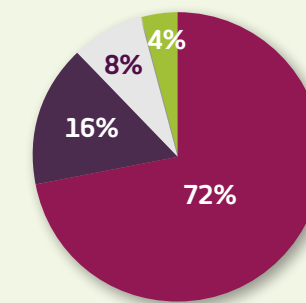
Skills needed.



Risks assumed.



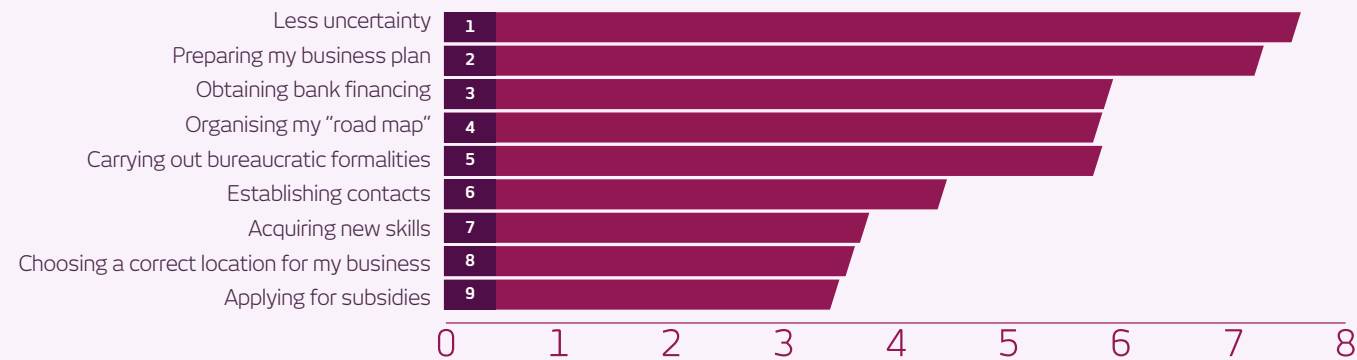
Personal sacrifice involved.



Level of commitment needed.

RESULTS:

Where have we most helped?



Is the business still trading after the first year?

- **90%** told us that it was still trading.
- **62%** of them had increased turnover.
- **55%** had generated new jobs.
- Women account for **77% of the jobs generated**.
- **30%** under 30.
- **55%** between 30 and 50.
- **15%** over 50.

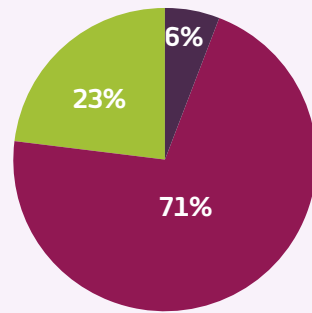
As regards their salary level:

- **47% said that they have been able to take a modest salary.**
- **26% said that they can live rather comfortably.**

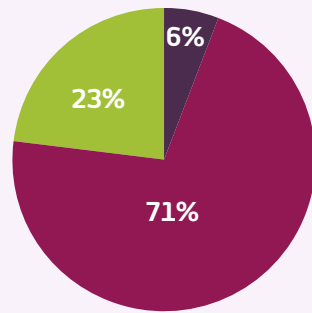
As regards the businesses that closed: **60% found other employment.**

RESULTS:

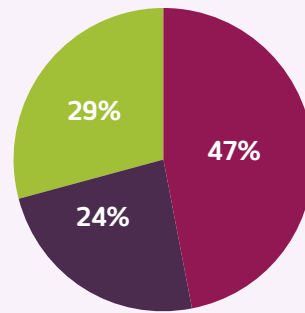
How has your life changed?



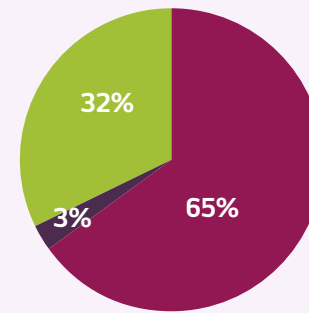
Personal fulfilment



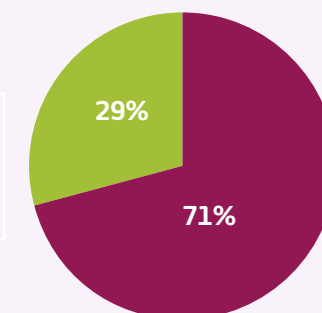
Set my own rules, take control.



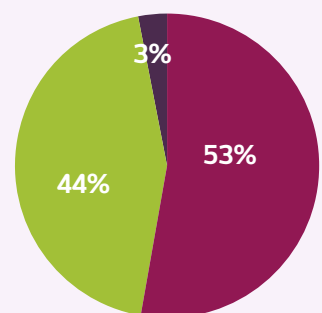
My quality of life has changed financially speaking.



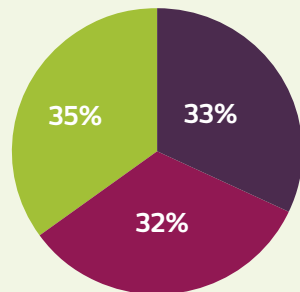
Have something of my "own".



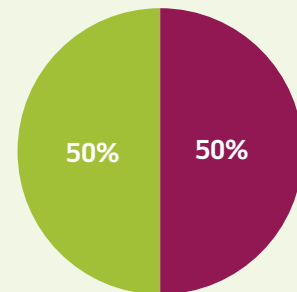
Working in what I like.



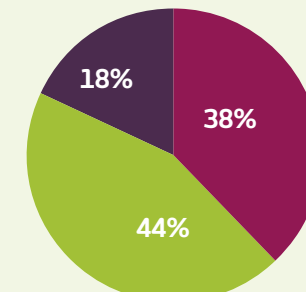
Interacting with my environment.



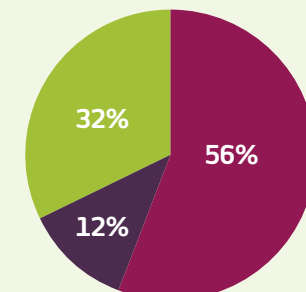
Work-life balance.



Feeling my contribution to society.



Financial or job stability.



Less dependency on third parties.

03

BUSINESS START-UP PROGRAMMES 2021

WE WILL MENTOR YOU
RIGHT THROUGH FROM
THE START TO THE END
OF YOUR PROJECT.

1

Personalised help and advice.

2

Mentoring wherever necessary:
Studying the business plan,
formalities, applying for grants...

3

Financing with favourable terms
and conditions.

278
companies created

ARABA	37
BIZKAIA	140
GIPUZKOA	67
NAFARROA	34
TOTAL	278

547
jobs created

ARABA	75
BIZKAIA	253
GIPUZKOA	148
NAFARROA	71
TOTAL	547

BUSINESS SECTOR



3%
INDUSTRY



76%
SERVICES



20%
COMMERCE



1%
AGRICULTURE
LIVESTOCK

Goal:

Promote self-employment for people who are unemployed or at risk of being so.

The process involves identifying and developing the person who wants to embark on a business venture. It assesses how that is in line with the market reality, in order to establish and propose the most appropriate self-employment opportunities for their situation.

Target:

People who are unemployed, at risk of losing their jobs or in a situation of job insecurity and who want to set up their own business.

Who reside or who are going to start up a business within the Basque Country and/or Navarra.

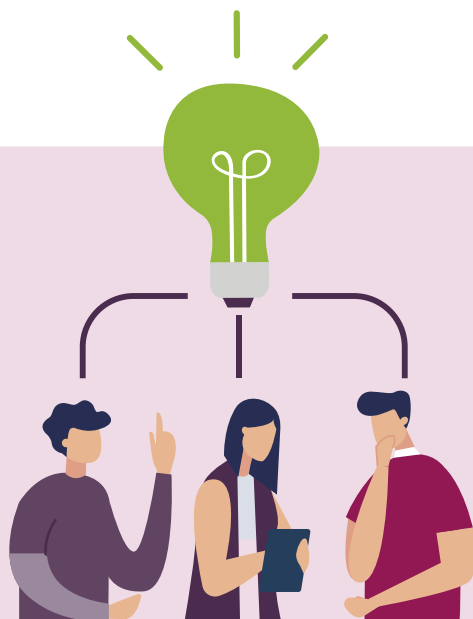


EKIA ETA LURRA SL
Cold-pressed rape
and sunflower oil

03

PROGRAMMES: COMPANY FINANCING 2021

Helping with producing a financing plan to assess the project's needs and establishing the most appropriate sources of funding.



244 LOANS
AWARDED

FINANCING IN 2021
€ 8,690,805

FINANCING UNTIL 2021
€ 183 mill

€71,200
AVERAGE INVESTMENT

The average investment to start up new companies.

€35,618
AVERAGE LOAN

The average loan needed to implement the business project.



PROGRAMMES: FOSTERING THE ENTREPRENEURIAL CULTURE

One of the Foundation's goals is to foster the entrepreneurial culture among young people.

We support universities, vocational training centres, companies and entities that wish to foster the entrepreneurial culture.

We take part in events to showcase the work of the foundation to entrepreneurs, regardless of their age.

In 2021, we took part in talks and events, many of them in online format.

Furthermore, we have worked with Junior Empresa to strengthen our commitment to academia. We have therefore helped universities to access the market and test the quality of their services with the members of the work teams.



03

GAZTENPRESA DIGITAL

Gaztenpresa Digital is a space for people to train, obtain information, reflect and develop a business plan with direct mentoring by our team.

They can opt for the usual in-person advice or the new online mentoring service, designed so the entrepreneur to be centre stage.

After registering, they can access their private area and a consultant will then monitor the projects to analyse the opportunities.



At Gaztenpresa, we help you to develop your business from the start of the project to its consolidation, and online mentoring is now available.



Monitoring and supporting the company for it to continue on the market and acquire correct management habits.



CARIELA
BY CARMEN
GINEA SL
MODA

INDICATOR



SPECIALISED
CONSULTANCY



CONSULTING PRO



MENTORING PROGRAMME



ONLINE TRAINING



1077
APPLICATIONS



731
ACTION PLAN
ASSESSMENTS



129
CONSULTANCY
PROJECTS



33
MENTORING
RELATIONS



341
CONSULTING
PRO



51 - 507
WORKSHOPS PARTICIPANTS



67
DIGITAL
TUTORIALS



ADRIANA GUEVARA
CV33 Pension

PROGRAMMES: MENTORING

Gaztenpresa provides tailored mentoring to help consolidate businesses.

One person, with experience in entrepreneurship and/or business management, provides experience and strengthens the business decision making of the other person, to improve their business skills.

The aim is to extend the network for rigorous comparison and involving experienced people.

Both the mentors and the entrepreneurs on the programme are required to attend a training workshop.

33 MENTORING RELATIONS IN 2021



DEMO-AESTHETIC
NURSING CENTRE
(cooperative)



gaztenpresa
fundazioa

EASI PROGRAM

Business development service for migrants

One of the key goals of the EaSI programme is to stimulate social and financial inclusion of the borrowers who want to establish or develop their micro-companies and who may have limited or no access to the conventional credit market.

The aim is to drive the entrepreneurial spirit among those vulnerable groups who often face a challenging environment when starting up and developing a business in a different country to their original one (language barriers, administrative load, lack of knowledge of local legislation, etc.).

22 PROJECTS MANAGED

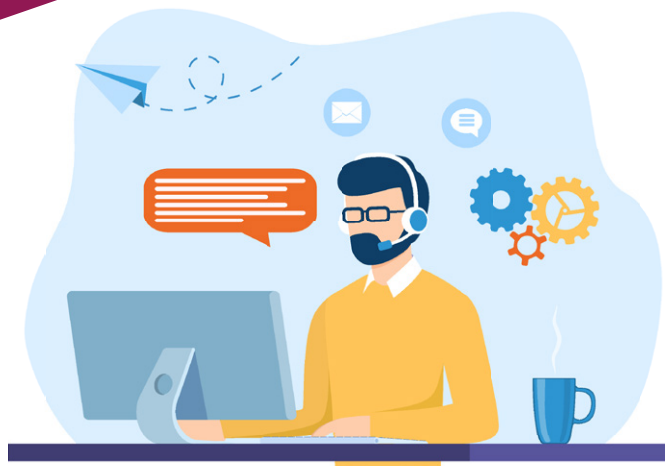


PROGRAMMES: GAZTENPRESA LEARNING CENTRE

Workshops have been held in order to continue adapting to the new normality and help companies to:

- Have an online presence to attract and contact their customers.
- Address their concerns about liquidity, cash flow management and methods for customers to pay online.
- Improve entrepreneurial skill-sets.

Practical webinars have been conducted, with specialised and tailored technical sessions (digital tutorials) run alongside.



TRANSPARENCY AND GOOD GOVERNANCE:

The Board is the highest government, administration and representation body of the Foundation. It holds all oversight and control powers in the management of the Foundation that are necessary to fulfil its foundational purposes.

Gaztenpresa Fundazioa conducts an annual audit of the financial statements included in this report.

Gaztenpresa Fundazioa is governed by a management system whose purpose is for the entity to be run correctly.

With transparency and responsibility, regardless of who holds the government and representation functions at any given moment.

Transparency and good governance have been necessary right from the start and are for the foundation's future sustainability.

They are closely linked with generating confidence among all its stakeholders: Entrepreneurs, companies, the professionals working there, partners, governments, etc.

The following people are the members of the Gaztenpresa Foundation Board:

CHAIRMAN: IBON URGOITI

DEPUTY CHAIRMAN: OSCAR MUGUERZA

SECRETARY: SUSANA ANDRÉS

MEMBERS:

- IÑIGO MARTINEZ
- JAVIER CORTAJARENA
- JOSEBA SAGASTIGORDIA
- IÑAKI PEÑA



BALANCE SHEET 2021

ASSETS	2021	NET WORTH AND LIABILITIES	2021
NON-CURRENT ASSETS	187,034	NET WORTH	715,586
		NON-CURRENT LIABILITIES	767,285
CURRENT ASSETS	1,535,040	CURRENT LIABILITIES	788,663
TOTAL ASSETS	1,722,074	TOTAL NET WORTH AND LIABILITIES	1,722,074

* Expressed in EUR.



A) SURPLUS OF THE FINANCIAL YEAR	2021
CONTINUED OPERATIONS	
1. Income from own business	1,176,587
a) Income from promotions, sponsors and associates	904,200
b) Subsidies, donations and legacies	272,387
2. Sales and other income from business operations	6,286
2. Costs from grants and others	(506,817)
a) Monetary grants	(27,766)
a) Non-monetary grants	(479,051)
3. Other income from the business	1,368
4. Other costs from the business	(474,335)
5. Depreciation of the fixed assets	(16,162)
6. Surplus provisions	-
SURPLUS FROM THE BUSINESS	186,927
7. Financial income	-
8. Financial costs	-
9. Exchange rate differences	-
SURPLUS FROM OPERATIONS FINANCIAL	
PRE-TAX SURPLUS	186,927
11. Corporation tax	-
CHANGES IN NET WORTH RECOGNISED IN THE SURPLUS OF THE FINANCIAL YEAR	-
ADJUSTMENTS DUE TO ERRORS	-
TOTAL RESULT, CHANGES IN THE NET WORTHY IN THE FINANCIAL YEAR	186,927

Code of Ethics

GAZTENPRESA wishes to explicitly and categorically declare its “zero tolerance”, ban on and objection to the committing of any crime, along with its requirement to comply with the criminal legislation applicable to the organisation.

This compliance culture is extended to and included in its founding purposes and its whole activity.

Everybody belonging to GAZTENPRESA, its Board and workforce, whether permanent or temporary, are required to comply with the requirements of this Policy and the associated criminal compliance management system, including the approved code of ethics and conduct and the existing preventive controls and procedures.

This Policy is also applicable to our Business Partners, Beneficiaries, Suppliers or other third parties who participate with Gaztenpresa in activities with a potential criminal risk, to whom the policy shall be duly notified.

This Policy and the Code of Conduct deploying it are available in the existing public communication channels.

This commitment allows us to minimise the exposure to the criminal risks of the organisation by means of up-down risk management, thus providing an appropriate framework to define, review and achieve the established criminal compliance targets.

The organisation has a criminal compliance body, equipped with the necessary resources, and tasked with designing, implementing, managing and checking the effectiveness of the Criminal Compliance System in place.

That body has the maximum capacity and authority for an appropriate performance of its duty, by monitoring and controlling the system required in order to be able to guarantee its effective accomplishment of the targets and continuous improvement.

Any person coming under the scope of this policy is required not only to comply with it, but also to report any fact or conduct where there is a suspicion of breach or criminal risk that may be detected.

A whistleblowing channel, canal-etico@gaztenpresa.org, is therefore available to report any possible breaches and for queries and doubts regarding any aspect of this area. Users of the channel shall be treated in total confidentiality and may not suffer any reprisal if it is used in good faith.

The questions received shall be channelled and managed according to the established procedure.

Failure to comply with the requirements of the Criminal Compliance Policy or System may have internal and/or external consequences, which shall be proportional to the seriousness of the facts, and the same for all recipients who respect the applicable legislation.

27 years gathering stories

With a track record of over 23,000 projects, we have amassed as many anecdotes and stories as people behind each of them. People who, for different reasons, one day decided to embark on a venture. Some to improve their lives and those of their families and others just to be happy doing what they love. Stories that fill us with energy and which are our reason to forge ahead and improve.

We are sharing tMaría Santórum's account of her entrepreneurial venture. Eskerrik asko María.

THE PERSON BEHIND THE LOGO

Uncertainty. Excitement. Nerve-wracking. Courage. Anxiety. Hope. Fear. Longing. These words are just a small sample of the whirlpool of emotions that entrepreneurs feel just before we contact Gaztenpresa. We might have been kicking the idea around in our head, but saying out aloud that we want to start our business is never easy. What will they say? Will they think it is a good or silly idea? Will it be economically viable? Will they really be willing to help me along the way? Your life changes when you set off on your entrepreneur adventure.

I have spent a great deal of time thinking about how to write this account, because there are so many stories about entrepreneurship and entrepreneurs. We must not forget that there is always a real person clinging to their dreams to make their project flourish behind each statistic of an economic report, of each funding request and of each logo of a new company. A person with such a passion for their idea for which they are ready to fight tooth and nail to succeed. All of us who embark on a venture have things in common, but the path we each follow is different. Some of us have dreamt of a project from very young and become entrepreneurs when we finish studying; others inherit the passion from their forebearers and work to keep their legacy alive; and many others seek to turn their hobbies into life projects. Each of us will have been on our own journey to that first conversation with Gaztenpresa.

In my case, my passion for word and my love of books have been part of me since childhood.

I began to read and to write much earlier than other children. When I was very young, I was fascinated

by those symbols that I saw in books, newspapers and magazines and which adults seemed to understand. I was fascinated by the sinuous shapes of the letters, the aesthetics of each word and the mystery hidden in each paragraph. Once I had learnt to read, I could not stop. Our home was always filled with books: encyclopaedias, essays on history, philosophy and literature, novels, comics, text books, children's stories... I gradually devoured them over the years. And when I had read them all, I looked for more. I began to write when I was a teenager. In notebooks, in diaries, on sheets of paper, even in the margins of the odd book of my father (barkatu, aita).

We have all been asked the same question when we were young: What do you want to be when you grow up? My answer was always the same and has barely changed in my forty-one years of life: I want to write and work with books. And now, as I am writing these words, I get a thrill thinking that I have set off on the path to make that dream come true. The journey so far has been full of twists and turns, but I know that they were necessary to set off on

my adventure as an entrepreneur. When you say you want to work with books, many believe that it is pipe dream. When you are a teenager, they tell you to study something 'serious' to find a 'real' job.

I gave in to those opinions and put off my dream. I studied administration, as a higher vocational training cycle, and I moved to England, another of my dreams. I found a home there and also worked for a financial institutional, where I worked very hard while I studied for a degree and made my way up the career ladder. I learnt so many professional skills as a financial director that it is hard to list them all, but there is no question that they have proven vital for me as an entrepreneur.

Just over a decade later, I decided to return home. Finance was not my calling and I decided to teach while I worked out my next steps. I spent years teaching business English in companies and professional courses for the Chambers of Commerce of Álava and Gipuzkoa, among others. Teaching opened up the way to discover different work teams, companies of many sizes and a wide range

of professional profiles. And each of those experiences provided know-how and reflections that would prove to be essential when embarking on my venture.

Three years ago, another of my dreams came true and I published my first novel. I had been wanting to write it for so long that I cried when the first copies arrived. And then the seed that had been germinating flourished: that of trying, and this time for real, to work with books. There are many ways of doing so: You can work in a library, open a book shop, worker in a printer's or with a distributor, be a writer or work for a publisher. While I started on my second novel, I began to seriously reflect on what path I should take to manage work fulltime with books. Several professionals from the world of literature and publishing were advising me.

I always had in mind that I not only liked to write books, but I also enjoyed the whole creative process: proofing the text, correcting the style, the mock-up, the cover design, choosing the type of paper and the binding... I found the whole process

fascinating. The logical outcome would be my deciding to open my own publishing house, where my professional skills and my experience would turn my dreams into reality. I first put my idea to my family and close friends. I then spent months doing the sums, carrying out market research and working on feasibility plans to see if my idea was viable. And then it was time for that first call to Gaztenpresa, when I experienced all the emotions that I mentioned at the start of my story.

In my case, I had already been given advice by the manager of my Laboral Kutxa branch, a financial professional who could see the person behind the logo. He recommended that I sought advice from Gaztenpresa, and that is what I did. I was extremely lucky that Teresa, my mentor throughout the process, was another fantastic professional. Friendly and helpful, she listened to my idea and explained the best way to get the project underway.

She recommended which business plans I should prepare and the financial forecasts that I should take into account. And, what was most important to me, I

felt supported and championed in that overwhelming start to the adventure I was undertaking. And here I am now, a year later, still as passionate and making steady headway in my project, Uzanza Editorial. We already have premises and we are a small, but professional team of people passionate about books. Even though our catalogue is still very small, our publishing calendar for this year is gaining a strong foothold and we will release several children's, young adults, novel and information books. And, step by step, we will continue to progress in consolidating the project. Driven by our passion, but grounded.

“ **What do you want to be when you grow up? My answer was always the same and has barely changed in my forty-one years of life: I want to write and work with books.** ”

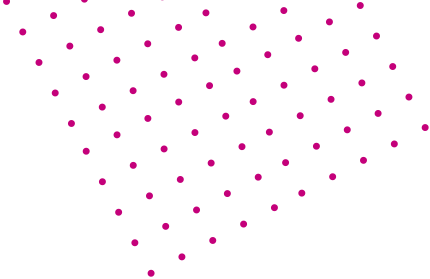


This has been my journey as an entrepreneur and it is my personal history, one more among the many that make up the statistics of this financial report. My heartfelt thanks go to all those people behind a foundation such as Gaztenpresa, a place where entrepreneurs not only find advice about our project and its financing, but also which provides essential support for our projects to be successful and flourish. I would also like to thank all the professionals that are in direct contact with us and who see the person behind the logo. Our adventures as entrepreneurs would be much more overwhelming without you.

María Santórum Alaña
EDITORIAL USANZA



TONY SANCHEZ
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