

YEAR 2020-2021

**BACHELOR DEGREE IN TOURISM AND HOSPITALITY
MANAGEMENT**

SUBJECT: Degree Thesis

SEMESTER: S7

TITLE OF ASSIGNMENT: Quae's Business Plan

DELIVERY DATE: January 15th, 2021

Lecturer	Emili Valdero Mora
Lecturer e-Mail Address	emili.valdero@htsi.url.edu
Student name	Ignacio Plans Morillo
	Mario Sensat Solà
Student e-mail	ignacio.plans@htsi.url.edu
	mario.sensat@htsi.url.edu

Table of content

2. Executive Summary	5
3. Business Description	11
3.1. Business model concept.....	11
3.2. Literature Review: History and points of interest	13
3.3. Strategy and competitive edge	16
3.4. Mission and objectives	17
3.5. The entrepreneurial team.....	17
4. Analysis of the Business Environment	20
4.1. The market.....	20
4.1.1. Market characteristics and major trends	20
4.1.2. Size and expected growth	21
4.1.3. Segments	22
4.2. Competitive environment and sector	24
4.2.1. Competition – current and new entrants	25
SWOT ANALYSIS	28
PESTEL ANALYSIS.....	28
4.2.2. Suppliers’ bargaining power.....	29
4.2.3. Clients’ bargaining power	30
4.2.4. Threat of alternative products/services	30
5. Marketing Plan.....	31
5.1. Target segments and key success factors per segment: Quantitative & Qualitative analysis.....	31
5.2. Positioning strategy	37
5.3. Marketing mix.....	38
5.3.1. Product and/or service strategy	38
5.3.2. Pricing strategy	39
5.3.3. Channel strategy	41
5.3.4. Communication strategy.....	43
5.4. Forecasting and sales outlook.....	44

6. Operations Plan	46
6.1. Process identification and map.....	46
6.2. Location, physical infrastructure and layout.....	48
6.3. Resources: machinery and facilities	49
6.4. Stocks management and purchases	49
6.5. Subcontracting	50
6.6. Production capacity of future company	50
6.7. Operations Plan parameters.....	51
6.7.1. Investments.....	51
6.7.2. Stocks	51
6.7.3. Unit costs	52
6.8. Launching: provisional planning.....	53
7. Organizational Plan and Human Resources	54
7.1. Organizational structure	54
7.2. Job descriptions	54
7.3. Human Resource Policy: selection, management, compensation.....	56
7.4. Management Team and Board of Directors.....	58
8. Financial Plan.....	59
8.1. Financial hypothesis and assumptions	59
Trimestral Hypothesis	60
Annual Hypothesis	61
Income Statement.....	62
Labor Cost.....	63
9. Legal Aspects	65
9.1. Legal format and structure	65
9.2. Intellectual and industrial property	66
10. Company Growth and Development Strategy.....	68

11. Timeline, Critical Risks and Contingency Plan	69
12. Conclusions / Closing statement	71
13. Bibliography.....	74
Ethics form.....	81

2. Executive Summary

Introduction

The objective of this Degree Thesis, based on the development of a business plan, is to show how technology, tourism and events can be merged into a new application. Today's world and market are completely focused on new technologies, and that is why we want to bring together traditional sectors such as events with modern technological tools that will allow the development of our application to position itself in a market where we see an opportunity to get established.

Our objective with the concept of this work is to be able to combine different sectors with which we have worked throughout our degree (tourism, events and technology) and to apply and create in the same project all the knowledge learned in the form of an application or technological platform that will be explained in the following pages.

Business Concept Description

The main objective and purpose of the business plan is to create and develop a platform in the form of an app and web space that allows users, both locally and internationally, to easily, clearly and safely find the events they want to attend in a given area. The user's search experience will be the key to the development of our platform, with the aim of making it simple and practical.

When starting the development of a technological platform from scratch, the steps to follow must be clear in order to develop a seamless application that allows us to offer all those services and functionalities that permit the user to enjoy a perfect experiential circle.

The aim of Quae, which will be the name of our application, inspired by the Latin word "search" (*quaerere*), is to become the best possible tool to facilitate the search and booking experience for people who decide to search for events and experiences outside their city or country, or for the local people themselves. This will let them open their vision field and have accessibility for a type of events and gastronomical offers for which they previously did not have the necessary tools to know about.

We know that the market for search engines and event comparators exists and that there is some competition, but this is a new, disruptive and innovative product, which merges the traditional search

engine for events, activities and happenings with a travel planner inspired system by activities related to a travel agency and additional services such as horeca establishments.

We want to emphasize that Quae is not just a ticket search engine, nor a price comparator. Neither is it a platform that allows you to buy tickets for our own events (at the moment), but it allows you to find different events and plan yourself according to what you want to see, when and how.

Quae offers a service to search for events and happenings at a global level (initially, the project consists of an implementation phase in cities with a minimum level of events and activities and complementary activities). The platform can be seen as a simple event search engine, but it is when using the different tools that Quae has available that we really see the potential and responsiveness that the app can offer.

An easy example will let us see the potential of Quae. A group of friends decide to travel one weekend to London, UK, to enjoy British football. The capital and nearby areas have great teams, both in the Premier League and in the Champions League. Thanks to Quae's search engine, friends can find out when and where there are soccer matches in and around London that weekend. The platform will allow them to buy tickets directly from the app, without having to log off. In addition, Quae will offer all kinds of tools so that they don't miss anything (as the maximum radius of distance to which they want to move, even allowing to move between cities and go to other matches, for example, in Manchester or Liverpool, easily accessible by train). It will calculate distances and travel time between stadiums, best transport combinations to and from the stadiums, best restaurants around the stadiums, nearest hotels, and any other activities related to your plan that weekend (visits to museums inside the stadiums, pubs where you can watch other matches...). From Quae you will be able to book everything, directly, without any additional costs.

That is our added value, to create a complete experience when using our platform, and not a simple search and purchase process that does not allow you to extract the maximum possibilities from your plan. Quae has the ability to be a threat in the market, an innovative and competitive idea, as it counts with a variety of assets that have not been put together yet in the market. This organization has the ability and competitive advantage of facilitating tourist journeys and making booking processes faster and easier.

Within the Quae platform, the promotion of experiences and the instant accessibility to enjoy those, demonstrate how it is a competitive advantage that not many companies in the sector can compete with.

Quae is the ultimate application for tourists all over the world. This app shares the most memorable experiences on a whole list of the most visited places and cities. The Quae app opens the doors to the culture of many places, for all those who need to discover the visited destination. Both for locals or those who are traveling, Quae provides accessibility to the purchase of cultural, sports and gastronomic activities, plus tourist aids such as geolocation, reviews and the most economical use of the city.

Quae is an online platform that allows users to see what scheduled events exist in a specific location and up to a maximum radius of distance. The platform is also a gastronomical guide of the destination, with a review section incorporated, that works as a review forum, so the experience is the idyllic one. This platform allows users to create itineraries and programs so that users do not miss anything and can choose with time and comfort the events you are interested in attending in a specific location.

This application version will be focusing on the user's commodity, and a category of “plan your trip” will be developed in order to have a clear image of the overall trip itinerary. In this category, the user will have an agenda of the days when the trip will take place, and all the booking possibilities for each day. This category allows the user to book a tour in a museum and later on a lunch reservation close by the cultural visit just experienced. A recommendation scheme will be elaborated in order to suggest the user more options to complement the previous booking after it is done. This will signify an increase of the happiness and the commodity of the user when using the app, which will be complemented with the review forum, that will help in the decision-making process.

Business Model Description

We will use the Business Model Canvas as the best and most practical tool when analyzing, describing and evolving Quae's business model.

It is essential that the pillars of this business plan, the 9 blocks of the Business Model Canvas, are perfectly detailed and constitute everything that our platform must be in order to be successful for the business results to be beneficial and fruitful.

The description of the product offering that is Quae is key for the next point in the Business Canvas Model, the customer segment, to know what we offer and what added value it has with respect to other similar platforms in the market.

We will try to define exactly which segment of customers we want to focus on the usefulness of our app, so that they can get the most out of it and see that it is made with their needs in mind. A value analysis will be done, to see to which group of users we will offer adapted value proposals and what product and service different from the others can expect.

When choosing how to distribute our product, knowing through which ways and channels to distribute, it will be key to be able to access a greater number of unique users. We refer to different platforms, channels and digital media.

Quae will be developing a platform that will focus on putting a lot of emphasis on its relationship with customers, which is key to the activity of the application, in order to get the most out of all the digital tools and utilities.

Defining what will be our income path with Quae will be one of the strong points of analysis of this Business Model, trying to establish a business plan that allows us to get the most out of our digital activity.

Defining which resources are key in Quae (differentiating between asset types), in addition to different points or platforms of sale, and which activities are also basic (relationships, product and service quality, and our digital suppliers) are the next two points of analysis within the model.

In order to offer a product associated with a service, and that is extensive and covers the greatest number of possibilities for the user, it will be key to forge a network of strategic alliances in order to

create a business network with these third companies that allow us to offer as many solutions and options for the choice of the customer.

Establishing a clear and concise cost structure, where we can see what expenses we will face at the time of founding and starting with the development of Quae will be of vital importance to be able to know first-hand in which parts of the corporate structure of our company we have invested and in which we should finance more in order to have a compensated and sustainable economic balance.

Source of competitive advantage

That is our added value, to create a complete experience when using our platform, and not a simple search and purchase process that does not allow you to extract the maximum possibilities from your plan. Quae has the ability to be a threat in the market, an innovative and competitive idea, as it counts with a variety of assets that have not been put together yet in the market.

This organization has the ability and competitive advantage of facilitating tourist journeys and making booking processes faster and easier. Within the Quae platform, the promotion of experiences and the instant accessibility to enjoy those, demonstrate how it is a competitive advantage that not many companies in the sector can compete with.

Quae will be creating commodities while visiting a destination. The main goal of the digital development of the web and the application is to create an easy booking journey, the ability to access many activities on a destination or place where the user is not familiar, and at the same time with the possibilities of ensuring that each possible product is well rated or not by previous users.

The opportunity to create your own itinerary and save it on the agenda proportioned by “Quae”, is a commodity that will allow users to organize and book more plans, while saving time and money, as the best deals and opportunities will be offered in the application or the web. This offers the opportunity to activate the notifications of the app that will be used as a reminder in order that the itinerary is followed, and customers do not miss out.

Expected profitability

Establishing a clear and concise cost structure will allow us to have a solvent financial forecast to be able to cover the costs that we will have to face in the birth and early developmental stages of Quae. It will be of vital importance to be able to know first-hand in which parts of the corporate structure of our company we have invested and in which we should finance more in order to have a compensated and sustainable economic balance.

Additionally, the main operational expenses will be the labor cost, the engineering cost, including the software and the distribution channels, due to the fact that the company will be avoiding high fixed costs such as rent, electricity or transportation, this will benefit the margin.

3. Business Description

3.1. Business model concept

8. KEY PARTNERS - OTA's. - DMO's. - Local commerce (horeca). - Events organizations (sport clubs, theatres). - Local tours organizations. - Cultural institutions. - Organizations of touristic interest.	6. KEY ACTIVITIES - Create an international platform to promote attendance at linked events. - Improve and facilitate customer journey. - Enhance local commerce visibility through strategic alliances. - Create complete experiences. 7. KEY RESOURCES - Tourists - Restaurants - DMO's - EMO's	1.VALUE PROPOSITION - Comfort while being in a specific place. -Making experience more adaptable and accessible to the will of users. -Create an easy booking process for all kinds of events and indirect services. -Develop a review forum. -Facilitate accessibility. - Help on customer itinerary organization.	4. RELATIONSHIP WITH THE CLIENTS - Personalized customer service. - Possibility for reviewing and commenting about experiences. - Customer follow-up. - Promotional offers. - Itinerary development possibility 3. CHANNELS . Web platform. - App. - OTA's (Online travel Agency) - Partner Channels. - Social Media.	2. CUSTOMER SEGMENT - Leisure. - Families. - Men / Women. - Customers on an age range that goes from 20 to 55 years old. - Low cost / Luxury travelers.
9. COST STRUCTURE - Technological setup and software running cost. - Personal costs (salaries for permanent employees) + Operational costs (office + work material). - Advertising and Marketing campaign.			5. REVENUE STRUCTURE - Advertising. - Premium Customers. (loyalty program) - Commission from key partners.	

Table1: "Quae" Canvas Model

Source: Own elaboration based in Canvas Business Model

According to Amit and Zott (2015), “a company’s business model is defined as a system of interconnected and interdependent activities that determines the way the company “does business” with its customers, partners and vendors. In other words, a business model is a bundle of specific activities conducted to satisfy the perceived needs of the market, along with the specification of which parties conduct which activities, and how these activities are linked to each other. “

Quae’s value proposition is to create a complete experience by creating the most accessible and comfortable booking process for a customer.

Quae is a platform for all types of users. From the youngest to the oldest, Quae offers a simple, detailed and effective interface that allows everyone to use it without complications. The vast majority of society likes to enjoy diverse events in different categories, regardless of age, and that is why Quae is the tool we make available to all those who wish to be able to access more events more easily than anyone else. While it is developed to make it accessible to everyone, we emphasize the group of millennials, young people who want to make countless plans and move around in different places.

In terms of main target, people between 18 and 45 years old are those groups that have time and a medium purchasing power to be able to organize themselves with groups of friends, couples and family to go to different events or happenings, with the desire to go out and enjoy any type of happening, from a soccer match to an exhibition in a museum or a theatre play.

The channels that will benefit the most, the development of Quae’s business model, will be the customized website and the App developed. As the channels represent the chain where the customer travels from intermediaries to the final purchase, this is why this business concept is focused on various external channels, as well. Social media will be one of our principal channels, as nowadays most of the publicity is done through apps like Instagram, Facebook or Twitter. This idea develops the possibility of reaching customers through texts, links and images. By social media Quae will be reaching a huge traffic of possible targets. Quae’s website, app and social media, will help to attract young customers, locals and tourists. As we may not attract the amount expected of tourists, some other distribution channels will be used. To reinforce the attractiveness for reaching more tourists, OTA’s and other partner channels as meta search engines, will be used for increasing tourism attractiveness.

This organization will focus on our customers and create the easiest path for users to have the best customer journey and experiences within the places visited and recommended through Quae. Something that cannot be missing in this organization, is our customer centric culture. The relationship with customers will be also ensured by review forums, promotional offers and customer follow-up with the customer service possibilities offered.

Quae provides accessibility to the purchase of cultural, sports and gastronomic activities, plus tourist aids such as geolocation, reviews and the most economical use of the city. Our most valued resources are the possible activities that any tourist can do in a destination. Every local commerce, sport or culture events organization, museum or leisure products can be included as products that will be offered on the app.

3.2. Literature Review: History and points of interest

On the following literature review, a brief history background will be explained, together with the importance and development of technology, and how both, events and technology, connected with time. According to Bladen et al. (2012): Events, in the form of organized acts and performances, have their origins in ancient history. Events and festivals are well documented in the historical period before the fall of the Western Roman Empire (AD 476). They have an important function within society, providing participants with the opportunity to assert their identities and to share rituals and celebrations with other people (Bladen, Kennell, Abson and Wilde, 2012). This fact was really relevant and meant a change of perspectives. Peter Robinson et al. (2010) argued that “as society started to create towns and social systems, event venues became an intrinsic dimension of the town planning process. Roman cities often included arenas and amphitheatres for shows and events, forums or marketplaces for trading and community events, and shrines and churches for religious celebration were also evident. As these facilities became embedded in social structures, they became a key part of town structuring and, in Europe and Asia at least, they are an essential aspect of the layout and structure of modern towns and cities” (Robinson, Wale and Dickson, 2010). Those are not the only effects that events history has delivered into our present.

Dimitrios Buhalis and Peter O'Connor (2015) stated that “the event concept comes from past traditions, special religious holy days have been celebrated, planned as events, for example, Christmas and Easter. Sovereign rulers and other leaders have often organized events as a way of controlling the public, as was especially the case in the seventeenth and eighteenth centuries. In modern society, it

may be argued that traditional religious and national festivals are no longer viewed as the key focus for community celebrations. Modern western society instead tends to create events which celebrate individual milestones, anniversaries and achievements. Birthday parties, wedding celebrations and house warming parties are all ways in which we get together. These days, events are considered to make a key contribution to the cultural and economic development of the countries that hold them.

According to Baldent et al. "Events can have a major impact on the development of cultural tourism in the host communities" (Bladen, Kennell, Abson and Wilde, 2012). Events are a curious hybrid of old and new. They can be traced back to early history, when communities would gather for religious worship and celebration. Of course, these were not considered events at the time. (Robinson, Wale and Dickson, 2010). The scale and scope of the event industry have grown significantly in recent years with increased professionalism, new innovations in event education, and a wider recognition of the event industry's political, social, cultural, economic and environmental impacts. Events today touch all our lives, and it is important to recognize the full range of organizations within the event industry and move beyond its close affiliation with the tourism industry. Every business sector relies upon the events industry for meetings, conferences and product launches. The non-profit sector utilizes events for fundraising and awareness-raising purposes. (Robinson, Wale and Dickson, 2010). The modern event industry is synonymous with innovation - new ideas to create increasingly impressive events using state-of-the-art production technologies. Events also are often consumed by strong emotional attachments that are linked to the past through ritual, nostalgia and tradition. An event that does not have these is likely to be in search of them. At the same time, the event will be expected to provide a financial return on its investment and ensure that it is novel. (Robinson, Wale and Dickson, 2010)

The internet refers to a collection of computer networks which allows unlimited numbers of users to share information worldwide. Before the internet, travel often involved extensive efforts. To select a destination, people took inspirations from sources limited to family, friends, travel magazines, and books. No comparison websites existed, and people had to visit different travel agencies to collect information on different deals to determine the best offers. Information on hotels was not available and each decision represented a high risk.

Thus, group travel and packaged services offered by travel agencies were popular modes of travel. Flexibility during the trip was very limited. Tourists normally followed what was planned to avoid

additional costs and troubles. (Warf, n.d.) This all changed with the introduction of technologies to our lives and facilitated tourism.

This is why the significant achievement of tourism goes hand in hand with the rapid development of information and communication technologies (ICTS), including the internet, wireless networks, smartphones, and so on. (Warf, n.d.) The events industry, which could be introduced in the tourism industry, has been affected by ICT's as well. Information Communication Technologies (ICTs) have been transforming tourism globally. ICTs empowers consumers to identify, customize and purchase tourism products and supports the globalization of the industry by providing tools for developing, managing and distributing offerings worldwide (Buhalis and O'Connor, 2015). ICTS enable instant communication and information dissemination at almost no cost and have become an integral part of consumers' lives and businesses. Tourism is one of the fastest growing sectors of the internet, with travel search and purchases being among the most popular activities performed online.

The mutual influence of tourism and the internet has led to the creation of electronic tourism (e-tourism) in the late 1990s. The concept of e-tourism has evolved considerably over the last two decades and has given rise to related concepts, such as mobile tourism (m-tourism) and smart tourism (s-tourism). (Warf, n.d.). E-tourism and the Internet in particular support the interactivity between tourism enterprises and consumers and as a result they re-engineer the entire process of developing, managing and marketing tourism products and destinations. (Buhalis and O'Connor, 2015).

According to Sharma (2010) "The creation of apps, goes linked to the connectivity between ICTs and tourism, as mobile apps are very profitable for the industry. Mobile applications (apps) have been around since the late nineties and the apps stores have been available for quite some time as well. Operators have been offering content and applications on their app stores for most of the last decade. First, it fundamentally changed the revenue model in favor of the developers. Second, it brought more developers into the ecosystem, the creative elements in mobile advertising has seen a significant improvement on platforms such as the iPhone and Android and made the ads more engaging for the consumer and rewarding for the advertisers. We are also likely to see the increase in the sales of virtual goods (Sharma, 2010). The tourism and event industry need constantly connecting with

costumes, and apps breed connectivity. It is a given that as consumer electronic devices become wirelessly connected, consumers are looking to download apps on those platforms. (Sharma, 2010). This is why apps demonstrate that the future of e-Tourism will be focused on consumer centric technologies, and essential for the sector to ensure that the new sophisticated and experienced consumers are served (Buhalis and O'Connor, 2015).

3.3. Strategy and competitive edge

Quae's competitive edge is seen by how we found different ways of uniqueness in the marketplace. In today's market we can easily see how companies can mimic products from competitors in terms of advantages and attributes that they offer.

New buyers tend to stay with what is easy to manage and what they know, this is why, by being unique in the market, due to the fact that no one offers the variety of things that Quae is offering, this will give a competitive advantage over other organizations that offer less experiences.

A clear competitive advantage for "Quae" is the variety of possibilities available within the same app. Because "Quae" can work as a gastronomical guide in a city, but it is not just that. Quae can also work as a booking engine for concerts, museums, sports events and any fun entertainment activities in a city, but this is not its unique role. Quae can help you to choose the cheapest and faster journey possible, but it has more to offer in the customer journey.

Quae is the ultimate app for tourists and locals that will help any user to do a better use of each destination and also help local commerce to increase their occupancy. Not to forget, how Quae will ensure the best possible option for users, by having the accessibility to a large amount of information, and review forums that will help to decide the best possible experience.

Our strategy is based on the all-in-one. We are not more competitive than other platforms in the market because we offer a similar product or service, but because we offer, within that product, a wide variety of alternatives and additional tools that make the experiential circle much more effective and profitable than a search for experiences in any of the other platforms or search engines. Our strategy and competitive advantage are in that key concept: not to give something different, but to give all the possibilities with a big commodity and accessibility.

3.4. Mission and objectives

The objective of this company is to allow users, both locally and internationally, to easily, clearly and safely find the events they want, to fulfill the mission of creating the most comfortable experience by facilitating any booking process and providing a deep variety of possibilities. Helping the self-developing of their own itineraries with the tools and recommendations provided. We will centralize our objectives on financial, operational, innovation and customer relationship analytical selection.

Financial

- Ensure financial sustainability
- Cash- flow management
- Grow shareholder value and profitability
- Maintain monetary benefits

Operational

- Sustainable operative activities
- Promotion of ecological experiences
- Reduce costs

Innovation

- Differentiation in the market
- Investment in digital innovation
- Creation of new experiences

Customer relationship

- Improvement of customer service
- Review forum to ensure excellence
- Develop customer centric search

3.5. The entrepreneurial team

Quae's management team or staff will mainly consist of the founders and creators of this start-up and two more additional staff members, as essential support. As is usual, a start-up, in its most initial phase, has a reduced number of workers with which it is sufficient to start the project and create the basis for what is expected to be a larger company or enterprise in the future. Until then, the current

staff or management will combine their tasks with the help of external companies or employees, who will work alongside Quae's operation, providing solutions and results to our platform, but without belonging directly to the staff. Let's see what the positions will be when Quae is created and fine-tuned:

- Chief Executive Officer and Co-Founder: Ignacio Plans Morillo.
- Chief Operating Officer and Co-Founder: Mario Sensat Solà.
- Head of Marketing and Communications: TBA.

Quae's founders are an essential part of the daily operation. Not only do they provide the business idea and the entire business route for the creation of the business plan, but they also develop the most important management positions in the start-up.

The CEO (Chief Executive Officer), in addition to be the founder, is the visible face and greatest representative of Quae. While it is the task of both founders to create the company's business and future strategy, the CEO will be in charge of developing it more thoroughly in Quae's day-to-day work, seeking the best solutions and projects for the future. The selection process for personnel and executives also goes through his hands, since being a small company at the moment, there is no need for a human resources department. In addition, it is the basic pillar of Quae when it comes to seeking funding, such as investment rounds, or future partners.

The COO (Chief Operating Officer) is in charge of supervising and directing the operations in the systems and procedures of distribution and creation of the different products and services provided and launched to the market by the platform. In this case, he is also a co-founder, so in the first instance he must also provide the basis of the business idea, its entire founding process, and the initial investment plan. He will work side by side with the CEO with the objective of consolidating Quae as a solvent and forward-looking start-up. He will look for ways to improve the platform's product and service day after day, in order to keep Quae at the forefront of technology.

Depending on the type of company or start-up to be founded or created, different and varied professional profiles will be needed, both in terms of skills and number. That is why, knowing first-hand what Quae's expectations are, two people (the founders) are not enough to run the platform's operations. Quae is an app that seeks to reach as many users as possible. Nick Besbeas, former vice

president of marketing for the LinkedIn platform, said in an interview that *"today it is important to be present, to be relevant and to add value"*. If we want Quae, in addition to being launched, to be relevant to the market and relevant to the user, we have to promote it. That's why we need a Marketing and Communications Director, who will carry out the functions of promoting the platform in the digital area, making it known and making a name for itself in the different user channels. The marketing operations responsible will be working in the organizations marketing integrated objectives hand to hand with the founders, which will also collaborate on the following department.

On the other hand, and despite the fact that the profiles of the CEO and the COO are qualified to perform the following functions, in Quae we need a person who will be in charge of the finance and legal area (still not in the first years), and a subcontracted company that will help with the development and maintenance of the app and the web. The financial external body will have the vital task of carrying out the different financial analyses, both internal and external, in order to move forward the economic sustainability of the start-up. The legal area will also be among its functions, watching over the interests of the company and promoting that all legal aspects to which Quae is subject are on the agenda and comply with the legislation and ordinance in force at all times.

A small customer service team will be incorporated in order to ensure the right development of customers itineraries and the customer care ensuring in order to ensure loyalty.

4. Analysis of the Business Environment

In the following section, a deep description of the market is going to be executed. An extensive analysis of the market and the factors and conditions outside this business. The upcoming analysis focused on trends, factors and issues that the organization can not directly control. Also, an examination of the market and their major trends and characteristics together with the study of the competitive environment that the organization will be facing.

4.1. The market

As mentioned previously, this section will be analyzed by quantitative and qualitative methods, the size of the market both in terms of volume and value, also, within this analysis there is going to be an overview of the industry and a look on the market characteristics and major trends. An interpretation of the expected growth of the market and the possible segments that we can find, will be forecasted.

4.1.1. Market characteristics and major trends

Quae works together with the strong belief that by creating a project that will be following a blue ocean strategy, the organization creates a strong brand equity, it is a fact that creating a blue ocean strategy is linked to differentiation, by offering more value to customers. Quae's blue ocean strategy will be focused on analyzing some competitors with similar assets and then possibly eliminating or reducing some of the elements that the brand can consider too costly or unnecessary; at the same time the brand equity will be higher by the innovation and extras included on the products offered. This will be a strategic move that will help the brand to differentiate from competitors that offer similar products but have a lack of innovation. When the overall strategy is settled, the methodology will be perfectly aligned with the cost activity and the pricing.

Looking into the market that "Quae" faces, we can appreciate the use of apps in tourism. According to Wang Dan et al. (2011): "The market has changed, as in the past years there has been a technological evolution. Mobile phones have evolved to be smart computers (smartphones) supporting a wide range of information services that can be accessed anytime and from (almost) anywhere. With the increasing number of users and greater incursion into people's life, smartphones

have the potential to significantly influence the touristic experience” (Wang, Park and R. Fesenmaier, 2011). It is important to understand this change on the trends of the new markets.

As stated by Roy Want (2009): “Mobile phones have evolved in the past few years such that they have a variety of input capabilities, reliable and unlimited Internet access, and powerful location awareness function” (Want 2009). When talking about tourism, it has changed as well. This relates to the larger idea that Wang Dan et al. (2011) on how “it is apparent that the increasing penetration of mobile devices in people’s daily life and in businesses has had a strong influence on society and revolutionized the major trends. Therefore, it is posited that these changes in daily life directly lead to significant changes in travel behaviors as the unique features of the travel context. The implications of these changes are significant and suggest two important changes on the way of developing businesses. The first stream focuses on the influence of mobile devices specifically on travel planning. Due to the ubiquitous nature of mobile devices and the incredible depth and breadth of innovation of mobile apps, and as a result, travelers' decision-making schema may also change. On the other hand, we have the interaction of travelers' use of information services available on mobile devices and the development of information services. The penetration of mobile information services in travelers may induce greater use of mobile information services in the travel context, which in turn, may result in important changes in the relationships between travelers, the destinations they visit and businesses” (Wang, Park and R. Fesenmaier, 2011). This demonstrates how there has been a significant change on the market characteristics and some of their biggest trends.

4.1.2. Size and expected growth

As indicated prior to COVID-19 stated by the World Tourism Barometer and Statistical Appendix (2018): “Global international tourist arrivals rose 4 percent to hit 1.5 billion in 2019, based on data that destinations around the world have published. In Europe, there was a 4 per cent rise”.(WTBSA, 2018). The devastating effect of COVID-19 has left physical, moral and economic consequences. Tourism has been one of the most affected sectors by the pandemic. The fact that the sector promotes experiences by relations and presence signifies a major impediment for the growth of the touristic activity.

According to the UNWTO results, considering the evolving situation of this pandemic, it is difficult to make a complete forecast on how COVID-19 will affect the sector, any countries regulations and the security when travelling, have changed.

The United Nations World Tourism organization, states that “International arrivals fell by 72% over the first ten months of 2020, with restrictions on travel, low consumer confidence and a global struggle to contain the COVID-19 virus, all contributing to the worst year on record in the history of tourism.” (UNWT, 2020). This information leads the organization to approach the expected growths and the future size of the company, in three different ways, a positive and optimistic approach, a more negative and conservative approach and a moderate and realistic approach.

The UNWTO expects foreign arrivals to decline by 70 percent to 75 percent for the whole year of 2020, based on current data. In this situation, with 1 billion fewer visitors and a loss of US\$ 1.1 trillion in foreign tourism receipts, global tourism will have returned to the rate of 30 years ago. Because of the pandemic, this dramatic fall in tourism may result in an economic loss of US\$ 2 trillion in world GDP. This economic forecast makes touristic companies to expect the worst, and act conservatively.

In this project, intensive and comprehensive financial analysis will be performed. Similarly, after reviewing the months necessary to start the venture, as if circumstances keep developing the way they are, this organization will begin operations at the end of the second quarter of 2021. It has been studied and predicted that the company's expansion will increase at a considerably low rate. Taking a more conservative approach and forecasting that the global vaccine development takes more time, the beginning of operations will begin later at the beginning of the fourth quarter of 2021. A mid-range approach will be conducted as something in between both approaches, the following one would be, between some of the strongest months of the year, between July and August of 2021.

4.1.3. Segments

Customer segment management has become a leading business strategy in a highly competitive business environment. According to Jonghyeok Kim et al. (2003): “*Customer segment management can be viewed as ‘Managerial efforts to manage business interactions with customers by combining business processes and technologies that seek to understand a company’s customers’*” (Kim, Suh, & Hwang, 2003). In the tourism industry the market is really heterogeneous, this is why doing a deep study of the segments that the organization wants to target is really important.

As stated by Sara Dolnicar (2008): “Market segmentation is the strategic tool to account for heterogeneity among tourists by grouping them into market segments, the benefit of market segmentation helps tourist’s organization for being able to specialize on the needs of a particular

group and become the best in feet for each group” (S. Dolnicar, 2008). These targets can be categorized into three main groups of variables: demographic, geographic and psychographic/behavioral. The three groups will be described and studied in this section.

Geographic Segmentation

According to Gillian Martin (2011): “The geographic segmentation signifies a market divided by location. Geographic segmentation is based on the belief that consumers who live in the same region share some related wants and needs, and those wants and needs could be very different from the consumers who are living in other regions of the world. Despite its meaning, geographic segmentation may differ from area to area” (Martin, 2011). This is why, in the tourism industry it is really important to perfectly know the geographic segmentation of your clients.

When analyzing the geographic environment, we must first understand the ideas that have to be linked the language with which the website and the application will be developed, with the geographic segments that will be targeted. Land-owners from English speaking countries will be our main target as Canadians and Americans represent a big target, when talking about almost any touristic product, also by using English in our communication team, Quae will be reaching a big audience. Land-owners from French and Spanish speaking countries will be analyzed as a target too, as by introducing the possibility of offering the ability to communicate to this target, Quae will be winning a competitive scope. With those targets a big part of the European market will be targeted together with a big part of the American country.

Demographic Segmentation

The demographic segmentation consists of demographic factors such as age, ethnicity, nationality, occupation, etc. Therefore, with these variables in mind, the organization will study what profile of customer to choose. According to Gillian Martin (2011): “Demographic segmentation aids the organization in understanding consumers and how to satisfy their wants and needs (Martin, 2011). Carefully analyzed and with data corroborating our willingness to make everyone’s touristic journey easy to the wide majority, the market targeted will be considerably large. The age range targeted will be a significant sample, as the usage of technology and the accessibility is really easy to find by any group age, this is why the overall range goes from generation X to generation Z, so it covers an average age range that goes from eighteen to almost sixty years old, without considering the gender, as it can be equally represented.

Psychographic and Behavioral Segmentation

The psychographic segmentation will be developed to correlate personality to the brand. Psychographics is classified as “the study of personality, values, attitudes, interests, and lifestyles.” Our organization strategy will focus on the need to know our consumers habits to effectively connect with them. Also, we will be doing segmentation based on consumer behavior. By carefully analysing those matrices, an overall conclusion was taken, and seen that the biggest behavioral factor that will be a common characteristic of the customers target, is the fact that customers that are willing to enjoy these products are customers willing to travel, to learn, explore and encounter new adventures and experiences.

4.2. Competitive environment and sector

According to Gregory Dess et al. (2005): “Competition has proved to be a critical force in the operation of various organizations regardless of their industry of belongingness” (Dess, et al., 2005). The use of Porter’s five forces model will reveal Quae’s strongest competitors and the competitive environment that the organization will be facing. Dess also stated that *“globally, the use of Porter’s Five Forces model involves a continuous process of environmental scanning and monitoring as well as obtaining competitive intelligence on present and potential rival organizations”* (Dess, et al., 2005).

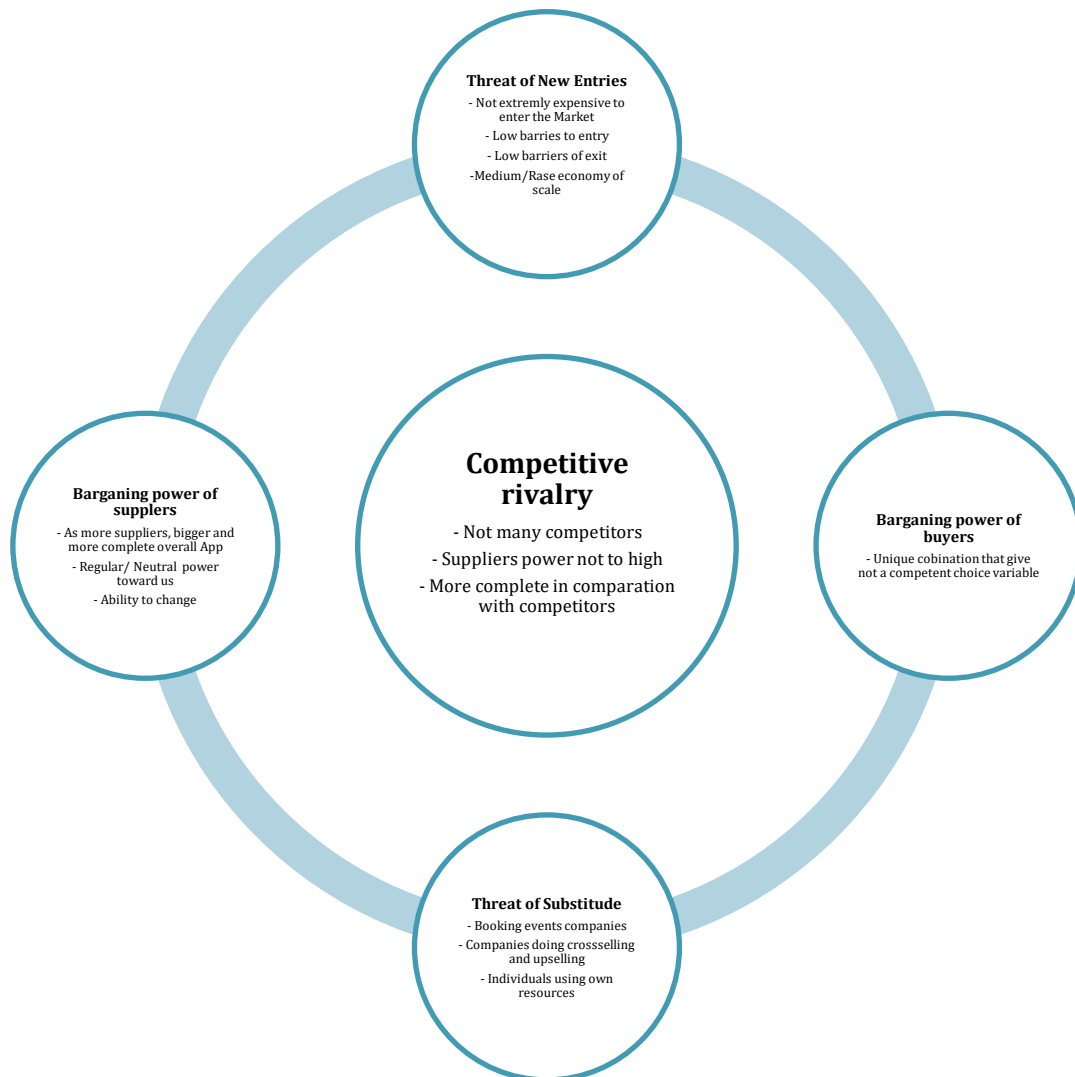


Image 1: "Quae" Porter's Analysis
 Source: Own elaboration based on Porter's Business Model

4.2.1. Competition – current and new entrants

According to Karagiannopoulos et al. (2005) "both potential and existing competitors influence average industry profitability. The key concept in analysing the threat of new entrants are the entry barriers" (G.D. Karagiannopoulos, N. Georgopoulos and K. Nikolopoulos, 2005). This leads to what Pringle and Huisman stated (2013) about how "analyzing new entrants is important, as new entrants bring to an industry a new capacity and a desire to gain market share that puts pressure on prices, costs, and the rate of investment necessary to compete" (Pringle and Huisman, 2013). Considering the business concept of this organization is really new and competitive, Quae considers that a part of the business plan can be focused on a blue ocean strategy, due to the different variety of aids that Quae proportionate to the user, this makes it really hard to find existing rivalry that directly competes for all of the same resources.

As previously mentioned in Porter's five forces analysis, there is a medium rising rivalry among existing competitors that have similar approaches to developing related experiences or products. The most concerning competitors at the moment are; Civitatis and Viator who both offer some similar categories of products.

On one hand, Civitatis is a digital organization focused on providing products for the overall tourism industry. Its products are categorized into two lines of business: tourist guides and complementary services such as hotel reservations, and programmed excursions. On the other hand, Viator provides an online help for finding, and booking any kind of tours and travel experiences either traditional of the destination or normal travel experience. Both, Civitatis and Viator, operate in thousands of destinations, according to Civitatis, around nineteen hundred destinations, offering experience in a price range that goes between thirty to two hundred euros, in order to complement a trip.

Taking the following consideration, Civitatis for instance, is arguably one of the biggest organizations when it comes to complementing a trip. As the organization described before does not operate the same way as Quae, there is a huge difference in the competition that Civitatis will suppose to Quae than the competition that generates on Viator.

Quae is not just an online platform for booking tours, Quae provides the possibility to attend events in a destination, such as sports events, that are one in a live experience. Also, it provides the useful help of being a culinary guide and transport recommendations for those who are not specifically familiar with the destination.

Quae gives the opportunity to customers to see opinions of others that have experienced any product that the organization provides, and also facilitate the organization of the itinerary of the trip. In resume, Quae's most valuable asset is the fact that the aim of the organization is not just to compliment on a trip but making unique and comfortable experiences for any user. This last statement demonstrates how this organization can differentiate us from other competitors that offer different options within the tourist sector.

Since there are not many competitors with the exact same service in the hospitality industry, the entry level is low, although there is still some competition in some aspects where the business operates.

When analyzing the barriers of exit, the business idea that Quae tries to develop is to create short term contracts with some of the local retailers that can offer the products that adjust to what the company wants to offer and with this create a win-win situation for the retailers and for the organization. Those short-term contracts will be conducted to small retailers, so outsourced services have the right to exit the market if needed, and the exit barrier stays at the low scale. When talking about bigger corporations that can generate a big number of events or provide popular and wanted products, the exit barriers will be started higher so Quae can benefit from those assets.

On the below table, there will be conducted a SWOT analysis in order to briefly see the development of the business strategy of “Quae”. According to Asghar Sabbaghi and Ganesh Vaidyanathan (2004): “A SWOT analysis is an effective framework for analyzing the Strengths, Weaknesses, Opportunities, and Threats of an organization, that helps to address the effectiveness of a project planning and implementation. The overall analysis is to see the strategic planning field that is concerned with the content and the objectives of the project, and with identifying the right things to do” (Sabbaghi and Vaidyanathan, 2004).

SWOT ANALYSIS

Strengths: <ul style="list-style-type: none"> - Focused, new and complete business idea, with clear strategies. - Low initial capital requirement. - Loyalty programs and discounts that generates attractiveness to customers and keep them loyal. 	Weaknesses: <ul style="list-style-type: none"> - Creating a spot on the market and developing an internet reputation will be hard. - Lacking in technology skills and social media presence.
Opportunities: <ul style="list-style-type: none"> - Creating loyalty with customers in order to become the users first choice. - Technology creates the possibility to reach more users. - New initiative. - Co-branding and aligning with local retailers. 	Threats: <ul style="list-style-type: none"> - Dependence on outsourced companies and retailers' partnerships. - Competition imitating our initiatives. - Fluctuation of fee charged.

Table 2: "Quae" SWOT Analysis
 Source: Own elaboration based on the SWOT analysis

PESTEL ANALYSIS

Because of the need to analyze the macro environment that the company will be facing, a PESTEL analysis will be conducted on the graph below. According to the blog "Professional academy" on behalf of marketing theories, it was stated that "PESTEL is a framework that can be used to analyze how external political, economic, social, technological, environmental, and legal factors affect trail management" ("Professional Academy", 2018).

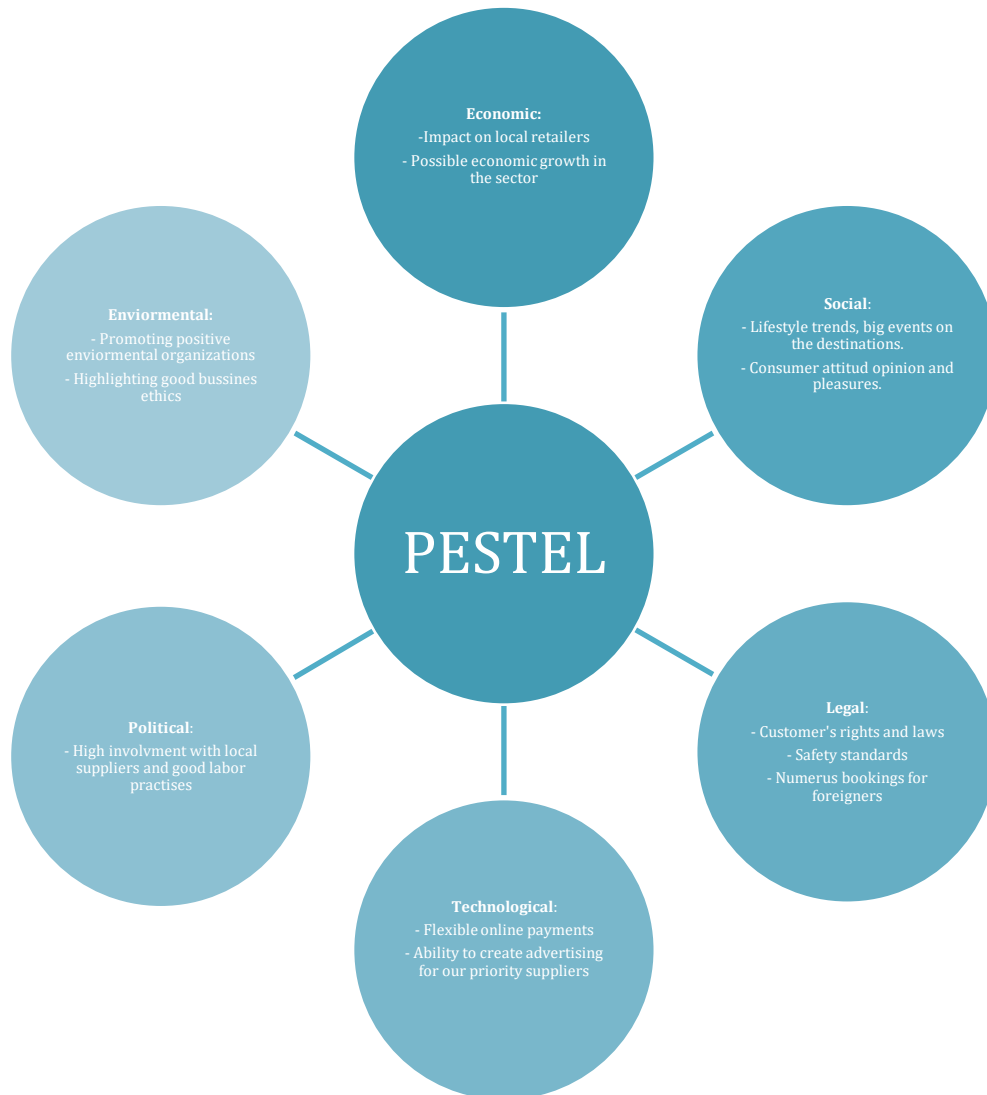


Image 2: Quae PESTEL Analysis
 Source: Own elaboration based on the PESTEL Analysis

4.2.2. Suppliers' bargaining power

The aim of this business project is not to create any kind of events or tour, but rather to outsource all the logistics movements to well-known companies and local businesses in order to create more trust towards the users, and at the same time develop a good relationship with local assets.

Since the tours, events and gastronomic experiences would be done by outsourced companies, the ability to be substituted or replaced is considerably low or not as high as in other products. Therefore, some of the preferred suppliers would be having strong relations towards us, since depending on how much each partner is willing to spend on publicity within the app, this will guarantee a higher possibility of being booked by our customers.

4.2.3. Clients' bargaining power

When trying to compete in a market, launching a new product or in response to react to the market trends, the strongest power that the clients can exert is to lower prices, which for instance, by offering discount codes and reduced prices when booking with Quae will create a competitive advantage.

Buyers can also demand higher privileges of services or products, like access to VIP spaces for example, by creating those possible experiences within the actual experiences and increase competitiveness by forcing different companies into price wars, this develops competitive advantages for Quae.

4.2.4. Threat of alternative products/services

Alternative substitutes are not a high threat for "Quae". Due to the fact that this idea is born from an innovative initiative and the barriers of entry are different from the ones found in companies like Civitatis, which is the existing market. Although the possibility to have more existing alternatives copying the services or products in the near future is reasonably high. Alternative products such as regular booking tours in destinations or designated events of a city are found on a high level, since it is some of the main services that will highly satisfy our target market.

Not to forget, local companies and retailers that offer local tours or private events for citizens to access experiences that may not be as accessible for tourists. Lastly, the high threat to this kind of service is all the business travelers that are not willing to be involved in any experience in the destination, this is why the gastronomical guide and reviews for making the decision-making process for this target of tourists. Considering that the number of people traveling nowadays on a low budget is higher, and this has also been seen on the survey conducted explained below, this fact could affect the budget expended on tours or events, and with this, the use of our app, this is why we could be substituted by not booking any experience at all.

5. Marketing Plan

5.1. Target segments and key success factors per segment: Quantitative & Qualitative analysis

A survey of potential future customers was conducted through Google Forms in order to collect information and understand the needs of the potential goal of respondents to obtain information and insights into this business concept. A total amount of 158 surveys were answered, out of this sample of data, it has been tried to get data from different nationalities, so the geographic segment was bigger and with that, the understanding of different types of customers. Moving forward, "Primary Data" was used to gather information of how customers feel, while traveling and booking experiences inside a destination, this will help to know how to respond to our customers' needs.

A pilot study has been conducted in order to generate the essential information for the company to start analyzing the different customers profile. According to Abu Hassan et al. (2006): A pilot study can be defined as a 'small study to test research protocols, data collection instruments, sample recruitment strategies, and other research techniques in preparation for a larger study. A pilot study is one of the important stages in a research project and is conducted to identify potential problem areas (Abu Hassan, Mazza and Schattner, 2006). Following the data collection of the pilot study conducted, some conclusions were taken.

This quantitative study will be realized in order to analyze the customers opinion and the tourists conduct. The takeouts of the study will be a help to the organization in the decision-making process of creating or not different sections within the app, the working scheme of the company and the segmentation of the market. Also, this quantitative matrix will help to understand and know more the target customer and create loyalty and engagement to keep fidelity.

To introduce the survey there will be displayed some key parts from the study.

Range of Age

158 Responses

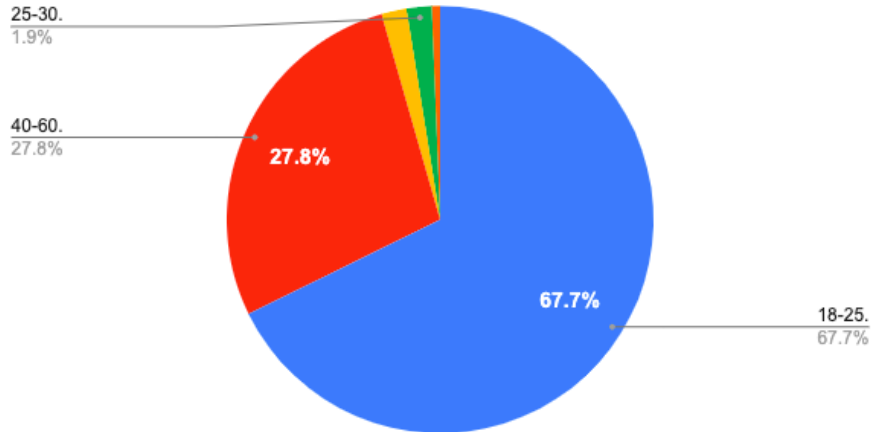


Chart 1: Pie Chart – Distribution of the population per age
 Source: Own elaboration from Google Forms

Gender

158 Responses

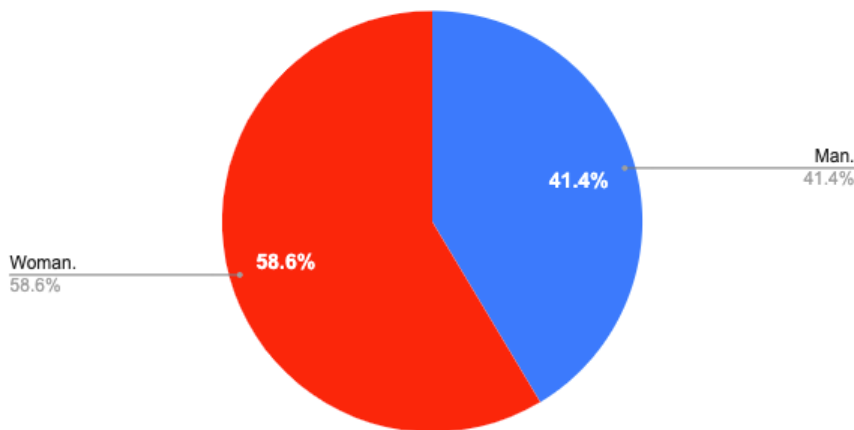


Chart 2: Pie Chart – Distribution of the population per gender
 Source: Own elaboration from Google Forms

As seen on the first two graphs, it is noted that 58.6 percent of the interviewees were females and 41.4 percent were males, according to the respondents' replies. Nearly 70% of them were in the frame range of 18-30 years, as stated in the second graph. The demographic characteristics tried to be as dispersed as possible, as we can see how the range of age varies, and there is also a representative sample of the group that goes from 40-60 years in the frame age. This helps to develop a deeper understanding on the future analysis of customers of different age groups.

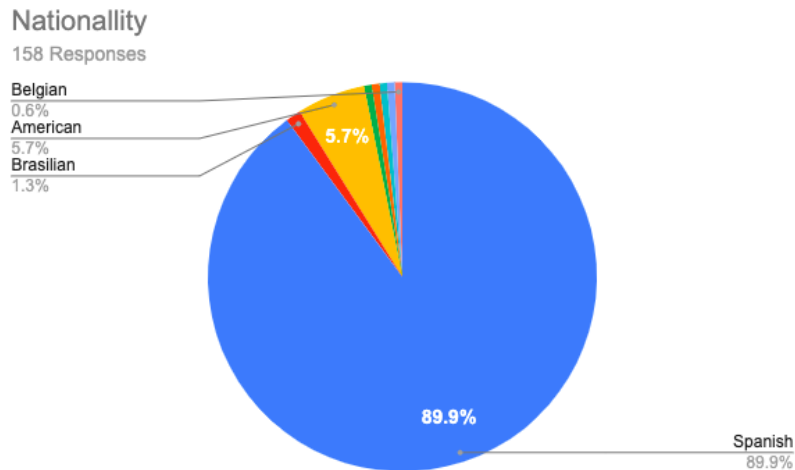


Chart 3: Pie Chart – Distribution of the population per Nationality
 Source: Own elaboration from Google Forms

When asked about the nationality for our survey, we tried to reach as many countries as possible, in order to reach the biggest number of geographic segments, due to the fact that the survey was conducted in Spain, mostly, the Spanish population represents the biggest sample. This chart is in part useful because we have ten percent of respondents that represent more nationalities.

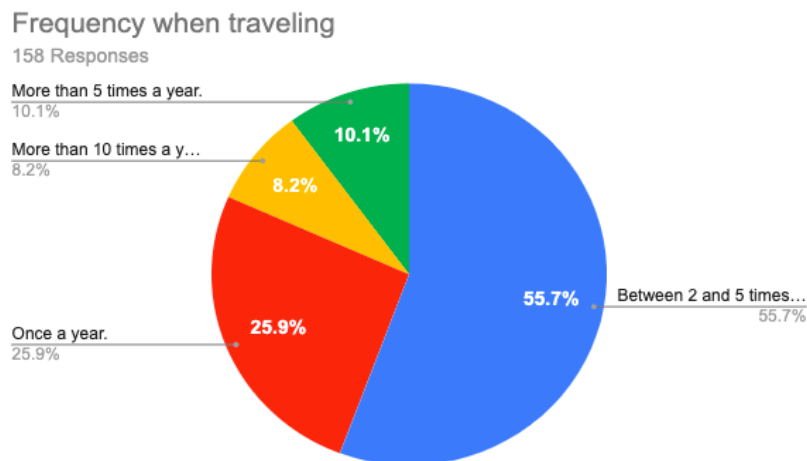


Chart 4: Pie Chart – Frequency when traveling
 Source: Own elaboration from Google Forms

This chart is really interesting to the business proposal of the organization, due to the fact that a customers that travel between two or more times a year represent 74.1% of the segment, a loyalty program will be really representing this market share, and even though if they are not interested in

enjoying the program, with this data, and the possible development of tourism after the pandemic, those are good figures for the overall sector.

Would you use an app that could help you to know all the events in a city and make all kinds of bookings?

158 Responses

I think it already exists

5.1%

Maybe.

12.7%

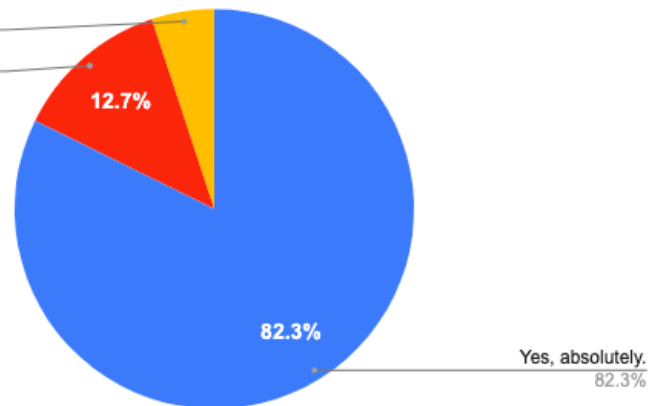


Chart 5: Pie Chart – Market Awareness and willingness to use the service
Source: Own elaboration from Google Forms

The following data is really interesting as 82.3 percent of respondents will regularly use this service, as shown in this graph, which represents a big segment on a diverse psychographic sample of possible users that have the needs that “Quae” can solve, while traveling or in their hometowns. This is a powerful tool in order to develop the possibility of the loyalty program, as seen on the following graph:

Would you use a loyalty program for this kind of App?

158 Responses

Depending on the subs...

35.0%

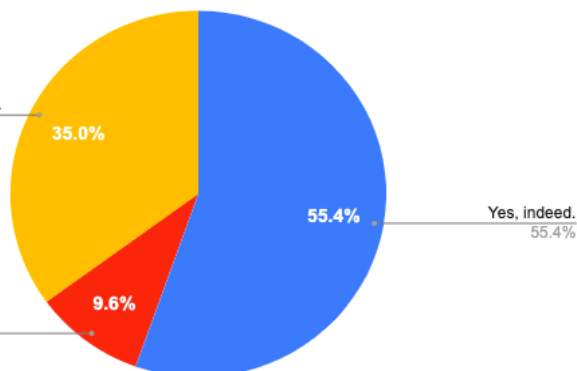


Chart 6: Pie Chart – Loyalty Program Chart
Source: Own elaboration from Google Forms

More than half of the responders would be interested in the possibility of joining a loyalty program. We can appreciate that 35 % of the responders are price sensitives and this is probably due to the fact

that contracting a loyalty program when traveling twice a year, and with the COVID-19 situation can be seen as an unnecessary expense. This is why our loyalty program will be following a structure of accumulation of points in consideration with the expenses done with experiences that the app offers.

Customer Budget on events and tours, when traveling

158 Responses

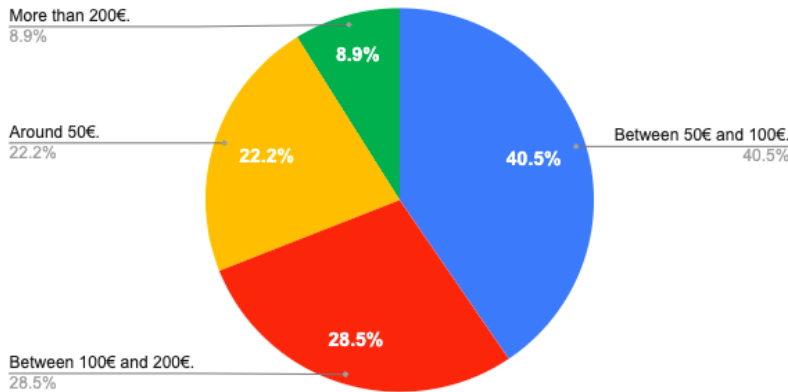


Chart 7: Pie Chart - Customers Budget
 Source: Own elaboration from Google Forms

A large number of respondents agreed that they spend more than 50 euros per person when travelling, more than 77% of the respondents agreed on how they spend this amount on touristic attractions and events. Those budgets do not include the economical quantity expended on meals and restaurants. If we encounter the amount per person spent on tours, plus the quantity that can be expended on meals, this signifies a big percentage of the overall budget of the trip. By offering discounts and our loyalty program, and with the fact that each user will be able to benefit from the app as they will be accumulating “points” for each reservation made, this will signify a significant advantage for customers to have a more economic trip with the possibility of enjoying numerous experiences.

Do you think the reviews are useful when booking an event?

158 Responses

No, they are manipulated.

3.2%

No, it is not useful to me.

10.1%

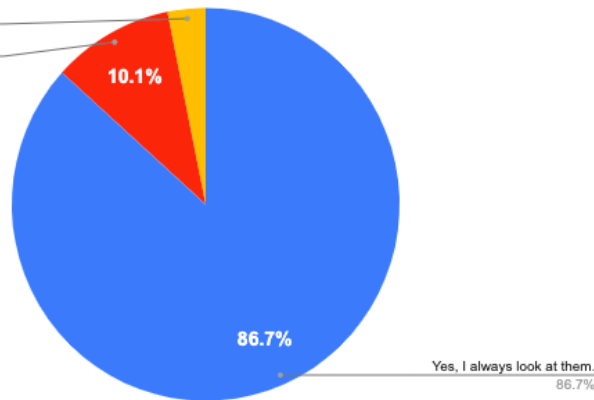


Chart 8: Pie Chart – Reviews Usage
 Source: Own elaboration from Google Forms

When it comes to choosing between two or three different options, the ability of having access to reviews, can make the decision process easier. The fact that reviews are really useful and that almost eighty seven percent of the responders have agreed that they use those, “Quae” has chosen to create a small section for reviews of each experience, tour or restaurant. Reviews will also be highly controlled in order to avoid any fake opinion or review.

To conclude, after analyzing the answers by the above survey conducted. It is clear that the reservation process outside customer residences and the exploration of new experiences are challenges covering nearly almost all of the travelers surveyed during their respective journeys. By creating the opportunity for customers to access the most popular and best reviewed tours and events, we give the customer an advantage in order to reduce time on the choosing process and ensure a future overall experience.

In addition, it is noted that if loyalty schemes and promotional deals are included, clients will use this service more frequently because the consumer is able to make the most of the tourism experiences by visiting a destination with the opportunity to access all sorts of experiences. As mentioned before, the loyalty program will be a large scheme that will create discounts in correlation to the bookings that users do, plus a small fee charged monthly, trimestral or yearly, depending on the customer choice.

Furthermore, the frequency when traveling and the budget expended on a destination lets the organization create a customer journey map that develops a competitive advantage in order to be a powerful tool for customers to squeeze the most out of their trips. It has to be noticed the fact that the budget expended in meals is not always analyzed when creating an estimation of the overall cost of the trip, this is why good deals can be found in the app in order to create a more affordable and unforgettable gastronomical journey. "Quae" offers the opportunity to access information of a destination in order to experience the best possible products and experiences, provided by locals, and avoiding the creation of products for only tourists.

A really positive tool that will be applied after viewing its success, is the application of a review forum, as a significant number of responders have agreed that the possibility of looking at reviews is a thing that customers do when trying to decide on booking an experience or not.

To summarize, this quantitative analysis has helped the company to create the possibility of enjoying a loyalty program, the creation of a review forum, and also aided with the overall segmentation and pricing strategy that will be further developed.

5.2. Positioning strategy

The principal objective of Quae's positioning strategy is to project an attractive identity for our target audience, and project a friendly and developed image that attracts tourists to promote an active use of the touristic activity and an utilization of this initiative project to help the healthy development of tourism. There will be numerous positioning strategies that will be absorbed into the company.

One of our biggest assets will be the ability to offer discounts in our loyalty program, it can be a useful tool in response to any possible competition. Caution will be needed, as offering discounts can be seen as a way of risk, since it can create a negative long-term perspective.

The promotion and selection of the activities that will be offered should be controlled and conceived as products of Quae's marketing plan.

This ability of our business to switch in adapting pricing to adapt to many different geographic areas, and a variety of customers' demands, will create a really competent adapted pricing strategy offering numerous discounts when booking the experiences several times or achieving the loyalty program.

An internal marketing channel that will be used will be social media, as when inviting people to use the app, mainly through this channel by using promotional codes or direct messages, it will highly increase the number of possible users and number of downloads per day. This will be a way of promotion that will affect positively to the company's margin, as the cost of creating this kind of marketing is not directly monetary but given with discounts. This will be a key way of attracting customers, as by giving some preferment products to customers that bring more customers is both a win-win situation, and a way of creating trust and loyalty within the users.

5.3. Marketing mix

According to Margarita Işoraité (2016): “Marketing mix means the product, distribution, promotion and pricing strategies to produce and carry out exchanges and achieve the target markets” (M. Işoraité, 2016). In order to create a competitive strategy, all the actions of the organization must be aligned. This is why the marketing mix analysis will be carefully conducted in order to follow that same marketing strategy for the target market. The elements of the marketing mix analysis are the key elements that the plan will focus on and with this, the organization will follow the best possible schemes and tactics in order to create a long term and successful plan of action.

5.3.1. Product and/or service strategy

Quae’s main goal is to become the best possible tool to facilitate the search and booking experience for people who decide to search for events and experiences outside their city or country, or for the local people themselves. This business goal will let them open their vision field and have accessibility for a type of events for which they previously did not have the necessary tools to know about.

Serving with a powerful booking process, to create a complete experience when using the platform, and not a simple search and purchase process that does not allow you to extract the maximum possibilities from your plan. Quae has the ability to be a threat in the market, an innovative and competitive idea, as it counts with a variety of assets that have not been put together yet in the market. This organization has the ability and competitive advantage of facilitating tourist journeys and making booking processes faster and easier.

We know that the market for search engines and event comparators exists and that there is some competition, but this is a new, disruptive and innovative product, which merges the traditional search

engine for events, activities and happenings with a travel planner inspired system by activities related to a travel agency and additional services such as horeca establishments.

Quae offers a service to search for events and happenings at a global level. Initially, the project consists of an implementation phase in cities with a minimum level of events and activities and complementary activities.

Quae allows users to see what scheduled events exist in a specific location and up to a maximum radius of distance. The platform is also a gastronomical guide of the destination, with a review section incorporated, that works as a review forum, so the experience is the idyllic one. This technology will allow you to create itineraries and programs so that users do not miss anything and can choose with time and comfort the events you are interested in attending in a specific location.

Quae is the ultimate application for tourists all over the world. This app shares the most memorable experiences on a whole list of the most visited places and cities. The Quae app opens the doors to the culture of many places, for all those who need to discover the visited destination. Both for locals or those who are traveling, Quae provides accessibility to the purchase of cultural, sports and gastronomic activities, plus tourist aids such as geolocation, reviews and the most economical use of the city.

A virtual assistant will be incorporated in the application, settled with all the explanations of the possibilities that the organization and the resources on the application offer. This assistant will be easily reached by having the possibility of texting with it on a 24/7 daily basis.

5.3.2. Pricing strategy

Quae's form of revenue will come from three different ways. From one side, from the sales made to users of the app, the organization will be keeping a small percentage of the overall sales or in consequence a small amount charged to the retailer. If the event is really big, "Quae" will have the possibility of selling a large amount of bookings, the commission will be smaller, as it means that the product is interesting for the app to keep in the system, and the revenue will be coming for selling a good quantity at a small fee. If the product is not a one-time life experience kind of product, such as a casual dinner at a restaurant, the percentage kept will be lower in comparison, depending on the development of the number of bookings in the future. To put in perspective a small-scale example will be revealed.

For instance, Las Arenas Festival launches a music festival in the city, and gets a significant number of bookings, at the same time a comparison is done to the Italian restaurant close by the city center, Restaurant Linos, which is a small and familiar restaurant with not an excessive capability, and then we see the Central museum. Those are the three products and the respective charges.

	Las Arenas Festival	Restarant Linos	Central Museum
Number of Bookings	120	5	10
Charge per Booking	13,5%	12,0%	13,0%

Table 3: Fee charged example 1
 Source: Own elaborated

The number of bookings for the festival is significantly higher than for the Italian restaurant and the museum, as it is a once in a year event, this is why the overall fee charged to each retailer will be different according to the amount of benefit that they can bring to the company. On the following graph we can appreciate how the fee charged is applied.

	Las Arenas Festival	Restarant Linos	Central Museum
Number of Bookings	120	5	10
Total users	120	20	20
Price per person	75,00 €	30,00 €	55,00 €
Overall Sale	9.000,00 €	600,00 €	1.100,00 €
Charge per Booking	13,5%	12,0%	13,0%
Quae's profit	1.215,00 €	72,00 €	143,00 €

Table 4: Fee charged example 2
 Source: Own elaborated

As stated previously, Quae will be charging a bigger percentage to the organization that has more possible margin per bookings, so products based on food and beverage will have lower percentage fee, per person.

On the other hand, the organization will be obtaining revenue by the promotion of companies within the touristic sector that want to access a bigger number of users. For instance, if a restaurant wants to attract more customers, within our app, Quae brings the opportunity of creating an advertisement

of the establishment that will be generated in the app when the users are looking for things to do in the destination.

This will be a really powerful tool for retailers and a really easy thing to implement, as Quae offers this way of advertisement, initially for free, and a monthly analysis of the cost per clicks, so the retailer understands exactly what he is paying for. Each cost per click will be discussed with each retailer as it will be directly related to the times that the ad is shown.

Last but not least, a loyalty program will be implemented in order to create brand identity and loyalty to our customers. According to the surveys analyzed previously, a 89,87% out of all the participants, are interested in a loyalty program, out of those a 34,8% are price sensitive and will be interested, depending on the price of it, this means that a 55%, which is a large amount, are interested on being part of the loyalty program. This analysis led to the conclusion that the loyalty program will have to attract all kinds of customers.

As customers that travel between two or more times a year represent 74% of the segment, a loyalty program will be really representing this market share, at the same time there is a 26% of customers that travels one time a year, this is why a fidelity program will be created in order to have numerous deals for the one trip that is conducted each year. Customers that travel between two to five times a year are the largest group as they represent 55,7% of the share, those are the ones who Quae need to attract as they are the ones that every time they travel, and at their hometown, can apply the discounts and use the organization tools. The ones that can be more interesting are the customers that travel more than five or ten times a year, that represent 18,3%. Those are the ones that have numerous trips and can use the most advantages that the loyalty program can offer. The overall benefit of the loyalty program will be represented on the financial plan, the price for it has been studied and an annual price of almost fifty euros yearly that will have the possibility of a trimestral subscription.

5.3.3. Channel strategy

The distribution strategy approach used by this organization will be the dual distribution, since e-commerce has changed the game of distribution, the overall marketing activity will be affected by the implementation of digital marketing. Since the products that the services offer will be indirect; where

mainly outsourced organizations will be acting and performing all types of products and events that will be promoted and described by “Quae” in a direct way.

According to Wind Jerry et al. (2002) “Among the most significant changes in the business landscape are the emergence of 'cyber consumers' and the cyber business-to-business world, as digital technology is changing the way consumers relate to products and markets” (W. Jerry, M. Vijan, 2002). This is why this organization has chosen a selective distribution strategy that will generate a more personalized and useful way of advertising and attracting customers.

When analyzing the channel costs, since Quae’s strategy will be complemented by the use of intermediaries, it is mandatory to forecast some certain costs that will be held by organizations like online travel agencies. A good example is how those intermediaries, for instance, need to be either paid by commission or periodically. As this is a good opportunity to do a trip, the promotion of this initiatives by OTA’s is interesting as if they do, it helps customers to be more engaged, if the overall final experience is good, and by complementing the basic stay with the many experiences that “Quae” promotes, this could signify a win-win situation. The following distribution channels are the ones that the organization will be focusing on and analyzed bellow:

- **Online Travel Agencies (OTA’s):** As mentioned before, some commissions will have to be paid and so that the possibility of fulfilling the basic tourist activities appears in the most known touristic digital platforms. Quae will be registering the distribution in OTA’s that do not have cross selling focused on experiences, in their website, because that would mean that they sell their own experiences through the website.
- **Official website:** Development of Quae’s own website from where it will be offered all kinds of updated information about tools to travel, events, tours and gastronomical guides of some of the most popular destinations that Quae will be targeting. Also, a section with brief descriptions of some of the most interesting activities and photos or videos of some of the facilities and services, of each experience. A direct contact form will be one of the sections that the website will also include, together with an email attached or the possibility of having an online chat. A category with all the destinations offered will be developed and the best economical deals within each destination, with pictures and a brief explanation of the overall product.

- **National and international travel agencies:** especially those of our target customers associated with the possibility of offering extra activities besides the accommodation. The target will be chosen geographically. That have land-owners from English speaking countries will be our main target as Canadians and Americans represent a big target, when talking about almost any touristic product, this is why using travel agencies in those will help the development of the app and also help “Quae” to be reaching a bigger audience. French and Spanish travel agencies will be possible partners too, as by introducing the possibility of offering the ability to communicate to this target, Quae will be winning a competitive scope.

- **Social media strategy:** Creating a sense will signify the difference to our competitors, revolutionary companies are no longer in the market for a purpose of providing products and services, the new market is about being more than a brand. By using social media, the target audience will be younger and more electric and looking for activities and things to do in a destination. By choosing the right experiences to promote an identity, that will be both attractive and powerful in the market, it will help to be the first option for this audience. This work will be done by doing good artistic work in apps like Instagram, which will need to be really attractive social media campaign aligned to the marketing campaign promoting the brand through digital marketing.

5.3.4. Communication strategy

According to John Summers (1984), “communication can be described as the glue that holds together a channel of distribution. The role of communication within marketing channels is an important issue from both a managerial and a theoretical perspective. Communication in marketing channels can serve as the process by which persuasive information is transmitted” (Frazier and Summers 1984). Communication is arguably one of the most important parts of marketing, as it is the main tool in order to connect to our target audience. Communication is really important, due to the fact that it is a two-way process, as Quae’s Brand communicators do not just focus on sharing promotions or new products, but also focusing on listening to all needs, possible demands and feedbacks given by customers that will help the organization to improve the service and the overall experience.

The aim of this process is to create an effective communication, the preferred actions to be used will be carried out with the following tools:

- Creating a strong social media marketing, together with creation of quality content on own social networks and marketing.
- Creating an attractive website for Quae that will be continuously updated with important information and ads of our best suppliers, to make the most out of experience for the audience. Also, there will be an active participation on advertising banner campaigns on web pages of interest to our target, most of them related to events, tourism or experiences.
- The possibility of purchasing services online is a key element nowadays to make the booking process of an activity or experience, faster and easier for customers. This business concept will allow customers not to lose time while purchasing products and is essential as it is an obligation for any company on today's market.
- Search engine optimization and paid traffic are essential tools of communication and promotion. Together with the participation on advertising banner campaigns or web pages, mentioned before, this will be a strong way of promoting the brand.

5.4. Forecasting and sales outlook

At this point, we will make the "Quae" forecast based on the sales outlook to evaluate the price strategy for the upcoming years. The following structure will be followed in order to carry out this study and define some important aspects such as expectations and prices, by focusing on consumer dynamics, sales management and survey results. A forecast and estimation of Quae's future sales will be made in this segment.

In order to proceed, we have observed the more diverse events we propose to the client, the more variety of options they have. The company is also more likely to have bookings for those practices. It is important that it is sold at a reasonable price and numerous customers keep booking the activities offered, so more revenue can be gained progressively.

Firstly, since the whole operation would be outsourced, the initial investment would not inherently have to be large. This is the reason why, from the start and the development of the company, a strong marketing strategy will be carried out. This will not only encourage us to start building a good relationship and trust with consumers, but it is also expected that these marketing strategies will be

successful and create a growth in trust and loyalty with customers. As the company's margin depends on the number of bookings made and the overall publicity offered within the company of our retailers, the marketing strategy will signify an increase in sales.

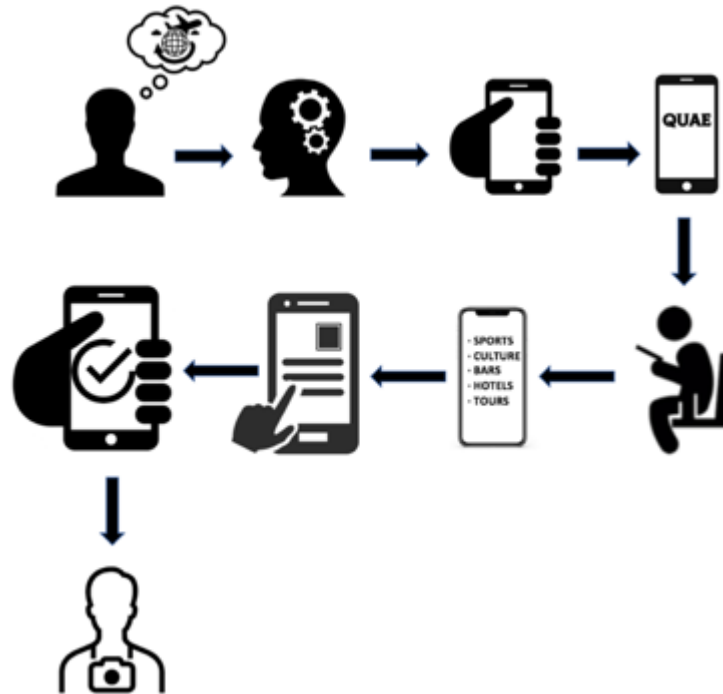
When offering a certain product, the company will look to undercut the price of the events, tour or experience in order to become the first choice of booking. At the same time, for each sale, "Quae" will be keeping a small percentage of the sale that would depend on the size of the event, the cost of each purchase, or the number of sales of the overall product.

Also, an option of promoting your product within the app, will be a possibility for any company, as Quae will be charging a monthly fee that comes with a monthly analysis of the promotion method done to every user during a period of 30 days.

A good example of this, is how, for instance a user finishes to watch a sporting event within the destination where they are at, opens the mobile phone, and a notification of the app of Quae's pops up in order to rate the overall experience. By accepting the geolocation option on his phone when entering the app, the cookies are instantly activated. A restaurant close by, collaborator of the promotion program of "Quae", now has the opportunity to offer some of their best meal deals by showing the customer an advertisement of the establishment, through the app. This will create a win-win scenario, as "Quae" can help to fulfil the customer overall experience, the customer can fulfill his own experience and find things to do close by, and the retailer can find numerous possible customers on events that happen close by the establishment.

6. Operations Plan

6.1. Process identification and map



1. The first step in our process identification and mapping is the simple idea of the traveler or future traveler who wants to travel and discover, either within their own city, country or in any corner of the planet. Simply that thought and tingle of wanting to explore, do and discover, is the basis of our creation and the foundation on which the rest of the process identification map is built.
2. Once implemented in the future user that willingness to travel, meet and experience activities, before the entry into the scene of our app Quae, the person must decide what kind of trip they want to do, what kind of activities they want to do, how much time they have, how they want to make a good use of it, and finally where do they want to go. This process is very important when it comes to helping them on a later stage with our Quae process.

3. We know that today the use of technologies is implemented in the vast majority of users and consumers, but even so, there is still a sector of the population, as is normal, that decides to opt for traditional means. Our mission from Quae and from our marketing and sales department will be to enhance the knowledge of our app and make the potential consumer see and understand that we are their best ally when it comes to organizing their future trip or visit. Quae must position itself as the first or one of the first options of that technological generation that allows itself to be guided by platforms like ours to make their travel process easier, more dynamic and more affordable.
4. Once the user has decided to choose the technological path, the market offers a series of possibilities, different and with different utilities. From Quae, the goal is to work to be a recognized and recognizable brand in the download platforms, such as the App Store and Google Play, to be able to offer the user a clear, logical and customizable interface that makes us their choice in the development of their travel plan. And all this will be possible thanks to all the good work behind Quae, in large part to the Marketing team, in charge of making Quae a powerful name in the market.
5. Next step: start using the app. It seems like a simple and useless step; however, the data confirms that many users download an infinite number of apps and never get to open them or simply take a quick look at their homepage to see what they will find. At Quae, we believe that it is essential to have a simple and visually attractive interface for the user, which makes them want to browse the platform and start discovering all its functionalities and possibilities.
6. Once the user is "loyal", or simply we have caught his or her attention and is willing to use Quae in the first place, they can register as a user (even access our loyalty program) and begin to define a little more, with the many tools at their disposal, the future of their trip, getaway or simple tour, gastronomic, cultural or sports visit. Throughout this Degree Thesis we have been able to explain in more detail all the functionalities of Quae, and all the features and possibilities offered to the user.
7. The process of selecting a restaurant, an activity, a ticket reservation or the creation of a personalized tour is the transition between point 6 and point 7 of this process identification map. Throughout this Degree Thesis we have also explained how this process works. In the

case that the user finds something of interest and that he really believes will add value to his future trip or activity, that's when we jump to the next point of this process identification map.

8. Booking the selected items within the Quae app is simple and secure. This is when the process identification map is almost complete, and the user finally chooses one option, or several if he has decided to customize his own itinerary. During the Degree Thesis we also explain how this process works and how payments are made within the app.
9. Last point of the process map. Here, our user has already carried out the whole process of selection of his activities, routes and plans, and now the only thing he has to do is to enjoy. With Quae you can always make last minute reservations or modifications, and, of course, be guided by it during the journey.

6.2. Location, physical infrastructure and layout

Technology and all that it entails is a tool that has expanded around the world by the hand of those territories that have invested in it. As in all sectors, each country, according to its economic, political and social situation, has been able to become a territory that supports and enhances technology (in this case, mobile) or not. Mobile download platforms and apps have spread over all continents in the last past years, and there is no place in the world where you cannot connect, in a more or less complicated way, to the Internet.

At Quae we are committed to technological globalization, and what better way to demonstrate this than offering our platform services in the vast majority of countries that can provide us with a network and a sufficient range of activities and events to be able to offer a complete and beneficial product for the user.

Our app is not a physical product, it is not something you can physically touch. As we have mentioned, we are present in many countries around the world. But our location is not only reflected in where we offer our services, but from where people can find us to start using our services.

Quae can be downloaded for free from the main download platforms, such as:

- Apple App Store.
- Google Play Store.

- Amazon AppStore.
- APK Mirror.
- GetJar.
- AppBrain.
- Aptoide.
- F-Droid.
- Appolicius.
- Opera Mobile Store.

6.3. Resources: machinery and facilities

Quae is an app platform that does not require physical resources in terms of machinery to perform the functions for which it has been created. At Quae we establish a professional relationship with our partner app platform developers, with whom we work together in the creation of our app and in all its functionalities, so that they know first-hand what we need to offer and how we want it to be shown in our app's interface.

For each type of app, it is necessary to draw up a strategic plan in advance as to how we want the development to be and what we want the pillars of that development to be. During the months of development of the app, we work hand in hand with the developers so that even the smallest detail is treated and worked on with the aim of offering the maximum and best technological features to the user.

As we mentioned before in the Business Model Concept, within the Cost Structure section there is a specific expense item as an office, which would be the facility that we would use in Quae as our headquarters and from where we would organize the whole project, both in terms of internal operations and relationships with partner companies such as the already mentioned app developer.

6.4. Stocks management and purchases

Since Quae is not a physical company and does not offer in its product and service catalog a sale of something physical, the point "Stocks Management and Purchases" is not entirely applicable to us. While it is true that at Quae's headquarters if a series of physical purchases, such as office supplies

and the like, must be made, in order to offer our product online we do not need a purchase itself, as we do not stock anything. Throughout this Degree Thesis we specify in a more specific and elaborated way the requirements and needs of the app to be able to work.

6.5. Subcontracting

When it comes to outsourcing or subcontracting, we at Quae have made our position very clear since we presented our Business Plan and our objectives as a team. Based on the fact that we are two young entrepreneurs who are starting out on the adventure of developing an app that we see that has a lot of future and possibilities, we believe everyone needs a helping hand. As we explained in point 3.5, our entrepreneurial team is formed in the first instance by the two of us, CEO and COO, both co-founders of Quae and top promoters of this company.

Despite the workload that both CEO and COO carry out, we believe that it is necessary to incorporate external people into the team (who become internal and part of the Quae team), to carry out the functions of Head of Marketing & Communications, in charge of promoting and publicizing the Quae brand in the tourism and technology world, and Head of Finance & Legal, responsible for the accounting area and for carrying out all legal and fiscal procedures so that Quae complies with all its obligations under the law. Both the Head of Marketing & Communications and the Head of Finance & Legal are people who become part of Quae's structure and remain independent from any other type of company, since they are not subcontracted by any law firm, company or agency.

The term subcontracting comes to mind, as we have already mentioned, when we decided to take the step and sign a collaboration agreement with the company that developed the app platform that we have been mentioning in depth throughout this point of the Degree Thesis. This company is not part of the structural organization of Quae, but it is a basic pawn in the external structure of the company, since this collaborative relationship is very necessary for the future of the project.

6.6. Production capacity of future company

The production capacity of an app is, fortunately, independent from the productive scope of the company that develops it. In other words, by creating an app platform, at the moment it is released on the market, Quae will not incur any additional production costs. However, as more and more users register and download Quae, it will cost more in terms of storage systems and more powerful servers to support a much larger and more clustered data network.

This type of production is not a purely physical production, but rather a production of technological storage capacity, reasonably limited in physical and space terms, so that from Quae we should not make any kind of investment in terms of headquarters or central data storage in the short to medium term, since we have the storage capacity and technological production of our partner developer of the app.

As Quae advances and begins to position itself as one of the most used apps by users who decide to seek help when organizing their plans and trips, it will be necessary to expand the Marketing & Communication department and create our own Customer Service department, services that in the short term and in the first instance are in the hands of the technical department of our partner who developed the app, for any problem or technical setback, and of our Head of Marketing & Communication, in charge of any problem that has to do with the content of the app and its services. The strategic plan outlined for the short and medium term is clear and well defined, so that Quae's expectations and capacity for production and expansion are delimited and controlled.

6.7. Operations Plan parameters

In the following plan of operations of Quae, we will detail more in depth the investment that must be made from the beginning to start the operation of the bases of the platform, in addition to the stocks necessary for this operation, in case they are necessary, and the cost of production by unit, in case it was necessary to calculate it.

6.7.1. Investments

Throughout the process of describing our start-up Quae in this Degree Thesis, we have been able to detail and inform in various ways how the beginnings of Quae will be. As it is a technological platform, based on instant technological services, and not on human, social or physical services associated with any tangible product, the investment that we must make from Quae is quite high in its most incipient phase, as we offer something that, despite being able to be developed, must have a solid form and meet expectations from the moment it enters the market.

6.7.2. Stocks

As we have commented before in this Degree Thesis, one of the strong points of being a technological start-up, based on the computer service and not on tangible products, is the zero need of stock storage

space, which means a saving in storage areas. Quae does not have any kind of physical asset beyond its headquarters and its own workers, so the stock and storage area would be deserted for us.

6.7.3. Unit costs

Repeating once again that we in Quae do not have a cost per unit, but we have a total cost and in parallel independent of the number of downloads, users or uses of the application, this section of the Degree Thesis, later also explained in the financial section, will serve us to introduce as a brief explanation and review of what for Quae will suppose, in this case, the income per unit, that is to say, for sale of experiences and activities carried out through our platform.

Each visualization, each user, each person registered in Quae, will be able to access a series of activities, experiences and tours, as we have repeated on many occasions throughout this Degree Thesis. Although we have no cost per unit, we have revenue per sale, per visit or per simple click. Where does Quae's income come from, besides the sales commissions? Let's try to explain it.

We know that a single user can purchase and reserve tickets for different activities, not only for him individually, but also for his group.

We have made a financial forecast of expenses and income during the first four years of Quae's existence, in order to adjust to the objectives. We can observe a cost per unit of 25 euros per user, which reports a revenue of 25 euros in total to be distributed among the local (here we are talking about restaurants), which takes 88%, and 12%, which is the sales commission of Quae.

On the other hand, it has been decided that the sales commission for other types of activities, such as tickets, tours and similar, has been set at 13%, with 87% being reserved for the company offering the service.

The medium expense by user is set to be 55 euros, as we believe this is the price most of the activities in this section might cost. It has been determined that in the revenue section for advertising, the cost per click is 0.09 euros, which means an income at the end of the quarter associated with the number of users who visit and click on our banners.

Finally, the income derived from our Loyalty Program is fixed and invariable to the number of users, so any potential consumer must make a payment of 16.66 euros per month to enjoy the benefits of this program, explained in more detail elsewhere in this Degree Thesis.

6.8. Launching: provisional planning

For the launching and the provisional planning, we have decided to elaborate a graphic table where we can see with more perspective two different concepts.

In the first one we find the graph of tasks distributed along the first weeks of life on Quae, where the most important and key tasks are to be able to fix the bases of the birth of the app in its most incipient moment. We have thought it convenient to separate it by weeks so that it would be a more precise and concrete graph, as well as accurate.

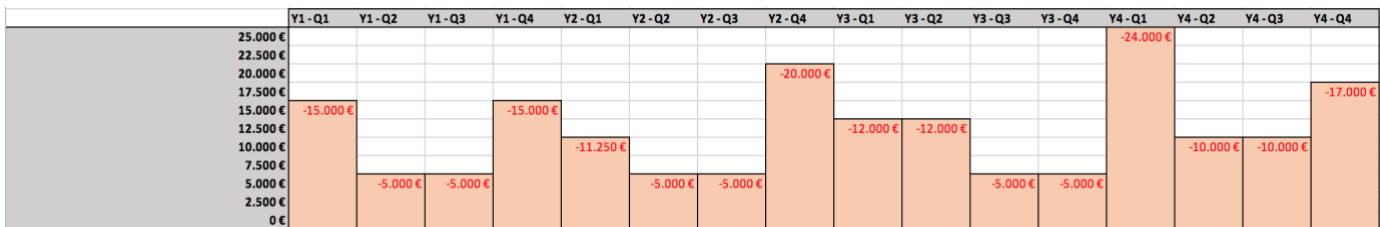


Table 5: Task distribution per weeks
Source: Own elaborated

In the second graph we have decided to visually illustrate, and throughout the quarters of the first 4 years of Quae's life, how the investment in the Marketing area will work, in order to see at what moments we will make a greater effort to make our brand known, what the ups and downs of those campaigns will be, and when we will need new impulses to continue growing. All these data are better reflected in our financial analysis, which will be explained later in this Degree Thesis.

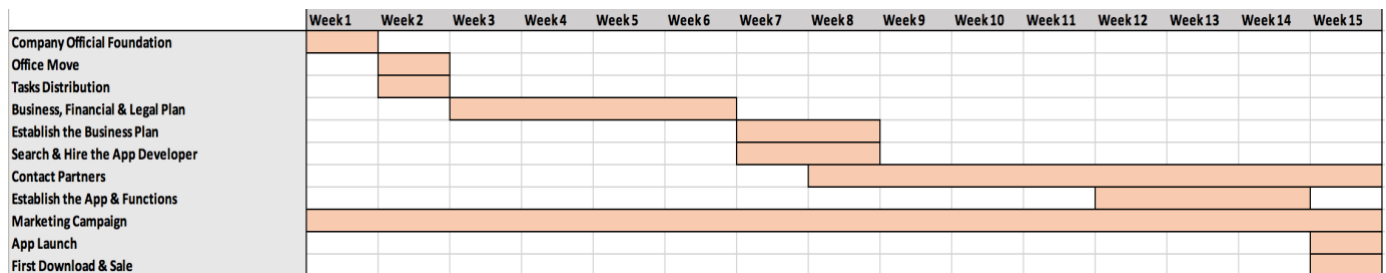


Table 6: Task distribution per quarters.
Source: Own elaborated

7. Organizational Plan and Human Resources

The main components of this segment would be the "Quae" organizational structure, by using the skills of management and human resources, some of the components that will be analyzed are: the organizational structure, some human resources policies, the job description, and an introduction of the overall team.

7.1. Organizational structure

In the following division, Quae's team organizational structure will be displayed, the following structure comprehends three divisions, the founder and chief organizational section, the overall team with the different departments, and to last but not least, the outsourced companies. Outside parties will be contracted, like the app development organization or an entity in charge of the financial and legal statements.

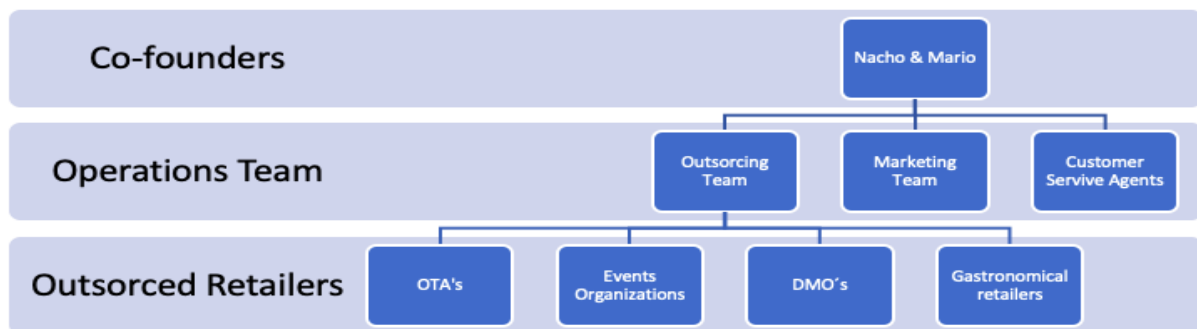


Table 7: Quae's Organizational Structure.
 Source: Own elaborated

7.2. Job descriptions

Following the structure chart of the organizational plan, we will clarify the roles and skills that are needed for each job position in this section. Following up, some of the key roles will be mentioned above.

Founders:

- Management of the daily operation.
- Follow and develop the business idea.
- Develop entire business route.
- Creation of the business plan, but they also.

- Develop the management positions, in addition to be the founders.

CEO (Chief Executive Officer):

- Being the visible face and greatest representative of Quae.
- Developing Quae's day-to-day work.
- Seeking the best solutions and projects for the future.
- Participate in the selection process.
- Seeking funding.

COO (Chief Operating Officer):

- Supervising and directing operations and procedures.
- Distribution of the different products and services.
- Launching products to the market by the platform.
- Provide the basis of the business idea.
- Participate in the founding process, and the initial investment plan.
- Consolidating Quae as a solvent and forward-looking start-up.
- Improve the platform's product and service day after day.

Marketing and Communications Team:

- Promoting the platform in the digital area.
- Branding development.
- Empowering distributions channel.
- Creating market awareness.
- Lead and elaborate a marketing strategy.
- Expansion of the brand through digital marketing.

Finance and Legal collaborators:

- Carrying out the different financial analyses.
- Develop an economic plan in order to ensure the sustainability of the start-up.
- Work in the area of investment search and financial injections.
- Expanding horizons.
- Watching over the interests of the company.
- Ensuring that all legal aspects to which Quae is subject are on the agenda.

- Comply with the legislation and ordinance in force at all times.

Customer Service Agents:

- Customer assistance.
- Guidance for clients and follow-up.
- Provide helpful results, answer questions and potential concerns.
- Concern solvers with consumers.
- Phone and email responsibilities.

Outsourced Retailers:

- Offer tours, events and gastronomical experiences.
- Facilitate booking process from Quae's platform.
- Willingness to collaborate.
- Ensure quality products.
- Follow all possible legal and medical aspects regulated in each location.

7.3. Human Resource Policy: selection, management, compensation

In the following section, an explanation of the methodology of the management will be explained, as well as how it will affect the selection process. The selection process will determine the profile of coworkers that this company wants, and with that the present and future advantages that the team of "Quae" will have by working on the organization.

Management

Within this organization, there is the strong belief that it is important to implement an horizontal hierarchy and create a workplace where leaders become leaders by the results they create or achieve. A feedback and suggestion system will be implemented in order to create an enrollment and achieve a better environment in order to develop the best customer service possible.

Selection

When hiring the best possible employees for the team the selection process will be delicate and precise. As the current situation is complex, and the startup is at its beginnings, the human resources team will not be developed until the increase of the organization and the team.

The selection process will be used in different parts of the team.

Hiring possible employees of the customer service department, the most valued personal qualities would be providing a positive mindset, outstanding communication skills, brand recognition, cross cultural skills, patience, quick speed, innovative thinking and resistance to stress.

With regard to the subcontracted products or organizations, a measurement of the quality, price range, variety of offer, and reviews from past customers posted on the net, an overall analysis will be done in order to conclude the level of attractiveness that those present.

When elaborating the selection process for the IT collaborators, a clear idea of the job's requirements will be done. The IT development jobs will be in charge of developing any kind of software technicity to build the App and Website, as well as high programming experience, Java and JavaScript, project management, knowledge-based systems, coding experience and app log analysis.

Analytical and mathematical skills will be highly relevant when it comes to developing the best financial and legal advice and possible procedures to ensure the healthy growth of the organization. The background and experience will be highly overlooked as they will be evaluated in the selection process.

Vision, creativity, consistency and an outgoing attitude are values that will be considered important when involving new employees in the company. Knowledge on the digital marketing feel, being intuitive and having experience on creating brand image, are some of the key factors that will influence the selection process for the marketing team.

The selection process finality will be to keep a healthy environment in the workplace, good results, a quick growth and an overall presence that will create a great brand image that will lead to customer loyalty.

Compensation

The following process considers all the components in the organization. A standard contract of forty hours per week is expected to start decreasing as the organization starts growing, the common goal of the organization is to decrease one Labor Day and combine office days with home office, by combining schedules between coworkers. The advantages of mixing both options will give space advantage, less fixed costs and both personal and internet connectivity with all the team.

The possible growth of the company will signify a creation of new headquarters in destinations with different time zones, so for instance the customer service department is available in the new destinations that start to be incorporated and all of those destinations that work with the same time schedule.

7.4. Management Team and Board of Directors

The founder and co-founder or CEO and COO will make up the executive team, as well as the board of directors, which will be exactly the same as the entrepreneurial team that elaborated the project. As previously mentioned, there is an expected growth where future destinations will be accessible for the user. This process of expanding will be possible due to the creation of new headquarters in various time zones in order to access the numerous destinations.

For instance, by having headquarters in London, the time zone of the city will let the organization operate in England, France, Spain, Belgium, Italy, Portugal and most of the European countries with one hour of difference between them.

If, following each exercise, the business has good results and Quae opens new offices and continues to work in new markets, regional directors and managers to operate as office directors will be recruited to make overall communication and data transfers easier and faster. Those positions will create a board of directors that will help with the assessment and development of the mission and vision, for the overall expansion of the company. Those future directors will begin to operate as representatives of the company, doing a similar work as the CEO and the COO has on a small scale. The CEO and COO, once there is significant growth and regional directors are established, both of them will be at the board of directors and will start to serve as a guide and decision-making body. The implementation of regional directors will increase the possibility of maintaining and increase the number of retailers.

8. Financial Plan

The financial section will be analyzing the possible reliability of the company's business plan, and it will help develop financial assumptions, by providing a final financial outlook.

The core principles of the business model and the financial forecasts will also be discussed in this section together with some of the action plans and its costs.

The main sources of revenue and the forecasted number of users and their average expenses will be displayed, together with the labor costs and the initial investment and financing of the organization.

8.1. Financial hypothesis and assumptions

Necessary Financial statement

In this section a displacement of the corresponding investment proposal is given. Investment in the balance sheet assets was perceived to be an expenditure for the first year, which is why the initial investment needs are focused on the operating capital required to fund the deficits of the first years, as there are expected losses.

INVESTMENT	
Working Capital	750,000.00€

Table 8: Investment display 1.
Source: Own elaborated

Next, the required funding of €350,000 would be funded by a loan, by banks. A 5 percent interest is payable, and this credit will be issued within 5 years. Shareholders would therefore assume the remainder of the investment required. In order to understand the sum needed to start this company, "Quae" working capital shall be deemed as losses of the first 3 or 4 years as stated above.

The financial hypothesis will be focused on the financial statement that will be presented below, on the following, we present a trimestral and annual report of the forecast of revenues and expenses of the organization.

TOTAL	750,000.00€
Shareholders	400,000€
Banks (5% interest)	350,000€
5-YEAR CREDIT	
17,500€	5% of the bank interest
3,500€	The 5% interest divided by 5-years loan

Table 9: Investment display 2.
Source: Own elaborated

Trimestral Hypothesis

On the following statement displayed, there is a demonstration of the assumptions of the revenues and costs that the organization will trimestral face during the first four years. The revenue section is divided into Sales, Loyalty Program and Advertising. The Sales approach grows significantly according to the increase in marketing campaigns that are displayed on the operational expenses. On the following sales section we can appreciate how the revenues are obtained by calculating the number of users of the total booking, within an average price of each kind of product and its corresponding fee.

Year	1				2				3				4			
Quarter	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
Revenues																
Sales																
Number of purchases	€50.00	87	96	122	250	537	785	750	1,439	2,898	7,546	6,745	8,774	11,234	8,739	9,873
Number of users	175	348	336	366	875	2,148	2,747	2,625	5,037	10,143	26,411	23,608	30,709	38,319	30,587	34,556
- Gastronomical product	117	233	225	265	586	1,439	1,840	1,759	3,374	6,796	17,895	15,817	20,575	26,344	20,493	23,152
- Event / Tour resource	58	115	111	101	289	709	907	866	1,662	3,347	8,716	7,790	10,134	12,975	10,094	11,403
Average price of gastronomical product (per user)	25	25	25	25	25	25	25	25	25	25	25	25	25	25	25	25
- Quases revenue (fee charged) 12%	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
Average price of event / tour product (per user)	55	55	55	55	55	55	55	55	55	55	55	55	55	55	55	55
- Quases revenue (fee charged) 13%	7.15	7.15	7.15	7.15	7.15	7.15	7.15	7.15	7.15	7.15	7.15	7.15	7.15	7.15	7.15	7.15
Revenues per sales	765.70	1,521.25	1,468.65	1,517.15	3,824.35	9,386.35	12,005.05	11,469.94	22,006.99	44,319.84	115,402.86	103,152.97	134,182.98	171,804.37	133,647.71	150,990.26
Advertisement																
Number of clients	14	12	9	9	22	22	22	28	64	72	89	103	245	277	302	310
Cost per Click	0.09	0.09	0.09	0.09	0.09	0.09	0.09	0.09	0.09	0.09	0.09	0.09	0.09	0.09	0.09	0.09
Total clicks	7,570	7,445	7,969	7,879	12,458	14,677	15,539	17,457	45,828	57,899	67,509	60,276	120,059	174,008	203,407	202,002
Revenue from advertisement	681.30	670.05	717.21	709.11	1,121.22	1,320.93	1,398.51	1,571.13	4,106.52	5,210.91	6,075.81	5,424.84	10,805.31	15,660.72	18,306.63	18,160.18
Loyalty Program																
Number of users	0	0	3	3	5	6	27	44	89	120	126	251	272	270	274	277
Price	16.66	16.66	16.66	16.66	16.66	16.66	16.66	16.66	16.66	16.66	16.66	16.66	16.66	16.66	16.66	16.66
Revenue from Loyalt Program	0.00	0.00	49.98	49.98	83.30	99.96	449.82	733.04	1,482.74	1,999.20	2,099.16	4,181.66	4,531.52	4,498.20	4,564.84	4,614.82
REVENUES	1,447.00	2,191.30	2,238.84	2,276.24	5,028.87	10,807.24	13,853.38	13,774.11	27,596.25	51,529.95	123,577.83	112,759.47	149,519.81	191,963.29	156,519.18	173,785.26
EXPENSES																
Labor Cost	-36,135	-36,135	-36,135	-36,135	-45,705	-45,705	-45,705	-45,705	-62,700	-62,700	-62,700	-62,700	-79,695	-79,695	-79,695	-79,695
OTHER OPERATIONAL EXPENSES																
Outsourced Accounting company	-1,800	-1,800	-1,800	-1,800	-1,800	-1,800	-1,800	-1,800	-1,800	-1,800	-1,800	-1,800	-1,800	-1,800	-1,800	-1,800
Office Rent	-4,500	-4,500	-4,500	-4,500	-4,500	-4,500	-4,500	-4,500	-4,500	-4,500	-4,500	-4,500	-7,500	-7,500	-7,500	-7,500
Marketing campaigns	-15,000	-5,000	-5,000	-15,000	-11,250	-5,000	-5,000	-20,000	-12,000	-12,000	-5,000	-20,000	-24,000	-10,000	-10,000	-17,000
App & Website purchase	-35,000.00	-4,000.00	-4,000.00	-4,000.00	-4,000.00	-3,000.00	-3,000.00	-3,000.00	-3,000.00	-3,000.00	-3,000.00	-3,000.00	-3,000.00	-3,000.00	-3,000.00	-3,000.00
Other Expenses (5% of the total annual revenues)	-72.35	-109.57	-111.79	-113.81	-251.44	-540.36	-692.67	-688.71	-1,379.81	-2,576.50	-6,178.89	-5,637.97	-7,475.99	-9,598.16	-7,825.96	-8,689.26
TOTAL OTHER EXPENSES	-56,372.35	-15,409.57	-15,411.79	-25,413.81	-21,801.44	-14,840.36	-14,992.67	-29,988.71	-22,679.81	-23,876.50	-20,478.89	-34,937.97	-43,775.99	-31,898.16	-30,125.96	-37,989.26
TOTAL ANNUAL EXPENSES	-92,507.35	-51,544.57	-51,546.79	-51,548.81	-67,506.44	-60,545.36	-60,697.67	-75,693.71	-85,379.81	-86,576.50	-83,178.89	-97,637.97	-123,470.99	-111,593.16	-109,820.96	-117,684.26

Table 10: Quae's trimestral Hypothesis.
Source: Own elaborated

Annual Hypothesis

On this annual forecast a brief financial statement is displayed. This statement corresponds to the trimestral study, displayed into four years.

Period (Year)	1	2	3	4
Sales				
Number of purchases	€355.00	2,322	18,628	38,620
Number of users	1,225	8,395	65,198	135,170
- Gastronomical product	840	5,624	43,683	90,564
- Event / Tour resource	385	2,771	21,515	44,606
Average price of gastronomical product (per user)	25	25	25	25
- Quaes revenue (fee charged) 12%	3	3	3	3
Average price of event / tour product (per user)	55	55	55	55
- Quaes revenue (fee charged)13%	7.15	7.15	7.15	7.15
<i>Revenues per sales</i>	5,272.75	36,685.69	284,882.66	590,625.32
Advertisement				
Number of clients	14	94	103	310
Cost per Click	0.09	0.09	0.09	0.09
Total clicks	30,863	60,131	231,312	699,476
<i>Revenue from advertisement</i>	2,777.67	5,411.79	20,818.08	62,952.84
Loyalty Program				
Number of users	6	44	251	277
Price	49.99	49.99	49.99	49.99
<i>Revenue from Loyalt Program</i>	99.96	1,366.12	9,762.76	18,209.38
REVENUES	8,150.38	43,463.60	315,463.50	671,787.54
OPERATIONAL EXPENSES				
Labor Cost	-144,540	-182,820	-250,800	-318,780
OTHER OPERATIONAL EXPENSES				
Outsourced Accounting company	-7,200	-7,200	-7,200	-7,200
Office Rent	-18,000	-18,000	-18,000	-30,000
Marketing campaigns	-40,000	-41,250	-49,000	-61,000
App & Website purchase				
Other Expenses (5%of the total annual revenues)	-407.52	-2,173.18	-15,773.18	-33,589.38
TOTAL OTHER EXPENSES	-112,607.52	-81,623.18	-101,973.18	-143,789.38
TOTAL ANNUAL EXPENSES	-257,147.52	-264,443.18	-352,773.18	-462,569.38

Table 11: Quae's Annual Hypothesis.
 Source: Own elaborated

Income Statement

A hypothetic income statement is displayed according to the assumptions made on the past annual and trimestral hypothesis. On the following analysis, it can be seen the negative net profit that the company will be facing on the first three years of existence. As the operational expenses increase due to expansion to new destinations and marketing campaigns, mainly, the total revenues increase significantly. This is why this approach focuses on the importance of marketing and the expansion to new destinations.

Period (Years)	1	2	3	4
REVENUES				
Sales	5,272.75	36,685.69	284,882.66	590,625.32
Loyalty Program	2,777.67	5,411.79	20,818.08	62,952.84
Advertising	99.96	1,366.12	9,762.76	18,209.38
TOTAL REVENUES	8,150.38	43,463.60	315,463.50	671,787.54
Operational Expenses	-144,540	-182,820	-250,800	-318,780
Other Operational Expenses	-112,607.52	-81,623.18	-101,973.18	-143,789.38
TOTAL OPERATIONAL EXPENSES	-257,147.52	-264,443.18	-352,773.18	-462,569.38
EBITDA	-248,997.14	-220,979.58	-37,309.67	209,218.16
Amortiz				
EBIT	-248,997.14	-220,979.58	-37,309.67	209,218.16
Financial	-15000	-12000	-9000	-6000
Profit Before Taxes	-263,997.14	-232,979.58	-46,309.67	203,218.16
Taxes (25%) (first 2 years 15%)	39599.57	34946.94	11577.42	-50804.54
Net Profit	-263,997.14	-232,979.58	-46,309.67	152,413.62

Table 12: Quae's P&L statement.
 Source: Own elaborated

Labor Cost

A labor cost deployment of Quae's team is been analyzed and incorporate in the assumptions and the overall income statement. The personal costs consist on the following human capital, and the outsourced companies in charge of the legal and financial, and the development and maintenance of the application and webpage. The marketing team will be in charge of elaborating the campaign according to the budget stated on the operating expenses. It is worth to mention that the team will be growing as the expansion to new destination progresses.

Labor Cost				
Príod (years)	1	2	3	4
Co-Founder & Co-Founder (CEO & COO)	2	2	2	2
Salary	25,500	23,500	23,500	23,500
SUBTOTAL	51,000	47,000	47,000	47,000
Marketing & Communications (Head)	2	2	2	2
Salary	21,000	21,000	21,000	21,000
SUBTOTAL	42,000	42,000	42,000	42,000
Customer Service Agents	1	3	4	5
Salary	16,500	16,500	16,500	16,500
SUBTOTAL	16,500	49,500	66,000	82,500
Finance & Legal (Team)	0	0	2	4
Salary	0	0	17,500	17,500
SUBTOTAL	0	0	35,000	70,000
TOTAL PER YEAR	109,500	138,500	190,000	241,500
TOTAL + social security	144,540	182,820	250,800	318,780

Table 13: Quae's. Labor Costs.
 Source: Own elaborated

8.6. Analysis and financial feasibility

Since the review of the "Quae" P&L and the conclusion that the income continue to be noticeable at the 4th operating year with a sum of 152,413.62€, the feasibility review will be carried out in accordance with the Contribution of the Shareholders that sums up a total of 400,000€ and is as follows:

€	
Net Profit of the 4 th year	152,413.62
Shareholders' investment	400,000

Table 14: Quae's Financial Feasibility. .
 Source: Own elaborated

$$\frac{\text{Net Profit}}{\text{Shareholders Investment}} = \frac{152,413.62}{400,000} = 38,1\%$$

In other words, the owners will gain 38.1 percent of their initial investment in a normal year of operation.

Thanks to the increase of different destinations and the marketing campaigns launched to the market, in Quae we are closer to the break-even point.

9. Legal Aspects

What is relevant in this section, after being able to explain and clearly define the business model used, is to understand all the legal aspects that are important with regard to the main factors that have to be examined when creating the business. It is important to understand the processes that can influence the business either directly or indirectly. All the international legal frameworks must apply to the legal aspects faced.

9.1. Legal format and structure

At the time of taking the step and deciding to create a startup, as in our case Quae, it is a key step to decide on the type of company we want to create, and in what legal framework we want to set it, because then this choice will have weight on different aspects of the company, as well as on different obligations and benefits.

Defining what type of business structure we are (Private Limited Company, Public Limited Company), in addition to the responsibilities acquired by each founding member, such as the capital to be invested and the functions of each one, are key aspects in the birth of a start-up.

At Quae, we have decided to establish ourselves on the basis of a Private Limited Company (LTD). This type of company is the most widely used corporate structure in the country where we have decided to create our base of operations, Spain.

It has a series of characteristics that all companies that want to use this business model must respect:

- Must have a minimum of 1 partner. In the case of Quae, there are two of us, both founding partners and later CEO and COO of the company.
- Quae's liability in the event that the project goes wrong is limited. That means that the founding partners will respond with a maximum of the capital contributed (being jointly liable with each other in the event that one of the two cannot fulfill its part), without ever entering to seize personal assets.
- Quae, the official name of the company, must also acquire a Company Name, in this case followed by the SL (as it stands in Spanish): *Quae S.L.*

- The minimum share capital required to register a SL in the Commercial Register is 3,000 euros. In Quae we exceed this amount, since our initial investment is well over half a million euros.
- We must present a registered office, set by Quae in the city of Barcelona (Spain).
- When Quae is established, statutes must be created defining the company's social objective, among others.
- A Management and Administrative Body must also be established, specifying who and how many Administrators there will be, what their functions will be, and their duration. In Quae, we will be the co-founders.
- Fiscal obligations are stipulated, to consider that Quae must pay Corporate Tax and VAT, among others. In the legislative area, from Quae we will have to commit ourselves to comply with all the current regulations stipulated in the Law of Capital Companies.

9.2. Intellectual and industrial property

In the next legal aspect to work we talk about the concepts of intellectual property and industrial property. A brief introduction to the concept is necessary to later see how these concepts are incorporated into Quae's legal structure.

- Industrial property is the series of rights that we at Quae have exclusively over our products, our methods, our future launches, and everything related to the launch of our products. They have their own registered name and cannot be copied or imitated.
- On the other hand, the intellectual property is the one that allows us to have in Quae exclusivity all those benefits extracted from the use of the products created and mentioned above in the industrial property section.

The issue of intellectual and industrial property is complex and extensive within the legal framework, since many factors come into play, such as patents, permits, registrations, names, trade secrets and so on.

At Quae we are committed to a unique and exclusive product, capable of providing the user with what other platforms in the sector cannot offer. That is why we take very seriously the confidentiality and protection of our data and our disruptive elements or concepts that differentiate us from the competition.

One of the first steps in registering Quae's industrial and intellectual assets would be to officially request an IP to validate our app platform and a Power of Attorney, all with their corresponding application and management costs.

The *Industrial Property Registration Directorate* receives the applications and the completed forms, which detail the willingness to register different brands, names, concepts and products. Among these products, the Quae trademark stands out, which will act as the company's logo, a visible icon of our platform, and very important, since it is the icon by which users will recognize us when they search for and use our app.

As we explained at the beginning of this Degree Thesis, the word Quae comes from the Latin *quaerere*, which means to search, a concept associated with the idea of our application. There is no other application, company or enterprise on the market that offers any product or service under that name, so there will be no impediment or complication when it comes to registering the name.

The company logo is also of our own design, unique and exclusive, thought for a technological platform, modern and open, so our logo designer will be in charge of creating a new, disruptive and different emblem.

10. Company Growth and Development Strategy

The company growth of the organization will be directly linked to the touristic situation. After the critical situation faced in 2020, both the development and strategy followed, and the possible growth of the company, will depend on the increase or not of demand in the touristic sector. According to the World Travel & Tourism Council (WTTC, 2020) they argue that, "The coronavirus (Covid-19) pandemic is one of the most impactful events of the 21st century. Even in its early stage, the impact on tourism is tremendous. Current estimations see 75 million jobs in tourism at immediate risk and the industry to lose more than 2.1 trillion US\$ in turnover" (WTTC, 2020). This reflection leads to cautious strategy in order to avoid big economic losses. On the other hand, the overall pandemic situation seems to be getting better, frontiers are starting to open, vaccines are starting to be implemented in numerous countries, and tourism seems to be irresistible for all the population that has been confined.

This organization will be taking an optimistic and at the same time cautious approach when facing the development strategy. "Quae" will implement its services in a form that can be easily controlled. First of all, the headquarters will be based in Barcelona, with the possibility of covering most of the European timeframes, and with this, it will be possible to work in some of the cities most visited by tourists; Paris, Rome, Barcelona, London, Lisbon, and so on. By creating this approach, the organization will be reaching numerous products in different destinations by having the fixed costs of only one headquarter.

Destinations within the same time zone will be added in the short term as European regulations may easily let the European population travel within the continent region. On the long-term approach, and if the overall touristic situation allows it, a more global approach will be taken, by increasing the headquarters, expanding to the American continent for instance, and creating new headquarters in other destinations to make new contacts with future outsourced services.

This development strategy will create a growth that will be reflected in the overall operations team. The hierarchy will be affected as some management positions will be created, but the horizontal philosophy will keep being followed.

11. Timeline, Critical Risks and Contingency Plan

In the following section, an overview of the estimated sequences and the actions that will be conducted to follow the action plan will be presented together with a chronological prospect of those events. Considering the current situation that we are experiencing, the tourism industry does not seem to face a full recovery, soon.

The present conditions faced by the pandemic are really relevant in order to prioritize the launching process and the financial and economic plan. It is an important factor to consider the facing situations, in order to schedule all the key processes that need to be faced in order to introduce the organization to the market.

Legal aspects and financial terms will be some of the first actions that will be taken, by getting an acceptance from those parties involved, the process will be close to being launched, but not until the situation environment seems to be acceptable, and the current set of circumstances lets the correct development of the sector, and a positive one for the development of the organization.

An optimistic approach will be to start operating on countries that have a considerable part of the population vaccinated, which is a pretty safe choice but contains some really big risks. A more moderate approach and seems more conservative, is the possibility of starting to process and develop the launching process by the start of the free circulation, and when there is a more accessible form of tourism which will create an overall social security that will bring back tourism to important destinations where Quae will become to actively participate. This entrepreneurial view will require patience and a contingency plan considering all the critical risks that the company may face. The stated contingency plan will be developed above.

As seen in 2020 the risk of failing in the business world is harder than ever, this is why critical risks have to be observed and contingency plans have to be taken. According to Filippa Lentzos et al. (2009): "Contingency planning can be said to operate in terms of the following logic: assume that novel, natural or artificial threats will always be occurring; enumerate the potential threats no matter how unlikely some may seem; and characterize each threat" (Rose and Lentzos, 2009). With the present situation and how it affected the tourism sector, those approaches will be carefully followed. Also it is important to take into account the methodology of facing those risks, as stated by Nikolas Rose et

al. (2009): “paying particular attention to its development over time from and distance from the immediate aftermath to the period of recovery; allocate agencies to each potential threat, bearing in mind the timeline and the need to re-establish critical functions first; develop guidelines; plan coordination; train personnel; test the plan in a situation closely resembling a real incident; enhance methods of early detection of threats and procedures for rapid assessment and implementation of contingency plans; prepare for rapid response; keep plans under regular review.”(Rose and Lentzos, 2009). The constant study, prevention and training against possible risks that the business may face will be the overall contingency methodology that the organization will take as an approach.

While travelling, many factors may affect the touristic experience. A constant ensure of preparedness will be transmitted to the team, specially to those facing interactions with customers. A training program on conflict resolution, creativeness and knowledge of the products and services will be applied to everyone in the customer service team in order to project their skills when problems have to be faced. Those skills will try to be applied in the overall team as they face temporary rotations that will be applied in order to acknowledge the role of every team member. The following skills will help to issue with customer complaints, disagreements and problems that they may face in a destination, with an experience, retailer or for instance a server or informatic problem, such as not understanding some of the functionalities of the application.

A virtual assistant will be incorporated in the application, settled with all the explanations of the possibilities that the organization and the resources on the application offer. This assistant will be easily reached by having the possibility of texting with it on a 24/7 daily basis.

12. Conclusions / Closing statement

A Degree Thesis, now that we see it with perspective and after several months of work, has been the best way to synthesize and show a great part of the knowledge acquired during the last four years of career.

When we were asked to do a more different kind of Degree Thesis, focused on a more practical, more innovative concept, in which we could create something from scratch, with a theoretical background obviously, but from our imagination and our entrepreneurial will, we did not think twice.

To undertake and innovate, to offer something new and disruptive, has always been something exciting and what we have really enjoyed when it came to develop it.

The work associated with a more theoretical search for a concept is very good to be able to synthesize and bring together information on a topic that we do not know, or that we are very interested in and want to study in depth. However, as with everything, there are people with different concerns, and we would have found it a little more difficult to carry out a work of these characteristics. That is why when we were given the list of possibilities and topics, we did not doubt for a moment how we wanted to approach this important part of our last year at the University.

To innovate means to create, it means to think, it means to go out of the comfort zone and come up with a project, a proposal, something that has not been seen before, or that could have been seen before but in a different way, with less potential than the idea that is put before us at this moment and for the future. For our idea of Business Plan of this Degree Thesis, we wanted to touch the maximum number of possible topics within a generic and concrete context. The idea of developing an app was overwhelming from the beginning, when we brainstormed about the possibilities and projects that we were or could be excited about developing, both now in a "fictitious" way, and in the future, in a real and professional environment.

When we decided to create Quae, it seemed like the most powerful idea of all, since we were going to create a project that would follow a path through the courses, the different subjects, the different methods and concepts learned during these last four years at the University.

After reading this Degree Thesis, we do not want to repeat ourselves in the idea of Quae and its characteristics. The technological scene is nowadays key for the industry, be it ours, Tourism, Business, Medicine or Art. Starting from that technological base, which offered us a wide range of possibilities and opportunities in the development and implementation of other ideas, we wanted the purpose of the app to be for everyone. Everybody travels sometime, everybody eats in a restaurant sometime. Everybody goes to some cultural activity, buys tickets for some event, goes on some tour... That is why in Quae we merge the industry we have been working and studying the last years, with another area we have touched a lot in HTSI as it is the technology.

Besides, the Business Plan would not have sense without the knowledge base of the business and economic world, very valued also within our university process and subjects. Being able to put into context and practice all the knowledge acquired has been of great value and utility in saving an expense in time that we have been able to channel directly in the elaboration and development of our Degree Thesis. In addition, it is very gratifying to see how the applied knowledge, whether it ends up going well or not, has created from scratch a project in a few months, a project with potential and with the desire to go out to the market and become a useful, valid asset with the desire to contribute new things to a market that we believe was beginning to become somewhat obsolete and with the same characteristics as in recent years.

Making a brief review of the areas we have touched and worked on, we can say that the initial market study conducted to see if the development of Quae was viable or not, opened the door to what has been the Business Plan as a whole. Establishing objectives, a mission, was one of the key moments when we decided where we wanted to focus the development of this start-up.

Analyzing the sector, the competitive environment, the potential clients... It was not an easy task but very rewarding when at the end of the development process you see that the results begin to form a perfect circle (or so we believe).

The Marketing, Operations and Financial plans were the highlights of Quae's development, where we really realized the complexity of putting together a Business Plan, extended and complicated, but with a common goal and the potential to be successful.

After the work done, in the creation of the idea, in its implementation, in its operations, in its empowerment as a brand, in its economic pillars and the whole of Quae in general, we are proud of the work done, and who knows if Quae will ever see the light of day.

13. Bibliography

- Amit, R. and Zott, C., 2017. Top 10 Lessons on Strategy. MIT SLOAN MANAGEMENT REVIEW, [online] (Creating Value Through Business Model Innovation). Available at: <http://marketing.mitsmr.com/PDF/STR0715-Top-10-Strategy.pdf#page=38>.
- Bladen, C., Kennell, J., Abson, E. and Wilde, N., 2012. Events Management. Abingon: Routledge. Available at: shorturl.at/ghyBQ.
- Robinson, P., Wale, D. and Dickson, G., 2010. Events Management. CABI, 2010.
- BUHALIS, D. and O'CONNOR, P., 2015. Information Communication Technology Revolutionizing Tourism. [eBooks] Available at: <http://epubs.surrey.ac.uk/1130/1/fulltext.pdf>.
- Warf, B., n.d. Geographies Of The Internet.
- SHARMA, C., 2010. SIZING UP THE GLOBAL MOBILE APPS MARKET. [eBooks] Chetan Sharma Consulting. Available at: http://telecomcircle.com/wp-content/uploads/2009/05/Sizing_up_the_Global_Mobile_Apps_Market.pdf [Accessed 29 October 2020].
- Wang, D., Park, S. and R. Fesenmaier, D., 2011. The Role Of Smartphones In Mediating The Touristic Experience.
- Want, R. (2009). "When cell phones become computers". Pervasive Computing, IEEE, 8(2): 2–5.
- Unwto.org. 2020. TOURISM AND COVID-19 | UNWTO. [online] Available at: <https://www.unwto.org/tourism-covid-19-coronavirus> [Accessed 30 March 2020].

- Unwto.org. TOURISM BACK TO 1990 LEVELS AS ARRIVALS FALL BY MORE THAN 70% | UNWTO. [online]
- Kim, J., Suh, E., & Hwang, H. (2003). A model for evaluating the effectiveness of CRM using the balanced scorecard. *Journal of Interactive Marketing*, 17(2), 5–19.
- Dolnicar, S., 2007. Market Segmentation In Tourism. University of Wollongong.
- Martin, G., 2011. The Importance Of Marketing Segmentation. Kaplan University: American Journal of Business Education.
- Dess, G. G., Lumpkin, G. T. and Eisher, A. B (2006). Strategic Management. Text and cases. International edition. London: McGraw-Hill.
- G.D. Karagiannopoulos N. Georgopoulos K. Nikolopoulos, (2005), "Fathoming Porter's five forces model in the internet era", info, Vol. 7 Iss 6 pp. 66 - 76.
- Pringle, J. and Huisman, J., 2013. Understanding Universities In Ontario, Canada: An Industry Analysis Using Porter's Five Forces Framework. *Canadian Journal of Higher Education*.
- Sabbaghi, A. and Vaidyanathan, G., 2004. SWOT Analysis And Theory Of Constraint In Information Technology Projects. *Information Systems Education Journal*. Available at: [http://isedj.org/2/23/ISEDJ.2\(23\).Sabbaghi.pdf](http://isedj.org/2/23/ISEDJ.2(23).Sabbaghi.pdf).
- Professional Academy. (2018). Marketing theories- PESTEL analysis. Retrieved from <https://www.professionalacademy.com/blogs-and-advice/marketing-theories---> Pestel analysis.

- Abu Hassan, Z., Mazza, D. and Schattner, P., 2006. Doing A Pilot Study: Why Is It Essential?. [online] PubMed Central (PMC). Available at: <<https://www.ncbi.nlm.nih.gov/pmc/articles/PMC4453116/#:~:text=A%20pilot%20study%20can%20be,to%20identify%20potential%20problem%20areas>> [Accessed 23 December 2020].
- Margarita Išoraitė, "MARKETING MIX THEORETICAL ASPECTS" International Journal of Research – Granthaalayah, Vol. 4, No. 6 (2016): 25-37.
- Wind Jerry, Mahajan Vijan, Digital Marketing, Symphonya. Emerging Issues in Management (symphonya.unimib.it), n. 1, 2002, pp. 43-54.
- Gary, Frazier and John Summers (1984), "Interfirm Influence Strategies and Their Application Within Distribution Channels," Journal of Marketing, 48 (Summer), 43-55.
- WTTC. World Travel & Tourism Council (WTTC); 2020. Latest research from WTTC. Available at: <https://www.wttc.org/about/media-centre/press-releases/press-releases/2020/latest-research-from-wttc-shows-an-increase-in-jobs-at-risk-in-travel-and-tourism/> Retrieved 8th of October 2020.
- Rose, N. and Lentzos, F., 2009. Governing Insecurity: Contingency Planning, Protection, Resilience. London: BIOS Centre, London School of Economics.

14. Attachments

In the following point, we include as an appendix the questions formed in our form, answered by friends, family and strangers, which have helped us to better understand the market, its needs and future expectations. Through them we have been able to review our Degree Thesis and adapt it to the existing situation and expectations, as well as to analyze in depth its data and results.

Quae App - Business Model Degree Thesis

Welcome to our Degree Thesis form!

We are two Bachelor in Hospitality and Hotel Management students at the Sant Ignasi School of Hotel Management and Tourism. We are developing a business plan based on the creation of an App that will help users in the process of booking and events search in the cities that are visited.

We would like to inform that the questions are formulated in the hypothetical case of the inexistence of the current pandemic.

We are very interested in knowing your answers to our questions, in order to know you better and thus help us obtain information to be able to analyze the market, which is one of the first steps when studying the viability of a business idea.

This survey takes about 2-3 minutes. We have tried to make it short, as we know that time is gold, but for us your answers are so.

We want to inform you that we respect your anonymity, and all the information you provide in this form will simply be used for the development of this project. Of course, you are free to leave the form at any time.

Thank you very much in advance for your time!

***Required**

1. Could you please indicate your gender? *

Mark only one oval.

- ☐ Man.
☐ Woman.
☐ Other.

2. Could you please indicate your age range? *

Mark only one oval.

- ☐ 18 to 25.
☐ 25 to 30.
☐ 30 to 40.
☐ 40 to 60.
☐ 60 or older.

3. Could you please indicate your nationality? *

4. How often do you travel? (Pre-COVID) *

Mark only one oval.

- ☐ Once a year.
☐ Between 2 and 5 times a year.
☐ More than 5 times a year.
☐ More than 10 times a year.

5. Do you think your city is more focused on tourists than locals, touristic product wise? *

Mark only one oval.

- ☐ Yes, absolutely.
☐ In a big way, yes.
☐ There is a balance.
☐ No, touristic products are focused on local people.

6. Is it easy for you to find clear and concise information about all the events that may be of interest to you in a particular city? *

Mark only one oval.

- ☐ Yes, it is not a problem.
- ☐ More or less, I have to search through many different websites on the internet.
- ☐ Roughly, I know that a lot of information escapes me.
- ☐ No, there is many information and not clear at all.

7. What is your budget for cultural and sport activities when you travel? *

Mark only one oval.

- ☐ Around 50€.
- ☐ Between 50€ and 100€.
- ☐ Between 100€ and 200€.
- ☐ More than 200€.

8. Would you use an app that would give you the possibility to know all the events in a city and many tools to organize your trip, from which you could make all kinds of bookings? *

Mark only one oval.

- ☐ Yes, absolutely.
- ☐ No, I prefer to search and book the old way.
- ☐ I think that is already invented.
- ☐ Maybe.

9. Do you think it already exists an app that besides helping you with the booking of experiences, would be a gastronomic, hotel and cultural guide of the destination, and would help you to book in all kind of establishments? *

Mark only one oval.

- ☐ Absolutely.
- ☐ I don't really know what kind of solutions other platforms can offer.
- ☐ No, there are many apps like these.

10. Do you think the reviews are useful when booking an event, a hotel or a restaurant ? *

Mark only one oval.

- ☐ Yes, I always look at them.
- ☐ No, they are manipulated.
- ☐ No, it is not useful to me.

11. Would you use loyalty programs in a touristic sector app, which would guarantee you discounts in events, tours and restaurants? *

Mark only one oval.

- ☐ Yes, indeed.
- ☐ Depending on the subscription price.
- ☐ No.

12. Which tools would be useful for you on an event, hotel and restaurant booking platform that are not the usual and already existing ones?

Ethics form

It is important that you are sufficiently prepared to collect data doing fieldwork with 'human participants.' Your supervisor will support you in completing the Ethics Form.

The Ethics Form **MUST BE COMPLETED BY YOURSELF AND SIGNED OFF BY YOUR SUPERVISOR BEFORE UNDERTAKING RESEARCH.**

THE SIGNED ETHICS FORM MUST BE INCLUDED IN THE FINAL DEGREE THESIS.

Risk checklist – Please answer ALL the questions in each of the sections below.

Risk category 1	Yes	No
Use any information OTHER than that which is freely available in the public domain?	X	
Involve analysis of pre-existing data which contains sensitive or personal information?		X
Involve direct and/or indirect contact with human participants?	X	
Require consent to conduct?		X
Require consent to publish?		X
Have a risk of compromising confidentiality?		X
Have a risk of compromising anonymity?		X
Involve risk to any party, including the researcher?		X
Contain elements which you OR your supervisor is NOT trained to conduct?		X
Risk Category 2		
Require informed consent OTHER than that which is straightforward to obtain to conduct the research?		X
Require informed consent OTHER than that which is straightforward to obtain to publish the research?		X
Require information to be collected and/or provided OTHER than that which is straightforward to obtain?		X
Risk category 3		
Involve participants who are particularly vulnerable?		X
Involve participants who are unable to give informed consent?		X
Involve data collection taking place BEFORE consent form is given?		X
Involve any deliberate cover data collection?		X
Involve risk to the researcher or participants beyond that experienced in everyday life?		X
Cause (or could cause) physical or psychological negative consequences?		X
Use intrusive or invasive procedures?		X
Include a financial incentive to participate in the research?		X

IF APPLICABLE:

List agreed actions with your tutor to be taken to address issues raised in questions Risk Category 2:

.....

Student Declaration: I confirm that I will undertake the Degree Thesis as detailed above. I understand that I must abide by the terms of this approval and that I may not make any substantial amendments to the Degree Thesis without further approval.

Name: Mario Sensat signed: Date: 02/01/2021

Name: Ignacio Plans signed: Date: 02/01/2021

Agreement from the supervisor of the student:

Name: Emili Valdero signed: Date:

Risk Category 1: If you answered NO to all the questions, your study is classified as Risk Category 1. In this case:

- The supervisor can give immediate approval for undertaking the field work for the Degree Thesis.
- A copy of this signed Form **MUST** be included in the Degree Thesis.

Risk Category 2: If you answered YES only to questions in Risk Category 1 and/or 2, your study is classified as Risk Category 2. In this case:

- You must meet with your supervisor and clarify how the issues encountered are going to be dealt with before taking off with the field work.
- Once clarified, the actions taken must be stated in the Form. Then the supervisor can guarantee approval for the field work for the Degree Thesis.
- A copy of this signed Form **MUST** be included in the Degree Thesis.

Risk Category 3: If you answered YES to questions included in Risk Category 3, your study is classified as Risk Category 3. In this case:

- You must discuss with your supervisor how to re-direct the research and data collection thesis to avoid risks mentioned in Category 3.
- You must complete the Ethical Form again until Risk Category 1 or 2 is obtained.
- A copy of this signed Form MUST be included in the Degree Thesis.

A copy of this signed form MUST be included in the Degree Thesis.

