MASTER IN BUSINESS ADMINISTRATION (MBA)

Master Thesis

Capstone project

Orenta: Designing a B2B Business Model to Address Menopause in the Workplace

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Abstract

The premature exit of senior female talent driven by unaddressed menopausal symptoms represents a measurable and largely ignored retention crisis in European organizations. This project presents Orenta, a B2B SaaS platform that integrates biometric wearable data with AI-powered predictive scheduling to help executive women manage cognitive and physical symptoms without impacting their careers negatively. The methodology follows a Lean Entrepreneurship framework, combining a primary survey of 42 women across Spain and France with secondary market research to validate both the problem and the proposed solution. Financial projections across three scenarios confirm the viability of the business model, with break-even approached by the end of Year 3 in the baseline scenario. The project contributes to filling a notable gap at the intersection of occupational health, FemTech, and enterprise productivity software, while aligning with SDG 3, SDG 5, and SDG 8.

Keywords: FemTech, menopause, B2B SaaS, AI scheduling, workforce retention, occupational health, gender equality

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Disclaimer on the Use of Artificial Intelligence

In the preparation of this Capstone Project, generative Artificial Intelligence tools were used in a supporting capacity, in accordance with academic integrity principles. Specifically:

- Information research and synthesis: AI tools were used to identify relevant sources, summarize complex regulatory texts, and accelerate the exploration of literature on menopause, occupational health, FemTech, and European labor regulations. All sources retrieved through AI assistance were independently verified and are cited in the Bibliography.
- Image generation: Several figures included in this document were generated using AI-based image generation tools. These figures are explicitly labeled as "AI-generated" in their captions.
- Language and editing support: AI tools were occasionally used to refine phrasing, improve clarity, and check grammar in the English text.
- The analytical content, methodology, survey design, data interpretation, financial modeling, strategic decisions, and conclusions presented in this thesis are the original work of the author. AI was used as a productivity and research-support tool, not as a substitute for the intellectual and analytical work required by this project

1. Executive summary

Context and Problem. Across European corporations, women aged 45 to 55, a demographic that occupies a significant share of senior and executive positions, are leaving the workforce or stepping back from leadership roles at an accelerating pace. The primary driver is not ambition or compensation, but the unaddressed professional impact of menopausal symptoms: brain fog, fatigue, anxiety, and concentration issues. Survey data collected for this project shows that performance can drop by more than 50% during low-energy windows, yet workflows are adjusted in response only about 10% of the time. This gap reflects a structural absence of tools and a persistent stigma that keeps menopause invisible in professional environments, generating measurable costs in productivity, retention, and diversity at the leadership level.

The Solution: Orenta. Orenta is a B2B solution combining three components: (i) a digital application allowing women to track symptoms and access curated resources, (ii) an "in-between" consultancy service (a Menopause-Aware Productivity Audit) that serves as a paid entry point for corporate clients, and (iii) corporate workshops aimed at both affected employees and managers. In later phases, the platform integrates wearable biometric data with AI-powered insights to anticipate low-energy windows and inform scheduling. Companies purchase the service to retain senior female talent, reduce hidden presenteeism, and meet emerging European regulatory expectations around menopause-aware workplaces.

Methodology. The project follows a Lean Entrepreneurship approach structured around the Build-Measure-Learn cycle, complemented by a mixed-methods research design. A primary survey of 42 women in Spain and France was combined with secondary research, PESTEL and SWOT analyses, a Business Model Canvas, and a three-scenario financial model (baseline, pessimistic, optimistic).

Key Findings and Financial Overview. The research confirms a real, quantifiable, and largely unaddressed problem, alongside a favorable regulatory and societal environment. The financial model demonstrates viability across all three scenarios, with break-even approached by the end of Year 3 in the baseline scenario. Orenta also

contributes to SDGs 3, 5 and 8 by supporting the retention of senior female talent. While limited by sample size and the absence of an MVP pilot, the project establishes a credible foundation for the next stages: broader market validation, B2B buyer research, and pilot testing with early adopter companies.

Keywords: FemTech, menopause, B2B SaaS, AI scheduling, workforce retention, occupational health, gender equality

2. Introduction

In the modern European corporate landscape, a significant number of high-performing female leaders aged 45 to 55 are quietly stepping away from their roles, creating a "silent resignation" that threatens the stability of senior management. This trend is largely fueled by the unaddressed professional impact of menopausal cognitive decline, which creates a critical retention risk for organizations.

In Spain, 60% of the 2.85 million active women in this age bracket suffer from severe symptoms, leading nearly 50% to consider resigning. Extensive research, including the Study of Women's Health Across the Nation (SWAN) [1], highlights that 2/3 of women report difficulty concentrating or "brain fog" during this transition. Despite this, corporate productivity frameworks rarely account for these biological realities, even though Mayo Clinic research estimates that menopause-related symptoms cost an annual $1.8 billion in lost work time in the U.S. alone [2].

This thesis addresses the following research question: Is a B2B solution targeting menopause in the workplace economically viable and socially relevant in Spain and France? It introduces **Orenta**, a B2B productivity solution designed to tackle this challenge through an Intelligent Calendar overlay. By syncing personal biometric health data with professional tools, Orenta identifies peak energy windows to schedule high-stakes work, allowing women to focus more efficiently and feel better in the workplace.

From a strategic standpoint, Orenta provides Human Resources departments with a concrete way to stop the drain of institutional knowledge and the financial loss associated with senior female attrition. The project validates a B2B business model where companies invest in productivity software specifically to protect their leadership pipelines and hit diversity goals. Academically, this thesis addresses a notable gap between occupational health and predictive privacy. While general diversity policies are common, there is very little research on using biometric data within corporate scheduling algorithms. This study explores the "privacy tolerance" of executive women, asking whether they are willing to share personal health data in exchange for career longevity and better performance. By measuring the financial return on investment (ROI) of

preventing this turnover, the project offers new data on the balance between personal privacy and professional optimization.

The methodology for this project relies on a Lean Entrepreneurship approach, which focuses on a "Build-Measure-Learn" feedback loop to ensure the solution is actually needed by the market. The research moves through four phases: identifying market opportunity, qualitative customer discovery, strategic modeling, and testing hypotheses through a Minimum Viable Product (MVP).

3. Methodology

1) Research Philosophy and Approach

This project adopts a pragmatic research philosophy, an approach that prioritizes the practical relevance of research outcomes over strict adherence to a single epistemological tradition. Pragmatism is particularly well suited to applied business research, where the objective is not solely to generate theoretical knowledge but to produce actionable insights that inform real-world decisions [3]. In the case of Orenta, the research must simultaneously understand a complex social phenomenon (the experience of menopause in professional environments), and translate that understanding into a viable commercial proposition. A purely positivist approach would struggle to capture the lived, subjective dimensions of the problem, while a purely interpretivist approach would fail to deliver the quantitative validation required to justify a business model. Pragmatism resolves this tension by allowing the use of whichever methods best answer the research question at hand.

Consistent with this philosophy, the project follows a mixed-methods approach, integrating qualitative insights drawn from secondary literature and contextual analysis with quantitative data obtained through primary survey research. The qualitative dimension serves to frame the problem, identify the cultural and institutional dynamics that have kept menopause invisible in the corporate world, and inform the design of the solution. The quantitative dimension serves to test specific hypotheses regarding the prevalence of symptoms, their impact on professional performance, and the openness of the target population to a digital intervention.

The overarching operational framework guiding the project is Lean Entrepreneurship, and more specifically the Build-Measure-Learn cycle formalized by Eric Ries in [4]. This framework was selected for three reasons. First, the problem domain remains commercially under-explored, meaning that traditional market analysis based on established competitors and mature demand signals is insufficient. Customer assumptions must therefore be explicitly surfaced and tested rather than inherited from prior market knowledge. Second, the Lean approach mitigates the risk of committing significant resources to a product or business model that has not been validated with its

intended users, a risk that is especially acute in early-stage ventures targeting sensitive health topics. Third, the iterative logic of Build-Measure-Learn aligns naturally with the developmental stage of Orenta, which is still in the process of refining its value proposition, its feature set, and its go-to-market strategy.

Within this framework, the project can be understood as having completed an initial loop of the cycle: hypotheses about the problem were built into a structured survey instrument, measured through the responses of 42 women in the target demographic, and the resulting insights were used to learn and refine both the product concept and the business model presented in the subsequent chapters. Future iterations, beyond the scope of this thesis, would extend the cycle to include a functional MVP tested with pilot customers on the employer side.

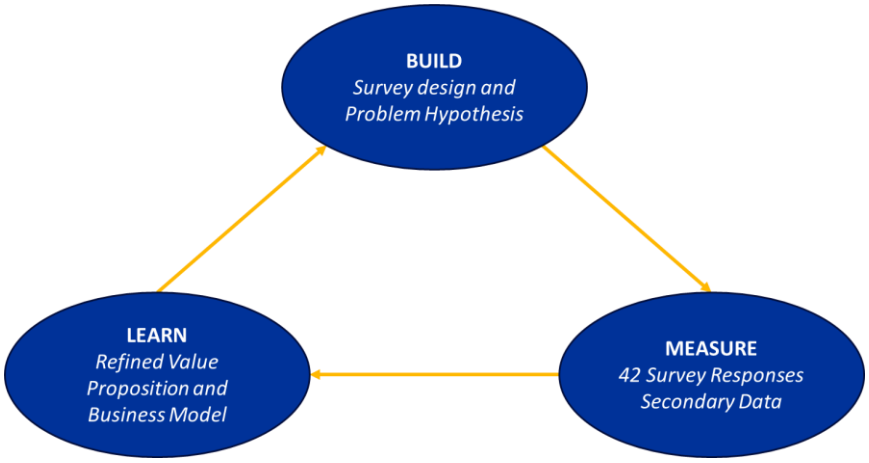


Figure 1: Build-Measure-Learn Cycle applied to Orenta. Source: own elaboration

2) Research Design

The research design for this project is best characterized as a mixed-methods exploratory study, structured sequentially across three phases. The exploratory nature of the design reflects the relative novelty of the subject matter in the business literature: although menopause has been extensively studied in clinical and public health contexts, its treatment as a workforce retention and productivity issue addressable through B2B technology remains an emerging field. An exploratory design is appropriate when the objective is to clarify the contours of a problem, identify the relevant variables, and generate hypotheses that can later be tested at scale [3].

The choice of a mixed-methods design, rather than a purely qualitative or purely quantitative one, was driven by the dual nature of the research question. On one hand, the project needed to understand why menopause has remained invisible in corporate environments, a question that requires interpretive engagement with cultural, institutional, and historical context. On the other hand, the project needed to quantify the scale and intensity of the problem to justify a commercial response, which required structured measurement. Combining both approaches strengthens the validity of the conclusions through methodological triangulation, whereby insights derived from one method reinforce or qualify those obtained from another [5].

The research was organized into three sequential phases, each building on the outputs of the previous one.

a) Phase 1: Problem Discovery

The first phase consisted of secondary research aimed at mapping the existing landscape surrounding menopause in the workplace. This included a review of academic literature on the physiological and psychological effects of menopause, an analysis of recent industry reports on the FemTech sector, an examination of legislative developments in Spain and the European Union regarding workplace health, and a competitive scan of existing digital solutions. The purpose of this phase was to establish the boundaries of the problem space, identify gaps in the current offering, and formulate initial hypotheses about the unmet needs of mid-to-senior professional women.

b) Phase 2: Problem Validation

The second phase translated the hypotheses generated in Phase 1 into a structured quantitative survey distributed to 42 women aged 45-55 across Spain and France. This phase was designed to test whether the problem identified through secondary research was experienced at the predicted scale and intensity by the target demographic, and to gather data on symptom frequency, impact on professional performance, current coping strategies, employer support received, and openness to a digital intervention. The survey served as the empirical backbone of the project, providing the evidence base on which the subsequent design decisions rest.

c) Phase 3: Solution Design

The third phase synthesized the insights from the first two phases into a coherent business proposition, encompassing the Orenta platform's feature set, value proposition, business model, pricing strategy, and financial projections. This phase is iterative in nature and would, in a continued Build-Measure-Learn cycle, be followed by MVP testing with pilot customers on the employer side. Within the scope of this thesis, however, Phase 3 concludes with a fully articulated commercial proposal grounded in the validated problem definition. The sequential logic connecting these three phases ensures that each strategic decision presented in the later chapters of this document can be traced back to a specific evidentiary basis, whether secondary or primary, qualitative or quantitative.

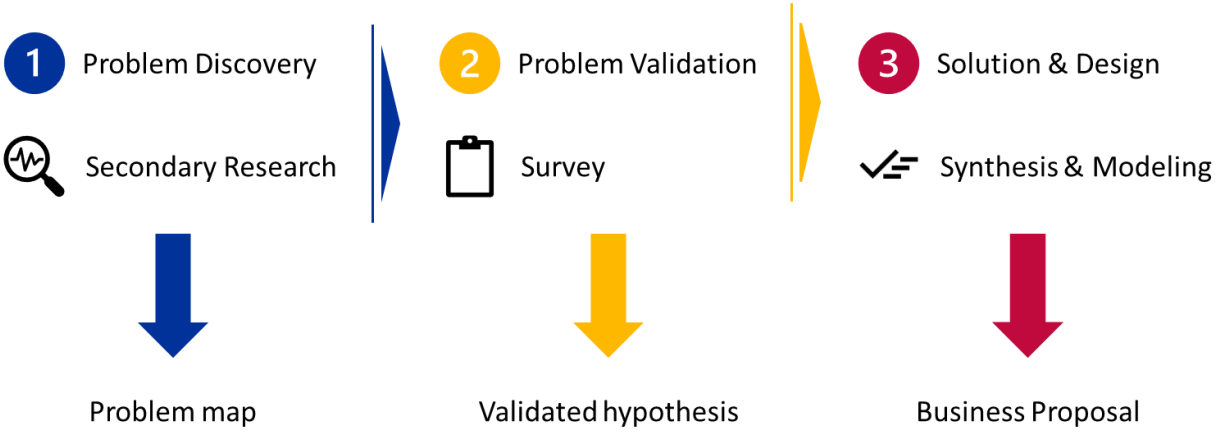


Figure 2: Three-phase research design applied to the Orenta project. Source: own elaboration

3) Data Collection Methods

The data collected for this project was drawn from two complementary sources: primary data obtained through a structured survey designed specifically for this research, and secondary data gathered from existing literature, industry publications, and institutional sources. Each source served a distinct purpose within the overall research design, and together they form the evidentiary foundation on which the business proposal rests.

a) Primary Data

The primary data collection instrument was a structured online survey administered to women aged 45 to 55 residing in Spain and France. The choice of an online format was driven by considerations of accessibility, anonymity, and reach: an online questionnaire enables respondents to answer at their own pace, in a private setting, and on a topic that many still consider sensitive to discuss openly. Anonymity was particularly important given the personal nature of the questions, which touched on physical symptoms, emotional wellbeing, and professional performance.

The survey gathered information across several thematic blocks:

- Demographic and professional profile of the respondent (age, country, employment status, sector, seniority level)
- Experience of menopausal symptoms, including their frequency, intensity, and duration
- Impact of these symptoms on professional life, covering concentration, confidence, absenteeism, and career decisions
- Current coping strategies, both medical and non-medical
- Support received from employers, if any, and perceptions of workplace openness toward the subject
- Openness to a digital solution offering medical guidance, peer community, and workplace resources

The survey was distributed through personal and professional networks. A total of 42 valid responses were collected, forming the quantitative basis of the project.

b) Secondary Data

Secondary data was used to contextualize the primary findings, situate the project within broader market and regulatory trends, and inform the design of the business proposal. The sources consulted include:

- Academic literature on the physiological and psychological dimensions of menopause, and on its implications for working women

- Industry reports on the FemTech sector, including market sizing, growth projections, and investment trends
- Institutional and legislative documents, particularly those relating to workplace health and gender equality in Spain and the European Union
- Public statistics on women's labor force participation in the relevant age bracket, used to estimate the size of the addressable market

Secondary data was selected on the basis of credibility, recency, and relevance to the European context, with preference given to sources published within the last five years wherever possible.

4) Limitations of the Methodology

While the methodological approach described in the preceding sections was carefully designed to balance rigor with the practical constraints of an applied business project, it is important to acknowledge the limitations inherent to the research. Recognizing these limitations clarifies the scope within which the conclusions of this thesis are valid and identifies the areas where further investigation would strengthen the evidentiary basis of the Orenta proposal.

a) Sample Size

The primary survey gathered 42 valid responses, a sample size that is sufficient to identify directional trends and to validate the existence and intensity of the problem, but that does not allow for statistically generalizable conclusions in the strict sense.

With a sample of n=42 and a confidence level of 95%, the calculated margin of error is approximately ±15%. This means that for any given result, for example, 70% of respondents reporting that symptoms affected their concentration at work, the true population value could range between 55% and 85%. Survey findings should therefore be interpreted as directional indicators rather than statistically precise measurements. The margin of error is therefore significant, and sub-group analyses (for example, comparing responses across sectors, seniority levels, or countries) must be interpreted with caution. The findings should be read as indicative rather than representative of the full population of women aged 45 to 55 in Spain and France.

b) Geographic Scope

The survey was distributed exclusively in Spain and France, which reflects the initial commercial focus of Orenta but limits the extent to which the findings can be extrapolated to other European markets. Cultural attitudes toward menopause, the structure of national healthcare systems, and the maturity of corporate wellbeing programs vary considerably across Europe, and a broader geographic scope would be required before extending the business model to additional countries.

c) Sampling Method and Self-Selection Bias

The survey was distributed through personal and professional networks using a snowball sampling approach. While this method was effective in reaching the target demographic on a sensitive topic, it introduces a self-selection bias: respondents who chose to participate are likely to be those already aware of, or affected by, menopausal symptoms, and possibly more open to discussing them than the general population. As a result, the prevalence and intensity of symptoms reported in the survey may be slightly overstated relative to the wider population.

d) Self-Reported Data

All responses were self-reported, which exposes the data to two well-known biases: recall bias, where respondents may inaccurately remember the frequency or intensity of past symptoms, and social desirability bias, where respondents may consciously or unconsciously adjust their answers in line with what they perceive as acceptable. The anonymous format of the survey was designed to mitigate the second effect, but neither bias can be fully eliminated.

e) Absence of B2B Buyer-Side Research

A significant methodological gap is the absence of primary research conducted with the buyer side of the B2B model, namely HR directors, diversity and inclusion managers, and executive decision-makers in companies. The Orenta business model relies on these stakeholders to purchase and deploy the solution within their organizations, yet their perspectives, purchasing criteria, and internal constraints were not directly

investigated in this project. The buyer-side perspective was approached indirectly, through secondary literature on corporate wellbeing programs and D&I priorities, but this is a known limitation that future research should address through structured interviews or a dedicated B2B survey.

f) Time Horizon and Incomplete Build-Measure-Learn Loop

The Build-Measure-Learn framework described in section 3.1 was applied only partially within the timeframe of this thesis. The project completed a full cycle at the level of problem validation (building a hypothesis, measuring it through the survey, and learning from the results) but it did not extend to the development and testing of a functional Minimum Viable Product with pilot customers. A complete entrepreneurial validation would require subsequent iterations of the loop, with a working prototype tested in real corporate environments, which is beyond the scope of this academic project.

g) Researcher Positionality

Finally, as the sole researcher and future founder of Orenta, there is an inherent positionality effect: the same individual designed the survey, interpreted the results, and formulated the business proposal. While every effort was made to approach the data with analytical neutrality, the dual role of researcher and entrepreneur can introduce a degree of confirmation bias. This limitation is partially offset by the transparency of the methodology, which allows the reader to assess the reasoning at each step.

4. Analysis of the Current Environment

1) PESTEL Analysis

The **political** environment for Orenta in 2026 is increasingly supportive, as governments across the European Union have shifted from simple awareness toward formal workplace mandates. New guidelines now encourage employers to offer specific occupational health advice for menopausal staff, recognizing that hormonal transitions significantly influence functional work capacity in professional settings. Larger organizations are now expected to develop Menopause Action Plans to address how workplace systems like workload pressures and scheduling intersect with biological needs, creating a clear opening for B2B solutions that facilitate these organizational requirements [6].

The **economic** landscape too provides a substantial justification for Orenta, as the financial cost of menopause might be the best incentive for governments and companies to take action. By 2030, nearly 500 million women globally will be in the menopausal age bracket, representing roughly 6 percent of the world's population [7]. Recent economic research from Stanford University reveals that women who seek medical help for menopause symptoms experience a 10 percent drop in earnings four years later because they are often forced to cut hours or quit entirely [8].This creates a massive market opportunity for the FemTech sector, which is projected to reach a valuation of 75 billion USD by 2026 as companies look for measurable ways to protect their leadership pipelines and avoid these substantial turnover costs [9].

Socially, while progress is being made, a persistent stigma still creates barriers for women in high-stakes environments. A major 2025 study covering six countries found that one in twelve women feels they have faced career discrimination due to menopause symptoms [10]. Despite the high prevalence of symptoms, roughly 38 percent of workers report that the topic is never discussed in their professional environment, leading many to suffer in silence rather than risk being perceived as less capable [11]. This social dynamic drives the need for a tool like Orenta that allows women to manage their performance privately and proactively without having to constantly justify their biological status to management.

Technologically, the shift from basic health tracking to proactive coaching is now a reality. Leading FemTech trends in 2026 focus on using AI and unified health data pipelines to provide personalized guidance rather than retrospective charts [9]. The gap between consumer wellness devices and clinical-grade diagnostics is closing, with wearables now capable of identifying subtle physiological trajectories in heart rate and body temperature that signal cognitive or physical fatigue windows. This technological maturity makes us believe that Orenta could offer a level of predictive accuracy that was previously unavailable, turning real-time biomarker data into actionable scheduling insights that integrate directly into the modern digital workspace.

Environmental considerations for digital health products center on the sustainability of the data infrastructure and the lifecycle of the hardware involved. The rapid proliferation of IoT and connected devices is forecast to double by 2030, leading to heightened energy demands for data centers and transmission networks [12]. As Orenta scales, it must address its digital carbon footprint and the potential for electronic waste generated by the wearables it integrates with. However, this product being a software, the environmental aspect is secondary with respect to the other ones.

Legal frameworks in 2026 have become much more strict, particularly with the enforcement of the EU AI Act on August 2, 2026. This regulation classifies AI systems used in employment (including those for scheduling and task allocation) as high-risk, requiring providers to meet rigorous standards for transparency, human oversight, and data governance [13]. Furthermore, the handling of biometric health data remains strictly governed by GDPR Article 9, which requires explicit user consent and high levels of cybersecurity [14]. In Spain, the legal landscape is further defined by the precedent set by Organic Law 1/2023, which established specific leave for reproductive health, signaling a legal shift toward recognizing hormonal health as a valid component of workplace rights and social security protection [15]. These legal developments mean that while Orenta faces a high compliance burden, the same regulations create a barrier to entry for lower-quality competitors and institutionalize the need for validated health-tech solutions.

The PESTEL analysis shows that Orenta is entering a market where the environment is finally catching up to the needs of executive women. Economically, the business case is

undeniable; with companies losing billions in productivity and senior women facing a significant earnings drop due to unmanaged symptoms, HR departments are under pressure to find data-driven retention tools. This urgency is backed by a political shift across Europe, where menopause support is moving from a voluntary perk to a workplace mandate.

While social stigma remains a hindrance, the rapid advancement in AI and wearable technology provides a way for women to manage their performance privately and proactively. Legally, the landscape has become much more regulated with the 2026 enforcement of the EU AI Act and Spain's specific laws on reproductive health. These strict requirements act as a barrier to entry for lower-quality competitors, positioning Orenta as a high-standard, compliant solution. Ultimately, the convergence of these factors creates a clear opportunity to bridge the gap between biological realities and corporate expectations.

Dimension	Key Drivers & Trends	Strategic Implication for Orenta
Political	EU shift toward formal workplace mandates and requirements for Menopause Action Plans.	**High Opportunity:** Organizations need B2B tools to facilitate these new organizational requirements.
Economic	Global menopausal population reaching 500M by 2030; FemTech valuation projected at $75B by 2026.	**Financial ROI:** Orenta addresses the 10% earnings drop and massive turnover costs for companies.
Social	Persistent stigma (38% of workers report the topic is never discussed) leads to "silent resignation."	**Privacy Focus:** Drives the need for a discrete tool that allows women to manage performance without bias.
Technological	Shift to proactive AI coaching. Wearable biomarkers now signal cognitive and physical fatigue windows.	**Predictive Edge:** Enables Orenta to offer actionable scheduling insights integrated into digital workspaces.

Environmental	Increased energy demands for data centers and transmission networks. Focus on IoT lifecycle.	**Sustainability:** Orenta must address its digital carbon footprint.
Legal	Enforcement of the EU AI Act (Aug 2026) and strict GDPR Article 9 biometric data governance.	**Barrier to Entry:** High compliance burden acts as a filter against lower-quality, non-validated competitors.

Table 1: PESTEL Summary. Source: own elaboration

2) Customer Survey

To validate the initial hypotheses of the Lean Entrepreneurship approach, a qualitative survey was conducted among women in the target demographic. The results highlight a clear gap between the severity of menopausal symptoms and the manual strategies currently used by executive women to cope with them.

This survey gathered the answers of 42 women from Spain and France, and contained questions about the struggles faced, the way to mitigate them, and the use of wearables.

All percentages reported below are subject to a margin of error of ±15% at a 95% confidence level, given the sample size of n=42. Results are presented as indicative of the target population's experience rather than statistically representative.

For all graphs displayed in this section, the source is the author's own survey.

a) Demography

When participants were asked to categorize their current professional roles, the data revealed a high concentration of senior leadership:

Over 50% of respondents occupy roles that correspond directly to high-stakes executive or senior management positions. This confirms that the project's focus on those with

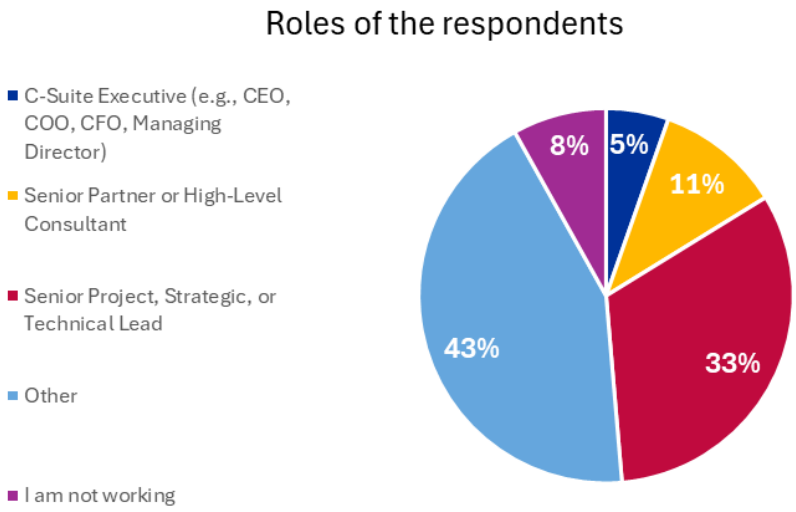


Figure 3: Roles of the respondents

high-pressure decision-making responsibilities is grounded in real-market interest

Within the "Other" category, the most frequently reported profession was teaching.

We can also notice that the majority of the respondents are aged between 51 and 60, confirming that the high degree of demographic precision regarding the menopausal transition.

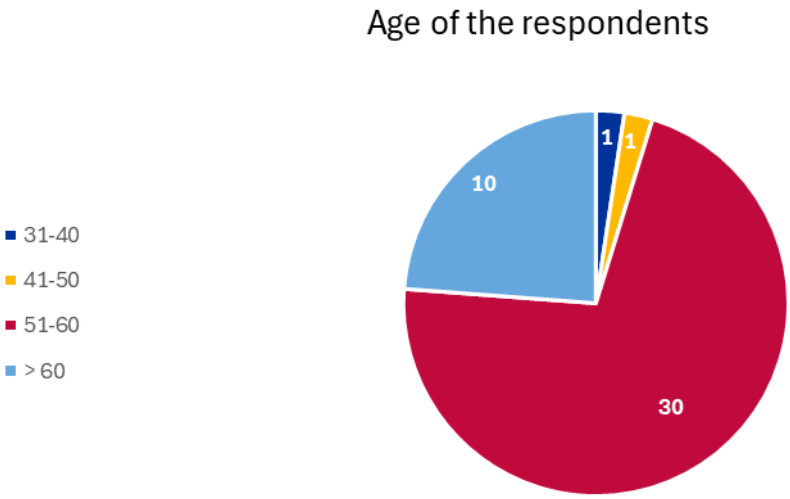


Figure 4: Age of the respondents

Among the participants who still work, there is a balance between the ones who work on-site and the ones who work part-time remotely.

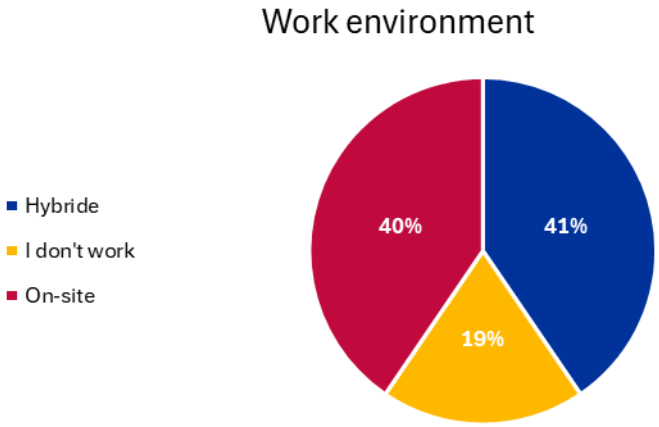


Figure 5: Work environment

For high-stakes executives only, however, the work environment is mostly hybrid.

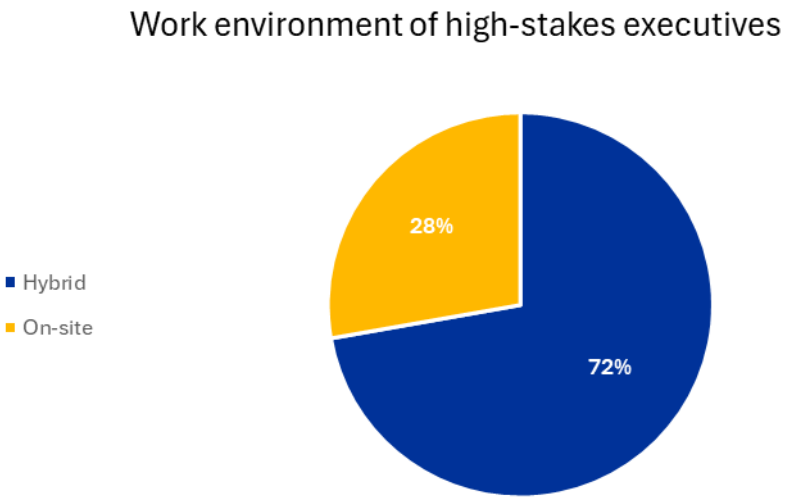


Figure 6: Work environment of high-stakes executives. n = 19.

It's important to note that the option "full remote" was also available, but has never been chosen.

b) Struggles

Regarding the struggles faced by the respondents, we can classify them in 3 categories:

Cognitive: Concentration issues, Brain fog (especially in the evening), and the fact that it takes more time to learn new tasks.

Psychological: Feelings of being Anxious, high risk of Burnout, and the need to be more "patient with oneself."

Physical: Persistent Fatigue and Articulation pain requiring movement every 2 hours.

On top of that, **31%** of the respondents consider that their approach to managing work and wellness changed over time.

Participants were surveyed on the extent of their performance decline during low-energy windows, and the frequency with which they modify their workflow when symptoms arise.

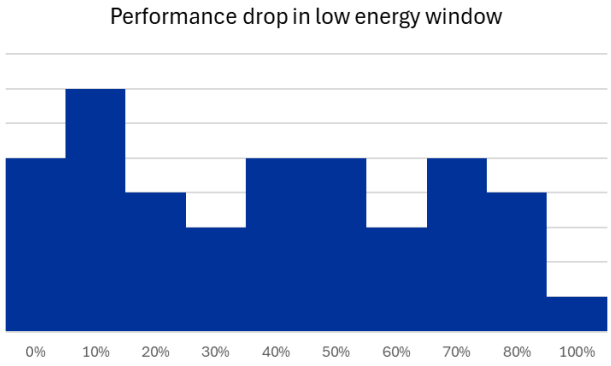


Figure 7: Performance drop in low energy window

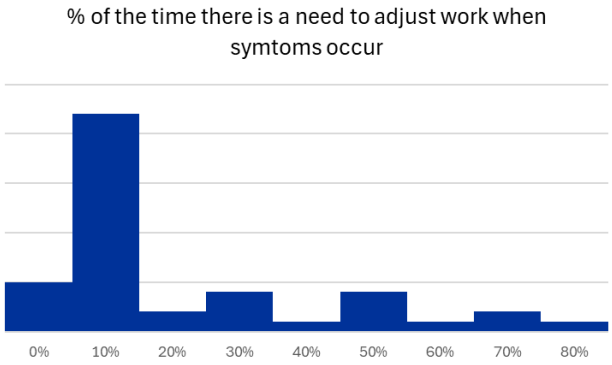


Figure 8: Work adjustment when a symptom occurs

The data reveals that although performance frequently falls by over 50%, professional tasks are only adjusted approximately 10% of the time. This disparity suggests either a lack of functional tools to adapt one's schedule, or a reluctance to do so fueled by persistent social stigma.

c) Mitigation Strategies

This survey also highlights that 31% of the respondents now take preventive steps to address the symptoms. The steps mentioned contain prioritizing complex tasks in the morning rather than the afternoon to align with peak energy, relying heavily on external documents to outsource memory, and planning resting time during the day and being "more reasonable" with business trips.

These preventive steps are part of a mitigation strategy that also includes structural work change, like increasing the use of Remote work and Part-time work to manage fatigue, or, in extreme cases, lowering ambitions or taking less responsibility, which contributes to the "silent resignation" Orenta aims to prevent.

Some respondents resort to medical interventions like hormonal replacement therapy, or physical habits including stretching, ensuring 8h of sleep, and moving every 2 hours to avoid articulation pain.

d) Use of Wearables

This survey also asked the women about the wearables they use, to see to what extent would they be ready to use a product such as Orenta, and how willing they would be to share their biometrics data for health purpose.

Among the respondents, 28% wear a health tracking device, and among them 75% wear a smartwatch.

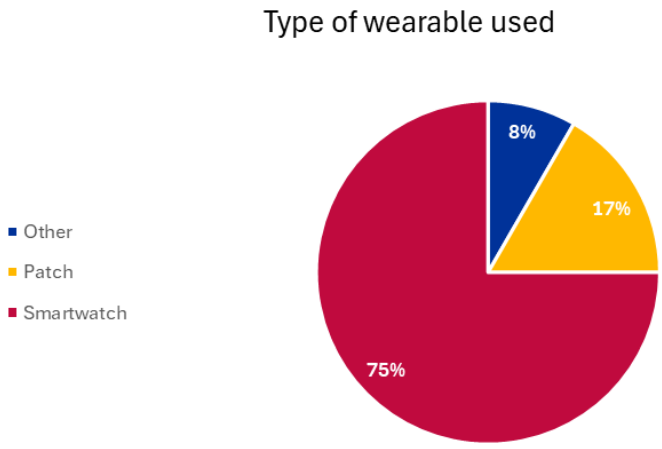


Figure 9: Type of wearable used

Only 9%, however, use a health tracking app.

In addition, only a third of the women asked would agree to share their biometric data for health purpose.

e) Conclusions

The insights gathered from this survey are mostly in adequation with the environment analysis:

- A critical disparity exists: productivity often drops by >50% during symptoms, yet work is adjusted only 10% of the time.
- Current "manual" workarounds, like lowering ambitions or reducing responsibilities, directly contribute to the "silent resignation" Orenta aims to prevent.
- While 28% of users already utilize wearables, only 33% are willing to share health data, highlighting the need for a trust-building entry strategy.
- The prevalence of evening "brain fog" and morning energy peaks justifies Orenta's core feature: automated, discrete calendar optimization.

3) User Persona

Based on the information gathered in the PESTEL analysis and the survey, we can define our User Persona.

Name: Maria

Role: Senior Partner, Executive Director, or Head of Department in a large enterprise (IBEX 35)

Age: 50 years old

Location: Madrid or Barcelona

Professional Context: Maria has spent 20+ years building institutional knowledge and is currently at the peak of her career. She manages high-stakes budgets, leads large teams, and her daily schedule is dominated by back-to-back strategic meetings

Figure 10: Example of User Persona. AI-generated

Core Problem

Elena is part of the 60% of women in her age bracket suffering from severe menopausal symptoms. Her primary pain point is cognitive decline, specifically brain fog and difficulty concentrating, which affects her work drastically.

In a high-stakes environment, she fears these symptoms make her appear less reliable or capable. She experiences "hidden presenteeism," where she is physically present but struggling to maintain her usual executive performance.

Motivation and Goals

- Career longevity: She wants to avoid the silent resignation and stay at her peak as long as possible
- She wants to find a way to avoid memory losses and periods of low energy during important meetings

Technological Behavior

Maria already uses consumer wellness devices such as an Oura Ring or Apple Watch. However, she finds current wellness apps too retrospective (they tell her why she was tired yesterday), but they do not help her manage her Outlook or Google Calendar for tomorrow.

Strategic Narrative

Maria represents the "retention risk" segment that HR departments want to protect. For Orenta, she is the beneficiary, and for her company, she is the asset that justifies the B2B subscription fee of €200/year to prevent the massive financial loss of her potential attrition.

5. Presentation of Orenta

1) What is Orenta?

Orenta is a B2B productivity ecosystem designed as an **Intelligent Calendar Overlay**. It serves as a bridge between an executive's biological reality and her professional obligations. Unlike traditional wellness apps that focus on clinical tracking, Orenta integrates directly with corporate tools (Google Calendar, Outlook) to optimize high-stakes work based on personal "energy windows", influenced by menopause symptoms.

The value proposition is to prevent the "silent resignation" of senior female talent by allowing them to align their work better in accordance with their menopause's symptoms.

On top of that, communities can be created to support women who share the same struggles, and add-ons incorporated for a more premium experience

Below can be found the Business Model Canvas of Orenta. The source is the author's own elaboration.

<table>
<tr>
<td rowspan="2">Key partners

• Wearable manufacturers for data syncing

• Corporate calendar providers (Microsoft, Google)

• Consultancies focused on well-being and productivity</td>
<td>Key Activities
• Develop algorithm and API connectors
• Identify customers
• Moderate communities
• Stay up to date with the latest research on menopause</td>
<td rowspan="2">Value Propositions
For the user
• Outsource memory and energy management to an external AI
• Prevents high-stress meetings during brain fog windows
• Anonymized peer support to break isolation
For the company
• Talent retention
• Productivity increase</td>
<td>Customer Relationship
• Dedicated account manager
• Relationship via community
• App as a discrete assistant, building trust</td>
<td rowspan="2">Customer Segments

• Users (Beneficiaries): High- performing women aged 45– 55 in high-stakes roles (Executives, Partners, Senior Managers) who fear cognitive decline
• Customers (Buyers): HR Departments, Heads of Diversity & Inclusion (DEI), and "Occupational Health" divisions in large enterprises (France/Spain focus)</td>
</tr>
<tr>
<td>Key Resources

• Proprietary algorithm

• Content library</td>
<td>Channels
• Pitching directly to the directors
• Integration with corporate wellness platforms (Alan, Swile…)</td>
</tr>
<tr>
<td colspan="3">Cost Structure

• Software Development: High initial cost for the AI/Algorithm and secure App development.
• Sales & Marketing: Cost of acquiring B2B leads (Long sales cycles).
• Server & Security: Hosting costs with medical-grade encryption.</td>
<td colspan="2">Revenue Streams

• B2B subscription: Annual license fee per seat at 200€/year
• B2C subscription: Annual license fee at 150€/year
• Add-ons as a potential upsell</td>
</tr>
</table>

Figure 11: Business Model Canvas. Source: own elaboration

2) Corporate Identity

The corporate identity, in terms of Mission, Vision, and Values, is the following one:

Mission: Help women, everywhere, cope with their menopause symptoms at work

Vision: Eliminate menopause discomfort generally, providing all possible tools in the smoothest way, so that the transition to this period of life becomes a mere inconvenience

Values:

- Customer First: We want to be always as helpful as possible, and make our customers feel supported 24/7
- Tech pioneers: We want to be always on the edge of innovation regarding symptoms detection and prediction, psychological aspects of menopause and its treatments
- Integrated: We want to be easy to integrate in companies ecosystems, for a faster implementation and well-being improvement

6. Market Research

1) European Market

As of 2026, middle-aged and older women represent a growing and indispensable share of the European workforce. Across the European Union, the employment rate for women aged 55 to 64 has reached approximately 59 percent, with significant regional variations such as 78 percent in Estonia and 73 percent in Finland [16]. Natural menopause typically occurs between the ages of 45 and 55, meaning tens of millions of women across the continent are currently navigating this transition while at the peak of their professional careers [17].

Research indicates that menopausal symptoms significantly impair work performance and career progression. Common symptoms such as hot flashes, sleep disturbances, fatigue, and brain fog, affect concentration and the ability to manage complex tasks [16]. Prospective cohort studies show that women with severe symptoms face a significantly higher risk of exiting the workforce prematurely or reducing their working hours, contributing to a "leaky pipeline" at the executive level [17].

While awareness is increasing, consistent support across Europe remains fragmented. Although organizations such as Sony Music, Diageo, and Lululemon have implemented comprehensive benefits, including access to specialized clinical teams, hormone replacement therapy support, and flexible work arrangements [18], a significant gap exists between high-profile corporate policies and the experience of women in smaller or manual-intensive sectors, where accommodations like temperature control or uniform modifications are rarely considered [19].

The financial implications of unaddressed menopause are vast. In Germany alone, it is estimated that companies lose approximately 9.5 billion€ annually due to productivity declines and talent attrition related to menopausal symptoms [20]. Beyond direct productivity losses, women face a "menopause penalty" in their earnings; a major study found that women who seek medical help for symptoms earn an average of 10 percent less four years later, largely because they are forced to cut hours or leave their jobs entirely [21].

Stigma remains a primary barrier to workplace equity. Surveys show that nearly 38 percent of workers and 31 percent of employers report that menopause is never discussed in their professional environment [22]. Many women feel reticent to disclose their status, fearing that doing so will lead to being perceived as less capable or reliable by management [23].

Legislative pressure is mounting to move beyond voluntary support. In the United Kingdom, new regulations require large employers with over 250 staff to publish Menopause Action Plans starting in 2026, with mandatory reporting taking effect by 2027 [18]. In addition, across Europe, the rise of the FemTech sector is providing new digital tools for monitoring symptoms and optimizing productivity, creating a market currently valued in the billions.

2) Spanish Market

In Spain, the demographic impact is particularly acute, with approximately 2.85 million active women currently in the menopausal age bracket of 45 to 55 years. A landmark 2025 study by the EADA Business School found that 93.5 percent of working women in Spain experience at least one symptom of menopause, with 60.4 percent reporting between seven and twelve distinct symptoms, including extreme fatigue and sleep disorders [24].

The impact on Spanish productivity is characterized by high levels of "hidden presenteeism," where women continue to work despite severe symptoms, often at a reduced capacity. Roughly one-third of Spanish women report that their professional performance is directly affected by their symptoms [25]. Furthermore, the risk of talent loss is high; approximately 50 percent of Spanish women with severe symptoms have considered resigning from their positions due to the lack of workplace support [24].

Spain faces a dramatic gap between symptom prevalence and corporate action. Despite 93 percent of women being affected, only 5 percent of Spanish companies offer specific workplace benefits or support measures for menopause [24]. While some insurers like ASISA have launched comprehensive telemedicine and support programs for policyholders [26], internal company policies remain rare.

Female talent is a major driver of the Spanish economy, contributing to 53 percent of the total employment growth between 2022 and 2024. However, the lack of menopause support exacerbates existing gender gaps; women in Spain are already more likely to hold part-time contracts and earn less than men by age 50, a disparity that widens when menopause-related health challenges are left unmanaged [27].

Menopause is frequently described as an "invisible" stage of life within the spanish corporate world. There is a strong cultural stigma that prevents open discussion, often leading women to suffer in silence rather than risk professional marginalization [28]. While Spain has been a pioneer in other areas of reproductive health, becoming the first EU country to pass a national "menstrual leave" law in 2023, menopause has not yet received similar legislative or cultural status [19].

There is a growing FemTech ecosystem in Spain, with the "FemTech Spain Map 2025" identifying numerous startups focusing on digital symptom monitoring and pelvic health, though many remain relatively unknown to the general public [29]. The primary research gap in Spain remains the lack of longitudinal data on the specific "ROI" for Spanish firms that implement menopause policies, which hinders the adoption of B2B solutions in the corporate sector [30].

So, we will consider the following Total Addressable Market (TAM), Serviceable Addressable Market (SAM), and Serviceable Obtainable Market (SOM):

The TAM represents the total universe of working women in Spain currently navigating the menopausal transition. Considering that there are approximately 2.85 million active women in Spain within the 45-55 age bracket, and that 93.5% of these women experience at least one symptom [24], we estimate the TAM to be **2.66 million**.

The SAM will focus on profiles where cognitive decline (brain fog) has the highest financial impact on the organization. For this, we will consider the 82% of active Spanish women in the age group 45-55, and take into account that 60.4% of active women report severe symptoms. We end up with a SAM of **1.32 million**.

Finally, the SOM reflects the realistic market share Orenta can capture by targeting companies already aligned with Spain's evolving reproductive health laws. Currently, only 5% of Spanish companies offer specific menopause support [11]. Considering the

low number of competitors, we can expect capture 2% of the within the first two years by focusing on the IBEX 35 and tech-forward firms in Madrid and Barcelona, leading to a SOM of **26,400.**

3) Competitors Landscape

In the competitors landscape, we will consider 4 direct competitors, one coming from Spain and 3 from the UK, alongside several indirect competitors that address similar corporate needs. Key indirect actors include private health insurers that have launched telemedicine and specialized support programs for menopause, as well as HR consultancies and accreditation bodies that assist Spanish firms in developing "Menopause Action Plans".

The direct competitors are the following:

- **Kala (Spain):** A Spanish leader in the FemTech space that offers a digital platform for menopause tracking, education, and community support. Unlike Orenta, it focuses more on clinical-wellness monitoring than professional workflow integration. It is the first menopause-dedicated app in Spanish language [31].
- **Adora Health (UK):** A B2B platform providing employees with clinical support, interactive chat features, and access to specialists [32].
- **Peppy (UK):** A major B2B player that connects staff with specialist menopause practitioners and clinical teams. Their model is human-led coaching, contrasting with Orenta's AI-driven, passive data approach [33].
- **Stella (Vira Health, UK):** A specialized app providing personalized symptom management plans and behavioral change support. It functions as a standalone health tool rather than a professional tool overlay [34].

Below a comparison of the competitors, with in green the competitive advantages.

Feature	Orenta	Peppy Health	Stella (Vira Health)	Adora Health	Kala
Primary Value Prop	Performance & Workflow	Clinical Support	Behavioral Change	Education & Advocacy	Personalized Wellness
Data Input Method	Passive (Wearable APIs: Oura, Apple, etc.)	Active (Human Chat/Video)	Active (Manual Symptom Logging)	Active (Manual Logging / Surveys)	Active (Manual Logging & "Menotests")
Core Intervention	Intelligent Calendar Overlay	1:1 Nursing Consultations	12-week CBT/Exercise Plans	Workplace Support Toolkits	Digital Accompanying & Expert Content
Prediction Window	24h Fatigue Forecast	None (Reactive)	None (Historical trends)	None (Static trackers)	None (Historical tracking)
Workplace Tool Integration	High (Direct Outlook/Google Calendar)	None	None	Low (HR Policy Guides)	None
Community Model	Anonymized Executive Peer Group	General Clinical Chat	General User Forum	User Workshops	Support groups & experts access
User Effor/day	< 1 min (Background Sync)	15-30 mins (Consulting)	5-10 mins (Logging)	5-10 mins (Reading/Logging)	5-10 mins (Manual data entry)
Pricing (B2B)	€150 /user/year	€180–€250 /user/year	€80–€120 /user/year	€100–€150 /user/year	B2C: €60/year
Reviews (Apple Store)		4.5	4.6	No rating	Not enough ratings

Table 2: Competitors. Sources: Competitor's websites, Apple Store

We can notice that Adora Health is the most B2B-focused, organizing workshop and offering specific workplace resources.

In comparison to the competitors, the main competitive advantage of Orenta lays in its integration and automatization.

4) SWOT Analysis

Following the analysis of the competitor landscape, a SWOT analysis has been made to understand how our business model could fit in such an environment:

	HELPFUL	HARMFUL
INTERNAL	**Strengths** • First-Mover in Niche Productivity, specifically addressing the brain fog" affecting 2/3 of menopausal women • Predictive and dynamic AI Integration • Clear B2B ROI	**Weaknesses** • Relies on biometric data, which faces a high privacy tolerance barrier • Classification as "high-risk" AI under the 2026 EU AI Act requires expensive transparency and oversight • Success depends on the accuracy and API stability of wearables
EXTERNAL	**Opportunities** • Only 5% of Spanish companies currently offer support measures, creating a massive "blue ocean" for B2B entry • Spain's Law signals a legal shift toward recognizing hormonal health in the workplace • The FemTech ecosystem in Spain is rapidly growing, with a 16.9% CAGR	**Threats** • Menopause is often "invisible" in Spanish corporate culture • 50% of Spanish women with severe symptoms have considered resigning, which could deplete the user base if not addressed early • Some women might be hesitant to use our tool because of the potential discrimination it could create

Figure 12: SWOT analysis. Source: own elaboration

7. AI implementation

1) Building the AI model

While the FemTech sector is undergoing a profound transformation in 2026, the specific technology required to forecast menopausal cognitive fluctuations with 100% accuracy does not yet exist as a "plug-and-play" solution.

We identify three primary hurdles to immediate maturity:

- The Data Cold Start Problem: Most AI models require historical data to identify patterns; however, there is currently no massive, unified dataset linking menopausal biometric markers with professional cognitive performance.
- Regulatory Compliance: Under the EU AI Act, any system used for "task allocation" or "scheduling" in a workplace is classified as High-Risk AI. This requires rigorous data governance and transparency before a predictive tool can be deployed at scale.
- Device Interoperability: While wearables like the Oura Ring or Apple Watch are approaching clinical-grade accuracy, the API stability for real-time calendar syncing remains in an early stage.

For this, we will follow the following strategic roadmap:

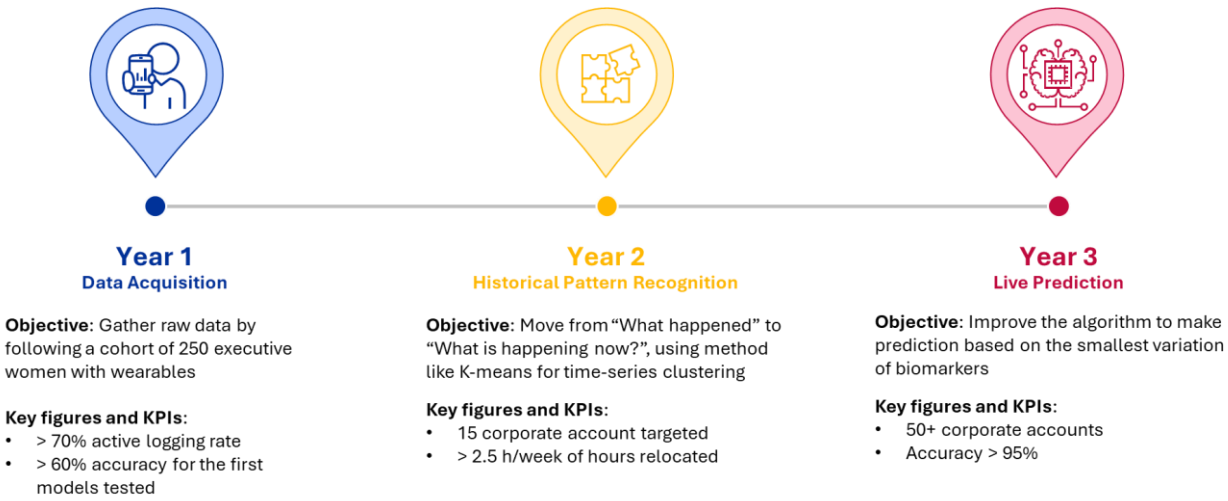


Figure 13: Roadmap of the product building. Source: own elaboration

2) In-between Service

Since we will not be able to target clients during year 1, and a very limited amount in year 2, Orenta's initial Go-To-Market offering is the B2B Menopause-Aware Productivity Audit. This is a consultancy-led pilot program that will serve as a paid "Trojan Horse," allowing to generate early revenue, establish B2B trust, and ethically aggregate the foundational training data and experience required for the Phase II algorithm.

The service operates as a 30-day intervention for a selected cohort of female executives (typically 20–50 women per corporate client), with the following steps:

1. Anonymized survey with the executive cohort to quantify current levels of "hidden presenteeism", to establish the baseline financial cost to the company before any intervention occurs.
2. Participants sync their existing wearables (Apple Watch, Oura, Garmin) to the Orenta beta app. If a participant lacks a device, Orenta provides a subsidized wearable as part of the audit fee. Participant will be asked to precisely note their menopause symptoms on the Orenta application.
3. During 4 weeks, and educative session of 1h is organized every week, about the ways to mitigate menopause at work.
4. 2 workshops will be organized (in weeks 3 and 4) with half of the participants, to apply the learnings to real-case situations during 2 hours.
5. Participants receive a personalized report based on the information they provide, with insights applicable, in accordance with the content learned

3) Add-ons

- "Meeting Prep & Delegation" AI assistant
    - The Concept: Sometimes, a high-stakes meeting simply cannot be rescheduled, even if the executive is in a predicted "low-focus" biological window.
    - How it Works: The calendar overlay recognizes this conflict. 24 hours prior, it automatically prompts the executive: "You have a high-stakes board meeting tomorrow during a predicted low-energy window. Would you like

Orenta to draft a delegation brief for your junior analyst to present the Q3 financials?"

- Unlimited access to specialist research, masterclasses, and an exclusive peer-to-peer executive community
- A digital training module for department heads to reduce social stigma and improve workplace support, developed with the experience acquired in phase 1

8. Marketing Plan

The marketing strategy for Orenta is designed to address two primary challenges:

- The high level of brand awareness required for a new category of "Menopause-Aware Productivity" tools
- The potential public concerns regarding early-stage algorithms and biometric privacy

Our approach follows a dual-funnel strategy: targeting HR Directors as the primary economic buyers and High-Stake Executives as the influential end-users.

1) SMART Goals

To measure the effectiveness of our market entry, we have established the following quantifiable goals:

Objective	Metric	Timeframe
Initial Visibility	Reach a total of 1,000 visits to the official website/app.	Month 1
User Interest	Achieve a 5% conversion rate (leads/sign-ups) on the website.	First 3 Months
Market Share	Achieve 10% market penetration within the target "High-Risk" segment.	Year 1

Figure 14: SMART Goals. Source: own elaboration

2) Segmentation and Targeting Strategy

Whether for the final product or the phase 1 with the “Trojan Horse” strategy, the approach will be the same. We will use a multi-channel approach, to the two segments that interest us: the users and the buyers. The marketing strategies we are going to use are the following:

- **Digital B2B Channel:** We will utilize LinkedIn Ads and SEO to target HR directors and Diversity & Inclusion leads. The focus here is on the ROI of Retention and meeting corporate diversity goals
- **Physical Presence:** To build awareness in big companies, we will deploy ads in public spaces, specifically at bus stops and transit hubs in close proximity to major corporate headquarters and business districts (e.g., the Cuatro Torres)
- **Executive Outreach:** Targeted social media ads and influencer selection (focused on executive coaching and women in leadership) will be used to reach high-stake executives

The execution of this strategy relies on three tactical pillars:

1. **Content and SEO**: We will conduct keyword research to identify the search intent of struggling executives and HR managers, with the goal of incentivizing the creation of educational articles and post-sharing campaigns that position Orenta as a thought leader in this new market
2. **Strategic Partnerships**: To accelerate adoption, Orenta will offer partnerships and discounts to advertising companies and corporate wellness platforms, incentivizing early B2B pilots
3. **Audience Precision:** We will utilize geographical studies and advanced audience selection to ensure our marketing spend is concentrated on the specific regions and companies with the highest density of our "Maria" persona

9. Pricing

The pricing strategy addresses the consultancy in Phase 1, the core product (an annual license for Orenta, in B2B or B2C), and the potential add-ons.

1) Phase 1: The Menopause-Aware Productivity Audit

The initial entry point is a 30-day pilot program, described in 2.2), with cohorts between 20 and 50 women.

For this service, the price will be fixed to **250€/participant**, resulting in a total price between 5,000€ and 12,500€.

Considering the time spent at the client's place (8h) and the estimated time to adapt the content, after it has been created (5h), as well as the one to check personalized reports (2h), we end up with a service between 333€/h and 833€/h for the company, lower than the consulting standards, favoring our market entrance

2) Core Annual License

The initial pricing chosen for the B2B annual license will be **150€/year**.

This pricing will allow Orenta to stay competitive in the Spanish market, while being negligible compared to the 10% earnings drop experienced by unmanaged menopausal employees or the massive cost of replacing a senior leader.

3) Add-ons

To increase the average revenue per user, Orenta offers modular features that enhance the executive experience:

- "Orenta Executive" AI Assistant, which will help to delegate briefs and meeting prep for predicted "low-energy" windows, for an additional **€50/user/year**
- Unlimited access to specialist research, masterclasses, and an exclusive peer-to-peer executive community for an additional **€30/user/year**
- A digital training module for department heads to reduce social stigma and improve workplace support, developed with the experience acquired in phase 1, for **€1,500/year**

10. App design

We want Orenta's app to be simple and intuitive to use, while providing as much resources as the customer can need.

We will consider here two versions of the application:

The beta version, used in R&D, to gather data that will be used to train models, and the final version.

1) Beta version

The main objectives of this app are:

- To allow user to enter data when she has symptoms in an easy, intuitive, and quick way
- Provide resources necessary to help the user get more informed

The welcome screen of this app is the following:

Figure 15: Beta app's Welcome screen. AI-generated

It contains two main buttons, the first one leading to the data entry that will allow to track symptoms, and the second one leading to resources and articles that might be useful to the customer.

When clicking on the first button, customers will be shown a calendar, centered on the current day, where they will be allowed to click on an hour, choose the corresponding symptom, select the intensity and the duration. This way, it only takes 5 clicks from the application opening to enter data, and it can be done in 5 seconds for an accustomed user.

The second button leads to a virtual library, where the user can consult the latest articles and research papers about menopause-related fields, but also what actions are organized by her company.

Figure 16: Beta app's Recording and Library screens. AI-generated

2) Final version

In the final version, the welcome screen contains the following information:

- A flag at the top left to be able to switch between languages (Spanish, English and French at first)
- A gear at the top left that guides towards the settings (notifications, color theme, AI assistant personality, calendar to use)
- A graph showing the measured and forecasted energy level throughout the day. When clicking at the graph, you are redirected towards the data entry screen
- 4 icons at the bottom of the screen:
  - Communities, where women can share their struggles and ask for advice
  - Calendar, showing how have the meetings been relocated by the app
  - Chat, to ask the Chatbot assistant for information about the functioning of the app
  - Resources, that leads to the same virtual library as in the beta version

Figure 17: App's Welcome screen. AI-generated

At clicking on the community button, the customer will be redirected to this screen, that contains:

- A search bar
- The recommended topics based on the customer's symptoms and last researches
- The previous groups in which she participated

At clicking on the calendar button, depending on which calendar has been configured, the user will find his outlook or google calendar, updated with Orenta's recommendations.

The Chat connect with an AI assistant that aims to help the customer making the best of Orenta's functionalities. It can also be used to navigate the resources in the library.

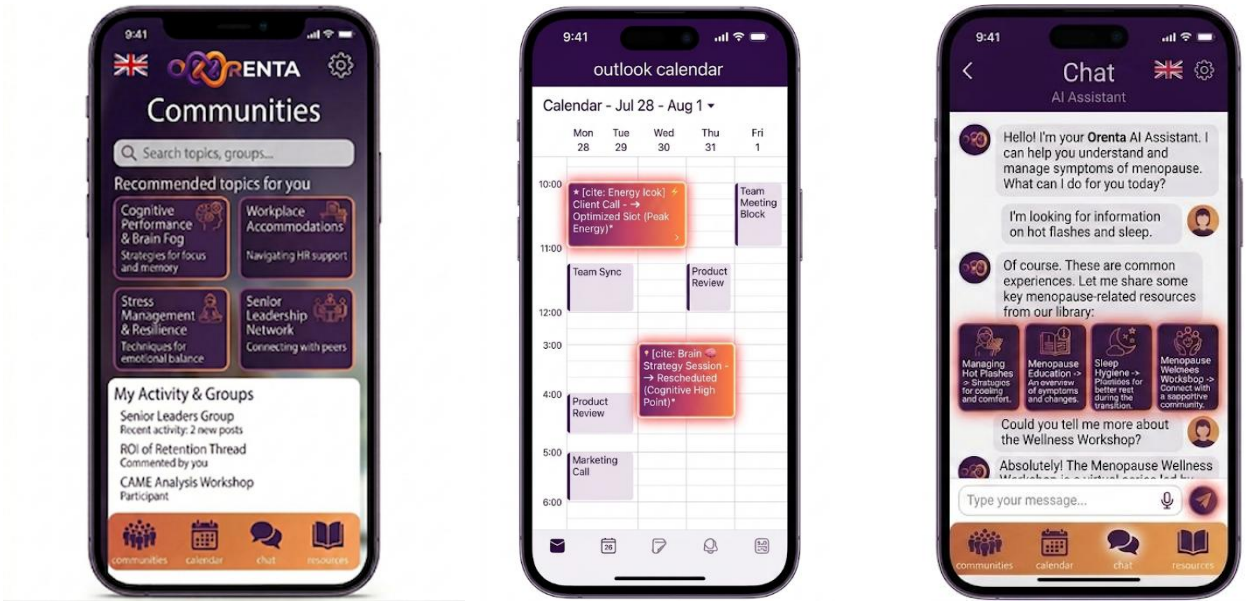


Figure 18: App's Communities, Calendar and Chat screen. AI-generated

In this case, we can see in orange the meetings that are suggested to displaced or have been displaced by the AI model.

This first design model aims to be easy to use and accessible, while adding the biggest possible value to the customer.

11. Team

The evolution of the team during the first three years will be the following:

1) Year 1: Founder and two part-time consultants

During Phase 1, the main tasks will be:

- Build the Beta App
- Start the data gathering with a cohort
- Build an expertise and resources to realize menopause workshops
- Find clients for the workshops (by executing the marketing plan)

The founder has knowledge in AI and software development, and can take the roles of CEO and CTO. However, he is not an expert in menopause and might lack time to execute logistic operations, so other people will have to be recruited to cover those areas.

- A Chief Medical Advisor will be required, to help prepare the trainings and workshops, and give valuable insights about the interpretation of the data gathered. This CMA will also provide clinical authority while pitching potential clients.
- A junior operations & logistics assistant will be hired for the physical logistics of the pilot: shipping subsidized wearables, managing beta access, and handling basic customer support. This protects the founder's time for coding and selling.

Team at the end of year 1:

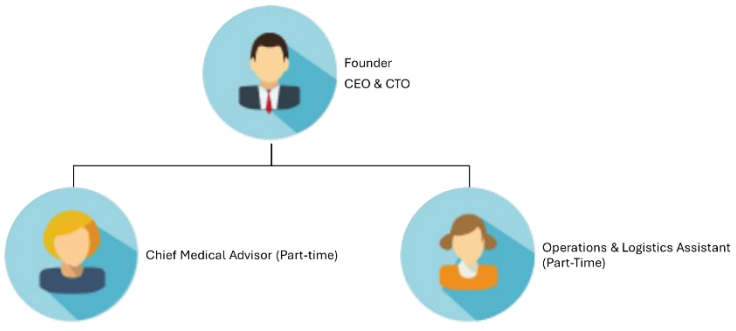


Figure 19: Team at the end of Year 1. Source: own elaboration

2) Year 2: Transition to Algorithm & Expansion

The goal of year 2 is to target 15 corporate accounts and transition from data gathering to historical pattern recognition.

The additional tasks related to this year are:

- Build K-means clustering and predictive models
- Increase the number of trainings and workshops
- Start dialogue with HR departments of IBEX 35 companies

With those additional task, the founder will have to step away from coding and be more focused on his CEO role, and manage the company from above.

The projected recruits will be:

- A lead AI/data scientist (full-time), to build the new models using data gathered in year 1
- A workshop facilitator (full-time) (ideally someone with a background in corporate training or occupational psychology) to scale trainings and workshops.
- A sales professional (full-time) to work as a B2B Account Executive and navigate the 6-to-9 month procurement cycles of HR departments in the IBEX 35
- At this stage, the CMA will still be required, although less often, to provide insight to the data scientist. There will no longer be a need for the operations & logistics assistant, however. His job can be done by the workshop facilitator

Team at the end of year 2:

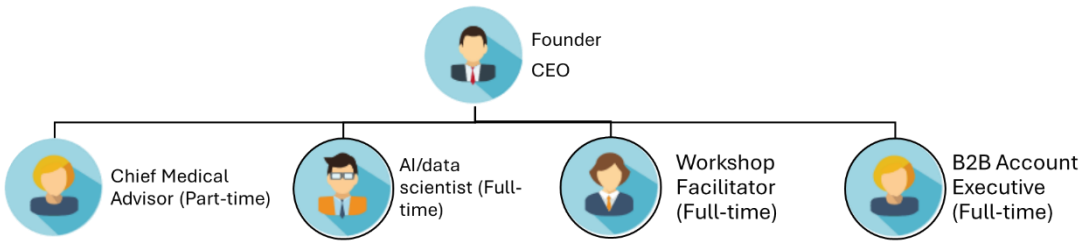


Figure 20: Team at the end of Year 2. Source: own elaboration

3) Year 3: The SaaS Scale & Compliance Phase

The goal of year 3 is to hit 50+ corporate accounts and achieve live prediction capability.

The additional tasks related to this year are:

- Ensure the compliance with GDPR Article 9
- Extend app capabilities to maintain stability as it syncs live with thousands of wearables and enterprise Microsoft/Google calendars
- Expend marketing strategies to another level

These tasks will allow Orenta to reach a lot more clients and to grow exponentially, while ensuring that it has the capability to do so. The new recruits for year 3 will therefore be:

- A Chief Medical & Compliance Officer (full-time) to ensure compliance with the GDPR, but also with everything related to medical data protection. A promotion of the previous CMA can be considered
- A full-stack and API integration engineer (full-time) to ensure the scalability of the app
- A Head of Growth/Marketing (full-time) who will take over the Account-Based Marketing (ABM) strategies, ad buying, and ecosystem partnerships (integrating with platforms like Alan or Swile).

Team at the end of year 3:

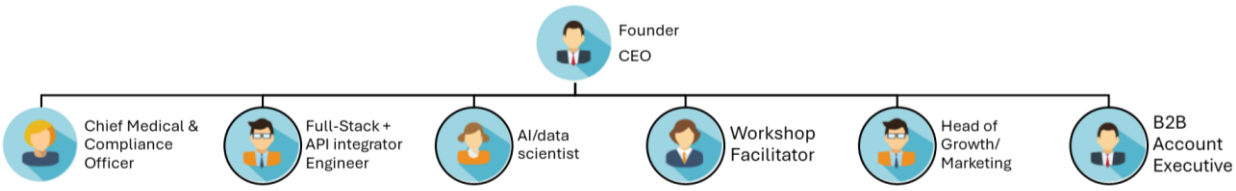


Figure 21: Team at the end of Year 3. Source: own elaboration

12. Financial Aspects

In this section, we will analyze in details the first 3 years, looking at the revenues, the expenses, and the ways of funding in a baseline scenario. We will then consider two more scenarios: One pessimistic and the other optimistic, to go a bit deeper into the analysis.

1) Revenue Proposal

In Year 1, revenue is driven entirely by the "Menopause-Aware Productivity Audit". By securing 5 B2B pilot audits, with an estimated number of 40 women per company and a price of 250€/woman, Orenta will generate **50,000€** in consulting revenue. This allows the company to monetize its early R&D phase while building crucial institutional trust.

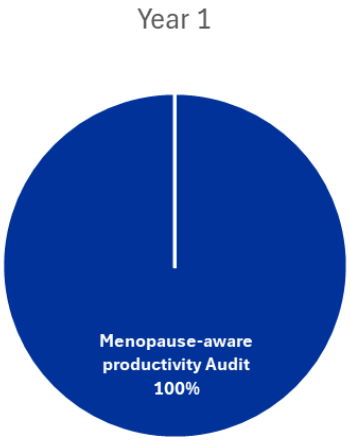


Figure 22: Revenue estimates in Year 1. Baseline scenario. Source: own elaboration

Product	**Menopause-aware productivity Audit**
Price	250 €
Expected number of customers/company	40
Expected number of companies	5
Projected Revenue	50,000 €

Table 3: Breakdown of Revenue estimates in Year 1. Source: own elaboration

In Year 2, the business will start to transition to its core SaaS model. Workshops will still account for a significant part of the revenue, as our expertise and our reputation grows, we expect to reach 10 companies in year 2, generating 100,000€. We plan to reach our

first clients with our SaaS product: 10 companies with an estimated number of 80 women/company, generating 120,000€ with the annual license fee costing 150€.

Estimating 10 companies is a conservative approach, particularly as the core product launches in Year 2, by which time we will have established significant business connections. Marketing efforts will be greatly facilitated by the foundational relationships and clinical authority built through the Year 1 workshops.

The projection of 80 users per company is also intentionally conservative. A typical IBEX 35 company employs between 4,000 and 20,000 people in Spain. With women representing roughly 45% of the workforce, this leads to a pool of 1,800 to 9,000 women per firm. Since approximately 25% of this group is aged 45 to 55, there is a total potential user base of 450 to 2,250 women per company. We have selected 80 women as our target because we expect companies to initially launch a pilot phase, and our go-to-market strategy specifically prioritizes high-stakes executives, which naturally narrows the initial scope.

Among these 80 women, we estimate that 10 of them will get the AI assistant as an add-on, and 5 will get the premium library, that cost respectively 50€ and 30€, leading to a revenue generation of 9,750€ from add-ons.

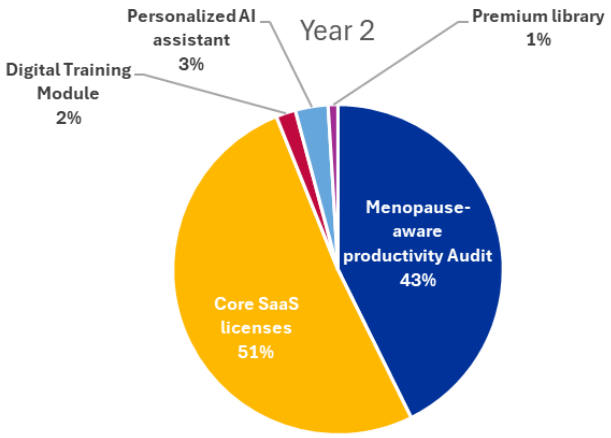


Figure 23: Revenue estimates in Year 2. Baseline scenario. Source: own elaboration

			Add-ons		
Product	**Menopause-aware productivity Audit**	**Core SaaS licenses**	**Digital Training Module**	**Personalized AI assistant**	**Premium library**
Price	250 €	150 €	1,500 €	50 €	30 €
Expected number of customers/company	40	80	1	10	5
Expected number of companies	10	10	3	10	10
Projected Revenue	100,000 €	120,000 €	4,500 €	5,000 €	1,500 €

Table 4: Breakdown of Revenue estimates in Year 2. Source: own elaboration

Finally, we expect 3 companies out of the ones attending our workshops to choose the 1,500€ digital training module, to pursue their effort and sensibilize better their employees. This leads to a total revenue generation at Year 2 of **234,250€.**

In Year 3, the revenue sources will remain the same, but the number of customers is expected to grow, due to efforts in marketing and reputation management.

We expect to reach 15 companies with the workshops, 30 with the SaaS product, with this time an average number of women/company of 120, since existing customers might increase their subscription after the adoption period.

Among these 120, we expect 20 to go for the AI assistant and 10 for the premium library. On top of that, we expect 10 companies to go for the Digital Module.

This leads to a revenue generation of **744,000€**.

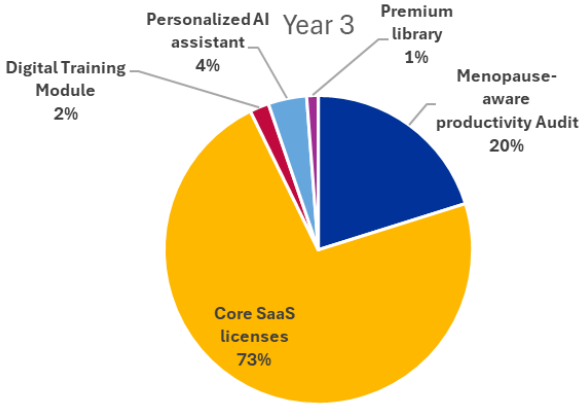


Figure 24: Revenue estimates in Year 3. Baseline scenario. Source: own elaboration

			Add-ons		
Product	**Menopause-aware productivity Audit**	**Core SaaS licenses**	**Digital Training Module**	**Personalized AI assistant**	**Premium library**
Price	250 €	150 €	1,500 €	50 €	30 €
Expected number of customers/company	40	120	1	20	10
Expected number of companies	15	30	10	30	30
Projected Revenue	150,000 €	540,000 €	15,000 €	30,000 €	9,000 €

Table 5: Breakdown of Revenue estimates in Year 3. Source: own elaboration

2) Expenses Proposal

During Year 1, Orenta operates under a Lean Entrepreneurship "Build-Measure-Learn" methodology. The primary objective is not immediate profitability, but rather the acquisition of high-quality biometric training data and the establishment of B2B market trust. The total projected expenditure for this foundational year is **€161,000**, distributed across four key strategic pillars.

1. Research & Development (65,000€ | 41%)

This category represents the largest investment in Year 1 and is directly tied to overcoming the AI "Data Cold Start Problem." The bulk of this expense (50,000€) is the salary for the initial 250-woman R&D cohort, that will allow us to gather the data necessary to build the product. The remaining 15,000€ funds the wearables device that we may provide to some of them. We expect to provide devices to 100 women, and to buy them at 150€ each. The market price is closer to 200€, but we expect to negotiate to 150€, since we are ordering a significant amount.

2. Salaries (60,000€ | 37%)

Human capital accounts for more than a third of the budget. Half of it (30,000€) covers the Founder (acting as CEO/CTO to build the Beta App), while the other half cover a part-time Chief Medical Advisor (CMA) to ensure clinical validity and assist with corporate workshops, and a part-time Operations & Logistics Assistant. Keeping the team small and

agile protects the financial runway while ensuring all core competencies (technical, medical, and operational) are covered.

3. Marketing & Admin (23,000€ | 14%)

As the product is not yet ready for mass SaaS scaling, marketing and administrative expenses are kept highly targeted. This 23,000€ budget covers the physical workspace (coworking rent for the early team), initial app translations (Spanish, English, French), and access to specialized academic research. Marketing efforts are limited to highly efficient B2B digital channels, specifically SEO and LinkedIn Ads, designed exclusively to acquire the initial corporate pilot accounts.

4. Other Operational Costs (8,000€ | 4%)

These remaining costs account for the workshop logistics (train tickets, workshop materials), the APIs used to gather data, and the computation costs linked to the development of the first model.

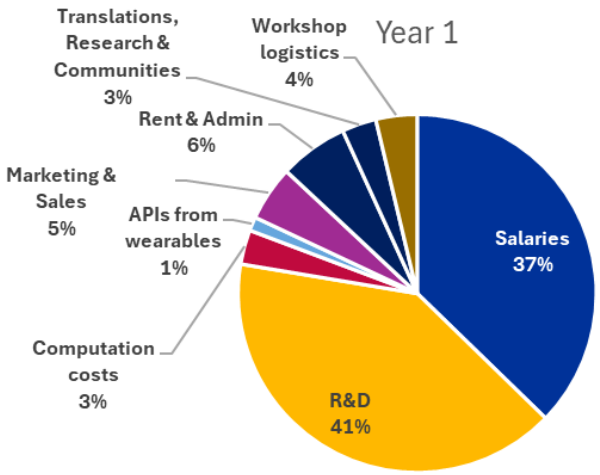


Figure 25: Expenses estimates in Year 1. Baseline scenario. Source: own elaboration

Salaries	60,000 €
R&D (Cohort)	50,000 €
R&D (Wearables)	15,000 €
Computation costs	5,000 €
APIs from wearables	2,000 €

Marketing & Sales	8,000 €
Rent & Admin	10,000 €
Translations, Research & Communities	5,000 €
Workshop logistics	6,000 €

Table 6: Cost structure of Year 1. Source: own elaboration

During Year 2, Orenta transitions from initial data gathering to its core SaaS model expansion and historical pattern recognition. The primary objective is to secure 15 corporate accounts and scale the predictive capabilities of the algorithm. The total projected expenditure for this transitional year is 254,500€.

1. Salaries (180,000€ | 61%)

Human capital represents the largest investment in Year 2 as Orenta scales its operations. This 180,000€ budget covers the Founder (shifting to a dedicated CEO role) and the critical addition of three full-time roles: an AI/Data Scientist to build the historical predictive models, a Workshop Facilitator to execute the corporate training packages, and a B2B Account Executive to navigate complex corporate procurement cycles. The part-time Chief Medical Advisor (CMA) is also retained to provide ongoing clinical oversight.

2. Marketing & Admin (55,000€ | 22%)

As the product matures, marketing and administrative expenses scale up to fuel enterprise acquisition. This 55,000€ budget funds an aggressive Account-Based Marketing (ABM) strategy targeting the IBEX 35, targeted physical advertising in key business districts, and the moderation of our growing anonymized peer support communities. It also accounts for the increased rent and administrative overhead required to support a larger team of full-time employees.

3. Tech & Data Costs (33,000€ | 13%)

Technology costs decrease proportionally in Year 2, since they were mainly linked to the cohort's study, that will continue only with a few individuals. The funds are instead redirected toward scaling database architecture, computing power for K-means time-

series clustering, and the increased API usage required to sync continuously with corporate Microsoft and Google calendars, while ensure the provision of wearables for the workshops.

4. Other Operational Costs (8,000€ | 3%)

These remaining costs strictly account for the workshop logistics required to service our enterprise clients. This 8,000€ covers travel, workshop new materials, and venue coordination to deliver high-touch consultative workshops across the corporate accounts. It doesn't grow linearly with the number of clients, since most material has already been done.

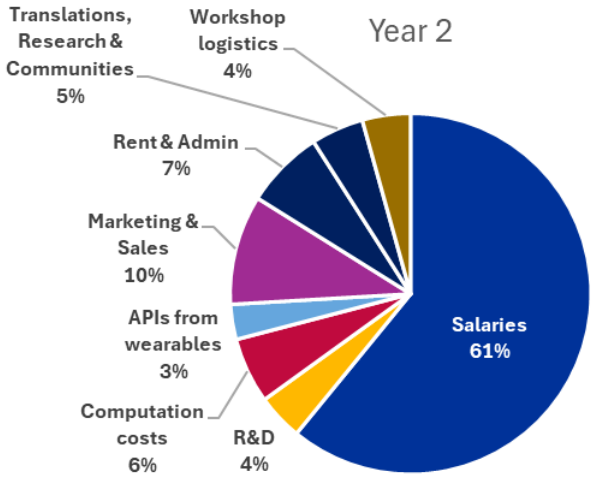


Figure 26: Expenses estimates in Year 2. Baseline scenario. Source: own elaboration

Salaries	155,000 €
R&D (Cohort & Wearables)	10,500 €
Computation costs	15,000 €
APIs from wearables	8,000 €
Marketing & Sales	25,000 €
Rent & Admin	18,000 €
Translations, Research & Communities	12,000 €
Workshop logistics	11,000 €

Table 7: Cost structure of Year 2. Source: own elaboration

During Year 3, Orenta transitions from historical pattern recognition to live prediction, with a strategic goal of securing 30+ corporate accounts. The total projected expenditure for this scaling phase is **564,000 €,** reflecting a massive shift toward aggressive enterprise acquisition and strict legal compliance.

1. Salaries (315,000 € | 56%)

Human capital remains the largest investment as the team expands to support enterprise scaling and strict regulatory requirements. This budget covers the core team from Year 2 (CEO, AI/Data Scientist, Workshop Facilitator, B2B Account Executive) and funds the three critical new full-time roles: Chief Medical & Compliance Officer, Full-Stack & API Integration Engineer, and Head of Growth/Marketing

2. Marketing & Sales (100,000 € | 18%)

To support the goal of 30+ enterprise clients, the marketing budget nearly doubles from Year 2. Led by the new Head of Growth, this 100,000 € investment fuels advanced Account-Based Marketing strategies targeting the IBEX 35, widespread ad buying, and the execution of strategic integrations with corporate wellness platforms like Alan or Swile.

3. Technology Costs (60,000 € | 11%)

This category combines Computation Costs (40,000 €) and APIs from Wearables (20,000 €). The significant jump in technology overhead is directly tied to the algorithm's evolution. Transitioning to a live prediction model requires vast computing power to process real-time biometric fluctuations, while continuous, live syncing across thousands of enterprise calendars and wearable APIs drives up usage-based server costs.

4. Rent & Admin (30,000 € | 5%)

Administrative overhead and office space scale up to comfortably accommodate the newly expanded team of seven professionals.

5. Translations, Research & Communities (25,000 € | ~4%)

As the user base grows exponentially, additional funds are required to moderate the expanding, multi-language peer-to-peer communities. This budget also ensures the resource library remains updated with the latest clinical research.

6. R&D & Workshop Logistics (34,000 € | ~6%)

R&D for the initial cohorts (18,000 €) and Workshop Logistics (16,000 €) grow at a much slower, non-linear rate. Because the foundational AI models and workshop materials were largely developed in Years 1 and 2, these budgets simply reflect the maintenance and travel logistics required to service the growing portfolio of corporate accounts.

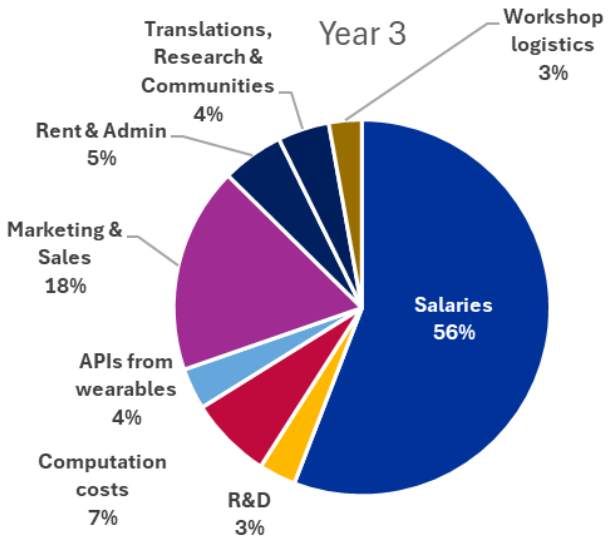


Figure 27: Expenses estimates in Year 3. Baseline scenario. Source: own elaboration

Salaries	315,000 €
R&D (Cohort & Wearables)	18,000 €
Computation costs	40,000 €
APIs from wearables	20,000 €
Marketing & Sales	100,000 €
Rent & Admin	30,000 €
Translations, Research & Communities	25,000 €
Workshop logistics	16,000 €

Table 8: Cost structure in Year 3. Source: own elaboration

3) Break-even Analysis

Looking at our costs and expenses, the net cash flow of the first 3 years is displayed in the following graph:

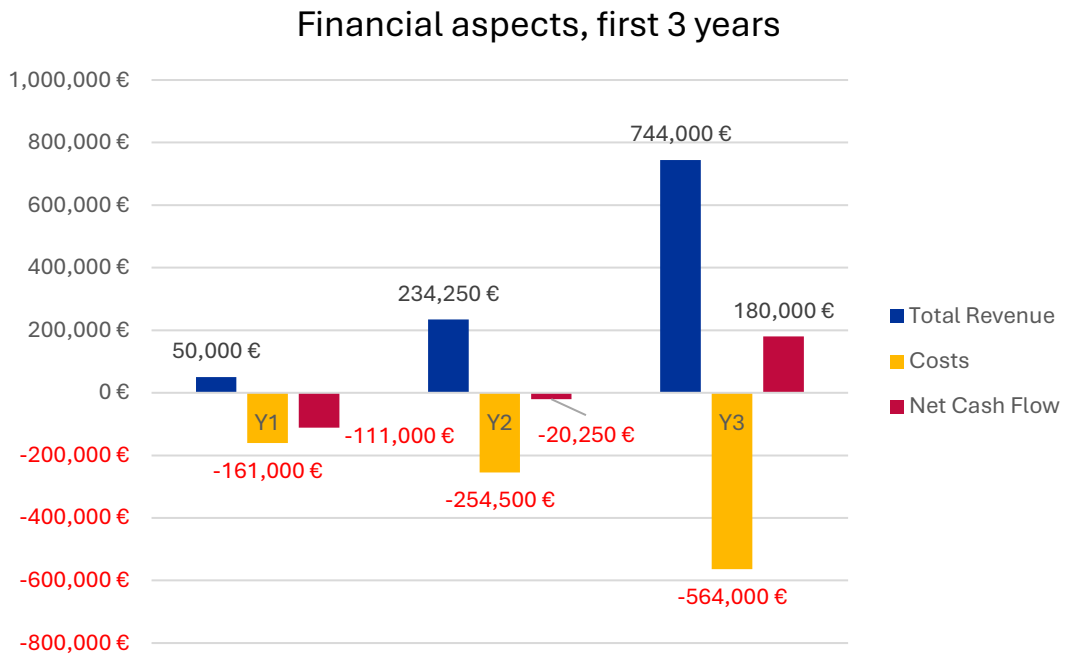


Table 9: Break-even analysis after 3 years. Baseline scenario. Source: own elaboration

The net cash flow in Years 1 and 2 is expected to be -111,000€ and -20,250€

We see that we expect to break-even at Year 3, with a net cash flow of 180,000€

4) Financing Proposal

Orenta will accumulate a total pre-profitability deficit of 121,250€ across the first 24 months. To fund this deficit, Orenta will aim to raise **150,000€,** allowing some margin.

This funding will be sourced through three distinct channels:

- FFF (Friends, Family, and Founders) Pre-Seed (€50,000): This initial capital injection will cover most of the immediate Year 1 R&D costs, specifically the hardware subsidies required for the 250-woman pilot. Securing this early capital provides the initial traction and data validation needed to approach larger lenders.

- Public/Soft Financing (€50,000): Orenta will apply for an ENISA (Empresa Nacional de Innovación) soft loan. This non-dilutive capital is highly accessible for this project due to Orenta's direct, measurable alignment with SDG 5 (Gender Equality) and SDG 8 (Decent Work and Economic Growth).
- Business Angels (€50,000): The remaining capital will be raised in equity from Business Angels focused on the FemTech sector. These investors provide more than just capital, they offer the strategic enterprise networks necessary to accelerate adoption in the Spanish corporate market.

5) Pessimistic Scenario

In a pessimistic scenario, we basically struggle more to find customers, partnership, and women to compose the cohort, due to a general trend of privacy fears, coupled with the "invisible" nature of menopause in Spain.

In Year 1, we might only find 3 companies for our workshop, considering the current stigma about menopause. And these companies might only gather 30 women to attend the workshops.

In addition, if we don't find enough women for the cohort, we might consider raising their salary to 250€, and if we don't find an agreement with the wearables provider, we might have to pay them full price, which is around 200€.

In Year 2, regarding revenue, we basically decrease our number of customers by 20%, in case the market is not receptive to the project, while keeping the 200€ price for the wearable providers. We adopted a similar approach for Year 3.

The results are the following:

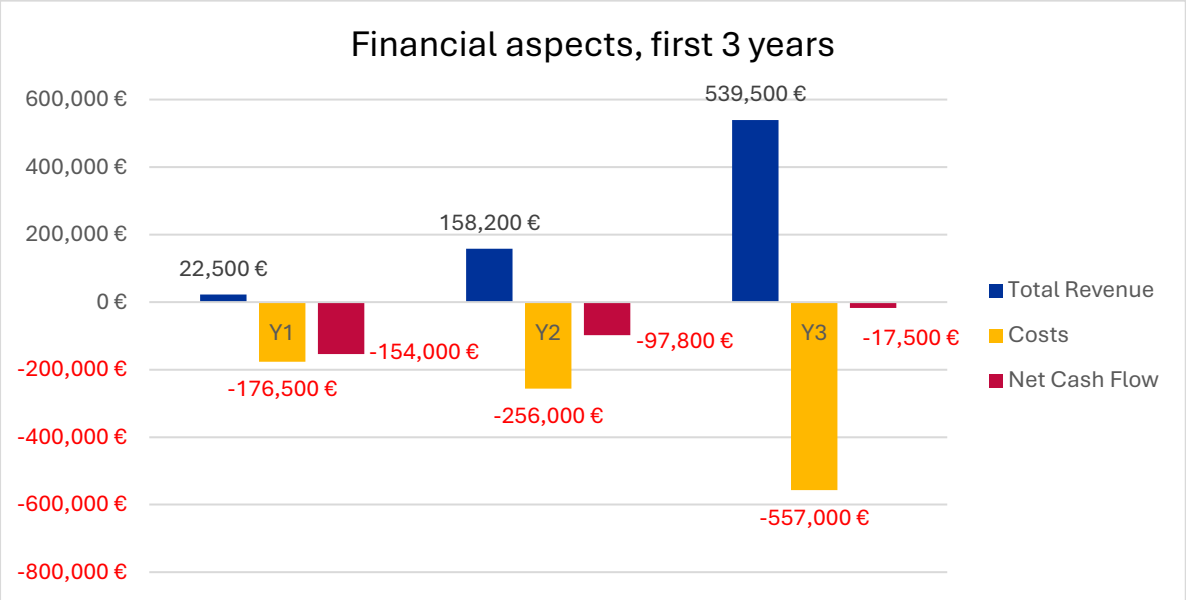


Figure 29: Break-even analysis of the first 3 years. Pessimistic scenario. Source: own elaboration

We see that even with the most conservative assumptions, we end up very close from breaking even at the end of year 3, which makes us very confident about launching the product.

6) Optimistic Scenario

This scenario assumes that the mounting legislative pressure in Europe (like the EU AI Act and specific workplace mandates) forces companies to act faster than anticipated. Furthermore, as the FemTech sector normalizes, the cultural stigma drops rapidly, leading to higher-than-expected employee adoption rates.

This will not change our revenue for Year 1, since 5 workshop is close to the maximum we will be able to do while managing all the other elements. It will not change the costs either. However in years 2 and 3, we witness a 20% to 40% increase in both numbers of companies and employees per company. The Digital Training Module is widely encouraged and becomes a huge success.

Under these hypotheses, the break-even analysis becomes:

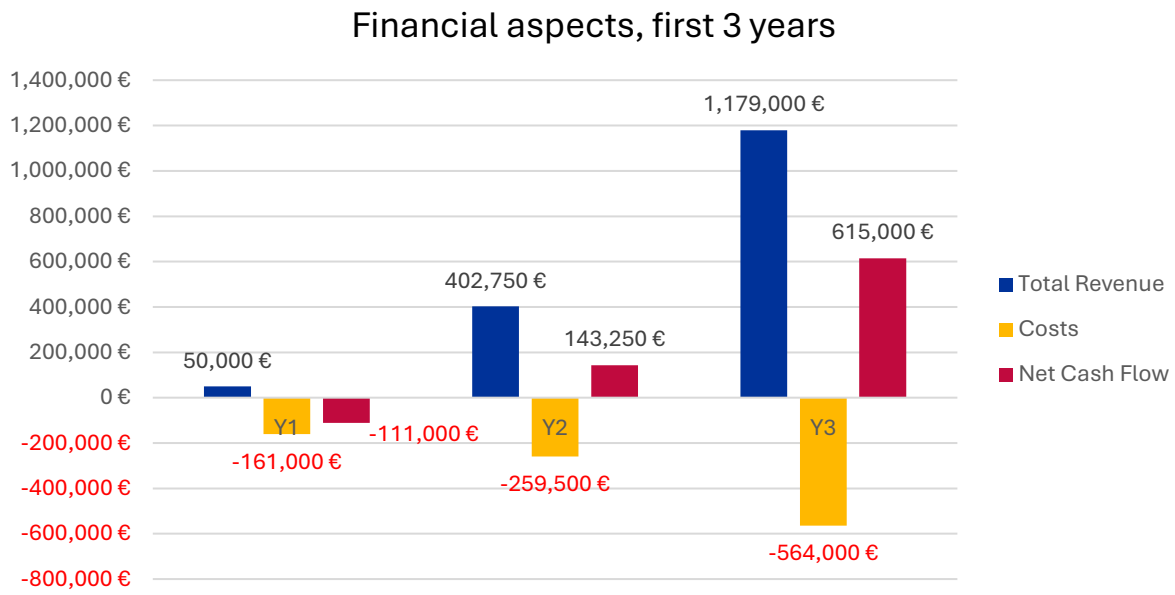


Figure 30: Break-even analysis of the first 3 years. Optimistic scenario. Source: own elaboration

In this scenario, we break-even in Year 2, and have already an important Net Cash Flow in Year 3, that could be used for more research and diversification.

13. Alignment with the Sustainable Development Goals

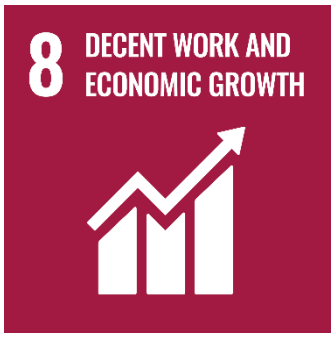
The Sustainable Development Goals (SDG) covered by this project are the following:

SDG 3: Good Health and Well-being

SDG 3 aims to ensure healthy lives and promote well-being at all ages. Orenta supports this by monitoring and managing the professional impact of hormonal transitions, which are often overlooked in standard occupational health frameworks.

SDG 5: Gender Equality

By allowing women to mitigate menopause symptoms, it allows them to perform at work without (or at least with much less) difficulties linked to their gender, similarly to men. This will allow to avoid the 10% earnings drop seen four years after menopause symptoms emerge, lowering the gender pay gap.



SDG 8: Decent Work and Economic Growth

The mission of Orenta is to "help women cope with their menopause symptoms at work". That's exactly what "decent work" in SDG 8 stands for. In addition, the profitability increase due to the use of Orenta foster economic growth.

14. Conclusions

This thesis set out to address a problem that is at once deeply personal, widely shared, and largely invisible in the corporate world: the impact of menopause on the professional lives of women aged 45 to 55, a demographic that occupies a growing share of senior leadership positions across Europe. Through a structured methodological approach combining primary survey data, secondary research, and a complete business modeling exercise, the project has built the foundations of Orenta, a B2B solution designed to support menopausal women in the workplace while helping companies retain experienced talent and meet their diversity and wellbeing commitments.

1) Fulfillment of Objectives and Strategic Value

The initial objectives of this project were to validate the existence and intensity of the problem, to design a solution responding to identified user needs, and to demonstrate the strategic and financial viability of that solution. Each of these objectives has been addressed.

The survey of 42 women in Spain and France confirmed that menopausal symptoms have a tangible impact on professional performance, with cognitive, psychological, and physical struggles cited consistently across respondents. The fact that 31% of respondents have already modified their approach to managing work and wellness over time confirms that the problem is not only present but actively reshaping how this demographic engages with their careers.

In response, Orenta has been designed as a multi-layered solution combining a digital application, an in-between service model, and corporate workshops. This architecture allows the company to address both the individual experience of the employee and the structural responsibility of the employer, positioning Orenta as a partner rather than a simple wellness app.

2) Market Feasibility and Financial Viability

The environmental analysis demonstrated that the timing for Orenta is favorable. The PESTEL analysis revealed a regulatory environment that is increasingly supportive of workplace wellbeing, particularly in Spain, where recent legal precedents and EU-level

frameworks such as the AI Act and GDPR Article 9 create a clear, if demanding, operating context. Societal attitudes toward menopause are shifting, with growing public conversation and corporate openness to addressing the topic.

The financial model developed across baseline, pessimistic, and optimistic scenarios shows that the business is viable under realistic assumptions. The B2B annual license at 150€/year remains competitive relative to the documented cost of unmanaged menopausal symptoms in the workplace, including the 10% earnings drop affecting unsupported employees and the substantial cost of replacing senior talent. The workshop pricing structure, ranging between 333€/h and 833€/h for the company, positions Orenta below consulting standards while preserving healthy margins, which supports market entry and scalability.

3) Social Impact and SDG Alignment

Beyond its commercial dimension, Orenta has been designed to contribute meaningfully to the Sustainable Development Goals, in particular SDG 3 (Good Health and Wellbeing), SDG 5 (Gender Equality) and SDG 8 (Decent Work and Economic Growth). By addressing a stage of life that has historically pushed women out of leadership positions, Orenta directly supports the retention of female talent at the moment when their experience is most valuable to organizations and to society at large. The project therefore aligns commercial performance with social impact, which is increasingly a condition of legitimacy in the European corporate landscape.

4) Limitations and Future Lines of Action

The conclusions of this thesis must be read within the boundaries defined by its methodology. The sample size of 42 respondents, while sufficient to validate the problem directionally, carries a margin of error of approximately ±15% at a 95% confidence level, and the geographic scope was limited to Spain and France. The absence of buyer-side B2B research and the partial application of the Build-Measure-Learn loop also represent areas where further investigation is required.

Future lines of action should therefore include: a larger and more geographically diverse survey to consolidate the findings on a statistically representative basis; structured

interviews with HR directors and D&I leaders to validate the corporate buying process and refine the value proposition; and the development and pilot testing of a functional MVP in partnership with a small number of early adopter companies. These next steps would complete the entrepreneurial validation cycle initiated here and prepare the ground for the operational launch of Orenta.

In closing, this project has demonstrated that menopause in the workplace is not a niche concern but a strategic issue at the intersection of health, talent management, and gender equality. Orenta offers a concrete, financially viable, and socially meaningful response to that issue. The road from a validated concept to a successful company is long, but the foundations established in this thesis provide a credible starting point for the next stage of the journey.

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16. Appendices

1) Customer Survey : Questions

Here can be found the content of the survey in Spanish, which is the one that gathered the most answers. Two other versions, in French and in English, have also been made.

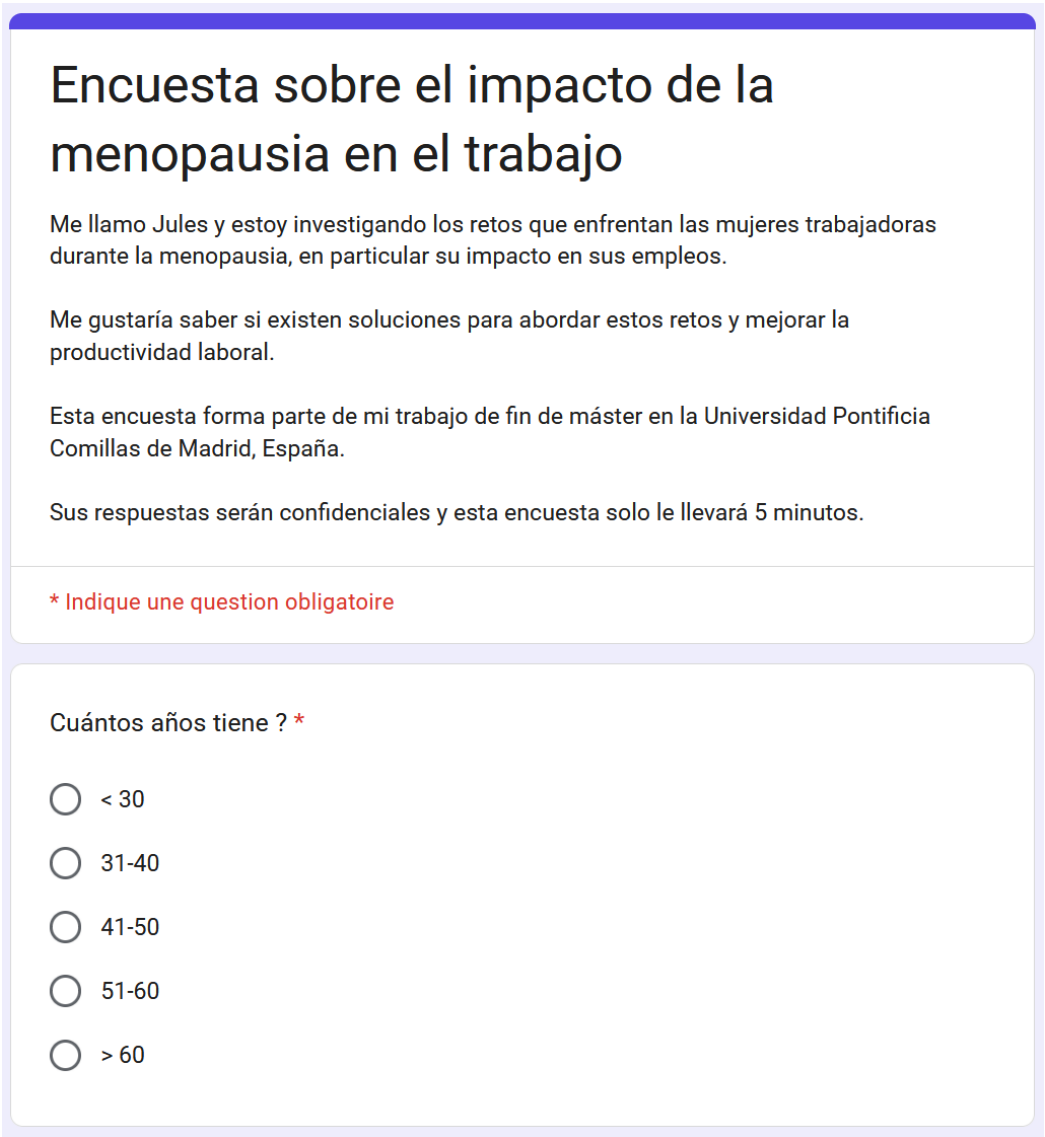
The English version, however, didn't gather any response.

Here are the links towards the 3 surveys:

Spanish: https://forms.gle/WpNtgVN8RhcZ8uwb7

French: https://forms.gle/9FZBp8iRAGLnTmZW8

English: https://forms.gle/y5GmGmN1gM3upY9i6



Encuesta sobre el impacto de la menopausia en el trabajo

Me llamo Jules y estoy investigando los retos que enfrentan las mujeres trabajadoras durante la menopausia, en particular su impacto en sus empleos.

Me gustaría saber si existen soluciones para abordar estos retos y mejorar la productividad laboral.

Esta encuesta forma parte de mi trabajo de fin de máster en la Universidad Pontificia Comillas de Madrid, España.

Sus respuestas serán confidenciales y esta encuesta solo le llevará 5 minutos.

* Indique une question obligatoire

Cuántos años tiene ? *

- < 30
- 31-40
- 41-50
- 51-60
- > 60

¿Quieres conectar con mujeres que comparten tus preocupaciones relacionadas con la menopausia? *

- ○ Sí
- ○ No

¿Actualmente estás experimentando síntomas de la menopausia? *

- ○ Sí
- ○ No

¿Cuál es tu modalidad de trabajo actual? *

- ○ Presencial
- ○ Teletrabajo
- ○ Híbrido
- ○ No trabajo ahora

¿Utilizas actualmente algún dispositivo de seguimiento de salud (reloj, anillo...)? *

- ○ Sí
- ○ No

En caso afirmativo, ¿qué tipo de dispositivo?

- [ ] Reloj inteligente
- [ ] Pulsera inteligente
- [ ] Anillo conectado
- [ ] Parche
- [ ] Otro

¿Estás utilizando actualmente una aplicación de seguimiento de la salud? *

- ◯ Sí
- ◯ No

En caso afirmativo, por favor especifique.

Votre réponse

¿Estaría usted dispuesta a compartir sus datos biométricos con fines de salud (para ayudarla a gestionar su menopausia)? *

- ◯ Sí
- ◯ No

¿Toma medidas preventivas, como programar descansos o planificar tareas más ligeras en determinados momentos? *

- ◯ Sí
- ◯ No

En caso afirmativo, ¿puede proporcionarnos un ejemplo?

Votre réponse

Cuando aparecen los síntomas, ¿con qué frecuencia necesitas adaptar tu trabajo? (Como porcentaje del tiempo) *

	1	2	3	4	5	6	7	8	9	10	
0%	○	○	○	○	○	○	○	○	○	○	100%

¿Ha evolucionado su enfoque de la gestión del trabajo y el bienestar con el tiempo? *

- ○ Sí
- ○ No

En caso afirmativo, ¿cómo?

Votre réponse

Cuando usted se ve obligado a trabajar durante un período de baja energía, ¿en qué medida cree que disminuye su rendimiento? *

	1	2	3	4	5	6	7	8	9	10	
0%	○	○	○	○	○	○	○	○	○	○	100%

¿Cuál es su puesto actual dentro de su empresa? *

- ○ Alto ejecutivo (por ejemplo, director ejecutivo, director de operaciones, director financiero, gerente general)
- ○ Director Senior o Vicepresidente (VP)
- ○ Socio Senior o consultor de alto nivel
- ○ Gerente de proyecto senior, líder estratégico o técnico
- ○ Otro
- ○ No trabajo ahora

Si es otro, por favor especifique

Votre réponse

¡Gracias por participar!

2) Customer Survey : Raw Data

Here can be found the data gathered from the survey, translated in English.

Would you like to interact with women sharing your concerns related to menopause?	Do you currently have symptoms of menopause?	What is your work environment?	Do you currently wear a health tracking device?
Yes	Yes	On-site	Yes
No	Yes	Hybride	No
Yes	Yes	Hybride	No
No	No	I don't work	No
Yes	Yes	On-site	No
No	No	I don't work	No
Yes	No	I don't work	No
Yes	Yes	Hybride	Yes
No	No	I don't work	No
No	No	I don't work	No
Yes	Yes	Hybride	No
Yes	Yes	On-site	No
No	Yes	Hybride	Yes
No	No	Hybride	No
No	No	On-site	Yes
No	No	On-site	No
No	No	I don't work	No
No	Yes	On-site	No
No	Yes	On-site	No
No	No	Hybride	No
No	Yes	Hybride	Yes
No	Yes	On-site	Yes
No	Yes	On-site	Yes
No	Yes	On-site	No
No	Yes	On-site	Yes
No	Yes	Hybride	No

No	No	Hybride	No
No	No	On-site	No
No	No	On-site	Yes
No	Yes	I don't work	Yes
No	No	On-site	Yes
No	Yes	Hybride	No
No	Yes	Hybride	No
No	No	Hybride	No
Yes	Yes	Hybride	Yes
No	No	Hybride	No
No	Yes	Hybride	No
No	No	I don't work	No
No	No	Hybride	No
No	Yes	On-site	No
No	No	On-site	No
No	Yes	On-site	No

If yes, what type of device?	Do you currently use an health tracking app?	If yes, please specify	Would you agree to share your biometric data for health purpose (helping you dealing with your menopause)?
Other	Yes		Yes
	No		Yes
	No		Yes
	No		No
	No		Yes
	No		No
	No		No
Smartwatch	No		No
	No		No
	No		No
	No		Yes
	No		Yes

Smartwatch	Yes		No
	No		No
Smartwatch	No		No
	No		Yes
	No		No
	No		No
	No		No
	No		Yes
Smartwatch	No		No
Smartwatch	No		No
Patch	No		No
	No		Yes
Smartwatch	Yes		Yes
	No		Yes
	No		No
	No		No
Patch	No		No
Smartwatch	No		No
Smartwatch	Yes		No
	No		Yes
	No		No
	No		No
Smartwatch	No		No
	No		Yes
	No		No
	No		No
	No		No
	No		No
	No		No
	No		Yes

Do you take preventive steps, like scheduling breaks or planning lighter tasks during certain hours?	When symptoms occur, how often do you need to adjust your work? In % of the time	Has your approach to managing work and wellness changed over time?	When you are forced to work through a 'low energy' window, how much do you think your performance drops?
No	50%	Yes	50%
Yes	10%	Yes	80%
Yes	30%	Yes	70%
No	0%	No	0%
No	10%	No	60%
No	0%	No	0%
No	0%	No	0%
No	10%	No	10%
No	0%	No	0%
No	0%	No	0%
No	10%	Yes	40%
Yes	40%	Yes	60%
No	30%	No	10%
No	10%	No	10%
No	10%	No	20%
No	10%	Yes	40%
No	20%	No	70%
Yes	10%	No	20%
Yes	50%	No	30%
Yes	10%	Yes	80%
Yes	10%	No	100%
Yes	10%	No	60%
No	10%	No	70%
No	10%	No	50%
No	50%	No	70%
No	50%	No	50%
No	10%	No	20%

No	10%	Yes	10%
No	10%	No	10%
No	10%	No	50%
Yes	20%	Yes	40%
No	10%	No	10%
No		80%	80%
No		30%	30%
Yes		10%	20%
No		10%	80%
Yes		70%	50%
Yes		70%	40%
Yes		10%	70%
No		60%	40%
No		10%	10%
No		30%	30%

What is your current role at your company?	If "Other", please specify
Autre	Professeur des écoles, classe cp ce1
Senior Partner ou consultant(e) de haut niveau	
Chef de projet senior, responsable stratégique ou technique	Fonction publique chargee de mission sans encadrement depuis sept 2025
Autre	conseillère emploi
Chef de projet senior, responsable stratégique ou technique	
Chef de projet senior, responsable stratégique ou technique	

Chef de projet senior, responsable stratégique ou technique	
Senior Partner ou consultant(e) de haut niveau	
Socio Senior o consultor de alto nivel	
Gerente de proyecto senior, líder estratégico o técnico	
Otro	"Principal engineer", dentro del trabajo para el estado, el segundo escalafón más alto
No trabajo ahora	esoy jubilada
Otro	
Otro	Maestra
Otro	Contable
Gerente de proyecto senior, líder estratégico o técnico	Controller
Otro	Diseñadora de flores
Otro	Teacher
Otro	Asistente personal
Otro	Profesora de enseñanza primaria
Otro	Abogada
Gerente de proyecto senior, líder estratégico o técnico	
Otro	Asistente de maestra
Otro	Maestra
No trabajo ahora	
Otro	Maestra
Gerente de proyecto senior, líder estratégico o técnico	
Alto ejecutivo (por ejemplo, director ejecutivo, director de operaciones, director financiero, gerente general)	
Otro	Administrativo jefa sección
Socio Senior o consultor de alto nivel	
Gerente de proyecto senior, líder estratégico o técnico	
Otro	A. Inmob.
No trabajo ahora	

Gerente de proyecto senior, líder estratégico o técnico	
Gerente de proyecto senior, líder estratégico o técnico	
Alto ejecutivo (por ejemplo, director ejecutivo, director de operaciones, director financiero, gerente general)	
Gerente de proyecto senior, líder estratégico o técnico	