
Budget and Strategic Plan – Human Resources (BioEnergia Portugal)



Ines Silva¹, Silvia Ferreira², Adalmiro Pereira³, Tania Teixeira⁴

^{1,2}ISCAP-P Porto

³ISCAP-P Porto teacher and CEOS member

⁴ISCAP-P Porto teacher

ABSTRACT: This paper aims to outline the business plan of the fictitious company, created for the study in question, BioEnergia Portugal. This company specializes in the production and marketing of sustainable energy solutions. Founded with the mission of promoting the energy transition in Portugal, BioEnergia Portugal focuses on innovation and sustainability as pillars for its development and growth in the energy market.

KEYWORDS: Personal Budget; Human Resources; Financial Management; Salaries

INTRODUCTION

To ensure strategic and sustainable growth, BioEnergia Portugal will develop the "Strategic Expansion and Sustainability Plan" – a project that aims to expand the company's production capacity, diversify its product and service portfolio, and strengthen its position in the national and international markets. The plan also includes a detailed approach to implementing sustainable practices at all stages of the production process, from the sourcing of raw materials to final delivery to the consumer.

This work is divided into two main parts: the first, focused on the preparation of the business plan, which includes market analysis, definition of marketing strategies, organizational structure and financial projections; and the second, dedicated to the construction of the budget necessary for the implementation of the project, detailing the planned investments, sources of financing and the expected return.

Through this study, we aim to demonstrate the viability and growth potential of BioEnergia Portugal, highlighting its commitment to innovation and sustainability, and contributing to the development of a greener and more resilient economy in Portugal.

IDEA IDENTIFICATION

This work consists, firstly, of the presentation of the business plan of the fictitious company studied. Then, the budget for the development and implementation of the project "Strategic Expansion and Growth Plan" is presented and explained. Sustainability".

CHARACTERIZATION OF THE COMPANY/PROJECT FROM SCRATCH

For the purpose of this budget study, the fictitious organization BioEnergia Portugal will be considered. This organization was founded in 2010 and therefore operates in the bioenergy and waste management sector, focusing mainly on the production of biofuels and biogas from organic and agricultural waste, as well as offering integrated solutions for waste treatment, renewable energy production and environmental consultancy.

Mission, Vision and Values

Its mission represents the essence of "Transforming waste into valuable resources, contributing to a sustainable and clean energy future in Portugal". In turn, the vision sets out the goal of "Being the main reference in bioenergy and waste management in Portugal, promoting sustainability and the circular economy". Finally, the values defended and followed are:

- Sustainability: Commitment to responsible environmental practices.
- Innovation: Continuous development of innovative technologies and processes.

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- Quality: Delivery of excellent and reliable services.
- Transparency: Honest and transparent relationship with all stakeholders.
- Social Responsibility: Active contribution to the sustainable development of local communities.

Organizational objectives

The following organizational objectives have been established for the medium term:

1. Expand biofuel production capacity by 30% by 2026.
2. Reduce the amount of organic waste sent to landfills by 50% by 2025.
3. Develop and implement at least three new biogas projects per year.
4. Achieve a 98% customer satisfaction rate by promoting high quality services.
5. Promote environmental education programs in schools and local communities.

Provision of services

BioEnergia Portugal produces the following services:

Biogas Production: Conversion of organic waste into biogas for future energy generation.

Biofuel Production: Transformation of agricultural and industrial waste into biofuels.

Organic Waste Management: Collection, treatment and recycling of organic waste.

Environmental Consulting: Consulting services for companies involved and committed to waste management and renewable energy.

Education and Training: Participation in training programs and workshops on sustainability and bioenergy.

Stakeholders

The organization under study has several sources of stakeholders that enhance organizational success. Thus, regarding decision-making, BioEnergia Portugal relies on the constant support of its Employees, collecting feedback regarding their satisfaction and productivity. It also relies on Customers, for their communication of valuable insights for development. And also on Investors and Shareholders, for providing the capital necessary for the proper functioning and growth of the organization.

Another source includes Local Communities, by maintaining good relations with the surrounding communities and those close to the facilities, avoiding the emergence of conflicts.

In order to maintain partnerships and collaborations, ongoing agreements are maintained with Suppliers, and strategic partnerships with Business Partners.

Finally, achieving Sustainability and Social Responsibility is achieved by reaching Conscious Consumers, driven by the same values defended by the organization. By following current principles, as well as contributing to their meaning, it becomes possible to embrace innovation and development.

Suppliers

In order to produce all the necessary materials and equipment, the company supplies its stock of raw materials through contacts with:

- Biogas equipment producers: Suppliers of biodigesters and waste conversion technology.
- Biofuel technology manufacturers: Companies producing equipment for transforming waste into biofuels.
- Waste collection companies: Partners responsible for the collection and transportation of organic waste.
- Environmental monitoring solutions: Suppliers of technology for monitoring and controlling environmental processes.

Recently developed projects

Over the last 5 years, BioEnergia Portugal has achieved the development and implementation of successful projects. In particular, the “BioAgro Project”, representing the development of a biogas plant in partnership with agricultural cooperatives in Alentejo, with the capacity to process 50,000 tons of agricultural waste per year.

Also noteworthy is the “Green Energy Lisbon Project”, whose implementation of the biogas system for managing organic waste in Lisbon allowed the supply of renewable energy to 10,000 homes.

Finally, the “Urban Recycling Project”, an organic waste recycling initiative in collaboration with Porto City Council, with a view to reducing waste sent to landfills by 40%.

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SUMMARY PRESENTATION OF THE PROJECT AND THE OBJECTIVES TO BE ACHIEVED

The latest project to be developed by BioEnergia Portugal – “Strategic Expansion and Sustainability Plan” – aims at a sustainable expansion of the company, through the increase of its production capacity and presence in the market, while remaining faithful to the principles of environmental sustainability.

Objectives

1. Increase bioenergy production capacity;
2. Expand presence in the national and international market;
3. Improve operational efficiency by reducing costs;
4. Promote sustainability practices and environmental responsibility;
5. Invest in innovation and technology for bioenergy production.

Action plan

Increased production capacity	
Construction of new production units	Expansion of existing units
Identify strategic locations for the construction of new production plants biofuels;	Invest in the modernization and expansion of existing plants, in order to increase production capacity.
Obtain environmental licenses and build modern production units and efficient.	

Market expansion	
Entry into new markets	Increased brand visibility
Conduct market studies to identify opportunities in international markets;	Implement digital and traditional marketing campaigns to increase awareness from BioEnergia Portugal;
Establish strategic partnerships with local distributors and resellers.	Participate in international fairs and events of the renewable energy sector.

Operational efficiency	
Process automation	Supply chain optimization
Invest in technology to automate production and logistics processes, reducing costs and improving efficiency.	Establish partnerships with local suppliers to ensure the regularity and quality of raw materials;

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	Implement stock management and logistics systems to minimize waste and reduce delivery times.
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Sustainability and environmental responsibility		
Environmental certifications	Green energy projects	Education and awareness
Obtain international certifications sustainability and environmental management (ISO 14001).	Invest in research and development projects for new forms of bioenergy.	Implement environmental education programs for employees and local communities, promoting sustainable practices.

Innovation and technology	
Investment in Research and Development	Implementation of advanced technologies
Allocate a percentage of the annual budget to research and development of new production technologies bioenergy;	Adopt cutting-edge technologies, such as artificial intelligence, to optimize plant production and monitoring.
Establish partnerships with universities and research centers for innovation in the sector.	

Timeline

Year 1

- Carrying out market studies and identifying locations for new units;
- Start of construction of a new production plant;
- Launching marketing campaigns to increase brand visibility.

Year 2

- Completion of construction of the new plant and start of operations;
- Entry into at least one new international market;
- Implementation of stock and logistics management systems.

Year 3

- Expansion and modernization of existing units;
- Obtaining environmental certifications;

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- Beginning of research projects into new forms of bioenergy.

DEVELOPMENT

Personnel Expenses

In order to calculate all expenses involved with employees, section “3.3. Personnel Expenses” of the IAPMEI 6-Year Investment Project Assessment Tool was completed. The data included in the document is explained below.

Number of workers

Management

- CEO(1): The CEO is the company's executive director, responsible for leading and making strategic decisions for the business.
- Director of Operations(1): Responsible for managing the company's day-to-day operations, ensuring projects are completed efficiently and on time.
- Commercial Director(1): Responsible for developing sales strategies and business partnerships to drive company growth.
- Project Director(1): Responsible for coordinating and supervising the implementation of specific projects, ensuring that they are executed successfully.
- Human Resources Manager(1): Responsible for recruiting, managing and developing the company's team of employees.
- Financial Manager(1): Responsible for managing the company's finances, including budgeting, accounting and risk management.

Administration

- Administrative Assistants(3): Responsible for providing administrative support to different areas of the company, including document management, meeting scheduling and internal communication.
- Executive Secretary(1): Responsible for managing communications, agendas and administrative tasks for the CEO and senior management.

Commercials

- Sales Manager(1): Responsible for leading the sales team, defining commercial strategies and ensuring that sales targets are achieved.
- Sales Executives(3): Responsible for prospecting clients, negotiating contracts and closing sales for the company's products and services.

Operational

- Process Engineer(1): Responsible for optimizing the company's operational processes, identifying areas for improvement and implementing efficient solutions.
- Field Engineers(3): Responsible for supervising field operations, ensuring the proper execution of projects.
- Operations Technicians(6): Responsible for carrying out daily operational tasks, such as equipment maintenance and waste processing.
- Maintenance Technicians(3): Responsible for preventive and corrective maintenance of equipment used in projects.
- Operations Supervisors(3): Responsible for supervising operational teams, ensuring compliance with quality and safety standards.

Others (technical teams)

- Renewable Energy Specialists(3): Professionals specialized in renewable energy technologies, responsible for ensuring the efficiency and sustainability of projects.
- Environmental Sustainability Specialists(2): Responsible for developing and implementing environmental sustainability policies in the company.
- Recycling Experts(2): Responsible for coordinating recycling and waste management efforts in the company's projects.
- IT Team(2): Responsible for the management and maintenance of the company's information technology systems.
- Quality and Safety Team(2): Responsible for ensuring compliance with quality and safety standards in the company's projects.
- Drivers and Equipment Operators(4): Responsible for the operation of vehicles and equipment used in the company's operations.

Total Base Remuneration (includes IHT, seniority payments)

The base salary is the monetary amount corresponding to the salary level of the salary position in which the worker is located in the category he/she holds (or the position held under a service commission).

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Management

- CEO: €6000/month
- Directors: €5000/month
- Managers: €4000/month

Total (6 managers): $6 * 4000€ = 24000€/month$

Administrative

- Administrative Assistants: €1200/month
- Executive Secretary: €1500/month

Total (3 administrative staff): $3 * (€1200 + €1500) = €8100/month$

Commercials

- Sales Manager: €4500/month
- Sales Executives: $3 * 2500€/month = 7500€/month$

Total (4 sales representatives): $4500 + 7500 = 12000€/month$

Operational

- Process Engineer: €4000/month
- Field Engineers: €3500/month
- Operations Technicians: €2000/month
- Maintenance Technicians: €2500/month
- Operations Supervisors: €3000/month

Total (18 employees): $18 * (€4000 + €3500 + €2000 + €2500 + €3000) = €315000/month$

Others (technical teams)

- Renewable Energy Specialists: €4500/month
- Environmental Sustainability Specialists: €4000/month
- Recycling Specialists: €3500/month
- IT Team: €3500/month
- Quality and Safety Team: €3,500/month
- Drivers and Equipment Operators: €2000/month

Total (16 others): $16 * (4500€ + 4000€ + 3500€ + 3500€ + 3500€ + 2000€) = 222000€/month$

Food Allowance

The food allowance - or meal allowance - is an amount paid by companies to employees to compensate for the cost of meals eaten during the working day. Although it is usually paid with the salary, it is not part of it. It can be paid in cash or on a meal card.

It will be €9.60, since up to this amount, food subsidies paid by meal card or voucher are exempt from IRS.

Social Security

Social Security discounts are contributions that are the responsibility of employers, self-employed workers, contracting entities and beneficiaries of voluntary social security.

23.75%, since, according to the Portuguese tax rate, this is the value for for-profit companies.

Compensation Funds

The Employment Compensation Fund (FCT) is an autonomous fund, with legal personality, managed by a management board. It is financed by employers, and the managing entity is the Social Security Capitalization Fund Management Institute, IP.

The FCT is an individual capitalization fund intended for the partial payment (up to 50%) of compensation for termination of employment contracts of its employees.

Therefore, it will be 1% of the base salary and daily allowances, as the payment of the deliveries provided for in Law 70/2013 of August 30 occurs after the employer joins, including the workers covered by the scope of the new regime in the same and the start of execution of the respective employment contracts.

Payment is mandatory, monthly and corresponds to 1% of the base salary and daily allowances to which workers are entitled, distributed as follows:

- 0.925% to the Labor Compensation Fund
- 0.075% to the Workers' Compensation Guarantee Fund

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Work accident insurance

The rate of occupational accident insurance is calculated based on the company's claims rate, which takes into account the number of occupational accidents that occur, the severity of these accidents and the company's payroll. The higher the risk of occupational accidents, the higher the insurance rate will be.

Workers' compensation insurance rates typically range from 1% to 5% of a company's payroll, but may be higher in sectors considered to be higher risk, such as construction or heavy industry.

However, considering the nature of activities in the bioenergy industry, a workers' compensation insurance rate of between 2% and 4% of the company's payroll may be a reasonable estimate.

Other Personnel Expenses

Includes other personnel expenses, namely training, clothing and footwear expenses and personnel transport.

Based on the previous calculations, the monthly fixed personnel cost was estimated at €581,100.

Training – The company reserves approximately 1% of the total personnel costs to invest in employee training and qualification programs.

- Monthly Training Costs = 1% of €581,100 = €5,811/month

Occupational Health and Safety - A monthly allocation of 0.5% of the total personnel cost for these expenses.

- Monthly Occupational Health and Safety Costs = 0.5% of €581,100 = €2,905.50/month

Individual Specialized Equipment - A monthly allocation of 2% of total personnel costs to cover these expenses.

- Specialized Equipment Costs = 2% of €581,100 = €11,622/month

HR Manager Profile

Taking into account the sector of activity, as well as the daily tasks to be carried out, it can be stated that the ideal profile for a Human Resources Manager for BioEnergia Portugal will include the following information.

Academic and professional qualifications

Higher Education: Degree in Human Resources Management, Psychology, Management, Sociology, or related fields.

Complementary Training: Postgraduate or Master's degree in Human Resources Management, Labor Law, Environmental Management or related areas is valued.

Professional Experience: Minimum of 5 years of proven experience in Human Resources, preferably in companies in sectors related to energy, environment, or technical industries. Experience in multinational or expanding environments is a differentiating factor.

Technical skills

Knowledge of Labor Legislation: In-depth knowledge of Portuguese labor laws, occupational safety regulations, environmental standards and human resources policies.

Talent Management: Experience in recruitment and selection, career development, performance evaluation, talent retention and succession management.

Training and Development: Ability to create and implement continuous training programs, skills development and career plans for all levels of the organization.

Benefits and Compensation Management: Knowledge of compensation structures, benefits, incentives, compensation funds and employee welfare policies.

Strategic HR Planning: Ability to align the human resources strategy with the company's business objectives, ensuring a skilled and motivated workforce.

Behavioral Skills

Leadership and Team Management: Ability to lead, inspire and motivate multidisciplinary teams, promoting a collaborative and productive work environment.

Effective communication: Ability to communicate clearly and effectively with all levels of the organization, both verbally and in writing, and the ability to adapt communication to different audiences.

Empathy and Interpersonal Relationships: Ability to understand and respond to the needs and concerns of employees, promoting an inclusive, diverse and supportive work environment.

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Conflict Resolution: Competence in mediating and resolving conflicts in a fair, efficient and diplomatic manner, promoting a harmonious work environment.

Proactivity and Initiative: Ability to identify opportunities for improvement and implement innovative solutions, demonstrating a proactive and action-oriented attitude.

Organizational Values and Culture

Alignment with company values: Commitment to sustainability, innovation, quality, transparency and social responsibility, reflecting the core values of BioEnergia Portugal.

Ethics and Integrity: Demonstrate high ethical standards and integrity in all human resources practices, ensuring compliance with applicable standards and regulations.

Commitment to Sustainability: Genuine interest and knowledge about sustainability practices and environmental responsibility, aligning with the company's Mission and Vision.

Additional skills

Adaptability and flexibility: Ability to adapt quickly to changes, new challenges and dynamic environments in the Bioenergy sector.

Results orientation: Focus on achieving the company's strategic objectives through efficient management of human resources and the implementation of effective policies.

Innovation and Proactivity: Propose and implement innovative solutions to continuously improve HR processes and promote organizational sustainability.

Project Management: Ability to plan, execute and manage HR projects, ensuring the delivery of results within established deadlines and budgets.

Knowledge of HR software: Familiarity with human resource management software, online recruitment tools, and training and development platforms.

Main responsibilities

- Development and implementation of HR Policies: Create, implement and manage human resources policies and procedures aligned with the company's strategic objectives, ensuring legal compliance and good practices.
- Recruitment and Selection: Conduct recruitment and selection processes to attract the best talent to BioEnergia Portugal, using innovative and effective methods.
- Training and Development: Develop and manage training and development programs to empower employees, promote professional growth and ensure a highly qualified workforce.
- Performance Management: Implement performance evaluation systems to ensure that individual performance objectives are aligned with company objectives, promoting a high performance culture.
- Well-being and Safety at Work: Promote workplace well-being and safety initiatives, ensuring a safe, healthy and positive working environment for all employees.
- Communication and Labor Relations: Facilitate open and effective communication between management and employees, managing labor relations fairly and effectively.
- Change Management: Support the company in managing organizational changes, ensuring that transitions are smooth and successful, with a positive impact on employees.
- Promotion of Organizational Culture: Cultivate and promote BioEnergia Portugal's organizational culture, ensuring that the company's Values and Mission are reflected in daily practices.

With this ideal human resources profile, BioEnergia Portugal will be well equipped to attract, develop and retain talent that contributes to the success and sustainable growth of the organization, while promoting a positive, innovative and productive work environment.

CONCLUSIONS

BioEnergia Portugal has demonstrated a continuous commitment to innovation, sustainability and operational excellence over the years. Through projects such as “BioAgro”, “Energia Verde Lisboa” and “Reciclagem Urbana”, the organization has solidified its position as a leader in the bioenergy sector, promoting responsible environmental practices and offering innovative solutions for the production of renewable energy.

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With the implementation of the “Strategic Expansion and Sustainability Plan”, BioEnergia Portugal seeks not only to expand its operations, but also to reinforce its commitment to environmental sustainability and corporate social responsibility. Through ambitious goals, such as increasing bioenergy production capacity, expanding into the national and international market and investing in innovation and technology, the company aims to contribute significantly to the transition to a greener and more sustainable economy.

The considerable personnel expenditure reflects the value that BioEnergia Portugal places on its employees, recognizing them as one of the main drivers of the company’s success. By prioritizing the training, safety and professional development of its employees, the company demonstrates a commitment to the well-being and satisfaction of its teams, while ensuring the excellence and efficiency of its operations.

In short, BioEnergia Portugal is well positioned to follow the path towards a more sustainable and clean energy future. With a clear vision, strong values and an unwavering commitment to sustainability, the company continues to inspire and positively influence the bioenergy and waste management sector, leaving a lasting legacy for future generations.

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