HiTab Project
Global MBA

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June, 2012

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1. MISSION AND VISSION

HiTab is a small startup company whose mission is to create a new experience to travelers optimizing their time and making them feel like a local person. Through HiTab, travelers will enjoy more a city; make their stay more easy, comfortable and interesting.

HiTab vision is to be "all services in one tool, one tool at your service"

2. GENERAL SERVICE DESCRIPTION

HiTab Company will develop software, in which all things that could be needed by travelers will be included. The Company will offer to customers the opportunity to download software in their own devices or they will be able to rent a tablet with software already included.

This software will be user-friendly whose main feature will be Elena, the virtual guide. She will help them to visit a city by providing the best places, the best prices, the best events etc. In addition, customers are going to have Internet access everywhere.

It will include also the following applications: virtual assistance, city guide maps, calendar of events, cultural desk, simultaneous translator, news and Internet access.

Interaction with HiTab will start once customers accessed to this software. They will have to put their name, fill an easy short survey in which they should mark: how long will be their stay, things they want to do and select what places do they want to go, in order to let the virtual assistant organize and build their schedule according to their interests.

3. VALUE PROPOSITION

Value added to Customer by HiTab software

Most of the people who visit a city, want to see as much places as possible during their stay. In general, they only see historic and touristic places. Mostly, they are affected by tourist prices. The travelers often get lost if they move around by themselves, so most of the time they have to contract a tourist guide. The guide usually is a person who has a fixed route to follow in a fixed time, without giving much free time to travelers go to shopping or to know the city better. Moreover, they have to stand other travelers and sometimes it makes the trip unbearable.

With HiTab, travelers will not be worried about time, unbearable people and spending a lot of money in tourist places. The travelers will be able to move around a city without getting lost. They will visit places/restaurants frequented by local people making them feel part of the city. HiTab will provide them Internet access anywhere and anytime.
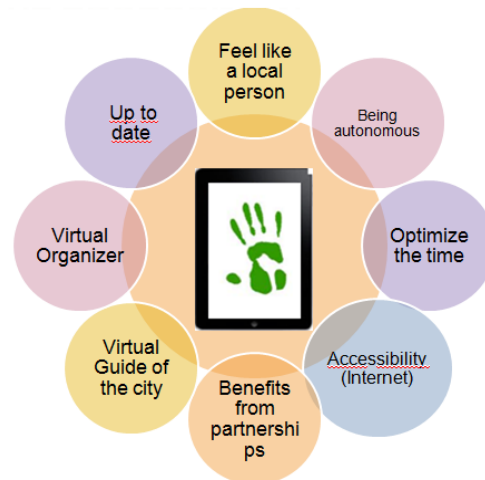
Figure 1. *HiTab`s value proposition*

Value added to customer by HiTab community

HiTab community will be a network of users that through promotions, interactions and workshops, will seek to build the brand, exchange experiences, makes the service more attractive and promote the prescription among customers to bring new ones.

Value added to customer by partner's benefits

Customers will be able to use ticket discount from HiTab partners such as restaurants, local bars, cultural events, etc. There will be a mutual benefit for them (more clients, revenues stream) and for the customers (discounts, special prices).

4. MARKETING PLAN

Below will be analyzed the key market that HiTab promoters want to address and through it, identify the most suitable strategy for HiTab business.

Marketing Plan has been divided into three sections: Marketing Strategy, Operational Marketing and Marketing Financials.

4.1. MARKETING STRATEGY

It is a process that will allow HiTab to concentrate its limited resources on the marketing opportunities to increase sales and achieve a sustainable competitive advantage.

4.1.1. EXTERNAL ANALYSIS

In this section are going to be analyzed opportunities and threats that exist in the environment, independently of the firm.

4.1.1.1. PESTEL ANALYSIS

For describing the framework of macro environment factors which will influence HiTab project, is going to be used the PESTEL Analysis: "Political, Economic, Social, Technological, Legal and Environmental analysis". The Analysis has been made considering Spain, as the main start-up business.

Political factors

Political factors are how and to what degree a government intervenes in the economy. Specifically, political factors include areas such as tax policy, labor law, environmental law, trade restrictions, tariffs, and political stability. Political factors may also include goods and services which the government wants to provide or be provided (merit goods) and those that the government does not want to be provided (demerit goods or merit bad). Furthermore, governments have great influence on the health, education, and infrastructure of a nation.

- Government facilities to companies for establishing, which business promote tourism in the city (considering economic situation of Spain, it is necessary to attract tourist to visit Madrid)
- Support of "Ayuntamiento de Madrid and Oficina de Turismo de Madrid" to the company considering that idea is innovative and will put the city in the "top of the game" of tourism and technology
- "*España*" as a brand will increase positioning and prestige considering that Madrid will have an innovative tool which allow visitors to move around the city easily and discover it
- Support from "Ministerio de Turismo, Industria y Comercio" considering our business area (technology and tourism) includes activities related with this organism scope

Economic factors

It includes economic growth, interest rates, exchange rates and the inflation rate. These factors have major impacts on how businesses operate and make decisions.

- Difficulties to find support of financial institutions when looking for loans because of their restrictions to give loans to PYMES
- "Plan de Actuación 2011 de Apoyo al Emprendimiento" (PAAE) promoted by "Ministerio de Turismo, Industria y Comercio" which allocates economic funds to support entrepreneurial projects
- Difficulties to import tablets from other countries, taxation fees and tariff regulations

- Money that comes from other countries will contribute local economy

Social factors

It includes the cultural aspects and includes health consciousness, population growth rate, age distribution, career attitudes and emphasis on safety. Trends in social factors affect the demand for the company's products and how that company operates.

- Transformation of the society in more "technological" user, awareness of millennium century
- Image of Spain as a technological country by having the tablet experience
- Increase of cultural interchange, promoting – most in Europe- tourism from early ages
- Increase of the value gave to "time" that conduct people to improve their planning in order to manage time better
- The increasing interest in social network applications and software, tendency of creating a trend
- Customer concerns about privacy issues since they will be giving all the private information they have

Technological factors

It includes technological aspects such as R&D activity, automation, technology incentives and the rate of technological change. They can determine barriers to entry, minimum efficient production level and influence outsourcing decisions. Furthermore, technological shifts can affect costs, quality, and lead to innovation.

- World moves around a completely technological era.
- Tablet can experience, at the beginning, certain barrier until get clamped between users (speed to "move into a new technology").
- Existing competitors are likely to move more quickly in technology than HiTab.
- Fast moving technology of mobile devices will lead HiTab to become outdated

Environmental factors

It includes ecological and environmental aspects such as weather, climate, and climate change, which may especially affect industries such as tourism, farming, and insurance. Furthermore, growing awareness of the potential impacts of climate change is affecting how companies operate and the products they offer, both creating new markets and diminishing or destroying existing ones.

- The decreasing demand at the winter season due to the reduction number of tourists
- Environment friendly effect by not using paper maps, brochures etc.

Legal factors

It includes discrimination law, consumer law, antitrust law, employment law, and health and safety law. These factors can affect how a company operates, its costs, and the demand for its products.

- HiTab will require usage of free existing software to build its database.
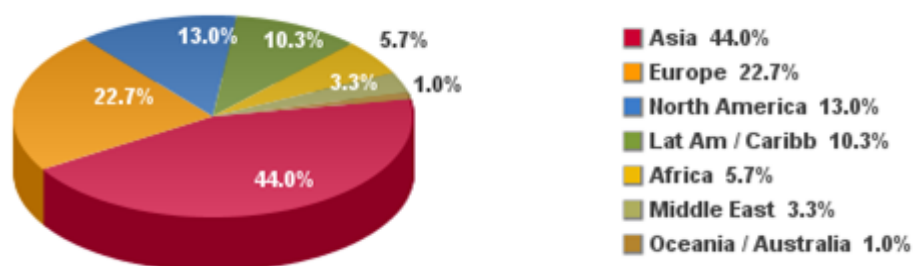
4.1.1.2.MARKET SIZE

To analyze HiTab market size it is going to be studied the following points: Internet Users, international tourism worldwide, domestic tourists, Tourism in Spain etc.

Internet Usage

Due to HiTab will provide software that only can be used with availability of Internet access, below it is going to be analyzed Internet Users in the whole world.

Figure 2. *Internet Users in the World Distributed by Region in 2011*

As it is shown, Asia is in the first position and Europe in the second.

Table 1. *World Internet User and Population Statistics*

World Regions	Population (million, 2011 est.)	Internet Users (million, Dec. 31, 2000)	Internet Users Latest Data	Penetration (% Population)	Growth 2000 - 2011	User % of Table
Africa	1.037	4	118	11,4	2527,4	5,7
Asia	3.879	114	922	23,8	706,9	44,0
Europe	816	105	476	58,3	353,1	22,7
Middle East	216	3	68	31,7	1987,0	3,3
North America	347	108	272	78,3	151,7	13,0
Latin America / Caribbean	597	18	215	36,2	1037,4	10,3
Oceania / Australia	35	7	21	60,1	179,4	1,0
WORLD TOTAL	6.930	360	2.095	30,2	480,4	100,0

In the world, 30,2% of people is Internet Users. In the last 11 years it has increased 480,4%, around 44% per year. The countries with more amount of Internet Users are in Asia and then in Europe. However, in Europe 58,3% of its population use Internet and 23,8% in Asia use it. It has to be emphasized that in Africa, Middle East and Latin America / Caribbean has increased more than 1000%. This shows that Internet usage and technology usage has been became involved more and more each year in all continents. If a person uses internet at home, that person will want to use internet when travel.

Tourism

A Tourist is defined as a visitor who stays at least one night and the purpose of travel is pleasure not business.

Tourism is an important and fast-evolving economic factor in the European Union (EU), occupying large numbers of small and medium-sized businesses. Its contribution to growth and employment varies widely across the EU regions. Particularly in rural regions, that are usually peripheral to the economic centers of their countries, tourism is often one of the main sources of income for the population and a prominent factor in creating and securing an adequate level of employment.

The crucial role that tourism plays in generating growth and jobs, its growing importance and its impact on other policy areas ranging from regional policy, diversification of rural economies, maritime policy, employment, sustainability and competitiveness to social policy and inclusion ('tourism for all') are widely acknowledged all over the European Union. Therefore, tourism is reflected in EU policy as well as in national policies. The Lisbon Treaty acknowledges the importance of tourism, outlining a specific competence for the European Union in this field.

Tourism is a typical cross-cutting industry. Services to tourists involve several branches of the economy: hotels and other accommodation, gastronomy (restaurants, cafés, etc.), transport operators and a wide range of cultural and recreational facilities (theatres, museums, leisure parks, swimming pools, etc.). In many regions geared to tourism, retail and services sectors also benefit considerably from the demand generated by tourists in addition to local demand.

Inbound tourism, i.e. visits from abroad, is particularly interesting when analyze tourism in a given region. The statistically important factor here is the usual place of residence of visitors, not their nationality. Foreign visitors, particularly from far-away countries, usually spend more per day than visitors from the same country during their trips and thus generate greater demand for the local economy. Their expenditure also contributes to the balance of payments of the country visited. They therefore help to offset foreign trade deficits.

International Tourism Worldwide

As it can see on the Graph below, the global tourism has a greater momentum for its growth. Emerging economies were the drivers of this growth. All regions have recorded a positive growth in international tourist arrivals in the 2000 years.
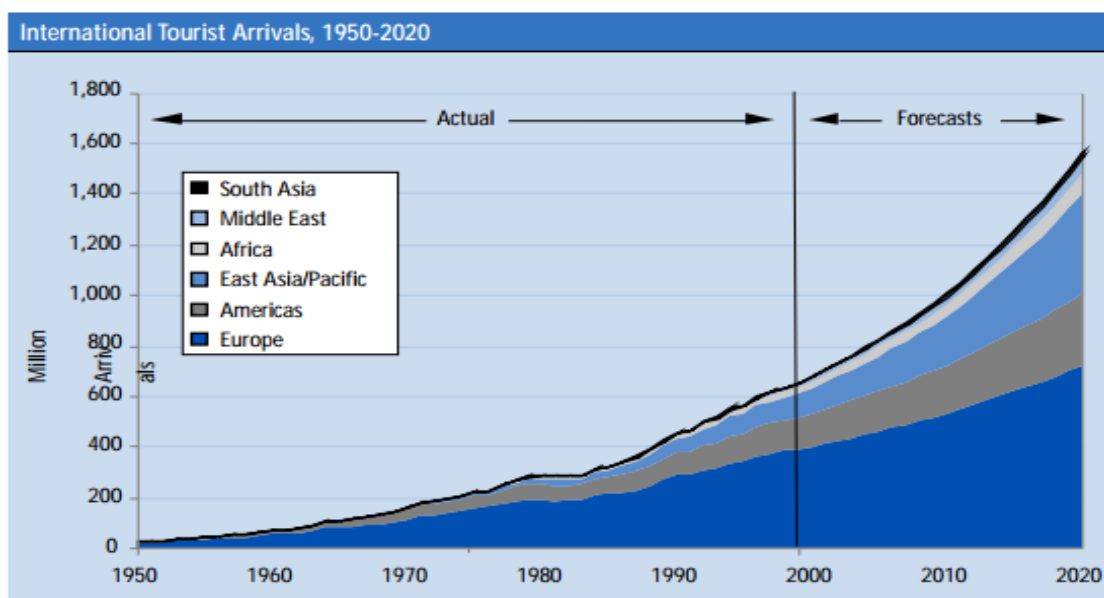
Figure 3. *Worldwide International Tourist Arrivals*

Europe is attracting more tourists than the others continents. Its continuous growth confirms the strength of the sector in the medium and long term and confirms that it is a key growth industry.

The top 10 countries for international tourism in the last years are shown at the figure below.

Table 2. *Top 10 most visited countries by international tourists*

Ranking	Country	Regional Market	International tourist arrivals (2010, millions)	International tourist arrivals (2009, millions)	% Change 2009 to 2010
1	France	Europe	76,8	76,8	+0,0
2	United States	North America	59,7	55,0	+8,7
3	China	Asia	55,7	50,9	+9,4
4	Spain	Europe	52,7	52,2	+1,0
5	Italy	Europe	43,6	43,2	+0,9
6	United Kingdom	Europe	28,1	28,2	-0,2
7	Turkey	Europe	27,0	25,5	+5,9
8	Germany	Europe	26,9	24,2	+10,9
9	Malaysia	Asia	24,6	23,6	+3,9
10	Mexico	North America	22,4	21,5	+4,4

France and Spain are in the first two positions in Europe, with 76,8 and 52,7 millions of international tourist arrivals in 2010.

International Tourism in Spain

The international tourism in Spain is diversified as it can be seen below.

Table 3. *Number of tourist arrivals from different countries in 2010*

Country of Residence	Number of Tourists
UK	12.429.951
Germany	8.813.689
France	8.135.861
Italy	3.487.801
Holland	2.283.875
Portugal	1.894.822
Rest of Europe	1.643.719
Belgium	1.625.608
Rest of the World	1.429.537
Ireland	1.176.998
Switzerland	1.157.555
USA	1.134.201
Sweden	1.112.561
Norway	1.016.551
Denmark	937.347
Russia	605.273
Austria	560.985
Rest of America	521.746
Finland	507.142
Japan	332.697
Argentina	276.240
Brazil	241.094
Canada	189.656
Mexico	185.964
Venezuela	51.226
Chile	17.757

About 80% of the tourists come to Spain by plane. This will be an interesting point to take into account in the marketing plan.

Table 4. *Transport selected by International Tourists to enter Spain in 2011*

Type of Transport	Number of foreign tourists	%
Airport	44.635	78,7
Road	10.483	18,5
Port	1.434	2,5
Train	149	0,3
Total	56.701	100,0

By regions, the main increases were recorded in the Canary Islands, Valencia, Andalusia and Catalonia being the first main destination for international tourists in 2011 with 24,3% of visits and 13,7 million tourists. Madrid received 4,6 millions, around 8,1% of the total.

Table 5. *International Tourist Arrivals by community in 2011*

	Total	%
Total	**56.694.298**	**100,00%**
Cataluña	13.767.684	24,3%
Canarias	10.187.690	18,0%
Balears (Illes)	10.099.465	17,8%
Andalucía	7.884.875	13,9%
C. Valenciana	5.383.340	9,5%
Madrid (C. de)	4.606.471	8,1%
Castilla y León	1.081.162	1,9%
País Vasco	970.181	1,7%
Galicia	685.022	1,2%
Murcia (Region)	645.439	1,1%
Aragón	311.833	0,6%
Cantabria	305.163	0,5%
Navarra (C. Foral de)	187.257	0,3%
Asturias (Pr. de)	199.135	0,4%
Extremadura	180.585	0,3%
Castilla - La Mancha	153.088	0,3%
Rioja (La)	45.907	0,1%

Most international tourists visiting Spain are aged between 25 and 44 (80%). At the same time, the weight of tourists between 15 and 24 years amounted to 11%, while over 64 accounted for 9%. By source markets, the U.S. and Italy stood out for the percentage of young tourists higher. Meanwhile, the group older than 64 years had its highest representation from Germany, with a weight of 13%.

Table 6. *Age of the International Tourist Arrivals per region in 2011*

	From 15 to 24	From 24 to 64	Older than 64
Calatunia	14,4%	77,4%	8,2%
Baleares	11,8%	81,7%	6,5%
Canarias	8,8%	80,4%	10,8%
Andalucia	7,3%	80,9%	11,8%
C.Valenciana	10,4%	74,2%	15,4%
C.Madrid	11,6%	84,3%	4,1%
Castilla y León	6,0%	80,7%	13,3%
País Vasco	9,2%	81,9%	8,9%
Galicia	8,2%	81,0%	10,8%
Murcia	7,2%	81,6%	11,2%
Aragón	7,6%	84,9%	7,5%
Cantabria	6,8%	79,9%	13,3%
Extremadura	7,1%	84,4%	8,5%
Asturias	8,2%	81,4%	10,4%
Navarra	11,1%	78,3%	10,6%
Castilla-La Mancha	8,3%	84,8%	6,9%
La Rioja	6,7%	93,3%	-

Spain received almost 57 millions of International Tourists representing a growth of 8% over the previous year.

It emphasizes the important role played by the major European markets, notably the UK, a growth of 9,5% at the entrance of British tourists. This country is still the main source of tourists to Spain, with a total of 13,6 million British in 2011.

Table 7. *Money coming into Spain through international tourism*

	Total expenditure		Average expenditure per tourist and accommodation		Average expenditure per tourist per day	
	Milions of euros	Annual change %	Euros	Annual change %	Euros	Annual change %
2007	51.297,60	6,30	876,60	2,20	94,50	4,40
2008	51.694,30	0,80	906,10	3,40	95,30	0,90
2009	47.961,60	-7,20	921,70	1,70	95,00	-0,40
2010	48.923,40	2,00	931,80	1,10	97,40	2,60
2011	49.984,60	8,10	928,50	0,20	101,80	3,90

The second largest tourism market is Germany, with more than 9 million tourists come to Spain and a positive variation of 2.5%. France ranks third, with nearly 8.5 million visitors, representing a market share of 15%.

Most of the tourists used the plane as a gateway to Spain. In total this means of transport used 2.1 million tourists, with a growth of 8.8%.

Domestic Tourism

The domestic tourism in Spain has been analyzed below by region, accommodation, holiday etc.
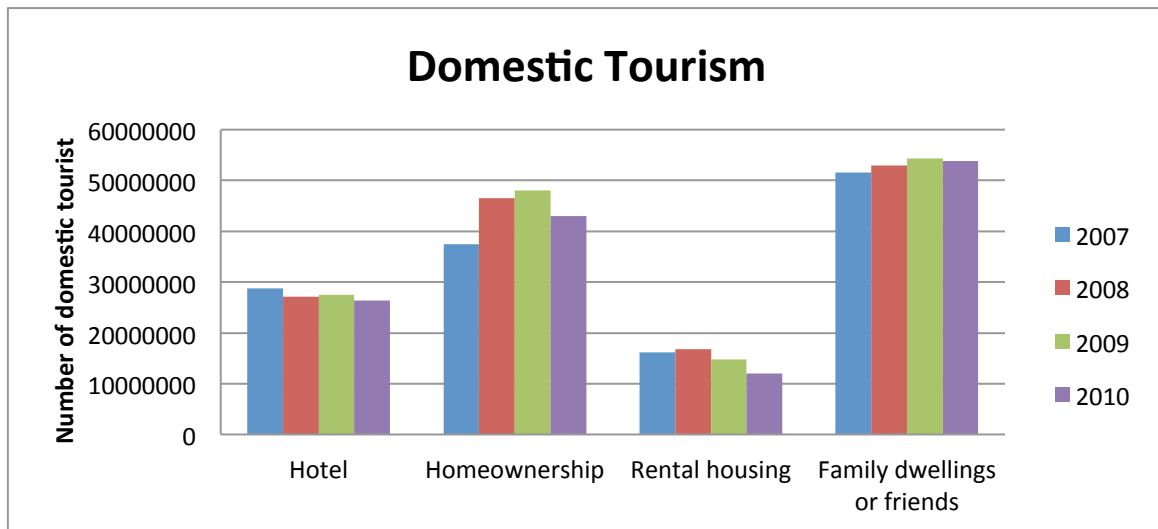
Figure 4. *Domestic Tourist Accommodation in Spain by year*

Most of the domestic tourists spend their trip in family house or their own houses, does not spend money in hotel.

Figure 5. *Domestic Tourist Arrivals by holidays in Spain by year*

The domestic tourist travels through Spain especially at the weekends, and has some percentage that travels in summer.
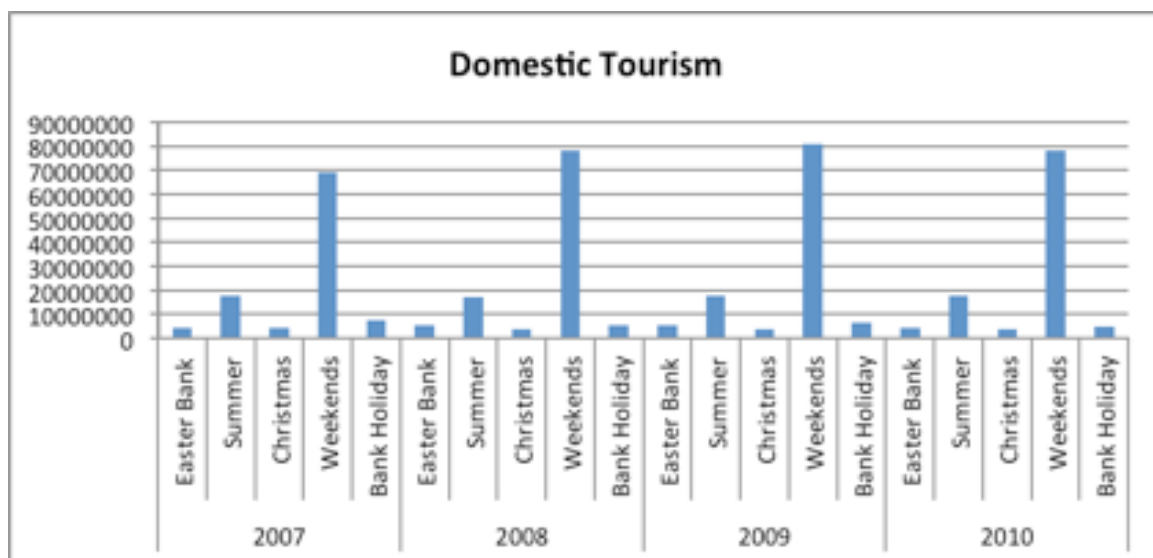
Table 8. *Average daily expenditure of domestic tourists in Spain by region*

	Expenditure (euro)
Andalucia	37,3
Aragon	34,4
Asturias	39,2
Baleares	50,8
Canarias	52,6
Cantabria	33,3
Castilla-La Mancha	24,8
Castilla y León	25,8
Cataluña	34
Comunidad Valencia	31,5
Extremadura	30,3
Galicia	33,7
C.Madrid	40,7
Murcia	25,1
Navarra	29
Pais Vasco	40,1
La Rioja	27,7
Ceuta y Melilla	31,9
Average	34,3

Although domestic tourism measured in number of trips or overnight stays triples the importance of inbound tourism from the point of view of tourist spending is a minor difference. The explanation is obvious: The Spanish spend far less per person per day when moving within the country. The average of 34.3 euros per person per day departs significantly from international tourism expenditure that is 101.8 euro per person per day.

However, this expenditure is not homogeneous. Looking at the expense of travel destination in the Balearic and Canary Islands left more money because of the transport cost and in other regions the expense moves between the Community of Madrid (41 euros) and Castilla-La Mancha (25 euros).

Understanding the socio-economic profile of HiTab market visitors is a basic requirement of tourism marketing and the adequacy of supply to the needs and demands of the profile.

Tourism in Madrid

At the end of the year 2000 the proportion of domestic and international visitors was fairly balanced (52%/48%). In the years that followed, the proportion of domestic visitors has increased steadily and in 2009 the ratio was 59%/49%. This may be explained by a growth in domestic tourism and by the increasing relevance of Madrid as the capital of Spain, attracting more companies and institutions and therefore representing a major destination for domestic business travelers.
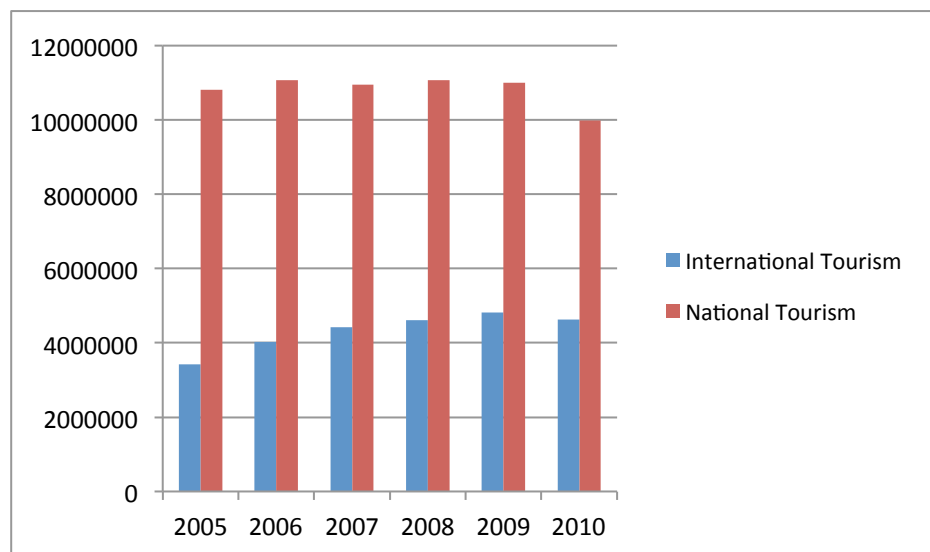
Figure 6. *International and National tourist arrivals to Madrid*

As illustrated in figure below, in 2009 the USA was the largest international feeder of the market, followed by Italy, UK, France and Germany. In the "Others" category, the most significant source markets were Portugal and Japan, both with less than 2%.

Source: Patronato Municipal de Turismo de Madrid (2009)
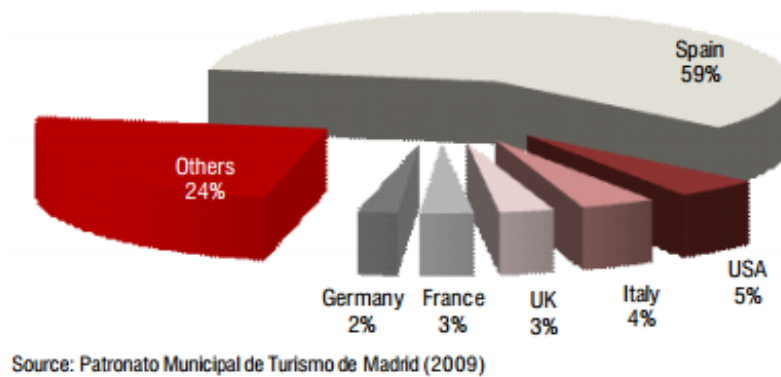
Figure 7. *Madrid Tourism Nationality Mix*

According to the Figure below, business people (between 25-60 years old) has a high share of tourism in Madrid.
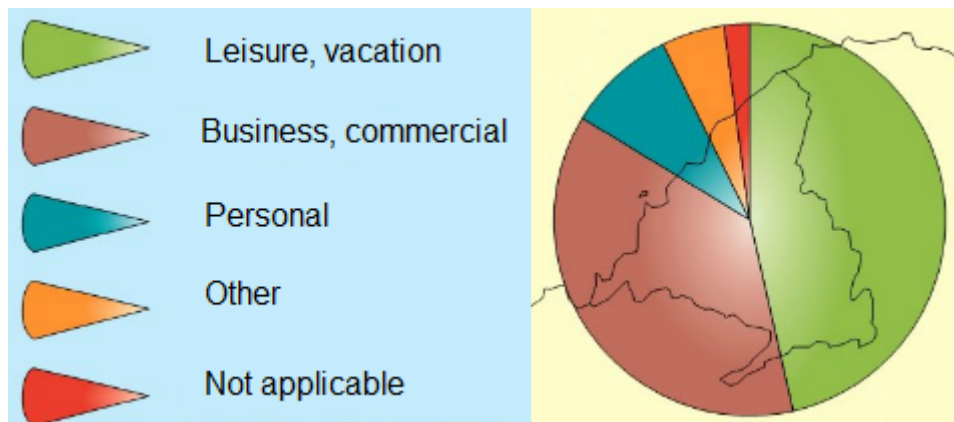
Figure 8. *Type of Trip in Madrid*

According to the "Travel Trade Magazine" Madrid is in the 15th position of the world best cities for business, life and innovation. Madrid is one of only three cities ranked in the top 5 in both infrastructure and economic clout.

The figure below indicates the spread of the seasonality of guest nights throughout the year, from 2007 to 2010.

Source : INE Encuesta de Ocupación Hotelera
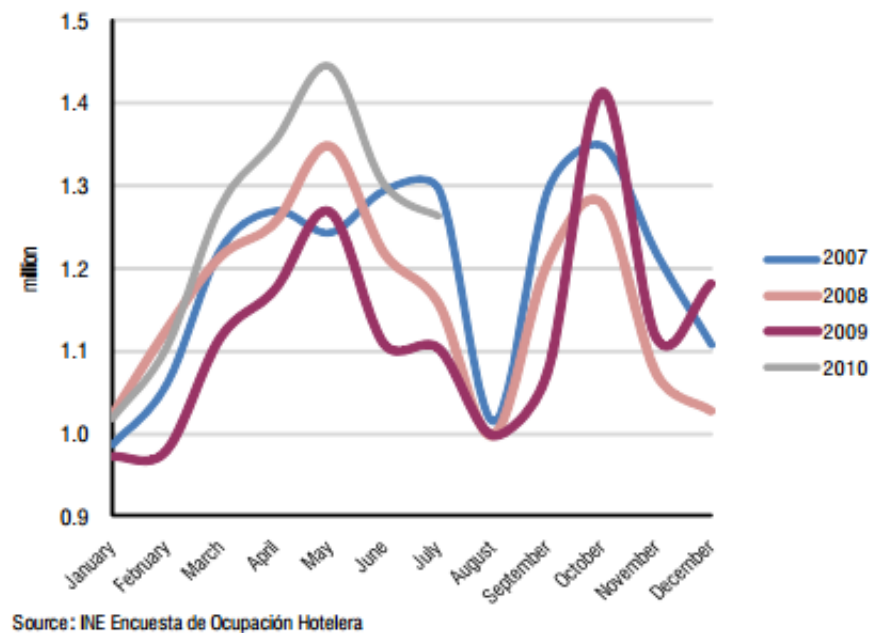
Figure 9. *Guest Night Seasonality in Madrid*

The seasonality trend registered in 2009 is in line with the pattern of earlier years, featuring a peak in May after the difficult months of winter and early spring followed by a second peak traditional through experienced in the summer. Although 2009 guest nights for the first half of the year were below 2008 levels, from October 2009, guest nights exceeded those of the previous year, a sign of recovery in the market. Figures for the first half of 2010 show an interesting picture of recovery in terms of guest nights for the city, in some cases even exceeding the figures registered in 2008 and 2007. This recovery has been fuelled by increases in both domestic and international guest nights although both segments have registered the usual seasonal decrease during the months of June and July.

In the figure below, it is shown the monthly performance in some cases such as May 2010, occupancy reached 74,1%, only 150 percentage points less than the peak levels of 2007. Improvement has also been seen in June 2010 with an increase of Hotel Occupancy. The sales and marketing forecasting can be made according to the information in the Figures as occupancy.

Source: INE Encuesta de Ocupación Hotelera
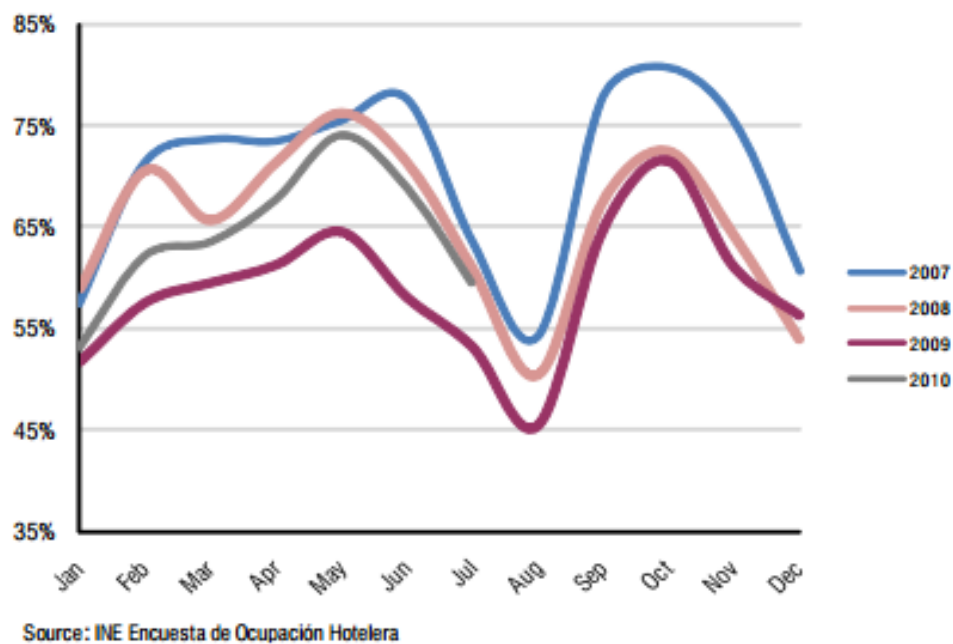
Figure 10. *Seasonality of Hotel occupancy in Madrid*

As in previous years the four-star segment represents about 50% of hotel establishments and more than 60% of the room inventory in the city. Figure which is below showed an increase in hotels in recent years, growing from 216 in 2008 to 260 properties in 2010, a 20% increase in supply in the number of hotels and a 15% increase in room inventory.
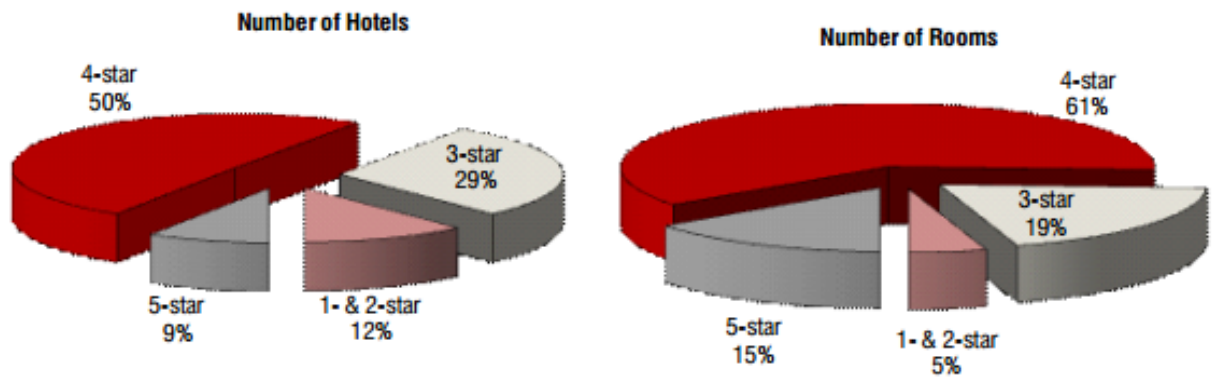
Figure 11. *Hotel Market Share according to category in Madrid*

The guest and room numbers can be held to predict the market share we can get after the marketing strategy and approach.

Table 9. *Guest Nights-Room Nights in Madrid*

	2007	2008	2009
Guest nights	14.361.371	13.926.190	13.500.573
Room nights	7.245.459	6.981.114	6.500.460

4.1.1.3. COMPETITORS

Tablet Rental Competitor

Pad in the City

The market offers iPad rental called **Pad in the City** which is a small startup company created recently by two young entrepreneurs from Madrid with an idea: to offer internet-enabled iPads 3G to visitors to the city.

Main Business: Rent iPads to tourists and business travelers who come to Madrid to stay for a few days with:

- Unlimited Internet access on the iPad
- Pre loaded with an always-growing number of apps specific to travelers like maps, sightseeing guides, games, and information and translation tools
- The iPad is delivered to the hotel or picked up in a specific location
- The price charged is 25€ a day with no hidden costs.

Software Competitors

Foursquare

Foursquare is a location-based social networking website for mobile devices, such as smart phones. The service was created in 2009 by Dennis Crowley and Naveen Selvadurai. Crowley had previously founded the similar project Dodgeball as his graduate thesis project in the Interactive Telecommunications Program (ITP) at New York University.

Foursquare is a web and mobile application that allows registered users to post their location at a venue ("check-in") and connect with friends. Check-in requires active user selection and points are awarded at check-in. Users can choose to have their check-ins posted on their accounts on Twitter, Facebook, or both. Also, its service has promotions for customers. The service is free.

Tripadvisor

Tripadvisor was founded in February 2000 by Stephen Kaufer. It is a travel website that assists customers in gathering travel information, posting reviews and opinions of travel-related content and engaging in interactive travel forums. Tripadvisor is an early user of user-generated content. The website services are free to users, who provide most of the content, and the website is supported by an advertising business model.

Tripadvisor Media Group operates seventeen travel brands including Tripadvisor, Airfare watchdog, Booking Buddy, Cruise Critic, Family Vacation Critic, FlipKey, Holiday Lettings, Holiday Watchdog, Independent Traveler, OneTime, Seat Guru, Smarter Travel, SniqueAway, Travel Library,

TravelPod, VirtualTourist and Kuxun.cn. Tripadvisor operates websites internationally, including in the U.S., the U.K., France, Ireland, Germany, Italy, Spain, India, Japan, Portugal, Brazil, Sweden, The Netherlands, Canada, Denmark, Turkey, Mexico, Norway, Poland, Australia, Singapore, Thailand, Russia, Greece, Indonesia, and in China under the brand daodao.com and kuxun.cn. Tripadvisor is headquartered in Newton, Massachusetts. The service is free.

Wolfram Alpha

It is an online service that answers factual queries directly by computing the answer from structured data, rather than providing a list of documents or web pages that might contain the answer as a search engine might. It was announced in March 2009 by British scientist Stephen Wolfram, and was released to the public on May 15, 2009. The service is free.

Mtrip

MTrip Travel Guides organize entire trip and help get around the city just as own personal tour guide would. MTrip is the city guide for iPod, iPod Touch and Android that creates and customized travel itinerary to reflect travel interests, trip dates, geographical location, pace preference, the opening hours of attractions and ratings submitted by other travelers. The service is €5.99. The Languages used are English, French, German, Italian and Spanish.

Trip Journal: Mobile Travel App

Trip Journal is Google Awarded Travel Application with the trip tracking, recording, documenting and sharing features currently available for iPhone, Android, Symbian and Facebook. The app received a $100,000 prize from Google for innovative concept and design, in December 2009. Trip Journal allows documenting vacation experiences and sharing them with friends and family. With Google Earth integration, Trip Journal allows friends and family to easily see traveling routes, waypoints for visited locations, full screen photos, videos, comments and blog entries. Trip stats such as distance, time and geography traveled are also documented in real-time, all viewable through Trip Journal's exquisite Google Earth Export. Price: $2.99

Siri

It is the personal assistant of IPhone, the intelligent personal assistant that helps you get things done just by asking. It allows you to use your voice to send messages, schedule meetings, place phone calls, and more. But Siri isn't like traditional voice recognition software that requires you to remember keywords and speak specific commands. Siri understands your natural speech, and it asks you questions if it needs more information to complete a task. Siri uses the processing power of the dual-core A5 chip in iPhone 4S, and it uses 3G and Wi-Fi networks to communicate rapidly with Apple's data centers. So it can quickly understand what you say and what you're asking for and then quickly return a response. Siri works with almost all the built-in apps on iPhone 4S. And it's smart enough to figure out which apps to use to provide you with answers. It also uses Search and Location Services to help you with your requests. Here's a list of apps and services that Siri works with worldwide: phone, face time, music, mail, messages, calendar, reminders, notes, contacts, weather, stocks, web searches, find my friends, alarms world clock and timers, wolfram / alpha, Wikipedia search. Siri can also assist you using these apps and services only in the U.S. in English.

The original Siri application relied upon a number of partners, including: OpenTable, Gayot, CitySearch, BooRah, Yelp, Yahoo Local, ReserveTravel, Localeze for restaurant and business questions and actions; Eventful, StubHub, and LiveKick for events and concert information; MovieTickets, RottenTomatoes and the New York Times for movie information and reviews; Bing Answers, and Wolfram Alpha for factual question answering; Bing, Yahoo and Google for web search.

The sources in Apple's implementation of Siri differ from the original iPhone application. It integrates with default iOS functionality, such as contacts, calendars and text messages. It also supports search from Google, Bing, Yahoo, Wolfram Alpha and Wikipedia. Siri also works with Google Maps and Yelp.

Tripwolf

Tripwolf is a travel guide that is available online and on mobile devices and is generated by a travel community for independent travelers. Tripwolf includes travel suggestions from well-known travel guides like Marco Polo and Footprint with travel tips from thousands of travelers from all over the world. Users can use the contents of 50,000 travel destinations and 500,000 sites, restaurants, hotels, and much more to create personalized travel guides and then print them out as a PDF or download the iPhone application and view them there. Tripwolf is available in German, English, Spanish, Italian, and French. The service is $5.99.

Table 10. *Competitors by product, scope, price and number of customers*

	Product	Scope	Price	Number of customers
Pad in the city	Rental iPad	Madrid	25 €/day	300 tabs
Foursquare	App with check in to different locations	Global	Free	Over 10 million
Tripadvisor	A travel website information, posting reviews,travel-related opinions , interactive forums	26 countries	Free	Over 25 million monthly
Wolfram Alpha	Online service that answers factual queries	Global	Free	21 million monthly
Mtrip	City guide for iPod touch	Europe, America, Asia	$5.99	Not Available
Tripwolf	Travel suggestions from well-known travel with travel tips	Global	$5.99	Over 3 million

What makes HiTab different from competitors?

- No one offers the virtual guide services as HiTab does and neither a personalized services.
- HiTab offers in one tool what all software competitors offer but separately. "All service in one tool, one tool at your service".
- Some are only available in a few languages. HiTab will be available in a lot of different languages; considering Siri.

- Some of existing applications have some difficulties for customers for usage; HiTab will be user-friendly.
- HiTab customers are going to have an open account with the company that allows making online purchases from any location without introducing credit card info each time.

4.1.1.4. SUBSTITUTES

For HiTab, substitutes are going to be anyone that can recommend or suggest places, hotels, visit routes, etc; i.e. receptionist of a hotel, a friend known in the city. Even the same customer itself can be a substitute, if deciding to experience the city by itself.

4.1.1.5. SUPPLIERS

Suppliers are a factor to take into consideration because they could affect the company in different ways. It will affect the final cost as well as the price of the service. Most of them will be global as they will make HiTab promoters easier to expand HiTab business in others cities.

Tablet Suppliers

The capital invested will depend mainly on the global mobile operator partner as tablets will have the highest weight in HiTab cost expenses. It is going to be Vodafone as it is global and also it provides HiTab Company a very quality tablets with flexible contracts. Detailed information of technical features and characteristics of the device is shown in Section 6.2.2.4 Telecom, Tablets and Internet Access Supplier.

Data base Information of Madrid

These possible suppliers will provide HiTab all the information about the history of Madrid, cultural events, itineraries, historical heritage, as well as maps, paths, roads, streets, restaurants, hotels, parks, etc. These suppliers are the following:

- Repsol Guide

- Tourism Office of Madrid

- National Geographic

- Madridinfoside

- Guida del Ocio

- Es Madrid

- Madrid Cultural & Arte

The same sources will be found and used for different cities before the expansion. The same approach will be made for each city.

Ticket Sales Portal

One of outstanding service is to let users to buy tickets through HiTab software and avoid lines (cinema, museums, events, concerts). The possible Ticket Sales Portal partnerships are:

- Ticketmaster

- ServiCaixa

- Entradas.com

4.1.1.6. SECTOR ANALYSIS

Most executives are aware of the importance of understanding and managing the market forces that drive profitability: customers or buyer, competitors, substitutes, suppliers and potential entrants. However, very few companies fully exploit both the obvious, and less obvious, ways of managing these market forces in order to build more profitable markets for their businesses. HiTab will present some of the more innovative ways that certain companies are using to manage and exploit some of these five market forces. The five market forces that can impact a company's profitability in a given market are shown in Figure 12. With, in each case, the major factors that have a negative impact on market profitability. If the market forces are "negative", then it is highly unlikely that a given market will

generate good profits for the company. In some cases, even if only one major force is "negative", it can make the market relatively unattractive and unprofitable. The challenge that management faces is to shape the factors that could make a market force negative in order to make the overall market environment as positive and profitable as possible.
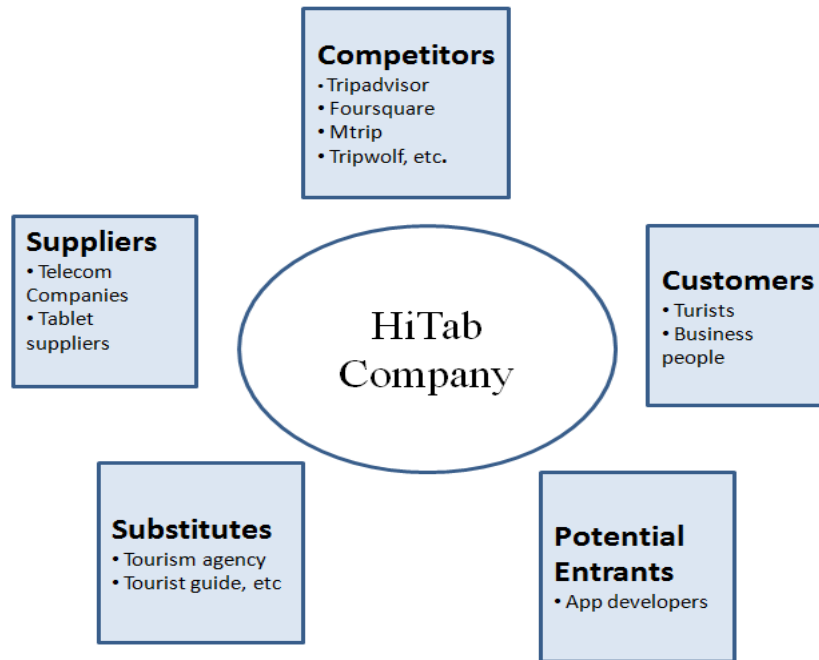
Figure 12. *Porter Five Forces analysis applied in HiTab*

To analyse the sector we will define how strong or weak are the 5 Forces given them a scale as follows:

Table 11. *Porter Five Forces scale*

Scale	Value
Low	0-1
Low - Medium	1-2
Medium	2-3
Medium - High	3-4
High	4-5

Buyers or customer bargaining power

They are who demand and purchase HiTab services; tourists, business people.

- **Concentration**. Are the customer fragmented or highly concentrated? (Value:1)

  According marketing research, it is clear that the customers are not concentrated at all.

- **Product Cost versus Total Purchase**. Does your product customer´s purchase represent a significant fraction of the customer´s costs? (Value: 2)

  It will be adapted HiTab service price according to customer demand but it will counter the number of customers.

- **Product Differentiation**. Is the customer´s product /services a commodity? Is branding critical for success? Is there an actual versus a perceived difference? (Value: 3)

  It is commodity but it is a unique service in this sector. However, branding is not critical because networking has been used for this purpose and the business strategy will be in that way.

- **Switching Costs**. Are switching costs low or high? (Value: 1)

  The services are basically tablets, software, Internet, etc. are mainly standard.

- **Profit**. Do customers earn low profits? (Value: 1)

  The customers are tourist and business people who come to Spain to spend money (*Table*...). On the other hands, the benefits gained from HiTab services will be satisfying.

- **Backward Integration**. Can they make what you make themselves? Is there a threat of backward integration? (Value: 4)

- **Impact on Quality/Performance**. Is the product you offer important to the quality of the customer´s products or services? (Value: 1).

  It is going to be used the last updated technology, information, etc.

- **Buyer Information**. Does the buyer have complete information on the product he may purchase? (Value: 2)

  HiTab is new in the market and the knowledge of the customers about the value of the service is not high.

  The average is 1,87. That means that the customers do not pose a major threat in the business.

Suppliers bargaining power

Suppliers will provide tablets, equipment to the business. Following it was assessed the strength of the supplier power by rating some features:

- **Concentration.** Are our suppliers fragmented or highly concentrated? (Value: 1)
  As it can be seen on the *Section*... There are a lot of available suppliers.
- **Presence of Substitute Inputs.** Are there any substitutes for your suppliers´ products? (Value: 2)
  The sector that is going to be used is technology and telecommunication, which are the most innovative sectors that give the flexibility of supplier's products.
- **Importance Relative to Customer.** Is your industry an important customer of the supplier group? (Value: 2)
  Because the tourism sector is new for the suppliers and it will be a good market share and profit for them. The future expansion might be big and innovative.
- **Impact on Quality/Performance.** Is your supplier´s product essential to the quality or performance of our business? (Value: 1)
  As it has been said before, there are a lot of available suppliers so, no dependency on suppliers.
- **Product Differentiation.** Is the supplier´s product or service a commodity? Is branding critical for success? Is there an actual versus a perceived difference? (Value: 3)
  It used to be a commodity but now almost everybody has a smart phone, it has been mandatory in today's circumstances, the brand should play a role for selling.
- **Switching Costs.** How costly if it for you to switch from the supplier´s product? (Value: 3)
- **Forward Integration.** Can the supplier produce the product you make? Is there a threat of forward integration? (Value: 2)

The average is 2. That means that the suppliers have an effect in the business. So, the threat is low medium.

Rivals or possible competitors' response strategies

They are who make similar products to HiTab Company and are in direct competition with them. Next, it was assessed the threat of rivalry by rating the following features:

- **Industry Growth.** How slowly or quickly is the industry growing? (Value: 2)
  Tourism has been increasing rapidly as well as the technology but it is more likely to be affected in case of crisis because of being a commodity industry.
- **Fixed Costs.** Does our business have fixed costs? (Value: 4)
  It is going to be paid for the software developer updating and other activities as salary.
- **Intermittent Overcapacity.** How frequently is there a problem of excess capacity in our business? Are there periods when there is excess capacity? (Value: 2)
  Only issue is that could be affected by overcapacity of the lack customer in different seasons.
- **Product Differentiation.** Is your product or service a commodity? (Value: 4)
  It is a commodity service, but considering tourism is a commodity sector, people are willing to pay for better comfort.
- **Brand Identity.** Is branding critical for your rival's success? Is there an actual versus a perceived difference? (Value: 2)
  It is critical; it plays a good role to define preference on the customer and marketing.
- **Switching Costs.** How costly is it for your customer to switch between providers? (Value: 4)
  Because of the availability of substitutes and the possible new entries.
- **Concentration and Balance.** Are there a large number of firms of equal size and power, all chasing after the same customers? (Value: 3)
  There is a huge number of competitors for the same customer but not as comprehensive as HiTab service.
- **Diversity of Competitors.** Are there competitors with different strategies and frames of reference? (Value: 4)
  The value is high because of sustainable innovation.
- **Exit Barriers.** Are exit barriers low or high? (Value: 1)

The average is 2,9. That means that the competitors have effect in the business. So, the threat is medium.

Barrier to Entry and potential new competitors

New entrants in an industry are today's new players who may become tomorrow's rivals. The threat of new entrants is directly related to whether the barrier to entry into an industry is high or low. Next, it will be assessed the threat of new entrants by the following criteria: if a barrier to entry is high, the threat from new entrants is weak; if a barrier is low, the threat of new entrants is strong.

- **Economies of Scale and Experience.** Does successful entry require that companies have significant economies of scale or experience? (Value: 2)
  In this case, this is an innovation project related to technology and considering the quick growth of this economical sector, there are other competitors available to also join in this area.
- **Product Differences.** Do new entrants need to differentiate by spending heavily on advertising, customer service, or product differences to overcome existing customer loyalty? (Value: 4)
  Due to the big variety of devices and software's available to consumer, new entrants should effort as much as possible to differentiate from others and be in the customer preferences.
- **Brand Identity.** Do new companies need to spend heavily on brand identification to gain customer loyalty? (Value: 4)
  Even when there are several companies offering this product and services, customers will be highly identified with the main tablet manufacturer or the main software developer.
- **Switching Costs.** Does the buyer have to pay to switch from on supplier's product to another? (Value: 2)
  The existence of a variety of suppliers makes the costs also variable so it's a benefit for customer.
- **Capital Requirements.** Does the new company need to invest large financial resources in order to compete? (Value: 4)
  To be competitive and attractive for customer it's necessary to invest resources in finding a good device, technology specialists, partner, etc.
- **Access to Distribution.** Do newcomers have access to distribution channels for products or services? (Value: 2)

Newcomers have access to distribution channel considering all places they can promote their selves (internet, email, mail, modern exhibitions, etc.) and because other suppliers (telephone companies, manufacturer devices companies) take care about new companies and entrepreneurial people.

- **Cost Advantages.** Established companies have cost advantages over new rivals because they may have already obtained proprietary product technology, access to raw materials, favourable locations, and government subsidies. In addition, established companies may have passed a learning or experience curve. (Value: 3)

  Once the road is made, it is easy to new entrants to jump into the sector.

- **Government Policy.** Government policies, such as antitrust regulations, can help to preserve or limit competition. (Value: 1)

  It does not exist a lot of regulation related to offer this kind of service.

- **Expected Retaliation.** New entrants may decide not to enter a new market if existing firms are likely to retaliate. (Value: 2)

  There may be a lot of competitors but the size and power of the companies are not big, so there will be no retaliation

The average is 2,7. That means that the barrier to entry is low-medium so, the threat from new competitors is medium-high.

Substitute product and services

A substitute is a different product or service from HiTab that competes for the same customer.

Following it will be assessed the threat of substitutes.

- **Price Performance.** Does the substitute offer a better price or performance? (Value: 3)
  Substitutors offer some of services but they do not offer all applications as HiTab does.
- **Switching Costs.** Is it costly for customers to switch to the substitute product or service? (Value: 2)

Considering possible substitutes are mostly free, it does not represent a cost for customers to switch to another product or service.

The average is 2,5. That means that the substitutes pose a medium threat in our business.

From results above, it can be synthesized the following scale for Five Forces analysis:

Table 12. *Porter Five Forces Analysis Results applied in HiTab*

	Threat
Buyers or Customer bargaining power	Low
Suppliers bargaining power	Low - Medium
Rivals or possible competitors' response strategies	Low - Medium
Potential new competitors	Medium
Substitutes	Medium

As it is shown above costumer bargaining power negotiation is low because HiTab is a service that will cover all tourist needs which different substitutes offer separately. As HiTab improves their experience customers will be willing to pay for that.

As the business sector is growing considerably, suppliers do not have a big bargain power of negotiation over HiTab. There are a lot of suppliers that offer the same services with similar qualities. It is a technology innovative business with a really big future expansion and the future will base on it, technology, innovation and globalization.

The competitors' response strategies could be a threat for HiTab. There are two kind of competitors, tablet rental: "iPad on the City" and existing different softwares. The first one does not provide exactly the same as HiTab service but they could response after HiTab launch, offering similar software as the one provided in the tablet and expanding their segments. Regarding softwares that already exist, it is not considered that they are going to response negatively after the launch but finding HiTab business interesting for partnership agreements.

Nowadays technological and tourism sectors are increasing rapidly, it is easy the proliferation of companies offering similar services as HiTab. So the company should consider this situation and build the future strategy plan by expanding as soon as possible as well as innovation.

The last aspect analysed in Five Forces is Substitutes. This aspect is the one which more threat the business. Most of substitutes are free but they are not going to response to HiTab strategy because it is not their business scope.

4.1.2. INTERNAL ANALYSIS

This analysis is going to be critical and also focus on the project promoter's weaknesses, so that the potential internal obstacles to achieve the aims are clear.

For up and running companies, the internal analysis must focus on business aims, the company's organisation, different policies (financial, human resources, sales, production, etc.), technology, customers and suppliers. Critical analysis of the organisation's human resources, their abilities and degree of motivation should not be forgotten either.

There is a young team of five professionals from around the world (Turkey, Russia, Spain, Panama and Venezuela) as project promoters. They have experience in fields related with this project: technology, business and sales.

Taking into account all these aspects, it has been done the following internal analysis:

- **Personal abilities.** The team is characterized for being: perseverant, energy, enthusiastic, with leadership qualities, firmness, intelligence, proactive, tourism experience, open-minded.
- **Specialist abilities.** According previous work experience of each team member they have abilities in: sales, knowledge of operating tablets, software, society behaviour and needs, logistics, negotiation.
- **Managerial abilities.** Leadership skills, training and understanding of new company's challenges: competitors, funds research, branding, logistics, marketing, etc.

- **Financial abilities.** Even there is no own funds to start the company it has been considered the high reputational level and the good innovative project idea that will make the business more attractive.

From this internal analysis, it has been established the project promoters´ strengths and weaknesses. The aim is to take advantage of the strengths and reduce the weaknesses as much as possible.

4.1.3. SWOT ANALYSIS

As a result of the analyses in the previous two stages (external and internal), a diagnosis of the situation must be done in order to determine the business's strategic aims. There are several ways of doing this diagnosis and the most commonly accepted one is the SWOT Analysis.

The initials of the four concepts used in this analysis form its name:

- Strengths. The strengths or strong points are the company or business project's inherent characteristics that facilitate or help achieve the initial aims.
- Weaknesses. They are the company or project's inherent characteristics that constitute the internal obstacles to achieving the mission or the initial aims.
- Opportunities. They are those situations in the company's environment that could help achieve the aims.
- Threats. It has been referred to those situations that arise in the company's environment that could have an adverse effect on achieving these general aims.
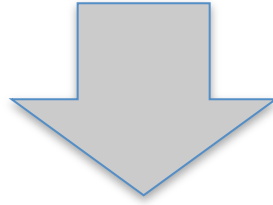
Opportunities and threats are considered as external factors affecting all companies in this sector of activity. Therefore, they must be the result of the External Analysis. Conversely, strengths and weaknesses are company or business project's internal factors and are thus inherent. They must be the result of the Internal Analysis. The SWOT analysis must not be a mere description of concepts, but it must explain the actions to be executed to take advantage of the opportunities in the project's strengths, to reduce the weaknesses and face the threats.

Table 13. *SWOT analysis of HiTab*

Strengths	Opportunities
• Motivation to create a new service/product and its impact in the society • Knowledge of the areas that are in the scope of the project: technology and tourism • Five project promoter´s from different countries and different cultural vision and experiences • Fresh thinking/age advantage of project promoter's. • All project promoters' has a travelling experience and can easily identify needs for this segment. • Customized product creating loyalty • The possibility to arrange a lot of activities on a one device making your travel easier and faster, also more enjoyable • Innovative services • Low cost structure	• Exist a large amount of travelers, wishing to use technology, HiTab offers innovative technology service to make easy the travelers' experience • Affordable for wide segment. Attractive pricing • Tempting to establish agreements with partners • Possible to use HiTab services on customer devices, attracting more customers. • No geographical limits. HiTab business will be developed in too many cities around the world. • Having Madrid as a starting city. Geographically well located. Easy to access and leave Spain. Madrid is one of only three cities ranked in the top five in both infrastructure and economic clout. • High number of supplier that offer similar products/services and quality • Possibility to acquire free tablets. Due to the response strategy of the telecommunication companies, there are already important companies that offer free tablet if you get a contract with them (tablet is our only product manufacture) • No exit barrier • Existing large amount of travelers, wishing to use technology, HiTab offers innovative technology service to make easier the travelers experience.

Weaknesses	Threats
• Knowledge of new business and entrepreneurial is in building-process because HiTab promoters are still coursing the MBA and they do not have remarkable previous experience in these areas • None of the project promoter's has own funds to start the company • None of the project promoters has contacts with potential suppliers or key partners • Low software knowledge • No brand already established • Be up-dated software data content all time • One technical problem, one customer less	• Strong substitute power • Easy to copy HiTab business model • It is a commodity. • New in the market, difficult to create a brand • Tourists reluctant to technology • Easy to become obsolete and finally disappear, have to work all the time on innovation. • Limited negotiation power with mobile operator • Budget of tourists because of the economic situation

Actions to BE DONE

- To reduce the possibilities of copying the software, HiTab will hire one software developer to keep the core part of the software in-house and facilitate the updating required.
- A company can achieve competitive advantages essentially by differentiating its products and services from those of competition and through low cost. As it is known, there are software competitors that offer the same as HiTab and free.
- Even when the supplier negotiation power could be low, HiTab is an innovative project with expected future growth so suppliers will be interested to work with HiTab. The competition between mobile operators can be used as a hook to reduce supplier bargaining power.
- As for partnership, HiTab will publish advertisement of its partner business such as restaurants. If the clients go to these restaurants, they will have a discount.
- HiTab is new in the market. It does not have a brand yet. To be known, HiTab will use networks such as Skype, Facebook and Tripadvisor, etc. It is cheap and it is in vogue. Also, HiTab community.
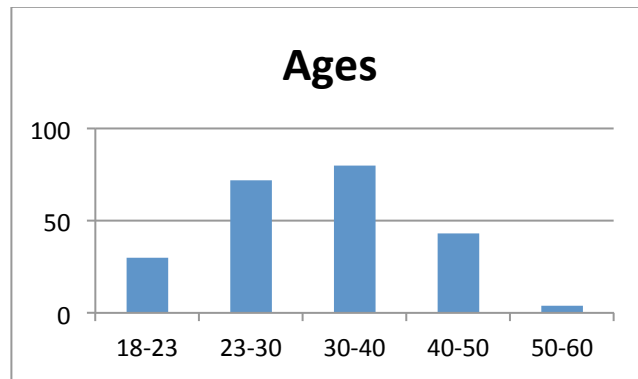
4.1.4. SEGMENTATION, TARGETING AND POSITIONING

In this section HiTab market segmentation is defined, targeting and positioning based on objective aspects of travelers behavior measured in the market size and from the survey.
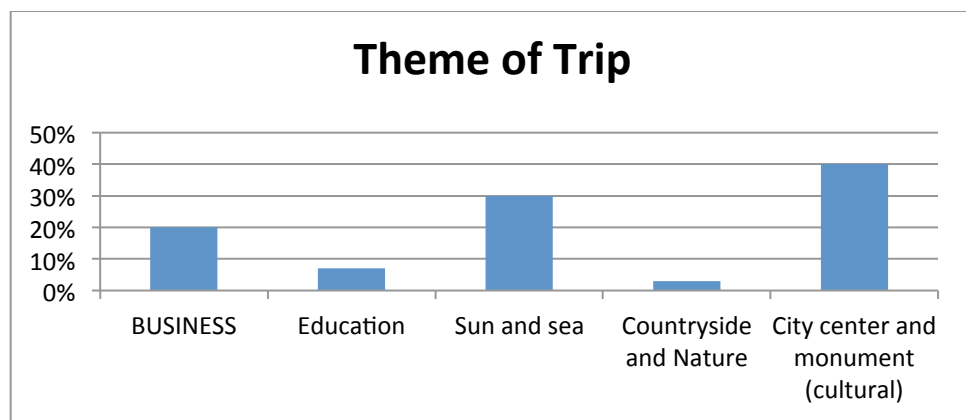
The results of the survey are the following:

- Where are you from? 229 people from 19 different countries answered the survey
- How old are you?

Figure 13. Percentage of distribution of ages in marketing research survey

- Do you like to travel? Everybody answered yes.
- Theme of Trip:

Figure 14. Percentage of reasons for travelling in marketing research survey

- How often do you usually travel per year? Time per year: 60% travel 3 times per year, 30% travel 2 times per year and 10% 1 time per year.
- How do you travel? Means of transport: 60% travel by plane, 25% by train and 10% by car.
- Do you plan your travel before you go? 87% plan their travel before they go.
- When you travel, do you usually get lost? 22% get lost when they travel.
- Do you usually see both sides of the city, the tourist side and the local side? 79% see both sides of the city.
- Do you usually see all places you expect? 70% see all places they expect.

- Do you think that you are affected by tourist prices? 78% think they are affected by tourist prices.
- Do you usually pay for a tourist guide? 19% pay for a tourist guide
- Do you usually have problem with the local language when you need to communicate? 20% have problem with the local language.
- Do you usually complain about lack of internet access during your travel? 45% complain about the lack of internet.
- Do you usually travel by travel agency? 10% travel by travel agency.
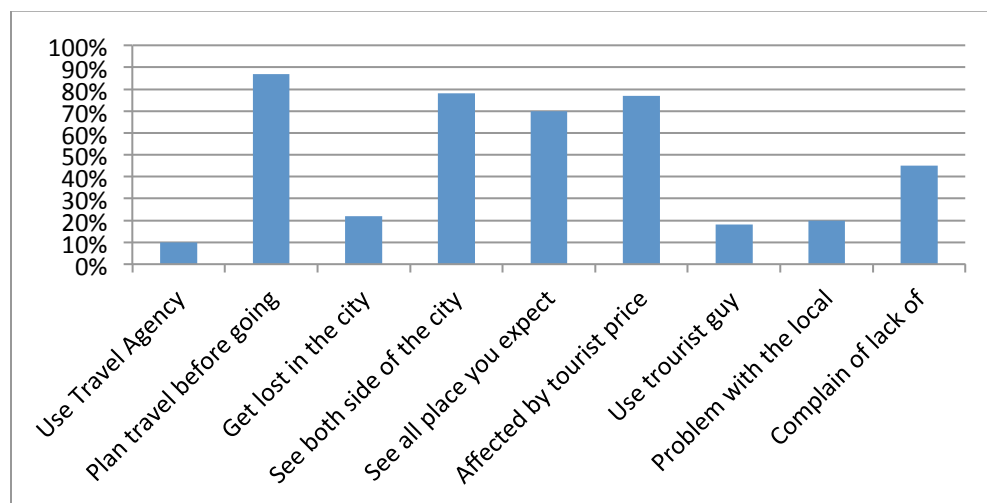
Figure 15. Percentage of affirmative answers for each survey's question

- Which ones below do you bring at your travel? 60% Smart Phone, 25% laptop,12% tablet and 20% none.
- Do you use applications below when you travel? 60% of the people do not upload applications when they travel; %5 Foursquare, 15% Tripadvisor, 20% use other applications.

So it concludes that people travel to big capital cities, for sun and beach or because of business. They usually travel 3 times per year by plane. They organize the trip in advance by themselves. They seem to be interested in seeing both side of the city. They manage to move around by themselves but sometimes they confess that they get lost. There are two main things they usually complain about: lack of internet access and tourist prices.

- Key question:

We want to offer an application (you can download or rent tablet included). In the interface there will be virtual guide available 24 hours a day. Please rank from 1 to 5 according to your interest. (1=low and 5=high)

1. Organize your schedule taking into account your interests, how long are you going to stay and how much would you like to spend?
2. Guide you to move around the city (taking into account rush hour, accidents, new accesses, etc.)
3. Provide information about all the places you could be interested in (museums, historical places, etc.) by local people
4. Update you with the best events at that time
5. Offer you discount tickets to eat in the most typical restaurants, to see the most enjoyable events, etc.
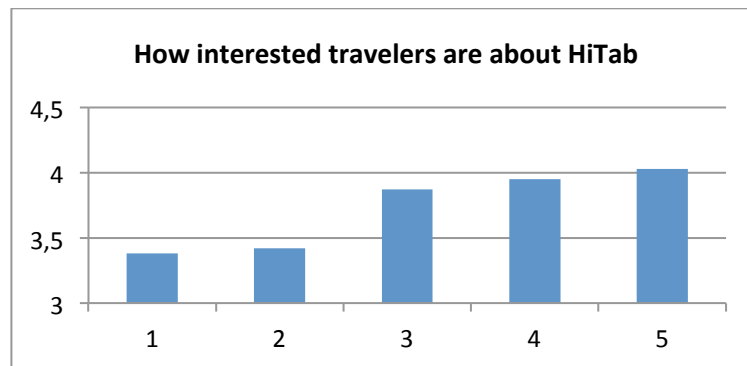
Figure 16. Percentage of interest of interviewees in HiTab according with benefits offered

From this graphic above it can be seen how interested the people are in HiTab services.

- What the people are able to pay for HiTab services per day?

According results obtained in the survey, there is a wide range of prices but most of the interviewees are able to pay for the product. Preferences are shown in Table 16.

The Segmentation

The segmentation has been done according to the survey and opinions from people.

Table 14. Market research survey's results

		SEGMENTS FEATURES			
	Total %	**Teck-geeks**	**Teddy-bear**	**Culturiouses**	**Domyself-means**
% Sample	100	43	11	24	22
Age	90% (23-50)	23-40	18-35	28-50	18-28
Like travel	98% say YES	YES	YES	YES	YES
Accomodation	60% Hotel	Hotel	Hotel, family and friend´s house	Hotel	Friend´s house
Theme of trip		Business, city center(cultural)	City center(cultural), sun and see	City center (cultural), countryside and nature, education	City center(cultural), sun and see, countryside and nature and education
Travel per year	58% more than 3	More than 3 times	2 times per year	2 times per year	More than 3
Transport	62% plane	Plane, train, car	Plane and train	Plane, train, ship and car	Plane, car and bus
To whom they travel		Alone, couple	Friend, family, couple	Alone, family, friend and couple	Friend, family
Do they usually travel by travel agency?	90% NO	NO	YES	NO	NO
Do they plan their travel before they go	88% YES	NO	YES	YES	YES
When THEY travel, do THEY usually get lost	79% NO	NO	NO	YES	NO
Do THEY usually see both sides of the city, the tourist side and the local side	79% YES	YES	YES	YES-NO	YES
Do they usually see all places you expect	70% YES	YES	YES	YES	YES
Do they think that they are affected by tourist prices	78% YES	YES	YES	YES	YES-NO
Do they usually pay for a tourist guide	19% YES	NO	YES	NO	NO
Do they usually have problem with the local language when they need to communicate	80% NO	NO	NO	NO	NO
They usually complain about lack of internet access during your travel	80% YES	YES	YES	YES	NO
What kind of devices they bring when they travel	60% smart phone	Smartphone, Laptop, Tablet	NONE	Smartphone	NONE
What apps do they use when they travel	65% NONE	Other	NONE	Other	NONE

From the table above, it has been identified the following segments:

Tech-geeks

They love technology. They cannot be without internet and they search for everything through it in high level. They are some anti-social but they like to learn new things and have fun. They usually have all the latest version devices. They travel alone or with a friend. They like to travel and see places, but be also updated all the time.

Culturiouses

They love to travel and learn about new cultures. They are highly active, curious and like to use their time with the most efficient way. They like to see all the museums, attractions, events etc. They are good with technology and internet. They are over prepared for the trips. They are mid or high income people.

Teddy bears

They usually travel with family or friends. They follow people to see around the city and they usually need a local or a related person to do that. They use internet to contact with friends and family in mid-level. They usually travel by travel agency or hire guides for themselves. They are really reluctant to the technology.

Domyself-means

They are mean and they usually plan for their whole trip without paying anything. They don't use any internet to avoid rooming charges. They can wait in line for hours to get in museum free. They are active and they meet local people to figure out local places, prices. They prefer cheaper way of transport like bus.

Targeting

To identify the potential segments, the next table shows how much each segment is able to pay for HiTab service:

Table 15. HiTab prices preferred by interviewees

	% Sample	1	2	3	4	5	Average	Price willing to pay for app. (euros)	Price willing to pay for the tablet (euros)
Tech-Geeks	33%	4	3,5	4	3	4,5	3,8	10	20
Teddy-Bear	20%	2,5	3	3,5	4	4	3,4	3	3
Culturiouses	17%	4	3,5	4	3	4	3,7	7	10
Domyself-Means	30%	3	2	3	4,5	4	3,3	2	

The segments that will find HiTab very interesting are Tech-geeks and Culturiouses, because of their behavior and prices they will be able to spend on HiTab services. The other segments Teddy bears and Domyself-means are out of HiTab target because they are interested at all what HiTab Company is able to offer them.

Tech-geeks will be interested in application and even tablet if they do not bring their own devices when they travel. They will be able to go around the city by HiTab in the way they want by not depending on anybody and be updated as they want. Culturiouses will be able to optimize their time to see as much as they can. And also be informed about all the attractions and events they want.

Therefore, the market share is 50%.

According results, it can be taken as average of 5 euro as a price they will pay for the software as the common percentage and 19 euro for the tablet + internet.

Positioning

The positioning of the product will be according to the targeted segments. From the results on the survey, the most transportation used is plane, there will be HiTab advertisements in the airline magazines. Also, as the product can be reached by customers in the front des of the hotels, these will be a channel.

By offering a personalized service, the company wants to be perceived as a strong customer oriented business. HiTab strategic goal is to create an expandable business model based on customer retention through high customer satisfaction and engagement, and begin with the expansion process the first years of operation. The main tools used in order to achieve these goals are: a highly trained workforce providing outstanding customer service; service personalization – customized software adapted for their needs- and a highly rewarding experience offered by no other competitor. The aim of the company is to attract and retain all those potential customers who are in necessity of a fast and accurate tourism full of experiences much more customized.

How HiTab will get there?

- Webpage
- Hotels
- Airlines magazine
- Google
- Networking
- Travel Portal
- Tourist Info Points

How HiTab will win?

- Product reliability: updated content
- Image brand awareness

- Customized software

- Affordable

- Modern and innovative style

How HiTab will be profitable?

- Establishing partnerships with global companies

- Low Cost Structure

Strategy

HiTab strategic aims will focus in guiding the marketing plan in order to optimize the use of resources in positioning the services at the top of the suppliers for travelers as a necessary tool when they travel.

HiTab will start in Madrid (headquarter) and in Barcelona. After the first year it will expand its business through Europe. The international expansion will give HiTab a huge competitive advantage. It will give to its brand a strong recognition giving value to its customer. They will be able to use HiTab´s service wherever they go, building a customer profile.

HiTab´s promoters have assessed in which market HiTab should expand. According to the research done by HiTab promoters, the company will expand to Paris, London and Rome in the second year; third year to Istanbul, New York and Hong Kong; fourth year to Dubai, Singapore and Kuala Lumpur and in the fifth year to Bangkok, Shanghai and Seoul.

Timing of entry in the market will be quick to be the first. The advantages of being the first are that HiTab will pre-empt rivals, gain market share, establish a strong brand, create switching costs to tie its customers to HiTab and set the price so HiTab could cut price when competitors arrive. We will act quickly but cautious, thinking in global and acting locally.

In each city, a branch will be opened. Each branch will be managed by a branch manager who will be a local person. As HiTab suppliers, channels, etc. are global, travelers are "global" and have a globally standardized product and transferable marketing and the expansion will be relatively easy.

The channels to be promoted will be mainly ads in airline magazines, travel portal, Google researches and the HiTab community. The distribution channel is going to be mainly hotels.

4.2. OPERATIONAL MARKETING

4.2.1. PRODUCT

The HiTab product will be: the software, the tablet and its accessories.

The software

The software it the main product of HiTab and as it already knows its main attractiveness is Elena.

This software will be user-friendly. Interaction with HiTab will start once customers accessed to the software. They will have to put their name, fill an easy short survey in which they should mark: how long will be their stay, things they want to do and select what places do they want to go, in order to Elena to build the customers profile and their schedule according to their interests. Also, the HiTab community, the Elena suggestions and the offers from partners will depend on customer profile.

Elena will be always visible in the interface and will be able to communicate in the following languages: English, Spanish, German, French, Turkish, Russian and Chinese. Elena will explain customers how the software works; this info also can be explained by HiTab personnel at the moment that customer contracts HiTab services (by phone or through HiTab website). Her main tasks will be the following:

- Information about touristic places (and local places, which usually are not include in touristic programs) through text or voice.

- Directions through the city, considering the easiest and fastest way to get to the places
- Recommendation of events/entertainments according to customer profile
- Discount offers for local restaurants, shops, etc.

In addition to Elena, applications included in the software are:

- Calendar of events: It will show events in the city and also activities planned by the customer. In this section the customers also will be able to personalize the calendar by dragging the places/events from the map.
- Cultural desk: The customer will be able to buy tickets online for all kind of events. This service is an advantage for them because they will be able to pay by the credit card recorded in the tablet. This will optimize the customer time, because will avoid lines.
- Translator: This application will provide excellent simultaneous interpretation services and quality translation for any kind of content.
- News: Customer will have available continuously updated local and international news.
- City maps: The customers will be able to see the different places (commercial, touristic, historical places, etc.) through the map. If they click on one of them they will be able to get detailed info (timetables, prices, offers, comments/point of view from HiTab people, easier and faster way to get there, etc.)
- Internet access permanently

Accessories

The tablet will be provided with long live mini batteries. If the battery runs out quickly, the customers will find HiTab useless. Also, the customers who decide to rent the tablet will be given the option of taking it with a small and comfortable bag and earphones.

Interface

Interface, in the picture at the right, consists of 4 different parts. Each part will be a main, bigger page by clicking on it.

At the lower right part, there is Elena and a map. Also there is a button for quickly finding the way destination. Customers will find out how to get to place in nearest way by metro, by bus, by walking or by taxi.
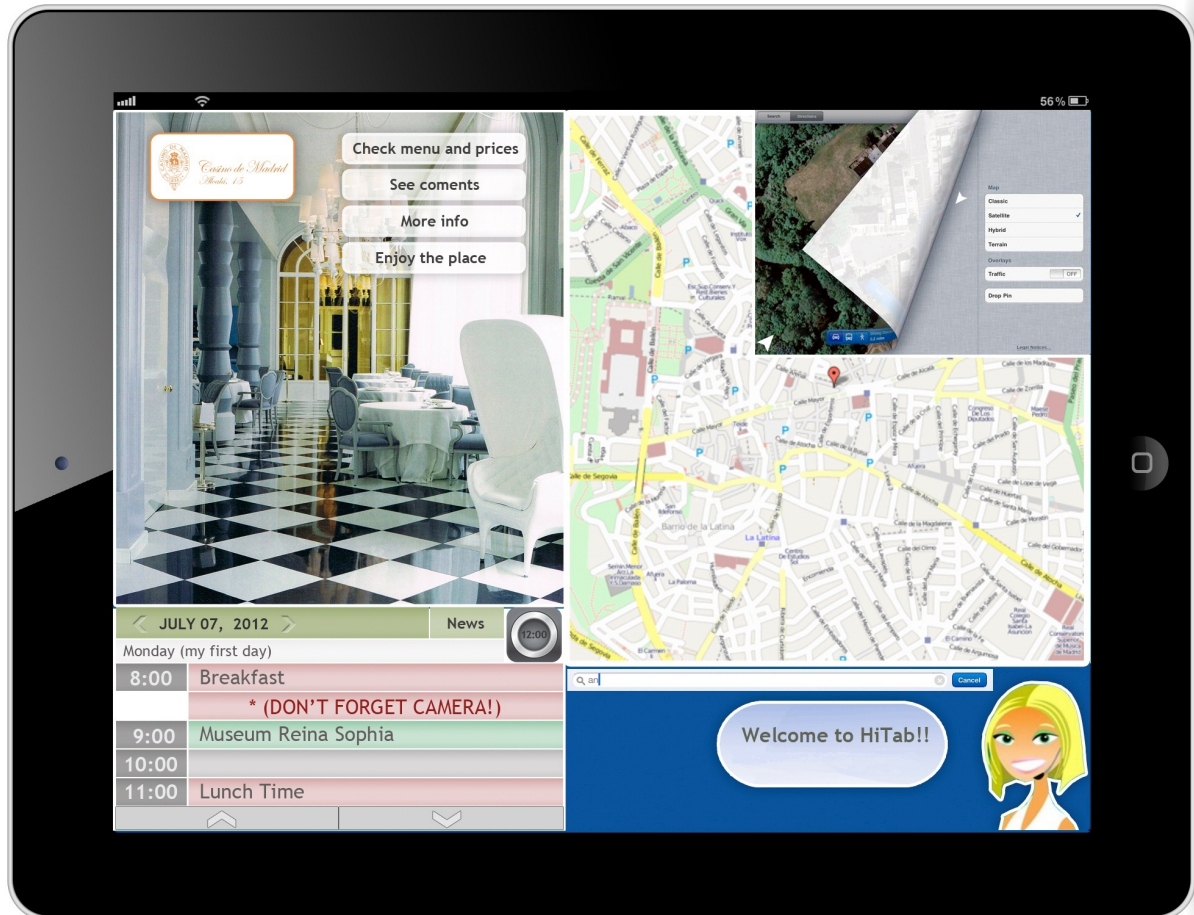
Figure 17. HiTab's interphase

In the upper right part there is the city map. Here customers will be able to look for the direction needed.

In the upper left part there is the details of the restaurant selected and below that customer will be able to have acces to the calendar with activities planned.

They are different advertisement from local restaurants, bars, theatres, museums, etc. Here customers can see all possible discounts, all the nearest places to eat and have rest, etc. Except of this, in this part customers will be able to make online purchases.

In the lower part in the middle there are applications. HiTab includes some applications free, such as Skype, Dictionary, The Daily News, Mail and some others. Customers can download the desired applications from Internet to this part.

4.2.2. PRICING

The cost-based price strategy will be according to costs which will be implied in the finance section, how much the competitors are charging for their services and depending on the survey how much people are willing to pay, concluded in the market research.

- Software: Definition of the price was set considering the results of statistics and average price and quantity of applications from AppStore and Android Market system; it is going to be charged 5 euro for only the software.
- Tablet Renting (software and SIM card included): Definition of the price was set considering: competitor's price, HiTab costs and profitability required. The price is going to be defined based on the competition and the positioning of the target market. It is going to be charged 15 euro, depending on the amount of time there will be also promotion and discounts.

4.2.3. DISTRIBUTION (PLACEMENT)

Distribution (placement) decisions are those associated with distribution channels that serve as mean for getting the product to targeted customers and logistics involved.

HiTab´s purpose is to establish partnerships / agreements with international hotel chains and mobile operator company, in order to globally leverage the business, facilitate the distribution process and be closer to the customer.

Distribution channels will be:

Web page

One of the main distribution channels of HiTab will be the company internet website, considering it has become the universal source of information for millions of people, HiTab will be able to reach a very large market, directly, fast and economically.

To create HiTab website, it is going to be hired experienced software developer and designer. It will be created an original design (for distinguish from competitors) and an efficient and easy system in order to let the internet user feel comfortable. The hosting will be made by a server dedicated with a big performance in term of security.

The website will be redirecting clients to the Appstore or the Android Market depending on the smart phone or device they are using.

AppStore/Android Market

Software will be available in the AppStore and Android Market list of applications. Customer, according his/her device, will be able to download it according the operating system of their mobile phone.

Hotels

Considering a partnership with main hotel chains, there will be different ways to deliver tablets to the hotels: having part of the inventory on it -customer will be able to pick them up at the front desk with a special brochure with instructions of use and FAQ. Also HiTab will deliver the tablet direct to the customer to the hotels.

4.2.4. PROMOTION

HiTab's customers will be able to find some information about it through following channels:

- HiTab website: It will have lot of marketing on it to attract as much customers as possible.
- Main hotel chains: They will have brochures for clients, info on how HiTab works, and what it offers.
- Airline magazine advertisements
- Travel portal advertisements
- Google search ads
- Networking: groups in Facebook, Twitter, g+, LinkedIn, MySpace, etc.
- Tourist info points

HiTab is going to make some promotions to make HiTab services more attractive: promotion from local restaurants, bars, theatres, museums, etc.

Advertising:

- Airline magazine advertisements: It is to make sure that possible customers can see HiTab service just before they arrive.
- Brochures: It will be put it in Tourist info points and front desks of partner's hotels to inform about HiTab service.
- Google Search Ads: Customers searching for city's hotel or words related to the city, HiTab web site will appear on their search.

Public Relations:

- Networking: There will be active accounts in Facebook, Twitter, g+, LinkedIn, MySpace, etc.
- HiTab will have an advertisement at one of the most important events in the city for the first launch of the service.

- Tourist competition: THA (Tourist of HiTab Award), will keep the public relations in a good level, to communicate people and excite them, there will be a competition for HiTab customers. There will be a route, and customers will be able to join it and share with other HiTab users.

HiTab Community

For HiTab customers, a community will be created in order to foster the integration between customers and potential customers. This community will consist on a network in which travelers will share their experiences when using HiTab, make recommendations and give tips when travelling. With the continuous feedback of this network, customer will be able to get the best of his/her stay in the city visited.

To make it more attractive HiTab will also have a community award and a Happy HiTab. The community award will consist on making an annual give away of a price, depending on the highest voted and best suggestions or comments. Happy Hitab consist on a 2x1 promotion given by the company to its users, so they can go to a bar/restaurant and buy their favorite beer and have another one for free, in order to promote integration between HiTab customers and experiences sharing process.

4.2.5. MARKETING & SALES ORGANIZATION (PEOPLE)

According the process, HiTab people will be divided in direct and indirect.

Direct: personnel from HiTab

- Phone operator: Client customer service will be provided when customers call to HiTab office customer service. Phone operator will have special training, with all the answers possible to questions asked by customers.
- Software to customer (Elena): The virtual guide will be provided with all of the possible questions that clients probably will ask her so she would be the main phase in answering

questions, if she won't be possible to answer all the questions she will direct questions to customer service.

Indirect: Personnel from partners

• Hotel personnel: Front desk personnel will have direct contact with customer, HiTab will provide them with information about HiTab, in order to ensure personnel understand the service and give information to customers.

Every time HiTab people (direct or indirect) come into contact with a customer an impression is made. HiTab will make sure it's a good impression by having properly trained, well-motivated staff with a good attitude; the reputation of the company rests in their hands. Providing after sales support and advice is one way it can be added value to what is offered, giving to the business an important edge over competitors who do not. In many sectors, customers do not separate the product or service from the staff member who provides it, making this a key element of the marketing mix.

4.2.6. MARKETING AND SALES STRATEGY PROCESSES

Processes by which HiTab will create the service and deliver it to customer will be according to the cities in which the software will be present, each of the distribution channels selected and most important to be always accessible to customers.

For software:

• Website: Customer will request service trough website or Appstore / Android Market and will be able to download the software.

For tablet (software + SIM card included)

• Website: Customer will request service trough website and will inform about date of he/she arrival and hotel of stay in order to arrange the delivery there.

- HiTab phone number: Customer will request service trough a phone call and will inform about date of he/she arrival and hotel of stay in order to arrange the delivery there.
- Hotels: Customer will be able to request it at the front desk of the hotel and receive it there.

Regarding the use of the software, in addition to the deposit for the tablet (deposit will be made effective if customer does not give back the tablet or returned it with damages), a customer will have an open account (credit card data will be recorded in the customer profile) and the customer will have a choice to use or not a cultural desk to buy tickets online for different events through HiTab and the amount will be charged at the moment of the transaction.
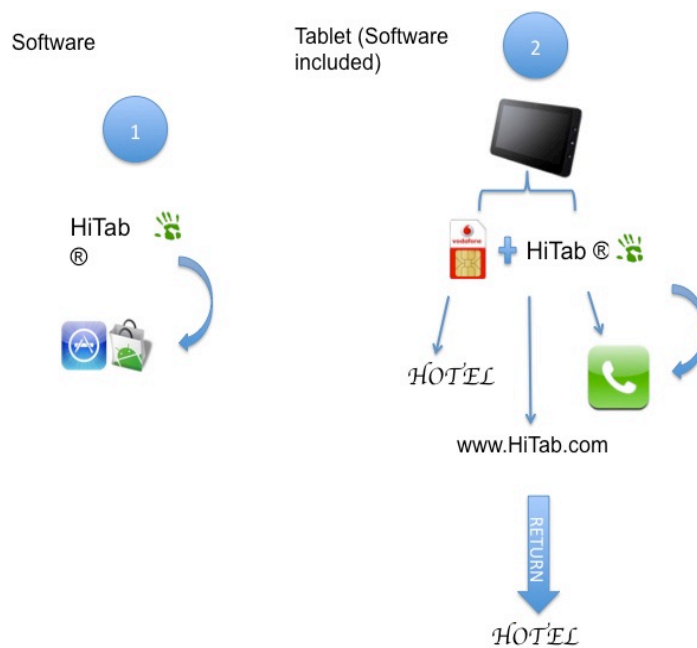
Figure 18. *Processes of services through distribution channels*

4.2.7. POST-SALES

Regarding post-sales service, HiTab will have different tools to manage all the information, feedback and complaints. This tools will include, online help, "Do it yourself" manuals and FAQ sections in the website. Beside this, it will be available a customer service phone number for any question, suggestion, complaints, etc.

HiTab will have a section on its website specifically for customer recommendations, feedbacks or complaints. In order to drive the customer feedback, ideas and recommendations it will have an on-going promotion in which customers will get small discounts or offers, for future uses, when they provide HiTab with their feedback.

All customer movements will be recorded and used by Elena (virtual guide) to improve the customer profile. If they contract HiTab service again everything they have filled will be stored, also it will have the option to update their profiles on their next use of HiTab service.

As in line with HiTab corporate values, it will have more than the product guarantee mandatory by the law, which assures a guarantee for damaged products; this guarantee will be written with easy language and with legible script, and will include a clause for the repair, pickup and change of damaged products.

4.2.8. THE BRAND

Company logo is created in order to give HiTab a distinction from competitors and ease of recognition; it is a no gender hand, open and green. It has those characteristics in order to be universal, transmit trough it, relaxation and comfort because tourist needs to be very comfortable.
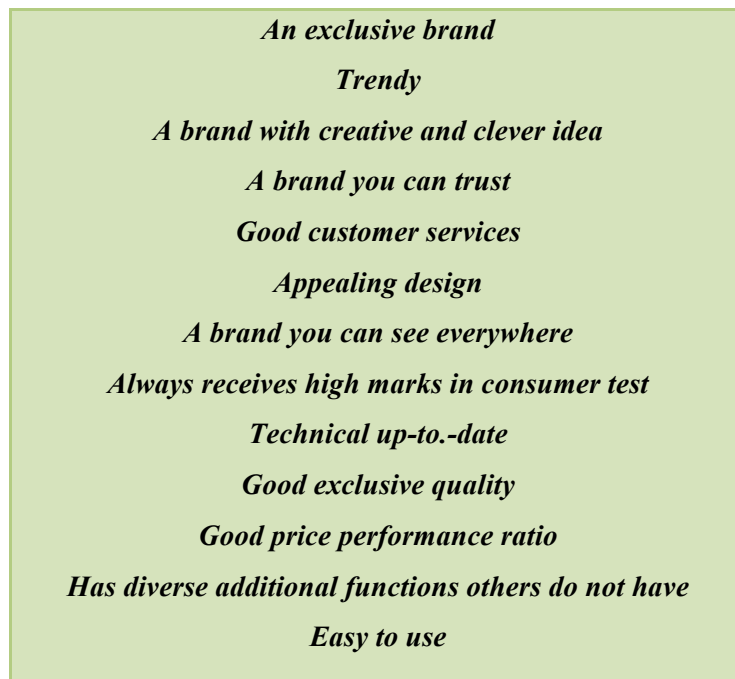

Figure 19. *HiTab`s logo*

The HiTab vision is to be the essential tool of all travelers worldwide. It is going to be sold as an "essential tool" to travel because through HiTab, customer will:

- Save money (no real guide)

- Save time (do not get lost)

- Leverage the time (see what should be seen)

- Gain experience (feel as a local person)

- Environment awareness (no paper waste)

The name HiTab has been chosen as the company name because is a catchy name, easy to say in any language and describes everything that HiTab promoters want their product to say, easy to use and friendly.

When the people will see HiTab logo will come up on their mind the following:

An exclusive brand

Trendy

A brand with creative and clever idea

A brand you can trust

Good customer services

Appealing design

A brand you can see everywhere

Always receives high marks in consumer test

Technical up-to.-date

Good exclusive quality

Good price performance ratio

Has diverse additional functions others do not have

Easy to use

Figure 20. *HiTab`s branding*

4.3. MARKETING FINANCIALS

4.3.1. MARKETING BUDGET

In the next tables, it has been showed the different ways used by HiTab to promote itself and its cost.

Table 16. *Marketing budget description*

No	TARGET	ACTIVITY	GOAL	METRIC	DESCRIPTION
1	Both target	Airline magazine advertisement	Customers can see HiTab service before they arrive	Number of customers at the tourist info	Half of an A4 size page
2	Both target	Travel Portal	Customers can see HiTab service just they arrive	Number of clicks at the portal	Ad at the Travel Portal website
3	Culturiouses	Brochures in tourist info points	To inform about HiTab service	Number of customers at tourist info	Brochures in tourist info points
4	Culturiouses	Brochures in hotel reception (NH. Starwood, Sofitell, Marriott, Hilton, Radisson, Intercontinet, Novohotel)	To inform about HiTab service	Number of customers at hotel	HiTab will get an agreement with hotels.
5	Both target	Google Advertisement	To attrack internet users	Number of clicks	Ad at google search "Hotels in Madrid"
6	Both target	Partnership with restaurants, cafes, bars etc.	To attrack and have public awareness	number of order calls and clicks at website	Mutual partnership with local places to advertise each other
7	Tech-geeks	Renting Free trial version application	To attract and live a part of HiTab experience	Number of the app downloads	The app will be published in apstore and Android market
8	Both target	Networking	To have a public awareness and create the HiTab trend	Number of "likes" and posts	The Hitab electronic will be updated regularly
9	Both target	Happy HiTab Community	To create HiTab community	Number of people participating in events	Create events to make HiTab customers happy
10	Both target	HiTab website	To make HiTab known, to contract HiTab services, etc	Number of customer who contract HiTab services from it	HiTab website
11	Culturiouses	Sponsor at a big event special for the city	Brand awareness		Ad of HiTab in the most important event of the year

Table 17. *Marketing budget*

|	2013	2014	2015	2016	2017
Marketing costs	**10.164 €**	130.382 €	**754.433 €**	**1.272.495 €**	**1.942.014 €**
% / Sales	20%	20%	20%	20%	20%

5. ORGANIZATION AND HUMAN RESOURCES PLAN
5.1. STRUCTURE OF THE ORGANIZATION

A Board of Director of 5 members will manage HiTab company: Ángel Carreiro, Judith Cuéllar, Teresa Escoda, Ekaterina Grinina, and Irem Kutlug, and, with the same division of shares.

5.1.1 ORGANIZATION CHART

Organizational chart of HiTab will be:
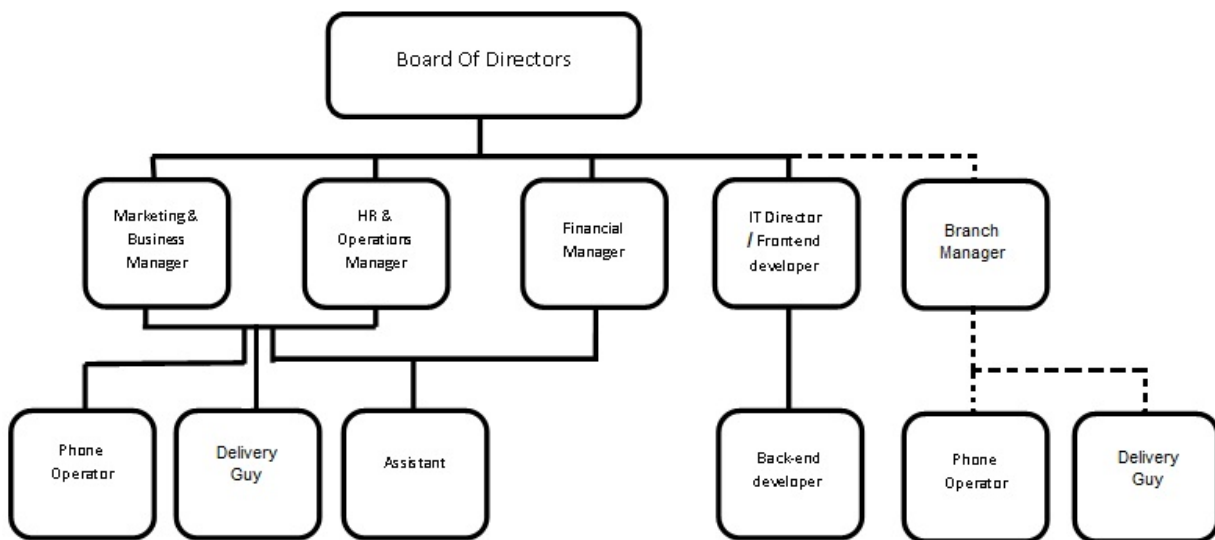
Figure 21.HiTab *organizational chart*

5.1.2 Competency Management Model

In order to define the capabilities required in each position, a Competency Management Model was built to ensure that HiTab's human capital strategy is aligned with the overall business strategy. These

capabilities include skills and knowledge, as well as attributes, motives and commitments. Competencies demonstrate through defined behavior.

Board of Directors

The Board of Directors is going to be the body of the Company joined by HiTab's promoters, which general faculties include establish mission, vision and strategy of the Company.

From this Board it is going to be selected a person who will be appointed as legal representative in the bylaws. The profile of the Director has to be the following:

Table 18. *Competency Model of Director*

	Director
Knowledge	• Business • Finance • Operations • Managerial • English (Advanced level)
Skills	• Well developed relationship building ability • Decision making • Problem solving ability • Team work • Detailed oriented
Attitude	• Pro-active • Highly motivated to good performance • Business global oriented • Customer service oriented • Entrepreneurial thinking
Behaviour	• Efficiently use of Project Management skills • Coherent and consistent with corporate strategy and decisions making process

Marketing & Business Manager

Marketing manager will be in charge of all marketing, advertising and public relations, also will establish marketing strategies to meet organizational objectives. Evaluate customer research, market conditions, competitors' data and implement marketing plan changes as needed.

Table 19. *Competency Model of Marketing & Business Manager and the assistant*

	Marketing & Business Manager	Assistant
Knowledge	• Project Management • Competition • Customers • Government policies • Suppliers • Tourism • Technology • Marketing tools • English (Advanced level)	• Competition • Customers • Government policies • Suppliers • Tourism • Technology • Marketing tools • English (Advanced level)
Skills	• Excellent communication skills • Creative thinking • Good organizational and planning skills • Confidence to 'sell' own ideas • Negotiation	• Advanced spoken and written communication skills • Creative thinking • Good organizational and planning skills • Multitasking
Attitude	• Be open-minded • Creative • Willing to take calculated risky • Leadership • Flexibility	• Be open-minded • Proactive • Creative
Behaviour	• Active • Organizational awareness • Business vision • Cost-conscious	• Active • Adaptable

Human Resources & Operations Manager

As a Human Resources Manager, this person will deal with the needs of the company's employees; will develop and manage employment programs, salary compensation and job evaluations and equal opportunity initiatives. And, as Operations Manager, this person will provide customer service within the

framework of the organization strategy and will use resources as efficiently as possible. The Operations Manager will ensure smooth operation of various processes that contribute to the production of the software and services of the company.

Table 20. *Competency Model of Human Resources & Operator Manager and the assistant*

	Human Resources & Operations Manager	Assistant
Knowledge	• Ability to integrate all different operational functions • Project Management • MRP • HR tools • English (Advanced level)	• Basic knowledge of project management • English (Advanced level)
Skills	• Team-work • Multitasking • Effective Communication • Organizational	• Good communication skills • Basic computer skills • Multitasking
Attitude	• Focus on customer and employee needs • Horizontal coordination • Leadership • Flexibility	• Proactive • Available
Behaviour	• Active • Practical • Responsible	• Flexibiity • Adaptable

Financial Manager

The Financial Manager is the person who is going to be dealing with the resource and monetary aspect of the business for funding and operating it with adequate and expected returns.

Reporting to the Financial Manager is going to be the Accounting Assistant that will be dealing with all offices tasks and with basic accounting activities.

Table 21. *Competency Model of Financial Manager and the Accounting Assistant*

	Financial Manager	Accounting Assistant
Knowledge	• Business • Finance • Operations • Managerial • English (Advanced level)	• Accounting knowledge • English (Advanced level)
Skills	• Decision making • Problem solving ability • Precision	• Precision • Organized • Work under pressure
Attitude	• Business global oriented • Customer service oriented • Entrepreneurial thinking • Leadership	• Committed • Highly motivated to good performance
Behaviour	• Uses project management skills efficiently • Coherent and consistent with corporate strategy and decisions making process • Cost-conscious • Responsible	• Proactive • Engaged • Disciplined

IT Director/Front-end developer and Back-end developer

IT director will be responsible for the defining, developing, configuring and supporting application and HiTab web site and their maintenance. IT director will work closely with management to prioritize business goals and information needs.

Front and back end developers will help IT director in the software development, web page and its maintenance.

Table 22. *Competency Model of IT Director and Front and back end developers*

	IT & Software developer	Front and back end developers
Knowledge	• Excellent design techniques • Hardware, software and programming languages • IT experience	• Excellent design techniques • Hardware, software and programming languages • IT experience
Skills	• Excellent computer skills • Strong communication skills, both written and verbal • Maintains strong attention to detail in high-pressure situations • Solid understanding of business practices with fundamental understanding of project management methodology • Work under pressure	• Requires excellent computer skills • Strong communication skills, both written and verbal • Maintains strong attention to detail in high-pressure situations • Innovation • Work under pressure • Precision
Attitude	• Hard-worker • Flexibility • Iniciative	• Proactive • Iniciative • Open minded
Behaviour	• Disciplined • Responsible • Innovative • Understanding of confidentiality and data protection issues	• Creative • Innovatie • Disciplined • Understanding of confidentiality and data protection issues

Phone Operator

Phone Operators attend various companies and organizations that are HiTab company partners, suppliers, channels, advertisers and others; their primary duty is to help their employer's company work smoothly. This typically involves working at a desk performing computer-related duties, answering phones and emails and providing excellent customer service. Phone Operators control all operating management, work with clients (by email, by network, by phone etc.), office workers may have to answer customer questions, respond to complaints and troubleshoot with customers having difficulty with certain products and services. Officers are required to provide excellent customer service to all customers

Table 23. *Competency Model of Phone Operator*

	Phone Operator
Knowledge	• Software and technological platforms and devices • English (Advanced level) • Tourism • City knowledge
Skills	• Active listener • Excellent communication skills • Problem solving
Attitude	• Positive • Kind • Ongoing • Enthusiastic
Behaviour	• Proactive • Committed • Engaged

Branch Manager

Branch Manager is responsible for all of the following areas: commercial business, productivity, reporting, hiring and firing, marketing and advertising, buying and selling. Branch Manager is the immediate person that handles all the issues related to matters at a particular company location.

Branch Manager coordinates with the head office and other branch locations, whether local or national. The manager has typical office hours but may work long shifts.

Table 24. *Competency Model of Branch Manager and assistant*

	Branch Manager	Assistant
Knowledge	• Business • Financial • Operations • Managerial • English (Advanced level)	• Business • Financial • Operations • Managerial • English (Intermediate level)
Skills	• Relationship building ability • Decision making • Problem solving ability • Team work • Detailed oriented	• Relationship building ability • Team work
Attitude	• Pro-active • Highly motivated • Good performance • Business global oriented • Customer service oriented • Entrepreneurial thinking	• Committed • Highly motivated to good performance • Iniciative • Open minded
Behaviour	• Coherent and consistent with corporate strategy and decisions making process • Proactive • Responsible	• Proactive • Engaged • Flexible • Adaptable

The competency of each position is defined in the Responsibility Matrix above, being **Act**: main activities within the company.

- **Act.1.** Planning and Organizing

- **Act.2.** Defining and setting Polices and Corporate Strategy

- **Act.3.** Evaluating and Decision-making

- **Act.4.** Financial Budget and Control

- **Act.5.** Maintaining and developing relationship with suppliers, partnership, etc.

- **Act.6.** HiTab Community Management

- **Act.7.** Market research

- **Act.8**. Brand development

- **Act.9.** Operation Management

- **Act.10.** Logistic

- **Act.11.** Internal integration

- **Act.12.** Select and recruitment; layoffs

- **Act.13**. Plan, direct, supervise, and coordinate work activities of subordinates and staff relating to employment, compensation, labor relations, and employee relations

- **Act.14.** Plan innovation meeting to generate ideas and upgrade the system processes

- **Act.15.** Software development and maintenance (update)

- **Act.16.** Web site development and maintenance

- **Act.17**. Develop network operations budget and ensures operations meet approved budget levels

- **Act.18**. Good technical understanding and able to learn new tools quickly

- **Act.19**. Prepare, revise and submit reports, budgets and other documentation

- **Act.20.** Provide excellent customer service

- **Act.21**. Respond to complaints and troubleshoot from customers having difficulty with the service

- **Act.22**. Quality Control of processes and services

    The kind of responsibility in each activity by position:

- **R**: Does

- **A**: Decides

- **C**: Consultant

- **I**: Inform

Table 25. *Responsibility Matrix*

	Board of Directors	Marketing & Business Manager	Human Resources & Operations Manager	Financial Manager	IT& Software Developer	Designer	Assistant	Phone Operator	Branch Manager
Act.1.	A/I	R/C/I	R/C/I	R/C/I	I/C	I	I/C	I	A/R/C/I
Act.2.	A/I	R	R/I	R	I	I	I	I	R
Act.3.	A/R/I	R	R	R	I	I	I	I	R/C/A
Act.4.	A	C	C	A/R/I	I	I	C	I	C
Act.5.	A	A/R	C	C	I	I	I/C	I	A/R
Act.6.	A/I	C	A/R	C	I	I	I/C	I	A/R
Act.7.	A/C	A/R/I	C	C	C	I	C	I	R/C
Act.8.	A	A/R	I	I	R/I/A	R/I	I	I	R/I
Act.9.	A	I	A/R/I	I	I	I	I	I	A/R/I
Act.10.	A	A/R	A/R/I	I	C	I	C	I	A/R/I
Act.11.	A	C	A/R	I	I	I	C	I	A/R
Act.12.	A/R/I	A/R/I	A/R/I	A/R/I	I	I	C	I	A/R/I
Act.13.	A	I	A/R	I	I	I	I	I	R/C
Act.14.	A	A/R	C	C	A/R	R/I	C	I	R/C
Act.15.	A	I	I	I	A/R/C	R/I	I	I	I
Act.16.	A	I	I	I	A/R/C	R/I	I	I	I
Act.17.	A	C	I	A/R/I	A/R	I	I	I	C
Act.18.	A/I	I	I	I	A/R/C	I	C	I	I/C
Act.19.	A/I	A	A	A/R	I	I	R/I	I	A/R
Act.20.	A/I	I	I/C	I	I	I	I/C	A/R	C
Act.21.	A/I	I	I/C	I	I	I	I/C	A/R	C
Act.22.	R/A	R/A	R/A	R/A	R/A	I	I	I	R/A

5.2 SALARIES

Salaries will be determined taking into account the salary base in Spain and the competence of each worker. The annual package for the employee will consists in 14 payments: 12 regular payments and 2 payments made to employees in Christmas and in summer. In these calculations was considered also the Social Security percentage.

Next it shows the salary of each employee in the following 5 years.

Table 26. *HiTab's employees salaries*

	2012	2013	2014	2015	2016	2017
Number of employees	7	16	33	56	79	94,5
Total expenses	21.818 €	221.667 €	420.000 €	833.826 €	966.615 €	1.043.108 €

5.2.1. BONUSES

Bonuses will be given to all employees according their performance and also on the Company profitability.

In order to calculate the bonuses, it was built a Management by Objectives model, which shows to each position the indicators built to measure the performance, the results expected and the levels to qualify that performance. Percentage of annual given bonuses will be calculated according the performance of the company (profits) and the level achieved by the employee (from good to excellent). Management by Objectives model for each job position is as follows:

Table 27. *Management by Objectives model for Director*

POSITION	INDICATORS	RESULT	LEVELS	
DIRECTOR	% business growth (real) / % business growth (planned)	> 90%	EXC	100%
			VG	95%
			G	90%
			S	85%
			US	< 85%
	% increase of revenues	> 25%	EXC	100%
			VG	95%
			G	90%
			S	85%
			US	< 85%

Table 28. *Management by Objectives model for Marketing and Business Manager*

POSITION	INDICATORS	RESULT	LEVELS	
MARKETING & BUSINESS MANAGER	% business growth (real) / % business growth (planned)	> 10%	EXC	100%
			VG	95%
			G	90%
			S	85%
			US	< 85%
	% increase of customer numbers	> 25%	EXC	100%
			VG	95%
			G	90%
			S	85%
			US	< 85%

Table 29. *Management by Objectives model for Assistant*

POSITION	INDICATORS	RESULT	LEVELS	
ASSISTANT	% successful execution tasks (real) / % successful execution tasks (planned)	> 90%	EXC	100%
			VG	95%
			G	90%
			S	85%
			US	< 85%
	% supervisor satisfaction	> 85%	EXC	100%
			VG	95%
			G	90%
			S	85%
			US	< 85%
	% customer satisfaction with operator attention	> 98%	EXC	100%
			VG	95%
			G	90%
			S	85%
			US	< 85%

Table 30. *Management by Objectives model for Human Resources & Operational Manager*

POSITION	INDICATORS	RESULT	LEVELS	
HUMAN RESOURCES & OPERATIONS MANAGER	% employee satisfaction	> 90%	EXC	100%
			VG	95%
			G	90%
			S	85%
			US	< 85%
	% training executed / % training planned	> 80%	EXC	100%
			VG	95%
			G	90%
			S	85%
			US	< 85%

Table 31. *Management by Objectives model for Financial Manager*

POSITION	INDICATORS	RESULT	LEVELS	
FINANCIAL MANAGER	% budget (expent) / % budget (forecast)	≤ 100%	EXC	100%
			VG	95%
			G	90%
			S	85%
			US	< 85%
	% cost out of planning	< 7%	EXC	100%
			VG	95%
			G	90%
			S	85%
			US	< 85%

Table 32. *Management by Objectives model for Accounting Assistant*

POSITION	INDICATORS	RESULT	LEVELS	
ACCOUNTING ASSISTANT	% successful execution tasks (real) / % successful execution tasks (planned)	> 95%	EXC	100%
			VG	95%
			G	90%
			S	85%
			US	< 85%
	% supervisor satisfaction	> 90%	EXC	100%
			VG	95%
			G	90%
			S	85%
			US	< 85%

Table 33. *Management by Objectives model for IT Director*

POSITION	INDICATORS	RESULT	LEVELS	
IT & SOFTWARE DEVELOPER	% failures of the software (reported by users)	< 5%	EXC	100%
			VG	95%
			G	90%
			S	85%
			US	< 85%
	% reliability of information (reported by users)	> 95%	EXC	100%
			VG	95%
			G	90%
			S	85%
			US	< 85%

Table 34. *Management by Objectives model for Front and Back end developers*

POSITION	INDICATORS	RESULT	LEVELS	
DESIGNER	% difficulties reported by users when using software	< 10%	EXC	100%
			VG	95%
			G	90%
			S	85%
			US	< 85%
	% customer satisfaction with interphase design	> 90%	EXC	100%
			VG	95%
			G	90%
			S	85%
			US	< 85%

Table 35. *Management by Objectives model for Phone Operator*

POSITION	INDICATORS	RESULT	LEVELS	
PHONE OPERATOR	% customer satisfaction with operator attention	> 80%	EXC	100%
			VG	90%
			G	80%
			S	70%
			US	< 70%
	% supervisor satisfaction	> 85%	EXC	100%
			VG	95%
			G	90%
			S	85%
			US	< 85%

5.3 RECRUITMENT AND SELECTION

Objectives

The purpose of HiTab Recruitment and Selection Policy is to ensure that all decisions taken to employ people are consistent with the Company's philosophy and support HiTab Corporate Strategy.

Detect vacancies

HiTab recruitment and selection process begins when, previously defined the business needs, is detected the vacancies to be filled. This vacancy must be associated to a Position that has a Description which gives a summary of the job, a description of tasks, specifies to whom the position reports and conditions of employment. Also must be include a Person Specification detailing the skills, qualifications and experience required to perform the job and whether these are essential or desirable criteria.

After detecting the vacancy is necessary to advertise in HiTab website or through job's portal the openness of that position.

Receiving & Filter request

For a defined period, according what was planned for filling the vacancy, is going to be received resumes from candidates and after the postulation process is closed, begin the filter Process comparing each profile against the position description, and selecting five candidates for being interview by HR department and the Manager or responsible of the area which is requesting the position.

Test & Interviews

When performing tests and interviews (both HR and manager responsible for the vacancy) information requested to compare is:

- Provide details to the applicant about the position and the Company
- Discuss the applicant's skills and experience as they relate to the position
- Answer any questions the applicant may have

Analyze gaps between candidates and vacancy

In this step and after the tests and interviews are over, HR and manager responsible for the vacancy must done a deeply review and analysis comparing and validating the gaps between candidates and the position.

Approve final candidate

Once this comparison is done, must be selected the first three candidates following like this: first option, second option and spare candidate.

Contract candidate

A formal proposal must be offer to the first candidate contemplating the explanation of duties and rights, remuneration, vacation policy, benefits, etc. If the first candidate accepts the offer, recruitment and selection Process is done, if not the offer has to be made to the second option and the spare candidate in such order.

A successful recruitment process is one that is well planned, specific in its desired outcomes and targeted to the appropriate pool of applicants.

In the figure below, all the steps in the selection and recruitment process.
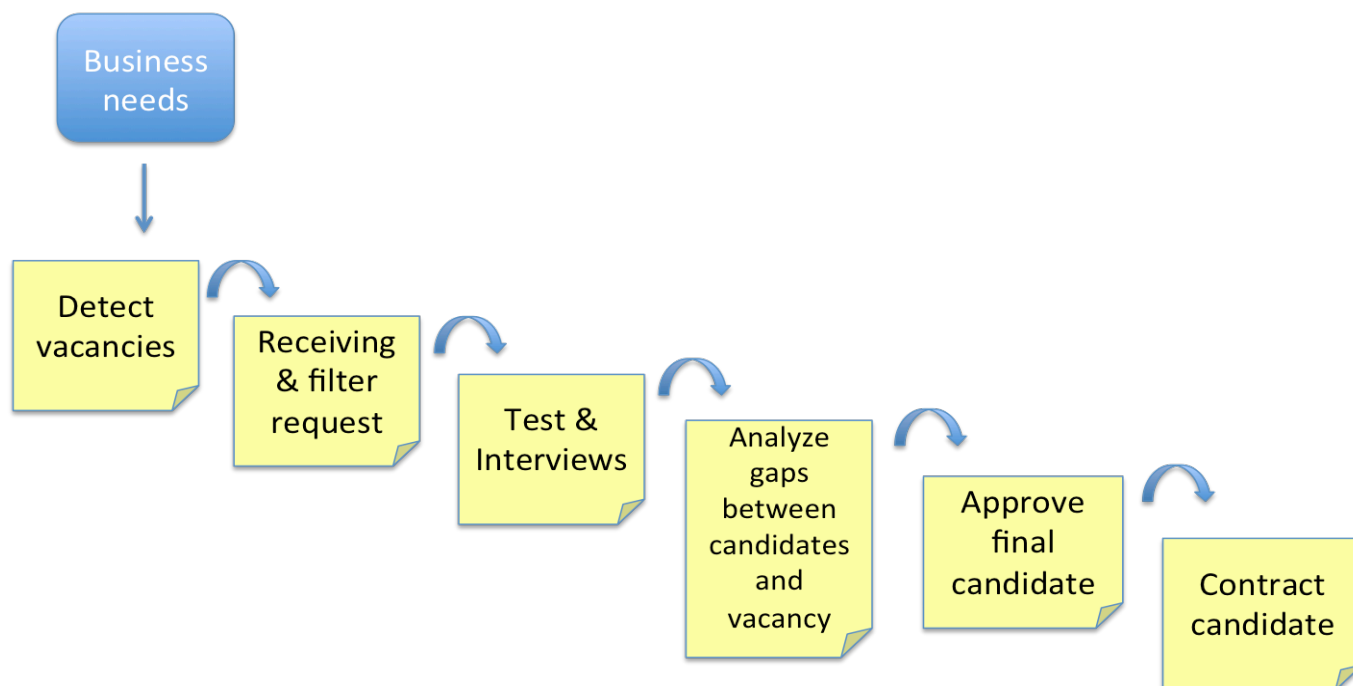
Figure 22. *Recruitment and Selection process*

5.4 TRAINING AND MOTIVATION

Objective

The purpose of HiTab Training and Motivation Policy is to ensure that all the planning regarding training goals would be fulfilled and Motivation of employees keeps continuously satisfactory levels for both sides, being consistent with the Company's philosophy and support HiTab Corporate Strategy.

5.4.1   TRAINING

Training needs analysis

HiTab training process begins when, once is detected by supervisor or requested by employee the need of go into a trainee program. In this stage is analyzed the gap between the employee request and the employee position and also the gap between employee position and future position to possibly be covered by that employee.

Training plan design

In this stage is designed and planned the activities in which the employee is going to be involved according how many it has to be covered to close the gap between employee performance and employee position.

Training delivered

When delivering training it is necessary to make employee commit with this program in which has been involved and to emphasize that should be applied when performing his/her tasks.

Evaluation of training delivered

Once training period is finish, a survey and follow up has to be made to the employee in order to measure his/her satisfaction, quality of the program and if all objectives were covered.

Validate if the gap has been reduced

Supervisor of the employee involved in the trainee should evaluate the performance after the trainee and measure if the result post trainees are according what expected.

5.4.2 MOTIVATION

Considering HiTab organizational chart is flat, the employee engagement is going to be based in benefits offered to them. These benefits will cover: participation in trainee programs, bonuses according performance, good organizational environment and possibility to be involved in a high dynamic business area such technology and tourism.

In addition the Company we will transfer to their employees some of the benefits that will be derivatives from the agreements with partners.
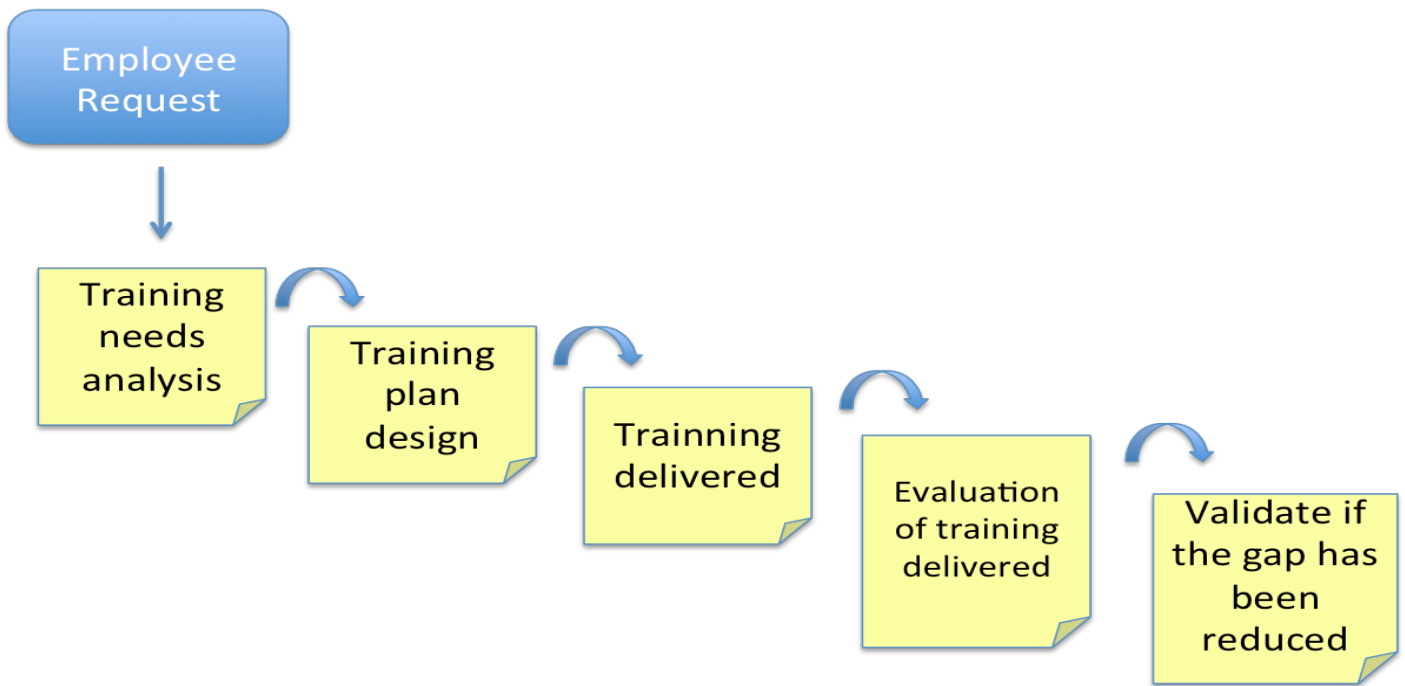
Figure 23. *Training process*

6. OPERATION PLAN

In this section it is explained how HiTab company will carry out the process from its inputs to its output through the process transformation, how HiTab product is getting to its customers.

6.1. VALUE CHAIN

Next it is shown HiTab value chain. As it can be seen in the value chain, it involves suppliers, HiTab core, logistic services and HiTab traveler customers.
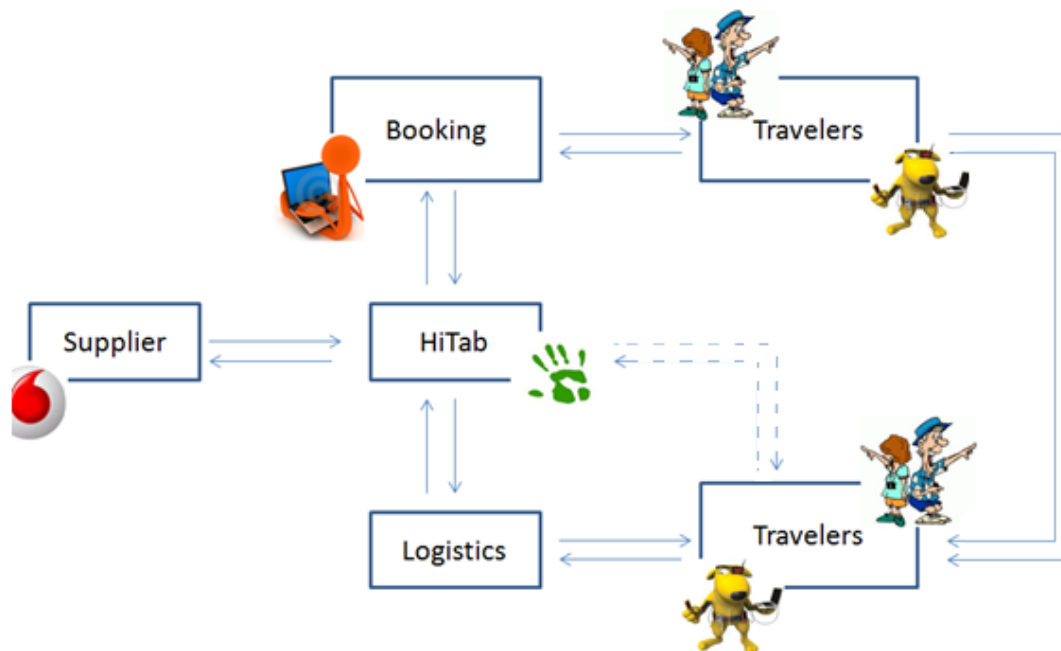
Figure 24. *HiTab's value chain*

As it is already known, HiTab will start-up the business in Madrid (headquarter) and Barcelona (branch) and will expand its business in the following years around the world.

Vodafone will provide to HiTab the tablets and internet access. Through HiTab web site customers will be able to get information about its service and book it, although this last one can be done through phone operator or in the front desk of the hotel too. Once they have booked HiTab service, they will have to choose a place and a day to deliver the tablet through a schedule. In case of only the software is reserved, they will have to download it on their own devices. The software will start working the day they choose and will expire when the contract is complete.

If the clients are having problem with tablet, HiTab assistant will pick it up and replace it as soon as possible.

The customer will have an open account, totally protected. Through it, it will be charged the services and blocked an amount of money as a deposit. Once the contract is finished, the deposit will be

unblocked. In case of any damage will arise, the deposit gave by the customer will be kept until IT verify the amount of the reparation and will discount it from the deposit.

6.2. INFRASTRUCTURE AND RESOURCES

6.2.1. SUPPLIERS OPERATIONS

They will provide HiTab Company supplies what it needs to develop its business and be able to address customers' needs. HiTab suppliers are:
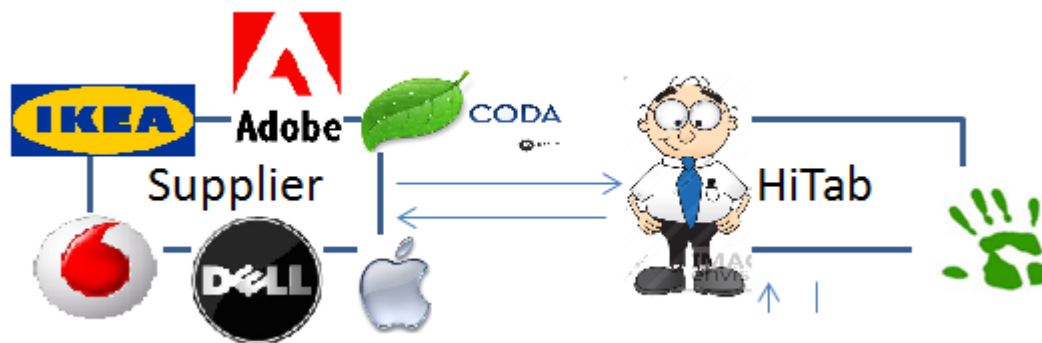
Figure 25. *HiTab's suppliers*

6.2.1.1. IT INFRASTRUCTURE SUPPLIER

Next it is shown what it is needed to build HiTab IT infrastructure:

- Computer: Dell/Apple
- Computer programs: Microsoft Office 2010, Adobe, Coda
- Legal part: Protection of personal data and security, Installing a virtual POS card payment

According to the list above, the way in which each element will be acquire is:

- Dell. It is going to be bought a computer per employee from Dell store excluding IT department. Each computer costs around 650 euro.

- Apple. The IT department will are going to work with a MAC. iMac is considered to be one of the best to develop HiTab software. It is costs 1200 euro approximately.

- It is needed Microsoft Office 2010. The license costs 89 euro per months per unit.

- The programs that HiTab company will need are the following:

  o Adobe Pack. It costs 50 euro per month per unit.

  o Coda. It costs 900 euro per unit.

  o Adobe Flash Builder 4.6 Premium

  o Inventory Software

  o Intelligent Customer Database software

  o Virtual Private Network (VPN)

- Systems: SSL Certificates 2500 euro per servitor

- Credit Card Processing Service Company

The IT department will be in charge of controlling the licenses and inform the finance department for the payments. HR & Operations Manager and his assistant will be in charge of ensuring each employee has the indispensable tools to be able to do and develop their work properly.

6.2.1.2.   UTILITIES SUPPLIER

Endesa will be HiTab gas and electricity supplier. HR & Operations Manager will control these kinds of costs as well as the facilities supplier explained next.

6.2.1.3. FACILITIES SUPPLIER

Most of the facilities are going to be bought in Ikea. As facilities it is understood the following: tables (170 euro/unit), chairs (30 euro/unit), shelves (50 euro/unit), stationery (100 euro/month), printer-fax machine (150 euro), land phones (50 euro), mobile phones (70 euro), motor bike (1500 euro), rent of the office (Barcelona + Madrid=1300 euro/month) and extra.

In extra is involved: bathroom and cleaning facilities (100 euro/month), phone calls (300 euro/month), fuel (40 euro/month), maintenance and insurance of the motorbikes (300 euro/year).

6.2.1.4.TELECOM, TABLETS AND INTERNET ACCESS SUPPLIER

The Telecom Company will be the one who provides HiTab the tablets and Internet access in both tablets and all HiTab offices. The Telecom Company will be Vodafone. HiTab HR & Operations Manager and his assistant will be in charge of the relationship with Vodafone. They will ensure that there will be tablets always available and the internet access works perfectly; to certify this, both have to sign the Internal Release Report (Section 6.5). They will work together with the IT department.

Vodafone will provide HiTab company *Vodafone Smart Tab 7''*. It has the following features:

Table 36. *Vodafone Smart 7'' Specifications*

Features	Specification
OS	Google Android Honeycomb
Screen	Tactile
Processor	1.2GHz Dualcore
Navigation Speed	HSDPA/3G+900/2100
Weight	400gr
Size	194.0x120.0x11.5
Memory Card	MicroSD hasta 32 GB
Battery life	400 mAh
GPS	Yes
Camera	Camera (5MP back and 2MP front)
Connectivity	WiFi

The new tablet has the Vodafone Android OS 3.2 Honeycomb system and 16GB of internal memory storage, expandable via microSD card up to 32GB. The screen size is 7" and its dimensions are 1200x800 pixels.

Its processor is 1.2 GHz Dual Core and also has GPS, Bluetooth and TV output so you can see bigger the content from Vodafone live! TV.

Figure 26. *Vodafone Smart Tab 7¨*

Marketing & Business Manager will negotiate the contract with Vodafone. HiTab will have a permanence of 24 months; internet connection anywhere, speed up to 21.8 Mbps downstream, browse full speed up to 5GB of downloads. Once consumed, the seed is reduced to 128 Kbps. The price of the tablet is going to be 45 euros each and the tariff will be 35 euro/month per tablet.

6.2.1.5.ACCESSORIES SUPPLIER

The accessories will be supplied from internet website Amazon.com as the best serve to customer in terms of carriage, usage and style as you may see in the picture below.

Figure 27. *HiTab's Case*

6.3. INVENTORY MANAGEMENT STORE

Once the tablets will be on HiTab offices, the IT department will sign the Material Reception Report (Section 6.5) in order to certify that devices are according what established in Purchase Order; also they will install software HiTab in each one and update the inventory software according the new quantities. Before delivering them to the customers, they will check each issue to ensure everything is in perfect condition (tablet, software, internet access, battery).

The numbers of tablets needed are:
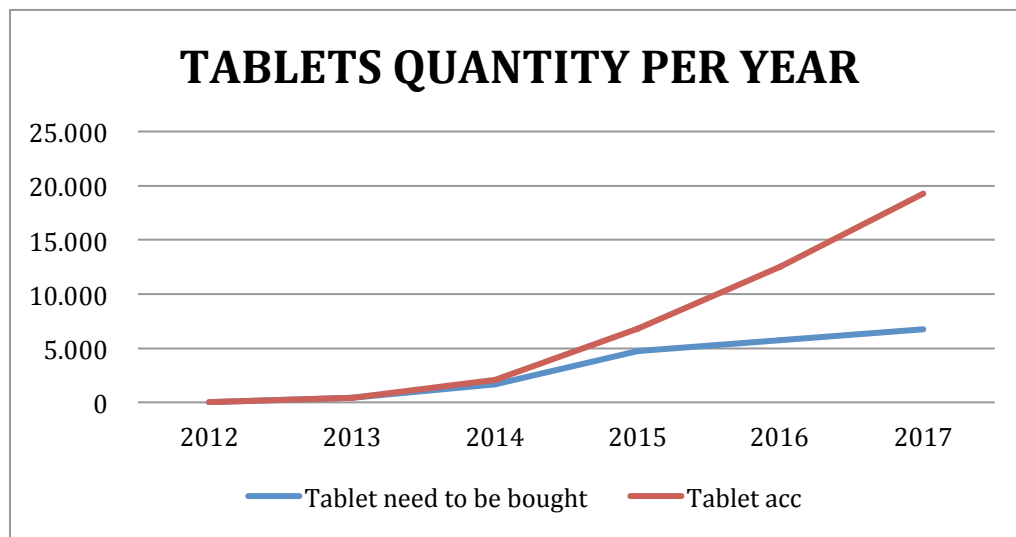
Figure 28. *Tablet quantity for the first year in Madrid and Barcelona according to sales forecast*

In the inventory there will be weekly orders of tablets with the safety stocks of 15% for sudden demand. It also will be possible to make emergency orders if safety stock goes under 5%. The maximum lead time for the orders will be assumed 1 week considering we are working with big, international supplier and they have an effective supply chain management.

6.4. DELIVERY AND COLLECTION PROCESSES

The interaction with the customer will start with the marketing activities, which are airline magazines, Google searches, brochures, etc. So the delivery process will start with the first contact of customer, which is booking and will continue with delivery, collection and quality control process until its ready for the next customer.
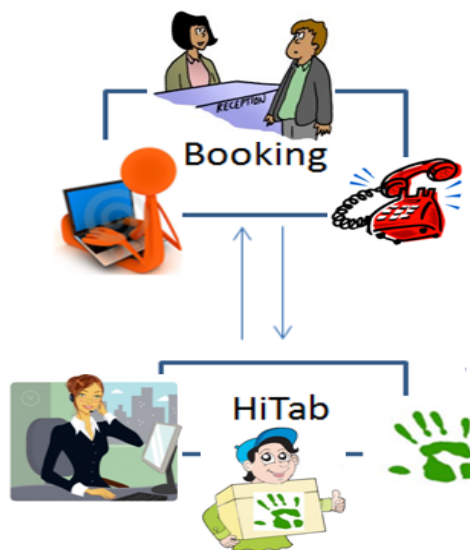
Figure 29. *Customer's interactions stages*

6.4.1. BOOKING PROCESS

The customers will be able to book HiTab service from anyplace in the world, but the software is going to work just in cities where the HiTab Company and branches are located.

The booking will be received by the phone operator from the channels: web site, phone and the hotel reception.

The process of booking is one very simple and fast. It is the following:

In the web site there will be an option to book. Customer will fill the personal data which are: name, ID/passport number, nationality, credit card info, address and telephone. The customer information will be recorded in the Intelligent Customer Database software for legal, warranty issues, delivery process and optimizing the software. Then, the customer has to indicate date and place requested for delivery, if it is available, will be confirmed, otherwise will be shown on the screen three options close to the one requested by customer. In order to start building the customer profile, they will fill a survey about 10 easy questions related to the travel, needs, preferences, etc.

This process of booking also can be made through phone operator. The customers will able to find the phone number in the website as well as in airline magazine and Hotels. There will be a phone operator 24 hours per day. In this case the customer will build his/her profile through the tablet when they start to use it.

Another option is to contact with the hotel reception for booking. The receptionist will make the booking through the website for the customer and will inform the phone operator by e-mail that the booking was made by the hotel. The customer will build his/her profile on his own through the tablet.

In the case of downloading the application, they will be able to fill the survey immediately through their device. There will be a video in which will be explained perfectly and step by step the process to start using HiTab.

The phone operator will print the order label with necessary information (name, surname, address and telephone, delivery time) for the delivery and at the other side also including the username and password given by the software cloud which can be changed by the customer later through the software as it is shown in the Figure….The order label will be put on the case of the tablet to make the delivery to

reach to the right customer. A confirmation letter will already been sent to customer's e-mail with the same information to inform the customer.

NAME: JAMES BROWN
ADD.: NH Alcala, 249
TEL.: +44 4358891

Username:jbrown
Password:BRW155

Figure 30. *Label sample*

The phone operator will be reponsible to prepare the deliveries in 1 hour and submit it to the delivery guy at least 2 hours before the delivery.

6.4.2. DELIVERY PROCESS

When an order is received, it will be processed and included it in the weekly planning of deliveries instantly through Intelligent Customer Database software.
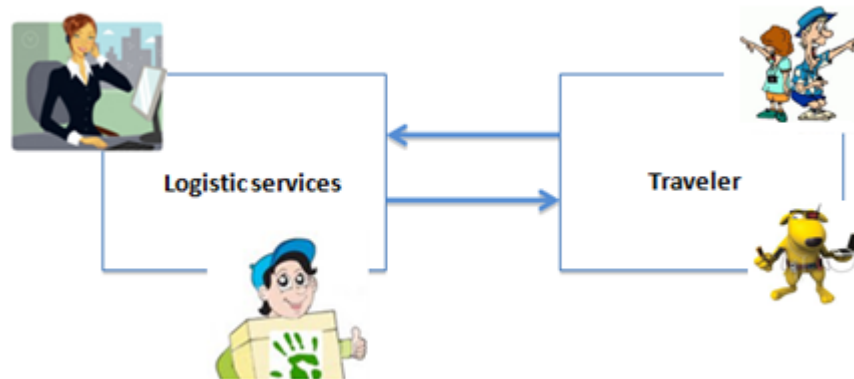
Figure 31. *Delivery and collection process*

The delivery time will be from 8.00 to 22.00. For other deliveries requested after 20.00, the delivery will be done the following day.

The delivery guy will make the delivery and collection according to the order label and will check it from the Del-Pick daily control form. (Section 6.5)

Logistics Routes

Madrid and Barcelona were divided in areas in which deliveries will be made. These are the following:

For delivery and pick up process in Madrid: Barajas, Centro, Chamartin, Chamberí, Ciudad Lineal, Fuencarral, Hortaleza, Latina, Moncloa, Moratalaz, Retiro, Salamanca, Tetuan and Usera.

For delivery and pick up process in Barcelona: Ciutat Vella, Example, Gràcia, Horta Guinardó, Les Corts, Nou Barris , Sant Andreu, Sant Martí, Sants-Montjuïc and Sarrià-Sant Gervasi.

6.4.3. TABLET RETURN PROCESS

Once the period of using HiTab service is finished, the delivery guy will pick up the tablet, which he has noted already in the Del-Pick daily control form at the same place as the delivery. The delivery guy will have to check if the tablet and accessories are in the same condition as they were given to the customer. If everything is ok, the delivery guy will have to sign the Collection Report, a copy of this report will be given to the customer.

In the office IT department will also check the condition of the tablet and accessories and both, with the delivery guy, will sign the Inspection Report (Section 6.5)

6.5. QUALITY

Main areas in which are going to be quality control is in HiTab internal processes, suppliers, services and products. From this control, HiTab will have the following reports in order to guarantee excellence in service to internal and external client.

- Internal Release Report: this report is the document that should be signed by IT and logistic services in order to certify that software is properly install in device and works correctly; and to certify that order number, data info of customer and address to deliver is correct and accessories are included: earphones, battery, charger and case. After   IT and logistics services department sign the Release Report, the tablet can be delivered to the customer.

Figure 32. *Internal Release Report format*

- Del-Pick daily control: this report is the document that should be signed by IT and logistic services in order to certify that software is properly install in device and works correctly; and to certify that order number, data info of customer and address to deliver is correct and accessories are included: case, earphones, battery, charger and case. After   IT and logistics services department sign the Release Report, the tablet can be delivered to the customer.

Figure 33. *Del-Pick daily control format*

- Material Reception Report: this report is the document to be signed by Operational Manager in order to certify that tablets are been received from supplier according specifications and in the quantity shown in the Purchase Order. The form is shown below.

Figure 34. *Material Reception Report format*

- Collection Report: this report is the document to be filled by delivery guy in order to indicate any relevant condition that the tablet, returned by the customer, could have operationally or physically, at the moment of picking it up.

Figure 35. *Collection Report format*

- Inspection Report: this report is the document to be sign by IT in order to certify that tablets are been received from customer in good operational and physical conditions. When this report is marked as G (good), deposit made by customer will be unblocked.

Figure 36. *Inspection Report format*

6.6. CUSTOMER CARE AND POST SALES
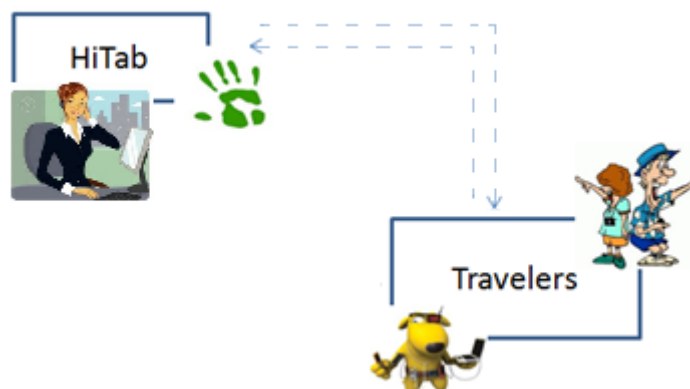
Figure 37. *After sales and feedback process*

HiTab will provide an assistance services to its clients. There will be different ways to use this service. These are the following:

- Phone: HiTab will have a free phone available for any question, suggestion or requirement from customer.
- Email: In the HiTab software will be an application called "Info request" in which the customers will be able to get in contact with HiTab phone operator to ask for any information. There will be some key questions that will have an automatic reply. If the software does not recognize the questions as one of the key questions then the customer request will be sent automatic to the phone operator.

The procedure carried out by HiTab company to face a customer request/complain will depend on the kind of problem they will have:

- Bad Internet access, then IT department will try to fix it but will get in contact with Telecom Company to figure out it as soon as possible.
- Software does not work as it should work, then logistics services will go wherever the customer is to replace the product for a new one. IT department will analyze where the problem is and fix it.
- The tablet is damaged, then the logistics service will go wherever the customer is to replace the product for a new one. IT department will check what is wrong on the tablet and who is the responsible for the damages. If the responsible for the damages is the customer, the deposit will not be given back to him but IT will analyze if the damage is responsibility of HiTab or Vodafone. If it is this last one, logistics department assistant will take it to Vodafone to replace it for a new one.

HiTab Post-Sales Support provides all the resources necessary to make sure a customer is satisfied with his/her purchase. HiTab relationship with a customer does not end with the renting. The HiTab Company is committed to making sure a customer has everything he/she needs to be satisfied, because that ensures the company success, too.

What can providing post-sales support do for the HiTab Company?

- Increase customer loyalty
- Increase profitability
- Increase customer satisfaction
- Expand the company business
- Increase the popularity of the company
- Demonstrate commitment to listening to customers
- Gain feedback from customers about services
- Improve quality of service
- Increase market share
- Increase repeat business with customers

The HiTab Company offers a post sales survey to customers. The survey will be sent to customer the same day of renting period end, in case of survey is not received by HiTab, a reminder will be sent to them a week after the original email was sent. With the survey HiTab Company will find out if a customer was satisfied or not and the company take the necessary steps to improve HiTab service.

Customer Questionnaire will be:

1. How did you hear/find out about HiTab?

2. What made you choose HiTab service?

3. If you could improve anything about HiTab service what would they be and how would you change them?

4. What are the things that annoy you the most when dealing with HiTab service?

5. What are the things that you like the most when dealing with HiTab service?

6. In case if you had any problems, how satisfied were you with how the support staff resolved your problems?

7. Overall, how satisfied are you regarding your HiTab experience? (from 1 to 10 points, 1-low, 10-high)

8. Would you like to repeat the HiTab experience in other city? If yes, which one?

9. Any other comments?

6.7 HEADQUARTER-BRANCHES
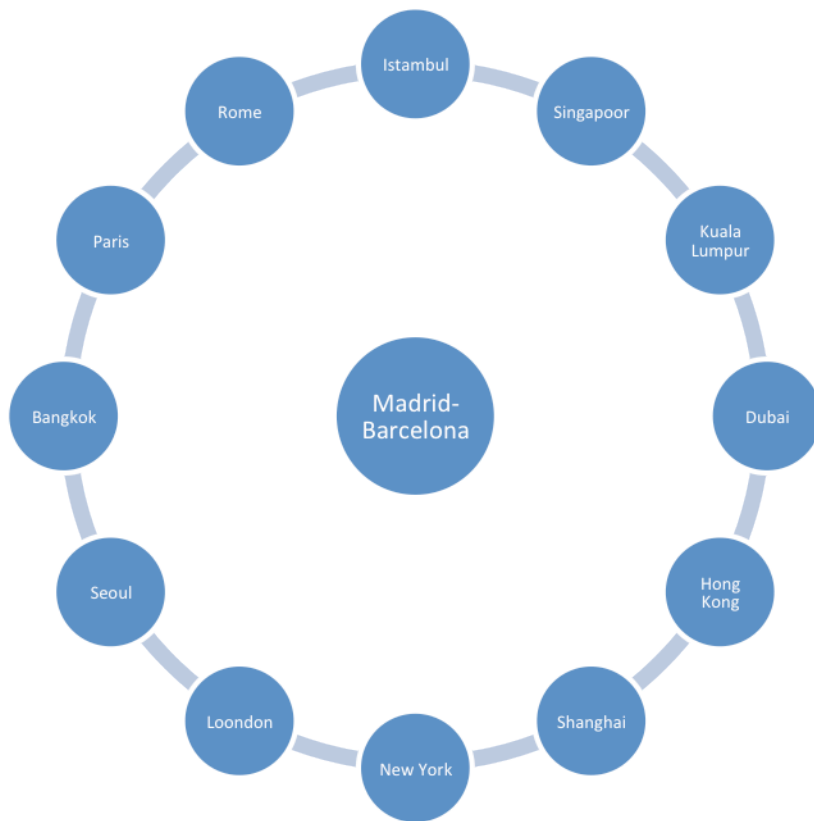
Figure 38. *HiTab's cities*

The relationship between headquarter and branches will be a constant feedback of information, mostly coming from the branches to the headquarters.
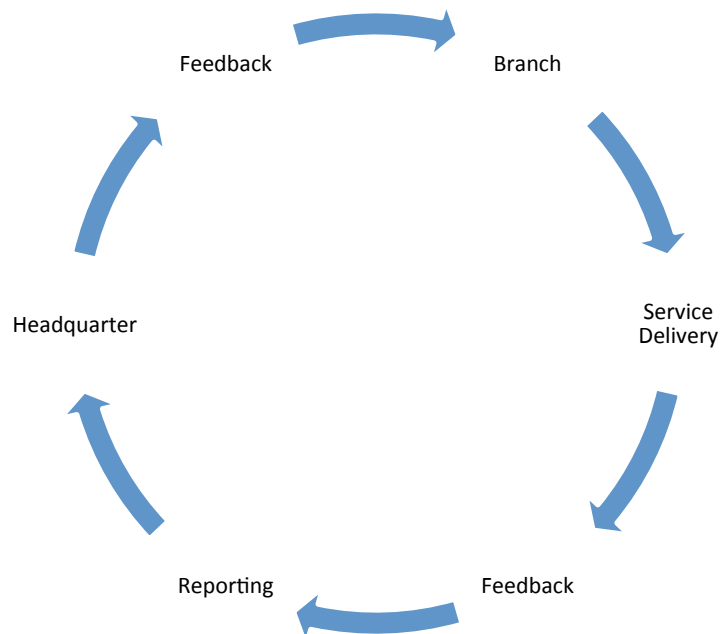
Figure 39. *Interaction between headquarter office and branches*

Branches will be in charge of all the operation in their country, they will be managing the logistics and other operation as client service, quality of service and quality of tablets. They will have the same suppliers for the tablet internet services because Vodafone, as a global company that it is, they will supply the branches with the same benefits as HiTab has in the Headquarter city (Madrid).

As employees in Branches will need access to the same network resources as those at HiTab headquarter building. It will probably need to share files and communicate electronically headquarters-branches. It will implement an interconnection network called Virtual Private Network (VPN). So the key concern with sending communications across the Internet that are confidential within the company is security.
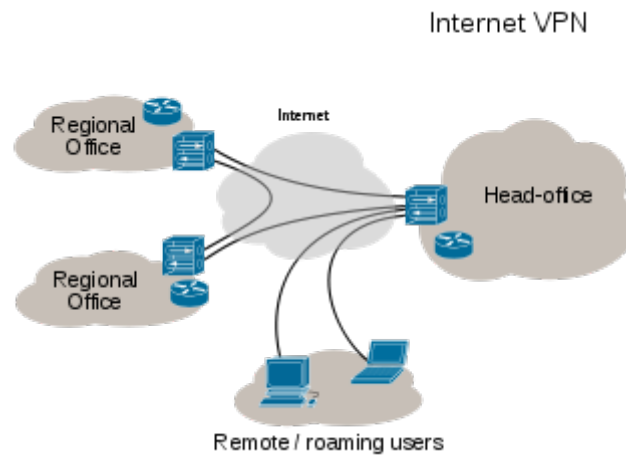
Figure 40. *VPN connection schema*

VPN technologies will create a "tunnel" through the Internet from one office (site) to another. The traffic that goes through this tunnel is encrypted to protect any sensitive data. By having this system all offices will be interconnected and been able to have all data available all of the time.

HiTab will assign managers to every branch to handle each branch's operations. HiTab will recruit managers who not only have leadership skills, but also have experience managing others. These managers will work in the day-to-day operations of the business. They will manage the team in their offices and motivate them to carry out the tasks and mission laid out by the company. Ask the managers for a weekly report wherein they can describe the accomplishments and challenges achieved by the branch.

In the following years, HiTab will delegate a General Branch Manager who acts as a bridge between the corporate office and the other branches. This person will transfer information received from the corporate office to the branches, to keep information consistent and to implement corporate instructions in all of the branches. This person also has to has experience in various communication roles, and a background in organizational or corporate communications.

Branches will have an open communication lines to the corporate office. It is important for branch personnel to feel part of the team even if they are in a different country from the main corporate office (headquarter). Conference calls can be held once a month and they should discuss employees' monthly performance, concerns and suggestions.

7. FINANCIAL PLAN

In this section is presented the financial forecast and planning of the company in a five year basis, taking into account HiTab Operation, Human Resource and Marketing Plan.

The financial plan has been developed the following documents:

- Investment
- Forecast. Sales, human resource expenses, structure expenses (fixed cost and variable cost)
- Finance expenses. Loan, business angel and dividends
- Financial statement. Profit & Loss, Balance Sheet and Cash Flow Calculation
- Financial analysis. Ratios analysis (operations, profitability, liquidity, solvency and stock), Break Even analysis and NVP/IRR analysis.
- Alternatives scenarios. Analysis of a pessimistic, realistic and optimistic scenario

7.1. FUNDS. DISTRIBUTION OF EQUITY & DEBTS

The company will be funded by the own promoter, loan from banks and also, the company would not miss the opportunity to study other funding sources as:
- Private capital
- Business Angels
- Venture capital

7.2. INVESTMENTS.

This chapter describes the necessary investment to achieve the objectives of the company. In this line, the followings fixed tangible assets have to be acquired:

- Tablets and cases

- Computers

- Motorbike

- Furnitures

- Microwave and fridge

- Phone-fax

And as fixed intangible assets:

- Licenses

- Brand

For the tangible assets, it is established a depreciation period of 6 years. For the calculation of the capital expenditure of these fixed assets, it has taken into account inflation of 3% and all new fixed assets and the licenses acquired due to the yearly expansion of HiTab Company. In the next tables investments, investment and annually depreciation or amortization amount are shown:

Table 37. *Investment depreciation/amortization for 2012 and 2013*

	2012				2013			
	Nº units	Price per unit	Investment	Annual Depreciation	Nº units	Price per unit	Investment	Annual Depreciation
phone-fax	4	80 €	320 €	13 €	4	82 €	330 €	95 €
fridge	2	400 €	800 €	33 €	2	412 €	824 €	237 €
microwave	2	80 €	160 €	7 €	2	82 €	165 €	47 €
furniture	2	2.230 €	4.460 €	186 €	2	2.297 €	4.594 €	1.323 €
motors	2	1.500 €	3.000 €	125 €	2	1.545 €	3.090 €	890 €
computers	7	1.200 €	8.400 €	350 €	12	1.236 €	14.832 €	3.522 €
Tablets	21	45 €	941 €	39 €	425	46 €	19.699 €	3.491 €
cases	21	15 €	314 €	13 €	498	15 €	6.566 €	1.134 €
	Nº units	Price per unit	Investment	Annual Amortization	Nº units	Price per unit	Investment	Annual Amortization
licences	1	2.000 €	2.000 €	83 €	1	2.060 €	2.060 €	593 €
brand	1	3.000 €	3.000 €	75 €	1	3.090 €	-	225 €

Table 38. *Investment depreciation for 2014 and 2015*

	2014				2015			
	Nº units	Price per unit	Investment	Annual Depreciation	Nº units	Price per unit	Investment	Annual Depreciation
phone-fax	7	85 €	594 €	99 €	10	87 €	874 €	146 €
fridge	5	424 €	2.122 €	354 €	8	437 €	3.497 €	583 €
microwave	5	85 €	424 €	71 €	8	87 €	699 €	117 €
furniture	5	2.366 €	11.829 €	1.972 €	8	2.437 €	19.494 €	3.249 €
motors	8	1.591 €	12.731 €	2.122 €	14	1.639 €	22.947 €	3.825 €
computers	25	1.273 €	31.827 €	5.305 €	42	1.311 €	55.073 €	9.179 €
Tablets	1.642	48 €	78.409 €	13.068 €	4.712	49 €	231.692 €	38.615 €
cases	1.642	16 €	26.136 €	4.356 €	4.712	16 €	77.231 €	12.872 €
	Nº units	Price per unit	Investment	Annual Amortization	Nº units	Price per unit	Investment	Annual Amortization
licences	4	2.122 €	8.487 €	1.415 €	7	2.185 €	15.298 €	2.550 €
Brand	1	3.183 €		0 €	1			0 €

Table 39. *Investment depreciation for 2016 and 2017*

	2016				2017			
	Nº units	Price per unit	Investment	Annual Depreciation	Nº units	Price per unit	Investment	Annual Depreciation
phone-fax	13	90 €	1.171 €	195 €	16	93 €	1.484 €	247 €
fridge	11	450 €	4.952 €	825 €	14	464 €	6.492 €	1.082 €
microwave	11	90 €	990 €	165 €	14	93 €	1.298 €	216 €
furniture	11	2.510 €	27.609 €	4.601 €	14	2.585 €	36.193 €	6.032 €
motors	20	1.688 €	33.765 €	5.628 €	26	1.739 €	45.212 €	7.535 €
computers	59	1.351 €	79.686 €	13.281 €	68	1.391 €	94.597 €	15.766 €
Tablets	5.715	51 €	289.443 €	48.249 €	6.748	52 €	354.013 €	58.669 €
cases	5.715	17 €	96.481 €	16.080 €	6.748	17 €	117.338 €	19.556 €
	Nº units	Price per unit	Investment	Annual Amortization	Nº units	Price per unit	Investment	Annual Amortization
licences	10	2.251 €	22.510 €	3.752 €	13	2.319 €	30.141 €	5.024 €
brand	1			0 €				0 €

7.3. FORECAST

In this chapter a forecast of sales and expenses is presented for the next 5 years.

7.3.1. SALES FORECAST

The conditions for estimating sales are:

• Tourist market share. As it has been estimated in the market research, 50% of the travellers around the world are interested in HiTab and what it offers; of which 25% would pay for HiTab renting services of tablets but 29% only for the software.

- Sales growth. It has been calculated the sales growth from a realistic point of view. It has started with 0,01% of market share initial with an increase of 0,04% per month.
- Number of nights per stay per tourist. It has been estimated that domestic tourist stay in the city an average of 3 days, and an international tourist 5 days. Also it has taken into account that the tourists travle in couple.
- Software cost per day 5 euro and tablet renting per day + software + SimCard 19 euro
- % of security inventory 5%

In the next tablet is shows the expected sales:

Table 40. *Expected sales*

	2012	2013	2014	2015	2016	2017
National Market targeted	-	3.339.978	17.414.353	33.601.746	47.687.763	56.274.638
International Market targeted	-	5.969.105	18.560.265	69.604.089	77.487.630	91.526.509
Total targeted Market		9.309.083	35.974.618	103.205.835	125.175.394	147.801.147
Market share tablet	-	29%	29%	29%	29%	29%
Market share software	-	25%	25%	25%	25%	25%
Market share initial	-	0,09%	0,21%	0,33%	0,45%	0,57%
Expansion Markets	-	-	286%	187%	21%	18%
TURNOVER						
Times required tablets	-	697	8.892	43.444	74.463	113.632
No of tablets needed to buy next Q	21	425	1.642	4.712	5.715	6.748
Total of tablets	21	446	2.088	6.800	12.515	19.263
Times required software	-	433	7.419	24.415	48.935	74.619
Tablet sales	-	56.692 €	681.266 €	3.589.051 €	5.995.468 €	9.150.425 €
Software sales	-	3.250 €	55.643 €	183.115 €	367.009 €	559.642 €
TOTAL (sales)		**59.942 €**	**736.909 €**	**3.772.165 €**	**6.362.477 €**	**9.710.068 €**

7.3.2. HUMAN RESOURCES EXPENSES

Summing up the information mentioned in Section 5, the following table explains the main items related to personnel costs.

Table 41. *Human Resources expenses*

	2012	2013	2014	2015	2016	2017
Number of employees	7	16	33	56	79	94,5
Total expenses	21.818 €	221.667 €	491.061 €	839.332 €	970.311 €	1.044.071 €

7.3.3. STRUCTURE EXPENSES

Structure expenses

Structure expenses consist mainly of: human costs, office rent, utility cost, marketing cost, service costs (tablets and cases), % hotel (commission per tablet sold), gas (fuel consumption) and tablet insurance.

The business would be starting-up 4 months before launching HiTab. It is the time needed to develop the software by 2 experts (IT Director/front-end developer and back-end developer). Next it shows fixed cost and variable cost.

Table 42. *Fixed costs 5 years forecast*

	FIXED COSTS					
	2012	2013	2014	2015	2016	2017
Huloman Costs	21.818 €	221.667 €	491.061 €	839.332 €	970.311 €	1.044.071 €
Office Rent	6.300 €	21.600 €	74.400 €	124.200 €	167.676 €	187.476 €
Utility Cost	1.050 €	4.500 €	10.776 €	15.420 €	19.836 €	22.932 €
Marketing Cost	3.000 €	10.164 €	173.942 €	1.301.299 €	2.483.313 €	4.030.903 €
Additional Cost	-	2.400 €	6.000 €	9.600 €	13.200 €	16.800 €
Total Fixed Cost	**32.168 €**	**260.330 €**	**756.179 €**	**2.289.852 €**	**3.654.336 €**	**5.302.181 €**

Table 43. *Variable costs 5 years forecast*

	VARIABLE COSTS				
	2013	2014	2015	2016	2017
Service Cost	46.842 €	172.452 €	494.738 €	600.054 €	708.515 €
% Hotel	10.799 €	50.984 €	157.159 €	256.312 €	287.217 €
Gas	332 €	1.560 €	5.514 €	8.995 €	10.113 €
Tablet Insurance	6.375 €	24.636 €	70.677 €	85.722 €	101.216 €
Total Variable Costs	**64.348 €**	**249.632 €**	**728.088 €**	**951.083 €**	**1.107.062 €**

7.3.4. FINANCING EXPENSES

Loan

To face all cost for the next 5 years, an estimated loan for HiTab would have the following features:

Table 44. *Loan characteristics*

Ammount of loan	500.000 €
Amortization period (years)	5
Lending rate	12%
Payment per year	1

Amortization of this loan for the whole period is shown in the next table.

Table 45. *Loan payments*

Year	Paid interests	Fully paid capital	Ammount of payment	Capital left
2013	-	-	-	500.000 €
2014	60.000 €	78.705 €	138.705 €	421.295 €
2015	50.5555 €	88.149 €	138.705 €	333.146 €
2016	39.977 €	98.727 €	138.705 €	234.418 €
2017	28.130 €	110.575 €	138.705 €	123.844 €
1018	14.861 €	123.844 €	138.705 €	- €

Business angel

HiTab is a start-up company with a fast growing business forecasted, could be very attractive for business angels.

The business angel investor, which is to bet small investments in start-up companies quoting that there is a high probability that one of the thriving businesses can scale exponentially.

An initial equity of 450.000 euro is going to be needed in order to gain flexibility and increase free cash flow at the end of the first fiscal year, of which 250.000 euro will come from HiTab promoters and the remainder by a business angel.

7.3.5. EARNINGS AND DIVIDENDS POLICIES

The company will start to get profit after the 3th year. It is estimated that 60% of the profit will be used as reserves for the company, to guarantee the expansion plan (new cities, new technology, etc) and the 40% left will be distributed equally through the partners as dividends.

7.4. FINANCIAL STATEMENTS

Profit and loss account

Regarding all data presented before, it is the moment to build the profit and loss account of the company.

Table 46. *Profit and loss account*

PROFIT AND LOSS ACCOUNT						
	2012	**2013**	**2014**	**2015**	**2016**	**2017**
SALES	0 €	59.942 €	736.909 €	3.772.165 €	6.362.477 €	9.710.068 €
FIXED COST	-32.168 €	-260.330 €	-641.558 €	-1.737.479 €	-2.439.823 €	-3.212.329 €
VARIABLE COST	0 €	-64.348 €	-249.632 €	-728.088 €	-951.083 €	-1.107.062 €
EBITDA	**-32.168 €**	**-264.737 €**	**-154.280 €**	**1.306.464 €**	**2.971.572 €**	**5.390.677 €**
DEPRE. & AMORT.	-925 €	-11.468 €	-28.760 €	-71.134 €	-92.768 €	-114.128 €
EBIT	**-33.093 €**	**-276.204 €**	**-183.040 €**	**1.223.908 €**	**2.878.826 €**	**5.275.549 €**
FINANCIAL EXPENSES	0 €	0 €	-60.000 €	-50.555 €	-39.977 €	-28.130 €
FINANCIAL INCOME						
EARNINGS BEFORE TAXES	**-33.093 €**	**-276.204 €**	**-243.040 €**	**1.184.908 €**	**2.838.826 €**	**5.248.419 €**
INCOME TAXES	0 €	0 €	0 €	-189.771 €	-851.648 €	-1.574.526 €
NET PROFIT	**-33.093 €**	**-276.204 €**	**-243.040 €**	**995.137 €**	**1.987.178 €**	**3.673.893 €**
Operating Margin	**-**	**-**	**-**	**35%**	**47%**	**56%**

As it is shown in the table above, HiTab Company will suffer losses the first and the second year, basically due to de initial investment. The third year the company will experiment a good profit and will continue growing for the following years.

The incoming graph shows the evolution of sales and earnings over the years.
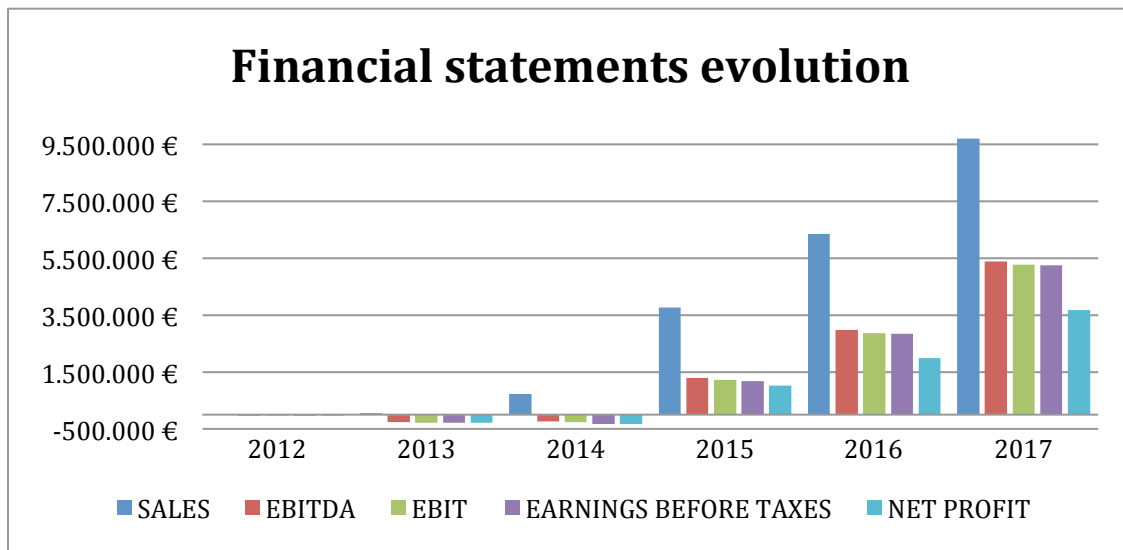
Figure 41. *Financial statements evolution*

Balance sheet

Regarding the balance sheet, the total value of fixed assets comes basically form the salary of employees.

Equity is constant through the years. Liability involves, apart from taxes issues, the 500.000 euro a long-term loan which will be amortized as shown in section above.

Table 47. *Balance sheet*

	2012	2013	2014	2015	2016	2017
NET (tang./intang.) FIXED ASSETS						
Investments	23.395 €	75.554 €	248.114 €	674.919 €	1.231.526 €	1.916.293 €
Accumulated amortization	-925 €	-12.392 €	-41.152 €	-112.287 €	-205.054 €	-319.182 €
CASH/BANKS	**394.437 €**	**577.541 €**	**111.996 €**	**663.312 €**	**2.087.925 €**	**3.611.047 €**
FINANCIAL INVESTMENTS						
TOTAL ASSETS	**416.907 €**	**640.703 €**	**318.958 €**	**1.225.945 €**	**3.114.396 €**	**5.208.158 €**
EQUITY						
Share Capital	450.000 €	450.000 €	450.000 €	450.000 €	450.000 €	450.000 €
Retained earnings				442.800 €	2.429.978 €	4.634.314 €
Accumulated losses						
Losses of the year	-33.093 €	-309.297 €	-552.338 €			
LONG TERM LOANS		**421.295 €**	**333.146 €**	**234.418 €**	**123.844 €**	
Dividends						**0 €**
SHORT TERM BANK CREDITS		**78.705 €**	**88.149 €**	**98.727 €**	**110.575 €**	**123.844 €**
TOTAL LIABILITIES	**416.907 €**	**640.703 €**	**318.958 €**	**1.225.945 €**	**3.114.396 €**	**5.208.158 €**

Cash flow

Next it is shown the Cash Flow, regarding all previous aspects.

Table 48. *Cash Flow*

	2012	2013	2014	2015	2016
NET PROFIT	-33.093 €	-276.204 €	-243.040 €	995.137 €	1.987.178 €
Interest Paid	0 €	0 €	-60.000 €	-50.555 €	-39.977 €
Amortization/Depreciation	925 €	11.468 €	28.760 €	71.134 €	92.768 €
Net investments in assets	-52.159 €	-172.559 €	-426.806 €	-556.607 €	-684.767 €
	C0	C1	C2	C3	C4
CASH FLOWS	-84.327 €	-437.296 €	-701.086 €	459.109 €	1.355.202 €
Accumulated cash flow	-84.327 €	-521.624 €	-1.222.710 €	-763.600 €	591.602 €

7.5. FINANCIAL ANALYSIS

Financial analysis refers to an assessment of the viability, stability and profitability of a project.

7.5.1. RATIO ANALYSIS

Different ratios are described below.

Operations

Table 49. *HiTab Financial metrics*

	2013	2014	2015	2016	2017
Revenues Growth rate	-	1129%	412%	69%	53%
Net income Growth rate	-	-	-	95%	85%
Operating Margin	-	-	34%	47%	56%

As it is shown on the table above, HiTab Company after the first two years looks good as its revenues and net income growth considerably. Revenues and net income figures are high from the third year on.

Profitability

Table 50. *HiTab Profitability*

	2013	2014	2015	2016	2017
ROE	-	-	2,21	4,42	8,16
ROI	-	-	0,81	0,64	0,71
ROS	-	-	0,26	0,31	0,38

This ratio, return on equity, relates the profits obtained by the company with the resources provided by the members. It shows the return that HiTab owners receive, once the interests of the external sources have been satisfied.

Liquidity

Liquidity measures the ability of the company to meet its debts and obligations in the short term. As it is shown in the liquidity table, the company will be able to face its short term loan always.

Table 51. *Liquidity*

	2012	2013	2014	2015	2016	2017
Liquidity ratio	-	7,34	1,27	6,72	11,69	22,74
Treasure ratio	-	7,34	1,27	6,72	11,69	22,74
Working capital	394.437 €	498.836 €	23.839 €	564.585 €	1.977.350 €	3.487.203 €

Solvency

Solvency measures the company´s ability to meet its debts and obligations as they become due (short term and long term). Gearing is a measure of financial leverage, demonstrating the degree to which firm´s activities are funded by HiTab owner´s funds versus creditor´s funds.

Table 52. *Solvency*

	2012	2013	2014	2015	2016	2017
Solvency ratio	-	1,28	1,06	3,68	9,89	35,09
Financial Leverage "Gearing Ratio"	-	1,11	0,94	0,74	0,52	0,28
Cost of Financial Dept	-	0%	14%	15%	17%	23%
Financial Charge Coverage	-	-	2,57	-	-	-

Stock

Table 53. *Payout dividends*

	2012	2013	2014	2015	2016	2017
Payout Dividend	0%	0%	0%	0%	0%	40%

7.5.2. BREAK EVEN ANALYSIS

The Break Even Point (BEP) is the point at which total expenses and revenues are equal.

Table 54. *Break Even analysis data*

	2012	2013	2014	2015	2016	2017
Revenues	0 €	59.942 €	736.909 €	3.772.165 €	6.362.477 €	9.710.068 €
Fixed costs	32.168 €	260.330 €	729.618 €	1.742.985 €	2.443.518 €	3.213.292 €
Variable costs	0 €	64.348 €	249.632 €	728.088 €	951.083 €	1.107.062 €
Total costs	32.168 €	324.678 €	979.250 €	2.471.074 €	3.394.601 €	4.320.354 €

Given the previous results, HiTab will get the BEP the second year (2015).

7.5.3. NPV/IRR ANALYSIS

In order to calculate the Net Present Value and the internal Rate of Return, an appropriate discount rate has to be chosen. In the present case, weighted average cost of capital has been calculated and the value is shown in the next table.

Table 55. *WACC calculation considerations*

WACC	21,985%
5 years spanish bonds	5,5%
Beta (unlevered damodaran)	0,760
Target	66,7%
Kd= i*(1-t)	8,4%
ke= rf+PRM*B	6,04%
%e	60%
%d	40%
i	12%
t	30%
Rf (5-year american bonds)	0,875%
PRM	4,64%
Beta risk	1,115
Specific prima	15%

Therefore, after performing NPV/IRR analysis, the next results were obtained.

Table 56. *NPV/IRR considerations*

VNP	150.260 €
IRR	30%
Pay-back	3 year and 11 months

7.6. ALTERNATIVE SCENARIO

To analysis the alternative scenarios, the increase of market share is changed. It has been considered an increase of 0,03% per quarter from an pessimistic point of view, an increase of 0,04% per quarter from an realistic and from the optimistic an 0,05%.

Table 57. *Alternative scenarios' results*

	2015					
	PESSIMISTIC		**REALISTIC**		**OPTIMISTIC**	
Key Variance						
Market Share growth per Q	0,030%		0,040%		0,050%	
Market Share increaser	0,25%		0,33%		0,41%	
Financial Indicators						
Revenue	€	3.407.944	€	3.772.165	€	4.682.719
Variable Cost	€	- 609.684	€	-728.088	€	- 827.867
Fixed Cost	€	- 1.737.479	€	- 1.737.479	€	- 1.737.479
Depreciation / Amortization	€	- 60.352	€	- 71.134	€	- 80.220
EBIT	€	1.067.767	€	1.235.464	€	1.849.535
Taxes	- 50.555 €		€	-189.771	€	-378.532
Net Profit	€	905.311	€	995.137	€	995.137
Year Cash Flow	€	439.317	€	459.109	€	825.401
Other Indicators						
Break Even	July 2015		February 2015		December 2014	
Pay Back Period	4 years		3 years 11 months		3 years 4 months	
Net Present Value "NPV"	€	11.661	€	150.260	€	966.215
Internal Rate of Return "IRR"	23%		30%		59%	

8. CONCLUSIONS

As a conclusion, the mission, the vision and strategy of HiTab is based on sustainable global expansion by making people see, learn and experience as much as they can. HiTab will take into consideration this duty as its mission. After building the sense and brand recognition of HiTab, it is believed that HiTab will come to their mind when there is a matter of tourism. All the marketing strategy has been built first to be known and reach people and then to make people have experiences without worries and trouble.

HiTab is a socially responsible project both in the human side and the environmental side. With the analysis it has been mentioned before, HiTab will position itself in the right place taking into account the fast moving environment. The researches will help to reposition the company during the years both by the statistics way and from own customers since this is customer-based business.

The main goal of HiTab is neither not to eliminate the substitutes nor competitors. It is to create the best efficient environment for both the customers and competition. The competition will help HiTab to increase the quality of the services and the application; also will reinforce to be the best in its category. One of the HiTab's main missions is to have happy and satisfied employees. With all the management by objective studies that has mentioned, HiTab targets to develop employees by giving what they deserve. Once the product is launched and the employees are hired, it will be really important to negotiate the objectives and also mention their other requests to get the best efficiency out of their abilities since this process has two-side perceptions.

As it has been seen in the financial part, P&L account HiTab aims at a long-term sustainable business. An only one year profit does not really have an effect on HiTab's long-term strategy. It can be seen the high cost weight of human capital considering the application and services will be based on it. It is also seen that the Spain leg of the business is basically to gain an understanding of the business, compensate the deficient departments for the other continent expansions.

HiTab company aims a long-term sustainable to strategy for happy employees and travelers by living new experiences.

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