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**Business Plan based on a new business idea:
TourismYou.**

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INDEX

B. ILLUSTRATION INDEX.	6
1. EXECUTIVE SUMMARY	7
1.1. Problem- solution- opportunity	7
1.2. What is done?	7
1.3. The business model	7
1.4. The competitive advantage	7
1.5. The market.....	8
1.6. The competence	8
1.7. The team.....	8
1.8. Economic-financial summary	8
2. IDENTIFICATION, DESCRIPTION AND ANALYSIS OF THE OPPORTUNITY	11
2.1. Definition of the opportunity detected.....	11
2.2. Market definition: delimitation and quantifying	12
2.3. Clients: definition and delimitation	13
2.4. Competitors analysis	13
2.5. General Environmental Scanning (PEST)	15
2.5.1. The political factors.....	16
2.5.2. The economic factors.....	16
2.5.3. The social factors.....	18
2.5.4. Technological factors	19
2.6. Analysis of the competitive environment	19
2.6.1 Threat from newcomers	19
2.6.2. Suppliers' negotiation power	21
2.6.3. Customers' negotiation power.....	21
2.6.4. Threat from the substitute.....	23
2.6.5. Rivalry among existent competitors	23
3. BUSINESS MODEL DESIGN	24
3.1. Business model design definition	24
3.2. Value propositions	24
3.3. Customer relationships	25
3.4. Channels.....	25
3.5. Key resources	26
3.6. Key activities.....	27

3.7. Key partners	27
3.8. Revenue streams.....	28
3.8. Cost structure	29
4. THE COMPANY	30
4.1. Presentation of the company.....	30
4.2. Mission- Vision- Values.....	30
4.3. Description of the activity	31
4.4. Products and Services	32
4.5. Innovation. Differential Value	35
5. SWOT ANALYSIS.....	36
6. MARKETING PLAN	38
6.1. Objectives of the Marketing's plan.....	38
6.2. Marketing Tools.....	39
6.3. Budget	40
7. OPERATIONAL PLAN	43
7.1. Value chain	43
7.2. Necessary resources.....	45
8. HUMAN RESOURCES PLAN	47
8.1. Management team.....	47
8.2. Functional organigram.....	47
8.3. Coworkers.....	48
9. FINANCIAL PLAN	50
9.1. Investment Plan	50
9.2. Financial Plan	50
9.3. Provisional expenses and incomes	51
9.4. Liquidity Plan	53
9.5. Forecast Balance	54
10. CONCLUSIONS	56
11. BIBLIOGRAPHY	57

A. TABLES INDEX.

Table 1. Business Model of TourismYou.....	7
Table 2. Evolution of Profit and Loss (2017-2019)).....	9
Table 3. Balance of financial situation in 2017.....	10
Table 4. International tourist arrivals (2013-2014).....	11
Table 5. Nationality of tourist in Spain (2015)	12
Table 6. Private Health Expenditure by Country (2015).....	12
Table 7. Competence.....	13
Table 8. No direct Competition.....	14
Table 9. Unemployment rate (2016).....	17
Table 10. Canvas model.....	24
Table 11. Weaknesses and Threats.....	36
Table 12. Strengths and Opportunities.....	37
Table 13. Annual budget (2017).....	42
Table 14. Budget unbounded monthly (2017).....	42
Table 15. Evolution of the number of workers (2017-2018-2019).....	48
Table 16. Investments evolution (2017-2019).....	50
Table 17. Monthly expenses and incomes account (2017).....	51
Table 18. Evolution of incomes and Expenses (2017-2019).....	52
Table 19. Monthly treasury 2017.....	53
Table 20. Treasury Evolution (2017-2019).....	54
Table 21. Balance of the Situation 2017.....	55

B. ILLUSTRATION INDEX.

Illustration 1. GDP Evolution Per capita in the Euro Zone (2000-2015).....	17
Illustration 2. Areas with higher unemployment rates (2016).....	18
Illustration 3. "Dialysis holiday".....	32
Illustration 4. "Active Seniors Living".....	33
Illustration 5. "Goodbye extraweight".....	33
Illustration 6. "Hip prothesis".....	34
Illustration 7. "Breast augmentation".....	35
Illustration 8. Logo of TourismYou.....	39
Illustration 9. Value chain.....	43
Illustration 10. Organigram.....	47

1. EXECUTIVE SUMMARY

1.1. Problem- solution- opportunity

The high cost of the healthcare and the long waiting lists of the public health are provoking the visits of people to other countries in order to receive medical services. As a result to this problem and opportunity agencies of health tourism appeared.

1.2. What is done?

TourismYou advises, sells or organizes trips to Spain with basis of health and welfare. Its role is being an intermediate between the person who asks for tourism and the person who offers touristic and medical services.

The clients contact with the company through the webpage for explaining their needs and the company is responsible for planning the trip that will be satisfying their wishes.

1.3. The business model

Later, on table 1, a brief description of the key aspects when explaining the business model can be seen. It is explained in details in chapter 3.

Table 1: Business Model of TourismYou.

Key Partners Clinics, Hotels and famous people..	Key Activities Keep the webpage active, maintaining the platform and the net and contacting with the possible strategic alliances.	Value Propositions Alliances with partners and renown clinics in Spain..	Customer Relationships Online and personal way.	Customer Segments Adults and retired people with a medium-high socioeconomic profile.
	Key Resources Webpage, online Marketing and staff.		Channels Webpage and face to face..	
Cost Structure Fixed and variable costs			Revenue Streams 70% when booking for the service 30% once the service was received. The payment will be done through PayPal	

Source: Own elaboration

1.4. The competitive advantage

In the case of TourismYou, the differential value will be the alliance with partners and renowned Spanish clinics. In this way, a quality service can be guaranteed. As a result, a trusting relationship will be achieved. It will be a long but satisfying process for both

sides because customer's loyalty can be obtained, which is much cheaper than getting new ones.

1.5. The market

According to the realized in chapter 2 of this project, it can be seen, on the one hand, that in 2015 the tourists who visited Spain the most where from: United Kingdom, France and Germany. On the other hand, the countries that spend the most in private health care are: United States, Switzerland and Canada. Consequently, the market will be defined among the following countries: United States, United Kingdom, France, Germany and Ireland.

1.6. The competence

In Spain, four companies devoted to the touristic-health sector can be highlighted. The most famous is SpainCares, which differential value is the enormous range of integrated services that offers. It can be also emphasised Mediterranean HealthCare, with a wide experience in the treatment and attention of the international patients. Furthermore, a non-profit association called Gran Canaria Medical can be found, as well as, Med & Beauty, whose distinctive value is the best professionals' selection.

1.7. The team

TourismYou team consists of 3 people divided into the departments of Services Delivery, Marketing Department, Human Resources and Finance. This team is characterized by the high knowledge of languages and the proper dealings with the client.

1.8. Economic-financial summary

In order to make this Project a reality, this needs to be based on an initial investment of 8.000€ and a line of credit for the first months in which liquidity will be crucial.

In the financial survey realized in chapter 9, it can be observed that during the first year of activity the company obtains an 8.512€ result. Consequently, on the table 2, a table with the expenses and incomes of this year is attached.

Table 2: Evolution of Profit and Loss (2017-2019)

INCOME	2017	2018	2019
Net Sales	121.000	157.300	228.085
EXPENSES	2017	2018	2019
Personal	41.400	51.750	68.828
Marketing and Sales	42.936	53.670	67.088
Publicity and promotion	42.936	53.670	67.088
General and administration	22.076	30.734	40.094
Rentals	2.400	2.496	2.571
Supplies	2.160	2.225	2.292
Office Supplies	1.080	1.296	1.750
Taxes	340	357	375
Vehicle	4.596	5.285	6.078
Travel	10.000	17.500	25.375
Consultancies	1.500	1.575	1.654
Total Expenses	106.412	136.154	176.009
FINANCIAL			
Income	0	0	0
Expenses	1.021	0	0
RESULT	2017	2018	2019
Before taxes	13.567	21.146	52.076
Taxes	-4.070	-6.344	-15.623
Net profit	9.497	14.802	36.453

Source: Own elaboration.

Also in the chapter 9, it can be seen the balance of the situation on 2017. It represents the economic and financial accounting of TourismYou. On the table 3 it can be observed that the company finishes the year with an asset of 40.212€, an equity of 16.612€ and a liability of 23.700€.

Table 3: Balance of financial situation in 2017.

A) LONG TERM ASSETS	8.000 €	A) NETWORTH	16.512 €
I. Intangible assets	5.000 €	A-1) Equity	16.512 €
II. Immobilized material	3.000 €	I. Common stock	8.000 €
III. Investment property		II. Result of the exercise	8.512 €
IV. Investments in group companies and associates		B) LONG TERM LIABILITIES	0 €
V. Long-term financial investments		I. Long-term provisions	
VI. Deferred tax assets		II. Long term debts	
VII. Non-current trade receivables		III. Debts with group companies and associated long term	
Amortization		IV. Deferred tax liabilities	
B) CURRENT ASSETS	32.212 €	V. Accrued long term	
I. Stocks		VI. Non-current trade payables	
II. Commercial debts and others bills to receive the pay	6.000 €	VII. Debt with long-term special features	
1. Customers from sales and services	6.000 €	C) CURRENT LIABILITIES	23.700 €
2. Shareholders for capital calls		I. Short-term provisions	
3. Other debtors		II. Short term debts	23.700 €
III. Investments in group companies and associates in the short term		1. Amounts owed to credit institutions	23.700 €
IV. Short-term financial investments		III. Debts with group companies and associated short term	
V. Short-term accruals		IV. Commercial debtors and other accounts payable	
VI. Cash and other equivalent liquid assets	26.212 €	V. Short-term accruals	
TOTAL ASSETS	40.212 €	TOTAL NETWORTH AND LIABILITIES (A + B + C)	40.212 €

Source: Own elaboration.

2. IDENTIFICATION, DESCRIPTION AND ANALYSIS OF THE OPPORTUNITY

2.1. Definition of the opportunity detected

The high cost of the medical attention and the long waiting lists that exists in some countries are developing a new business model: health-tourism agencies. These ones are dedicated to providing clients with complete sets in which they will be able to receive the best attention at a much more competitive price. Cosmetic surgery, dermal treatments, chiropractic visits and dental care are the most attractive market demanded by foreigners. It is not just about price, it is about competitiveness in every sense of the word: prepared professionals, advanced technology and accessible prices.

According to Radio Televisión Española (RTVE), the 3% of Spain's tourism, which is worth about 200 million Euros, belong to health tourism only in part clinic. Therefore, a health tourist spends around 6 up to 10 times more than a conventional one.

Furthermore, if the increasing tendency to take benefit from these trips as an opportunity to enjoy some holiday, complementing the medical treatments with the spare time. Higher demand for this type of service will give more opportunities to increase offer and relocate earnings. According to 2015 survey of the World Tourism Organization (UNWTO), table 4 was realized. In this table we can see that Spain is on the third position in tourists arrivals, in which 65 million tourists were registered.

Table 4: International tourist arrivals (2013-2014).

Range	2013	2014
1 Francia	83,6	83,7
2 Estados Unidos	70,0	74,8
3 España	60,7	65,0
4 China	55,7	55,6
5 Italia	47,7	48,6
6 Turquía	37,8	39,8
7 Alemania	31,5	33,0

Source: 2015 survey of the UNWTO

Many tourists choose Spain willing to enjoy its beaches, the wide cultural patrimony from the country and the huge variety of gastronomic offers (highly appreciate all around the world). Moreover, it is one of the world richest nations when talking about cultural heritage. It also has warmer and sunnier climate than other European countries.

Spain has the major number of World Heritage Site catalogued by the United Nations Educational, Scientific and Cultural Organization (UNESCO), coming to 41. Additionally, thirteen Spanish cities has the title of World Heritage Cities also by UNESCO, making Spain the country with the most awarded cities with this distinction.

2.2. Market definition: delimitation and quantifying

On table 5 is reflected the number of tourists that Spain received during 2015 depending on their country of origin. The information was taken from the National Institute of Statistics (NIS):

Table 5: Nationality of tourist in Spain (2015).

Country	Tourist December 2015	Accumulated data 2015
Reino Unido	747.947	15.675.247
Francia	557.992	11.548.078
Alemania	392.129	10.294.083
Países Nórdicos	341.661	4.992.515
Italia	232.715	3.902.271
Países Bajos	135.520	2.945.167
Bélgica	106.770	2.274.971
Portugal	117.313	1.892.824
Suiza	79.775	1.779.366
Irlanda	60.264	1.377.720
Rusia	40.682	955.976

Source: National Institute of Statistics (NIS)

On the other hand, table 6 shows the private health expenses per capita in 15 countries of the World. The numbers are in American dollars. The conversion was realized taking into consideration the Purchasing Power Parity (PPP) in each country.

Table 6: Private Health Expenditure by Country (2015).

Country	Expense
Estados Unidos	4.516
Suiza	2.084
Canadá	1.277
Australia	1.251
Irlanda	1.154
Alemania	1.141
Austria	1.084
Corea	1.003
Israel	950
Bélgica	944
OCDE	917
Noruega	882
Francia	877
Finlandia	859

On "El Mundo" web page, it can be seen that Healthcare in United States is more expensive and worse. Therefore, after these investigations, the market will be concentrated on clients from the following countries: United States, United Kingdom, France, Germany and Ireland.

2.3. Clients: definition and delimitation





The product is focused on its users, what results in users being the ones that will contact the company regarding the services they expect to receive. It will be company's responsibility to contact with some clinics with which ones they already have an established contact. This way prices will be lower.

TouristYou focuses on adults (between 30 and 60 years old) and retired people with a medium-high socioeconomic profile. Since they offer cosmetic surgery, dermal treatments, chiropractic visits, etc. And these services are demanded mainly by people with this kind of status.

2.4. Competitors analysis

There are different companies, both from touristic and Healthcare perspective, which have seen the huge business opportunity and they wanted to take benefit from it. On table 7, chosen organizations from Spain grew a noticeable during last years.

Table 7: Competence.



Company	SpainCares	Mediterranean HealthCare	Gran Canaria Medical	Med & Beauty
Logo				
Web	https://spaincares.com/es	http://mediterranean-healthcare.com/es/sobre-nosotros/	http://www.grancanariamedical.com/es/	http://medandbeautycostadelsol.com/es/home
Service	It provides health services in hospitals, spas and dependence centers. They are designed to cover all needs of patients.	Manages directly, without intermediaries, the whole process of booking and hiring specializes medical treatments.	Manage the recruitment process for medical treatment combined with booking accommodation and wellness treatments.	It offers packages designed with various treatments. The customer can choose between two medical centers and two hotels when is choosing the package.

Differential value	The range of integrated services offered.	Long experience in the treatment and care to international patients.	Non-profit organization.	The best selection of professionals, clinics and luxury hotels.
Positive aspects	<ul style="list-style-type: none"> • Web available in 5 languages. • Collaboration agreement with Manage and Add. • National scope. 	<ul style="list-style-type: none"> • Web available in 3 languages. • On the web the offer practical advice based on the specialty you're looking for. • When you send the medical records, they offer a second opinion online. 	<ul style="list-style-type: none"> • Web available in 3 languages. • No waiting lists. • Any symptoms that may occur in the period after the completion of treatment, the medical center will assist you. 	<ul style="list-style-type: none"> • Web available in 4 languages. • All visits are with private chauffeur. • Travel plan designed by a maximum of 48 hours.
Negative aspects.	<ul style="list-style-type: none"> • On the web the package prices don't appear. • You have to fill a form to see the products they offer. 	<ul style="list-style-type: none"> • Only offers products in Alicante. • In some specialties, the process of intervention doesn't appear. 	<ul style="list-style-type: none"> • For more information about the treatments you have to fill out a form. • Scarce variety of medical centers they attend. 	<ul style="list-style-type: none"> • Website without updating. • Only offers products in Costa del Sol.

Source: Own elaboration.

Following the content of table 8, other companies should be taken into account, not as direct competition. Nevertheless, they offer other type of substitutive products that can affect the results. These companies are dedicated to look for clinics and hospitals but they do not look for accommodation.

Table 8: No direct Competition.

Empresa	Barcelona Medical Agency (BMA)	Life & Sun Medical
Logo		
Web	http://www.barcelonamedicalagen	http://www.lifeandsunclinic.com/

	cy.com/ca/barcelona-medical-agency	
Servicio	Brings together the most prestigious and international medical potential of Barcelona.	Advanced medical center that develops a new concept in medicine, wellness and personal care.
Valor diferencial	Working with internationally renowned centers and prestigious specialists.	Working with leading hospitals and private clinics of the Costa del Sol, offering the experience of the best professionals.
Aspectos positivos	<ul style="list-style-type: none"> • Web available in 4 languages. • In Barcelona are the most prestigious clinics in the country. • Patients with various pathologies don't have to move place. 	<ul style="list-style-type: none"> • Web available in 4 languages. • If you are interested they call you. • Offer long-term programs.
Aspectos negativos	<ul style="list-style-type: none"> • To get more information you have to fill out a form. • Only offers products in Barcelona. 	<ul style="list-style-type: none"> • Only offers products in Costa del Sol. • On the web are not visible prices of packages

Source: Own elaboration.

2.5. General Environmental Scanning (PEST)

The environment includes all the external aspects of the company that influences on it determining its intervention, elaboration and presentation of its products. It encompasses the security, the infrastructures and public services, climatology, regulation, etc.

On it, it can be distinguished a specific environment which without being part of the internal environment is related with the pressures that rotate the paperwork such as: employees, actionists, suppliers, etc. Furthermore, an external or general environment in which are included social, economic, political, technological, environmental and multicultural factors.

For the general environmental scanning, a PEST analysis will be made. It studies the strategic macro environment in which the company is situated. The initials PEST refers to the following factors: political, economic, social and technological. Normally, these elements are out of control from the organization and they can be represented as threats or opportunities (Ballén, 2012).

Some of these factors are specifics of a country, region, city or sector of activity. Consequently, this project analysis will be specially analysing Spain's tourist sector.

2.5.1. The political factors

Spain has a political stability on its boundaries. And nowadays, this stability accompanied by the existent conflicts in different countries made this tourist destiny more favorably. Spain attracted part of the market tourists because other destiny countries with a similar offer, such as Greece or Egypt, cannot guarantee safety for the visitors.

Furthermore, the open borders among countries, due to the globalization, influenced highly the flow of travelers and, consequently, tourists. In fact, this increment was highlighted by the entrance of Spain into the European Union. In contrast, it affected negatively Spanish touristic sector by creating recent competitors from new countries.

Even with the increasing European Directive of the cross-border medical assistance coming into force, the health trips will be strengthened through all the European Union guaranteeing security.

Spain contributes big juridical security to the intermediaries, the insurances, as well as the final clients, especially in some treatments really restrictive in other countries. As it is the case of fertility and assisted reproduction ones.

For all these reasons, the political factors affect positively the health tourism.

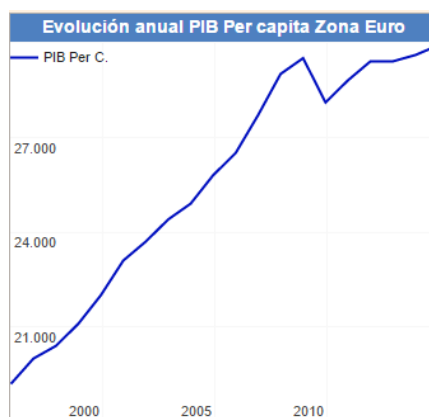
2.5.2. The economic factors

The less capacities of the population expenses, due to the economic crisis in which the major part of the countries are, make less money destined to the consume of touristic products and services.

Another of the economic environment changes that affects the whole country is the VAT increase, which increase the cost of services.

With regard to the European Union economic growth, gross domestic product is increasing favourably in the last years. As a result people have more resources. On the illustration 1 it can be seen the evolution of GDP per capita in the euro zone.

Illustration 1: GDP Evolution Per capita in the Euro Zone (2000-2015)



Source: *datosmacro.com*

The unemployment rate from the last quarter of 2015 went down compared with the previous year. Down below, on table 9, the unemployment rate from different countries and their variations can be seen.

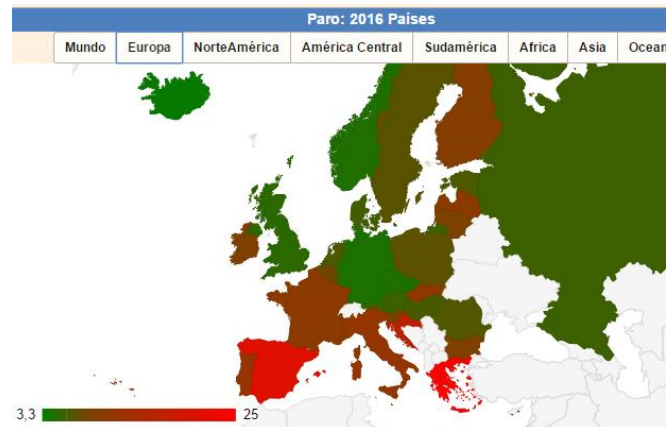
Table 9: Unemployment rate (2016).

Unemployment: 2016 Countries				
Countries	Unemployment rate	Var.	Var. Año	Month
España	20,8%	-0,20	-2,80	December 2015
Alemania	4,5%	0	-0,40	December 2015
Reino Unido	5,1%	0	-0,60	December 2015
Francia	10,2%	0	-0,30	December 2015
Italia	11,4%	0	-1,00	December 2015
Portugal	11,8%	-0,40	-1,80	December 2015
Zona Euro	10,40%	-0,10	-1,00	December 2015
Estados Unidos	4,9%	-0,10	-0,80	January 2016
Japón	3,3%	0	-0,10	December 2015
Argentina	6,6%	-0,50	-0,90	June 2015
Austria	5,8%	0	0,20	December 2015
Australia	6,0%	0,09	-0,03	June 2015
Bélgica	7,9%	0	-0,70	December 2015
Bulgaria	8,8%	0	-1,40	December 2015
Brasil	7,6%	0,70	2,30	January 2016
Canadá	7,2%	0,10	0,60	January 2016
Chile	5,8%	-0,30	-0,20	November 2015
Colombia	8,6%	1,32	-0,13	December 2015
Chipre	15,7%	0	-0,80	December 2015

Source: *datosmacro.com*

Hereafter, on illustration 2, a map with different tonalities is shown. The intensified tonalities correspond to the European Union areas with bigger unemployment rates.

Illustration 2: Areas with higher unemployment rates (2016).



Source: *datosmacro.com*

For these reasons, the economic factors also affect the company and they affect it negatively. The reason is that population has less money for spending on touristic services.

2.5.3. The social factors

The significant increase of world population is worrisome. On the one hand, because the major parts of the resources are limited and this makes them to be consumed in less time. On the other hand, because the biggest growth it is done in areas with fewer resources, which imply that even if the population is growing the market will not grossly grow due to the insufficient power of the demand. At the same time, the demographic increment can create opportunities for the sector, thanks to the fact that the market niches will gain volume, or because common needs of the travellers can be detected and taken into a specialization.

On the developed countries, the citizens are ageing due to the lower birth rates and the higher life expectancy. These retired people or “Seniors” have been established as an important segment of the touristic sector. They have time and money to spend. This people are interested on sports and health and cultural activities, which helps the country to be demanded also out of the holiday season.

Citizens’ consumerism habits have changed, which influenced the travels’ motivations and expectations. Nowadays, the holiday trips are considered as a necessity and not a luxury. Among the most important changes it can be found that the trips are shorter but

more often done. Moreover, it can be highlighted that the trips are not exclusively for pleasure, they are also professional, cultural, for health, etc. and all these facts are helping the touristic demand and destiny out of the holiday season.

Social factors also affect positively TourismYou by incrementing their potential customers.

2.5.4. Technological factors

Because of the high development of the technology, programmes and actions it is necessary to be more efficient in the sector and because of this innovations are continuously developed. There is competitiveness on every level so the destiny needs to be continuously adapted to changes.

The information and communication technology (ICTs) generated new ways of commercializing tourism travels, improving the promotion and distribution of the products and the services. Moreover, nowadays consumers have an immediate and easy access to the information. It makes them know about every single piece of information related with the destiny and they can demand exclusive products and services personalized to every person.

Technologic factors also affect positively the company because it works regularly with technology and uses it to be in contact with its clients who mainly live in other countries.

2.6. Analysis of the competitive environment

Once having the general environment that affects our country and the Costa del Sol analysed a more specific analysis about the touristic-health sector is indispensable. For this task Porter's Five Forces will be used because it is a strategic model that can analyse a sector in terms of profitability. It can determine the actors' pressure inside the sector so that can value its attractive. This model is composed by five parts: customers' negotiating power, suppliers' negotiation power, threat from newcomers, threat from substitutive services or products and rivalry among existent competitors (Porter, 2008).

2.6.1 Threat from newcomers

Threat form newcomers make that sector's profitability must be distributed among a bigger amount of companies or destinies so the benefit of each one of them is decreasing. When there is a high threat, current competitors try to reduce prices so the new competitors may not fit. It is a barrier created thanks to the economies of scale. There are some competing destinations such as Turkey in medical tourism specialized

in cheap and affordable prices in order to be able to compete and win on the world power market.

Another market entrance barrier would be the scale's benefits from the demand side; they are also called network effects. It means that a buyer or health tourist in our case might be more willing to pay when the number of buyers for the service is bigger. One example would be that tourist who chooses a hospital or doctor in special because of his renowned reputation. As it is the case of the Navarra University Clinic with a national and international renowned reputation thanks to its Department of Clinical Oncology.

One of the most robust options for the destinies in order to ensure their barrier is the capital investment in aspects such as advertisement and promotion. It will increase clients and thus will be a profitable investment. In Spanish sanitary-touristic sector the clearest case of benefits by this kind of investment is Catalonia, where a large joint supply was created and it is promoted by Generalitat of Catalonia. It has a great advertising impact attracting tourists from all Europe due to their presence in important international tourism fair such as the International Tourism Bourse (ITB) of Berlin, the World Travel Market of London, or, nationally, Fitur Fair in Madrid.

Other advantages for the established destinies will be given by the quality increase and lowering the costs thanks to factors such as the existing technologies or the preference of these destinies for buying fundamental elements. These already specialize actual competitors in terms of price or quality and it provides them with an enormous advantage in reference to the newcomers.

Attention should also be drawn on the government policies that may be of support to the entrance barriers for the foreign companies in our country and this way help local organizations. To make this sector achieve its highest peak, there must be a support by the public organization.

Finally, the most important and effective barrier is the unequal access to distribution channels. The newcomer has to achieve some retail and/or wholesale distribution channels, such as tour operator and travel agencies, so they can sell its products. If these channels are limited and covered by the actual competitors, it will be really difficult to enter into the sector. For this reason, already consolidated destinies or in the way for being consolidated must look for the biggest quantity of channels from the different issuing countries in order to ensure their products sales or services.

2.6.2. Suppliers' negotiation power

The resources that suppliers offer to the destinies are limited, either in labour or beside raw material for building infrastructures. As much limited are the resources, more powerful the suppliers will be, and this could cause the collection of higher prices and therefore, raise the price of products and services.

Moreover, conflicts between tourists and local people could result due to the resources being limited. That could be the case of the health services in hospitals.

The key circumstances so the suppliers will be powerful are:

- Firstly, few existent companies offering these resources. In the case of touristic sector, one of the most important in Spain would not be a problem, and particularly in reference to labour.
- Another condition would be that these providers would not hang so much on the sector nor would offer highly differentiate products or services.
- And finally, another important circumstance would be that there would not be substitutes of the providers. But this would just in really concrete resources.

2.6.3. Customers' negotiation power

The existent degree of rigidity in the tourist offer will condition its commercialization. The touristic intermediates, wholesale or retailer, are the ones who act as clients in the first instance. Even more, if it is taken into account that, on this type of health-tourism, the major part of the customers are foreigners who hire the services from their home country. Consequently, these intermediaries are crucial for the destiny and the company that constitutes them. As much influential the tour operators or travel agencies are higher quality and lower price they will demand. Its negotiation power will increase when the sales will be on a large scale and when these products or services will have close substitutes. As it is the case of hotels from the same category.

But beyond the intermediaries' negotiation power, the final client should also be taken into account and the factors that influence on its behaviour when choosing destiny should be attended. The most important are the following ones:

- *Availability of the services*: the key factor of all medical tourism is the unavailability on some health treatment on their home country. This fact pressures the tourist to move to another country for receiving this treatment.

The unavailability reason can be different, maybe because of a huge waiting list, or directly because this treatment does not exist on this country. A third reason could be that the laws regulating these services are more advantageous in other countries. As it is in the case of assisted reproduction in Spain, where the current regulations are more flexible than in the other European countries.

- *Price of the services*: another important factor, although not as much as availability, is the cost that the same treatment involves in a foreign country versus the home one. In many cases, the cost for the insurances company in countries like Germany or France, or the own health programmes in some countries like Sweden or Norway, make more cost-effective to move the tourist-patient to another country for the treatments. It would also be the case that the client does not have any insurance or the person is not favoured by any health programme from his or her country, wherewith, the person needs to look for the cheapest option and sometimes it is impossible to cover all expenses in the origin country that they are obligated to travel to cheaper destinies.
- *Cultural similarities*: aspects to take into account, and most especially on Arabian or Muslim culture tourists, their religion and the characteristics of it (such as food or prayers). Apart from the tourist mother tongue similarity which can be a decisive fact to position one place over another. It may also be considered the immigrants case that prefer to come back to their native countries for having an operation because of faith.
- *Quality*: quality is really important when tourist has to make a decision. He needs to take into account many aspects. The quality of an operation in particular, or some clinic, hospital or doctor with some quality internationally known certifications. Some examples are Joint Commission International certification or the specialist's prestige. Moreover, it should be considered, in order to measure the quality, the level of protection of the destiny, in terms of terrestrial borders, political riots or general security in the country. For this reason Spain, not just talking about health-tourism, is increasing on international tourists. The altercations in Turkey, Egypt or Greece favoured that the major part of this tourists that planned to travel to some of these countries opted by some other Mediterranean country, and Spain in especial (Industrial Organization School, 2013)

According to a survey realized by Deloitte about Health-Tourism globally on 2013, the major part of the tourists are looking for a destiny where they had been offered a more competitive price but with an optimal quality level, similar to the one of their residence country (Deloitte, 2013).

2.6.4. Threat from the substitute

The constant evolution on consumerism habits and the different motivations of the travellers have made the tourism market a sector continuously changing. This forces the companies and destinies to reconsider their services and products constantly. Spain has to take benefit from the increasingly flourishing medical tourism as an alternative or complement to the sun and beach tourism, so mass consumed on the area, and, this way finishing with the seasonal massification. But at the same time, sanitary-touristic sector must watch out and pay attention to newcomers, since more threat from the substitutes will exist, the sector's profitability will suffer, and to face this, big marketing campaigns should be created promoted by both the public and the private organisms together.

2.6.5. Rivalry among existent competitors

The rivalry among competitors can be presented in different ways such as: reduction in prices, products or services launch, advertising campaigns or improvements in general. As highest the rivalry is, less attractive the sector is for a starting company. This rivalry can be taken as a benefit for the destiny if it is in a fair measure. This antagonism will be increased when a huge quantity of companies with similar characteristics will exist, as it could be the case, domestically, of hosting or restoration companies. It will also increase when the exit barriers will be high, which it will only affect really specialized companies. As it could be the case of health clinics specialized in some kind of treatment. But anyway, this rivalry must be less between companies than between destiny and their competitors.

At international level, the strongest competitors in Europe are: Germany, on the first position of the rank, with an income of more than 1.000 million of Euros; followed by France. After them some countries as Belgium, Turkey or Check Republic. The two last ones differentiate from the other ones because they are the ones who increased the most in the last years, specializing on low-cost treatments, and differentiating from the two first ones positioned as quality medical-tourism destinies.

3. BUSINESS MODEL DESIGN

3.1. Business model design definition

In order to design the business model the Canvas model will be used. It is a relatively new tool that came out on 2010 thanks to the book: “Generación de modelos de negocio” by Alex Osterwalder e Yves Pigneur.

This method is a practical tool that allows having a global view of all the important aspects from a company. It is composed by the elements that appear on Table 10.

Table 10: Canvas Model

Key partners. What can do better than you or at a lower cost?	Key Activities What key activities must be developed in the business?	Value propositions What is the problem solved? What need we meet? What are the benefits?	Customer relationships. What kind of relations expects you establish your customers and keep them?	Customers segments. Who are we addressing? What segments we consider? What are priorities?
	Key Resources What key resources requires your business model?		Channel What through channel/media you will contact and will attend to your customers?	
Cost Structure What is the cost structure of your business model?		Revenue Streams What value are your customers willing to pay for your solution and by what forms of payment?		

Source: Own elaboration.

3.2. Value propositions

Differential value is this that it is different from what the rest of the companies offer. A good distinctive value must be strong for avoiding competitors’ attacks and for keeping the position in a solid and differentiate way so nobody will be able to take over this company’s position.

In the case of TourismYou, the differential value will be the alliance with partners and renowned companies from Spain, this way we can guarantee a quality service. As a result a faith relationship will be achieved, which is a long but satisfactory process for both parts. And this way, loyalty will be promoted to clients which is much cheaper than catching new clients.

3.3. Customer relationships

In this section the objective market in which the Business model is focused will be analyzed. In other words, it will be analyzed each one of the different segments of the clients that will be attended.

Definitely, the company clients are going to be grouped by homogeneous characteristics in definite segments and their needs will be described. In order to complete this task social networks (Twitter, Facebook or Instagram) are going to be used or the different behaviors through surveys about purchases will be parsed. Taking into account that segmenting is the key for differentiating from the rivals.

Customers are the base of the business; therefore they need to be taken into account every moment. Clients are final consumers interested on tourism, concretely adults (between 30 and 60 years old) and retired people with a medium-high socioeconomic profile. This kind of people are willing to visit another country just for receiving a higher quality medical service, even if it is necessary to leave more many in chosen destination.

Tourists from United Kingdom, France and Germany are the main focus because, as it was previously shown, these countries top the ranking about tourists' origin that visited Spain on 2015. Moreover, they also spend a huge amount of their money on private sanity.

It is really important to keep good relationship with the customer to be able to hold and encourage them to come back to the company. And of course, it is also important to attract new clients and to be able to improve business sales.

The relation with the final consumers, who pay for and receive the service, will be both online and personal. It will be personal because the relationships will be adapted to each consumer and to his/her needs. They will be able to contact with the company by email, videoconferences or even by phone, because, as was mentioned, every customer's needs are different and they require a personalized service. When the clients will arrive to Spain, they will receive a face to face treatment.

3.4. Channels

The channels election implies that the client has an experience with the brand or the service. What must be done in this section is to communicate clearly and in order everything the clients should know about the company's value proposal. The value

proposal will be given by different communication channels, sales and distribution that can be mainly used for:

- Helping the clients to evaluate the Value Proposal.
- Informing the clients about how to purchase the specific products and services.
- Giving out the Value Proposal to the clients.
- Providing the client with attention after purchase.

The Channels do not simply involve commercial aspect, but also the complete relationship with the client with the following stages: information, evaluation, purchase, delivery and service after purchase. In this company's case the first three steps that will be taken are going to be online, coming to the consumers by the following way:

- Through the webpage itself.
- The webpage will appear on the medical centres' webpage.
- Advertisements, mostly on social networks. Because through this way people around the world is covered and the company's services is designed for people from other countries.

On the other hand the two last steps of delivery and after purchase service will be realized face to face.

In order to talk about distribution channels, it should be said that there are two types. On the one hand the clients can get the option once they landed to Spain, they themselves go to the place where they are going to receive the service by their own. Or on the other hand, they can get a complete service and once they arrive to Spain, there will be the representative of company waiting for them to assure they will get to the place where the service will be done.

In the second case, the company will have a car with the person who will drive them to their destiny and pick up later.

3.5. Key resources

They are the most important resources to complete the company activities. In the case of this company in special, the most important resource is the webpage, due to the fact that the sales are realized through it and it will be the first image the clients actual like the potential ones will have from it.

Another important resource is online marketing in order to do advertisement campaigns and approach through internet our market sector.

Moreover, the company is also provided by cars to pick up the clients when they arrive to our country and for driving them to their destiny.

Last but not least, another of the most important recourses is people working for the company. A graphic designer for creating a webpage will be needed. As well as people with high level of languages due to the fact that the major part of the customers are foreigners.

3.6. Key activities

In a Business it should be taken into account which are the main activities that are going to be done in order to obtain the maximum efficiency and benefits for the company. As an online company, TourismYou has three key tasks: the first one is maintaining the webpage and social network active in order to reach the major number of people and launching attractive advertising campaigns. The second one is maintaining the platform and the web, because in this company the platform is imperative and if it stops working it would increase costs. And the third task is to contact companies that have some relationship with their business in order to present themselves and to establish partnerships and, in doing this, obtaining better prices or exclusivity contracts.

3.7. Key partners

The partnerships are created to improve or strengthen the business patterns in order to reduce risks and acquire resources. On this section the associates with whom the company works will be described.

Among the alliances that are going to be established, company will start with the one that offer medical and hotel services. The finality of this is to obtain exclusive contracts and strengthen the brand image from both companies. With this some barriers for newcomers competitors will be created.

Medical companies:

- Esthetic clinics:
 - Planas Clinic.
 - CIMA Clinic.
 - Clinic of the Luz.

- Clinic of the Fátima.
- Oftamology:
 - IMO
- Dental:
 - Pardiñas clinic.
 - Dental Mayo clinic.
 - Dental Morales clinic.
- Heart:
 - Clinic of Navarra.

Hotels:

- Hotel Urban 5*, Madrid.
- Hotel Tximista 4*, Navarra.
- Vincci hotel chain of Spain.
- Ronda senior residences.

Famous:

- Jennifer Aniston, TourismYou services can be presented for free so she can advertise them. The current society is guided by what they see on TV, so the company could be made known easily.

3.8. Revenue streams

The objective of this step is to identify which monetary contribution does to its group, and moreover where incomes come from (sales, commissions, etc.). An online Payment System will be implemented in order to increase our income stream, as we are not only offering a service but also safety and comfort when paying.

Customers are willing to pay the services offered on the webpage because the company is renowned for comfort, an excellent treatment and an excellent customer service. Clients will need to pay 70% of the service for booking it and the other 30 % will be paid once they enjoyed the service. PayPal payment is also accepted when booking the services.

3.8. Cost structure

In this company's case there are fixed and variable costs. The variable costs are the ones that fall into while the business' activity is developing, for example the deposit the hotels ask for when you book.

On the other hand, there are fixed costs, some only on the initial investment and others on which we will fall into monthly. Initially, inversion in the platform and marketing campaigns will need to be done. Monthly, there will be human resources, webpage support (domain, hosting,...) and activity expenses costs.

4. THE COMPANY

4.1. Presentation of the company

TourismYou, is a company dedicated to facilitate the travel's planning around Spain in order to take the advantage of the good technologies, the excellent professionals, the favorable prices and the huge variety of touristic offers that the country has.

It is an online company in which clients contact with them through the webpage in order to identify their needs. The company is the planner of the trip the and its job is to provide best possible way to cover all the clients' needs. The headquarter is in Castellón de la Plana, more concretely on the Business Incubator of the European Business and Innovation Centre (BICs).

Any customer around the world can purchase the company's services, but it is focused mainly on United States, United Kingdom, France, Germany and Ireland markets.

The company has alliances with the main hotels and clinics around the entire country in order to satisfy the clients' needs so they will entrust us again with their money and time when coming back to Spain.

When contacting the company, you can contract all services needed for coming to Spain without worries. The booking of the flights, clinics, hotels and means of transport through the airport to the place they choose to receive the treatment or stay in, are on customers' disposition. The travelers can hire the complete pack or service that fits their necessities.

4.2. Mission- Vision- Values

Mission: TourismYou's mission is to satisfy the medical and touristic needs of its customers by offering adapted to each person services.

Clients are the most important reason why the company was created and this principle prevails on any relation or service empowered to the community.

Vision: The vision is to be the reference company for foreigners when planning their medical travel to Spain.

Values:

- *Ethics:* their overriding commitment with themselves is to do the things well. It allows them to operate honestly and with respect to the customers' life that

trust them when choosing their doctor, having as a fundamental objective to guarantee the common good of any person without distinction.

- *Security*: in all processes endangering the customers or TourismYou workers is avoided.
- *User*: the interest about current and future customers that hire the services needs' satisfaction represent a priority.
- *Service*: TourismYou relate in a caring way, showing the genuine interest for the person.
- *The people working*: the workers are also valued as the most important resource of the organization, and their satisfaction, development and welfare are ensured. The expression of their best qualities through teamwork, the motivation, the communication, the training, the recognition and the remuneration are promoted.

4.3. Description of the activity

TourismYou is a company dedicated to act as a consultant, to sell or organize trips in Spain with health and welfare motifs. The role is intermediary between the person who asks for the tourism and the people who offers and produce the medical-touristic services.

On this description three functions that the company realizes can be distinguished:

- *Advice*: by means of advice, TourismYou informs the customer about all available offers, either medical services or accommodation. They have to be as impartial as possible with the client when giving this information, so what the customer looks for and not what you want to sell. A good assessment can ensure a client, which is the objective of the major part of the companies.
- *Intermediary*: the company works as an intermediary when organizing and processing tourism services in the name of a third person. Among the services this company underlines are: rooms and other accommodation booking, touristic packs or programmes reservation, car renting, looking for clinics that will fit the customer needs, etc.
- *Organize*: organize implies to compose the touristic programmes adapting medical services with activities to realize around the area.

Definitely, the clients would contact the company through a webpage in order to let it know about the service they wish and the area of Spain they want to visit. It would be

the company that would pick them up once they land in Spain and to look for the best hotels, clinics they can visit and activities they can do in the chosen area.

4.4. Products and Services

When asking for the company's services the customers can choose between already designed packs or a pack designed according to their wishes.

The following packs are offered:

- Dialysis holiday:
 - It includes initial valuation.
 - 2 dialysis sessions.
 - 7 days in Vincci Selección Aleya Hotel Boutique & Spa 5* in Málaga.
 - Transfer from airport to hotel and hotel to airport.
 - From 6.500€ depending on the dates.

Illustration 3: "Dialysis holiday"



Source: www.google.es

- Active Seniors Living:
 - Accommodation in Senior Residences Ronda.
 - Stay from 15 days.
 - Adapted programme according to the nationality, requirement and client's profile.
 - Dietetic supervision.
 - Programmes to keep an active and healthy lifestyle, which includes physiotherapy and occupational therapy.
 - Group activities, recreational, formative and therapeutic.
 - External activities, excursions and guided visits.
 - From 1.500€ depending on the dates.

Illustration 4: "Active Seniors Living".



Source: www.google.es

- Goodbye extraweight:
 - Initial valuation.
 - Clinical analysis.
 - Gastric By-Pass in the clinic La Luz from Madrid.
 - Post operation in Urban 5* hotel: 13 nights in a double room.
 - Post operation visits and control in eight days.
 - A SPA circuit per person.
 - Transfer from airport to the clinic.
 - Transfer from the clinic to the hotel.
 - Transfer to the clinic for the post operation visit.
 - Transfer from hotel to airport.
 - Massage and beauty treatments compatible with the recovery.
 - Relaxation zone.
 - From 35.000€ depending on the dates.

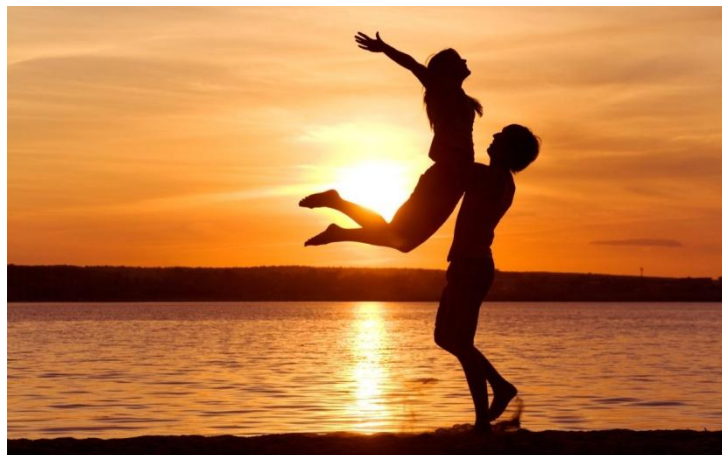
Illustration 5: "Goodbye extraweight".



Source: www.google.es

- Hip prosthesis:
 - Initial valuation.
 - Clinical analysis.
 - Operation in the Clinic of Navarra.
 - Post operatory in Tximista 4* hotel: 13 nights in a double room.
 - Post operation visits and control in eight days.
 - A SPA circuit.
 - Transfer from airport to the clinic.
 - Transfer from the clinic to the hotel.
 - Transfer to the clinic for the post operation visit.
 - Transfer from hotel to airport.
 - Massage and beauty treatments compatible with the recovery.
 - Solarium.
 - From 24.000€ depending on the dates.

Illustration 6: "Hip prosthesis".



Source: www.google.es

- Breast augmentation:
 - Initial valuation.
 - Clinical analysis.
 - Operation in the Planas of Barcelona clinic.
 - Post operatory in Vincci Gala 4* hotel: 13 nights in a double room.
 - Post operation visits and control in eight days.
 - A SPA circuit per person.
 - Transfer from airport to the clinic.
 - Transfer from the clinic to the hotel.

- Transfer to the clinic for the post operation visit.
- Transfer from hotel to airport.
- Excursions around the area.
- From 14.000€ depending on the dates.

Illustration 7: "Breast augmentation".



Source: www.google.es

4.5. Innovation. Differential Value

The differential value of TourismYou is the alliances with partners and renowned Spanish clinics. This way a quality service can be guaranteed. Consequently, a trustful relation with the customers can be developed.

5. SWOT ANALYSIS

Kotler y Keller (2005) explain that SWOT analysis is the general evaluation of the strengths and weaknesses (internal analysis), and the opportunities and threats (external analysis) of a company or specific sector.

"El objetivo principal de este análisis es determinar cómo se puede posicionar a la empresa en un sector de manera que se aprovechen de una manera correcta las oportunidades al mismo tiempo que se tratan de evitar o minimizar las amenazas del entorno" (Ireland y Hoskisson, 2006).

In the table 11, the Weaknesses and Threats are analyzed. Later on, in table 12, TourismYou Strengths and Opportunities are exposed.

Table 11: Weaknesses and Threats.

WEAKNESSES	THREATS
<ul style="list-style-type: none"> • New to the market, which leads to an unfavorable position against our competitors already settled. • Scarce economic resources. • Lack of brand image: could harm large recognized chains. • It's possible that our services don't like to customers and they don't buy them • High reliance on Internet. • It's possible that the customer prefers to go shopping services to a physical company. • No incentive programs available to employees. 	<ul style="list-style-type: none"> • Due to the economic crisis: decline in spending on tourism. • Change in needs and tastes of consumers. • Increasing bargaining power of customers and suppliers. • Entry of new competitors. • Experience of existing competitors. • Possibility of a brain drain of professionals to other countries with better working conditions. • There is a great threat of a decline in quality to compete on price with other emerging countries like Turkey. • Because fraud, some people are afraid when is making purchases in online companies.

Source: Own elaboration.

Table 12: Strengths and Opportunities.

STRENGTHS	OPPORTUNITIES
<ul style="list-style-type: none"> • Possibility of obtaining new sources of revenue by incorporating other services. • Partnerships with renowned companies such as Navarra clinic. • Being a small company, workers can work together and help each other in solving problems. • Low structural costs. Is possible focus on other cost such as training workers. • Being an online business there are potential customers worldwide. • It is financed by own resources. • Highly qualified personnel. • Website in 6 languages (French, Portuguese, Italian, English, German and Spanish). 	<ul style="list-style-type: none"> • Internet is the medium most used by the population today. • Availability and prices of flights to major tourist destinations. • Possibility to break seasonality. • Average tourist spending than health resort. • Remodeling and renovation of the hotel facilities. • The rapid aging of the world population will more and more people move to other countries to be some pathology and enhance this sector. • Spanish Health recognized worldwide with the latest technologies. • Reference destination in several European destinations with respect to assisted reproduction and esthetic surgery.

Source: Own elaboration.

6. MARKETING PLAN

6.1. Objectives of the Marketing's plan

Objectives are set based on the mission, vision and values of the company taking also into account the analysis of the environment realized. These objectives will condition the steps that will be taken by the organization and, this way, measure the progress in a specific period.

In the end the objectives are to offer current guidelines which will allow improving the activity, adding value to the company, obtaining a higher efficiency from the group and incrementing its participation in the market through creating competitive advantages.

All business have to establish a series of objectives to accomplish at the beginning of its entrepreneurial activity in a short and long term.

TourismYou objectives at the beginning of its activity are the ones exposed down below:

- Customer loyalty (creating a solid customer base).
- Continuous improvement of the service's quality, positioning itself in the market as a high-quality establishment.
- To consolidate the image of the company on the market.
- To achieve a high rate on the clients level of satisfaction.
- To count with competent human resources (through the continuous formation of the workers and establishing a system of incentives).
- To encourage the internal marketing.
- To realize advertising campaigns and promotions, differentiating them from the rivals.
- To recover the initial capital invested in a 4 years period.
- To increase profitability in a long term.

6.2. Marketing Tools

In order to popularize TourismYou, some actions for achieving customers were programmed.

1. Corporate image.

Included here are: business cards. They will not only give uniformity to the image, but will also allow the company to be topic of conversation and this leads to generate more contacts. On these business cards, the logo (illustration 8) will be visible. The logo is formed by elements that characterize the company such as the globe, the medicine tools and a cursor. The globe is taken because people around the whole world are welcome, the medical tools because the company focuses on the health sector and the cursor because it's an online company. The name of the company is in red colour because it catches the attention.

Illustration 8: Logo of TourismYou.



Source: Own elaboration.

2. Event's participation.

It marks the direct communication with the clients. This will be a public relations because people like to know with who they are doing Business..

3. Radio, television, press.

Marketing investment on radio, TV and press are expensive options but they have an important audience. With this type of action the company tries to reach the major number of potential clients and achieve higher brand recognition in order to increase the sales volume. With this action it will also increase the familiarity and fame of the brand.

4. POP Material.

This material refers to these little gifts that the companies give to their clients. In the TourismYou case, a slight tourist guide of the place the tourist will stay will be given.

5. Social networks.

To be into social Networks help to be made known. Nowadays everyone is part of them and it is a way to be known by the potential clients freely. The company will be present on Facebook, LinkedIn and Twitter; it will be a worker's responsibility to keep the active and attractive offer for the customers.

6. Blog.

On TourismYou webpage, there will be a section where articles related with health and new techniques will appear in order to keep the clients informed about new treatments.

7. Advertisement in Google.

With this advertisement we will appear on the first range of products when the potential clients will look for health treatment into the Google search. TourismYou will get more opportunities for being the chosen company to plan their trip.

8. Online magazine advertising and tourism webs.

Advertising campaigns on online magazines and specialized webs on the sector from other countries would be realized. The finality is to be known abroad because they are the target audience who the products are designed for.

6.3. Budget

On this section the Budget for the previous actions will be done:

1. Corporate image:

In order to achieve this corporate image, business cards will be done. Firstly 500 will be done and they will cost 6€. Yearly, 36€ will be spend.

2. Event's participarion:

For participating in an event, flyers and advertising posters will be made. For them 200€ in each event will be invested. Two event a month will be realized so 400€ monthly, which yearly will become 4.800€.

3. Radio, television and press:

- A 1 minute radio advertisement costs 250€ monthly.
- For the television advertisement and spot will be required and 1.000€, plus the television advertisement that costs 1.500€ monthly. This advertisement will be done every three months, so yearly it will cost 10.000€.
- On the press, the design will be done by a worker and an advertising of half page costs 9.000€ a month.

Summarising, it will cost 22.000€ a year.

4. POP Material:

Tourism guides cost 3€ each one. For starting 1.000 unities will be bought, so 3.000€ will be spend.

5. Social networks:

For having activated the accounts, buffer will help. It is a tool that allows writing and programming in advance the updates on the social networks. It is possible to write messages up for being uploaded later automatically in one or more social networks. This tool has a free account and Twitter, LinkedIn and Facebook can be controlled. And it is true that at the beginning it will more than enough to operate on free version of this program.

6. Blog:

It will be done in the company's webpage so it will be for free. Except in some occasions that articles from specialists will be published. 50€ to each article will be paid. Yearly, 10 specialists' articles will be published, so 500€ will be spend.

7. Advertisement in Gogle:

Doing a Google advertisement costs 12.000€ a year.

8. Online magazine advertising and tourism webs:

This kind of advertisements cost 50€ a month. At the beginning 13 advertisements will be done, so it will cost 600€ a year.

Table 13: Annual budget (2017)

Action	Budget
Corporate image	36€
Event's participation	4.800€
Radio,television and press	22.000€
POP material	3.000€
Social networks	0€
Blog	500€
Advertisement in Google	12.000€
Online magazine advertising and tourism webs	600€
TOTAL annual:	42.936€

Source: Own elaboration.

Right after, on table 14, the annual Budget monthly unbounded.

Table 14: Budget unbounded monthly (2017).

Action	Jan.	Feb.	Mar.	Apr.	May.	Jun.	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.
Corporate image	6	0	6	0	6	0	6	0	6	0	6	0
Events	400	400	400	400	400	400	400	400	400	400	400	400
Offline advertising	3.500	1.000	1.000	3.500	1.000	1.000	3.500	1.000	1.000	3.500	1.000	1.000
POP Material	300	300	0	300	300	300	300	0	300	300	300	300
Social Networking	0	0	0	0	0	0	0	0	0	0	0	0
Blog	50	50	50	50	0	50	50	0	50	50	50	50
Google Advert.	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000
Online advertising	50	50	50	50	50	50	50	50	50	50	50	50
TOTAL:	5.306	2.800	2.506	5.300	2.756	2.800	5.306	2.450	2.806	5.300	2.806	2.800

Source: Own elaboration

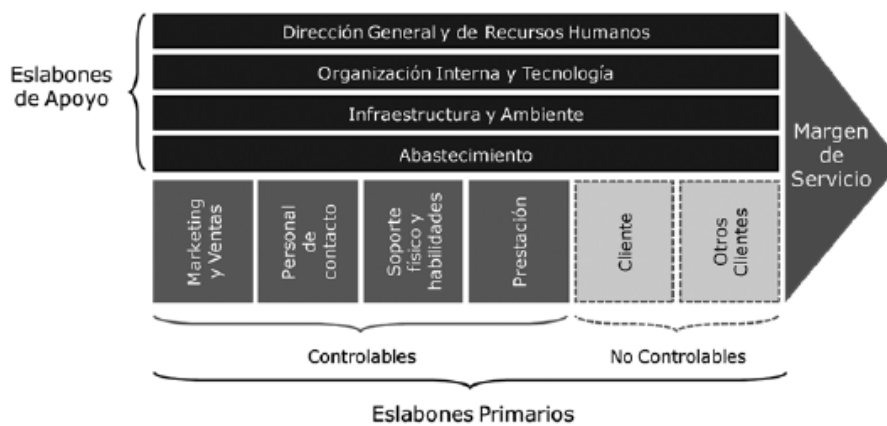
7. OPERATIONAL PLAN

7.1. Value chain

In *Servucción* (1987) work, Pierre Eiglier y Eric Langeard offered a point of view about the elements of a benefit system providing services: client, physical support, staff in contact, service, internal organization and other clients.

As Michael Porte lay out on his proposal, every link provides shape to the satisfactory and is a resource for possible competitive advantages. Down below, on illustration 9, the value chain of TourismYou is shown, explaining what will be done on each link of the chain.

Illustration 9: Value chain.



Source: www.palermo.edu

The primary links are divided in controllable and uncontrollable, all of them with an inseparable role in reference to the service given.

Controllable primary links:

- Marketing and sales: TourismYou will realize advertising campaigns on social networks, tourism web pages and specialized magazines. Moreover, one of the actions, that need to be considered, is the image of the company. For that purpose, a logo that will be easily recognized by the customers is being created.
- Staff in contact: the staff in contact is the carrier of a big part of the benefits and, in many occasions, the direct generator of these benefits that the market achieves in reference to the company's offer. In TourismYou, the staff, who will

be in contact with the customers, will have a high knowledge on languages, due to the fact that, they will be in contact mainly with foreign people.

- Physical support and abilities: physical support is understood as all these elements that, in greater or lesser extent, are part of the benefits. In this case, it could be the folder that is given to the client with their hotel and clinics booking or the guide that they are given as a present. All these elements define also the quality of the service and operate for or against experience that is offered to the customer. On the other hand, in the same way the physic support offers its stuff, on the knowledge and information era, the abilities, competences and suitability achieved by the teamwork, in everything related to the benefit. These variables will be unavoidable for the generation of competitive sustainable of them. The team needs to consist of people with huge abilities, it was already mentioned the languages ability, but a graphic designer also is necessary. It is expected that person on this position is in possession of abilities for creating the attractive and visible webpage for all possible clients.
- Benefit: it needs to be understood as the service concept itself, the solution that it offers and what it solves. In this case, it is the searching of accommodation and clinics that will satisfy the best the needs of the foreign customers.

Uncontrollable links:

- Clients: together with the staff for contacting, the clients are the other human variable that interferes and given the quality of the service. Customers have different needs, therefore, there has to be alliances with companies that deal with diverse diseases in order to personalize and satisfy every single person's need.
- Other clients: there are benefits' models in which the cohabitation of different clients happens at the same time. In TourismYou, the clients do not coincide at physical space because they are contacted online or by phone, so this link does not affect the company.

Any of the links is independent from the others. The adequate reason to accept that the existent interrelations among the customers need to be also optimized. They can also generate favourable competitive advantages that will be more difficult to neutralize by the competition.

On the other hand, the support links execute a function to contribute to the scenario staging in which the service delivery will be carried. In TourismYou, customers do not

have to go to the office, because they will go directly to the place where they found the offer or it will be the company itself that will pick them into the airport. The involved labour with each one of them are the following:

- General Management of Human Resources: in TourismYou, the clients' service culture floats around all company. In the company there is a motivated service culture committed and sharing similar view.
- Internal organization and technology: the company is organized in four departments with highly differentiate responsibilities in order to facilitate the delivery service. Moreover, it is consistent and coherent with the mission and vision of the company.
- Infrastructure and ambient: it refers to the physical space in which some of the negotiations between the company and the client occur. There are cases too in which the client never shares physical space with any person from the organization. These are the affairs in which the customer does not book the transport service or when it is subcontracted to another company.
- Supply: it means to pay attention and offer always the best existent proposal for the other links requirements to their efficient and fruitful effectiveness. The direction will be the one that will control these aspects and take action if there are some deviations.
- Operating range: it is the emergent and the reason of all links. It means that, in the case of TourismYou, is to achieve a satisfied client with the service received. For doing this, we will provide personalized services for each one of them.

7.2. Necessary resources

According to Navas and Guerra (2000), resources are divided into tangible and intangibles. At the same time the tangibles are divided into physics and financial. And the intangibles are, at the same time, divided into human and non-human.

Tangible resources are the ones that have a material part. It means that they are quantifiable and measurable thanks to the physical support. They are divided into physic and financial.

In TourismYou, as a necessary physic resource, they have the office furniture, which is not theirs because the business incubator where they are, has already furniture. The computer equipment are also necessary as well as the office material because they are primary workplace tools. Finally, the last physic resource TourismYou needs is a

vehicle to visit the companies, with which alliances are going to be formed, and to transport the tourists. On the other hand, as a tangible financial resource we have the money.

Intangibles resources are found and important as tangible equivalent. These are the ones that, unlike tangible resources, cannot be measure. These ones, opposed to the previous ones that wear away from usage, gain strength, quality and value. These resources are divided into human and non-human.

At the same time, non-human resources are divided into technologic and organizational. In TourismYou, as technologic one, there is the sales platform. In case of this company organizational is not that important. As it is a newcomer company on the market, it does not have business or products reputation because people do not know the products that it has in offer.

Finally, there are human resources. Here knowledge, abilities and motivation of the workers are included. TourismYou finds more valuable the flexibility, the potential knowledge and abilities for working in team than the formal qualifications.

8. HUMAN RESOURCES PLAN

The most important resource companies have is their employees. It is highly important to define the staff policy in any organization, but it is even more important in the case of services companies. It is because, in many occasions, the product is connected to the person that presents it.

8.1. Management team

On the Management team, Andrea Traver Vidal will be found. She will be the one that will contact different clinics and hotels in order to present the new company and to achieve strategic alliances.

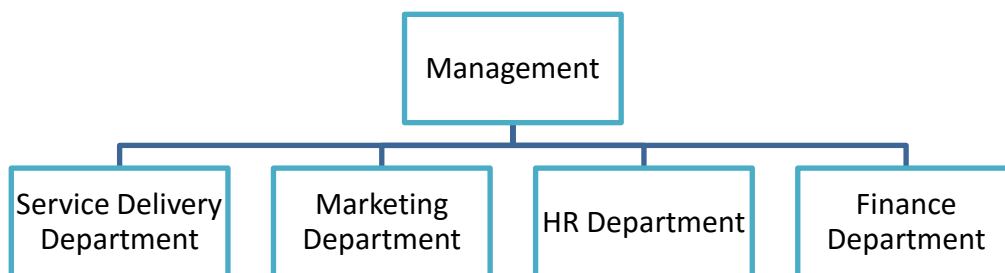
Andrea has the degree in Business Administration. Moreover she attended some courses about Leadership and Coaching, where she achieved ability and knowledge how to keep in touch with workers.

The motivation that made her start the business was to put into practice a business idea, always looking for the most suitable among the personal possibilities and the project.

8.2. Functional organigram

On the illustration 10, the organigram of TourismYou company appears.

Illustration 10: Organigram



Source: Own elaboration.

The Management will be the one responsible for contacting the different clinics and hotels, for presenting the business projects and achieving strategic alliances. Moreover, it will also be the one responsible for Human Resources Department and Finance Department.

On the Service Delivery Department, the following functions will be realized: the attention of the clients and the research of the most suitable establishment for clients'

needs. Moreover, the staff from this department will be the one that will pick up the customers at the airport and will drive them to the destiny or it will subcontract transport companies for doing this task.

On the Marketing Department, a graphic designer with marketing notion will be hired. This person will keep our social networks active and the webpage attractive.

The HR manager will be the director. She will be in charge of interviewing and selecting the workers, helping new workers to join into the company, solving the conflicts that could appear among workers, developing the sense of membership, leadership, initiative and the employees' engagement with the company.

On the Finance Department, the manager will be in charge of realizing the payments to the establishments that the clients will hire and to control the clients' payments. A business consulting will be subcontracted for realizing the other tasks of this Department, such as manage payroll.

On table 15, the number of workers that each department will have during 3 years is exposed. There are some that are not whole number because there will be people working in different departments.

Table 15: Evolution of the number of workers (2017-2019).

	2017	2018	2019
Service Delivery Depart.	1,75	3,75	4,25
Marketing Depart.	0,75	0,75	1,25
HR Depart.	0,25	0,15	0,15
Finance Depart.	0,25	0,35	0,35
Total	3	5	6

Source: Own elaboration.

8.3. Coworkers

There are some necessary jobs that are temporal. For doing them there will not be a person in the company but a subcontracted one. One of the companies that will be subcontracted will be responsible for transporting people. For this purpose, the logistics company will receive the task to drive the clients from airport to hotel or clinic and vice versa.

A translation company will also be subcontracted for the customers that talk languages different from the ones the company knows.

Thirdly, there will be need for help from a business consulting to support the financial department, such as pay lists and paperwork with public administrations.

If in any occasion there are problems with any informatics equipment, there will be the need for subcontracting an informatics company that will solve as fast as possible the problem with the less repercussions as possible on TourismYou sales.

The last coworker will be a marketing company which will revise the job of the Marketing Department responsible in order to improve it when it will be possible.

9. FINANCIAL PLAN

9.1. Investment Plan

This economical initiative will need some investments in order to acquire informatics resources and a good technological platform.

At the beginning, it will be enough purchasing 3 informatics equipment, one for the manager, another for the graphic designer and the last one for the delivery service department. It will suppose a total of 3.000€.

As it is an online company, it is completely subordinate to technology. So, at the beginning, an investment in a technologic platform will be realized and it will cost a total of 5.000€.

It does not need to invest on furniture or premises because, as it was mentioned before, it is located on a business incubator in Castellón and these centres are fully equipped.

Down below, on table 16, the evolution of these two investments along 3 years is attached.

Table 16: Investments evolution (2017-2019).

	2017	2018	2019
Informatics Equipment	3.000€	5.000€	8.000€
Technologic Platform	5.000€	4.000€	3.500€

Source: Own elaboration.

9.2. Financial Plan

The company will be constituted with an initial capital of 8.000€, which will be totally paid out by the own company's manager.

Since TourismYou is a new company, it is crucially important to do a liquidity of capital study of the company during the first year. Later, this study can be seen in detail. With its help, it can be noticed that it is needed to count with a line of credit between 3.000 and 10.000€ a month during the 4 first months. This credit line will be considered with a 4,5% of interest on capital used.

9.3. Provisional expenses and incomes

On the table 17, it can be seen the evolution of the profit and loss account during the first year. The incomes had been calculated on the basis that the months in which Spain receives more tourists are June, July, August and September.

On the other hand, the expenses that TourismYou will face during the first year are included too. All workers will have the same salary, 1.150€ a month during the first year, because there are three workers so, monthly, it will sum up to a cost of 3.450€. On the second expenditure item, Marketing and Sales ones can be found. These will be the necessary expenses to accomplish the action of chapter 6 (Marketing Plan). On the third expenditure item, the general and administration expenses can be found. They encompass the business incubator rent, electricity supply, water, internet and phones, city taxes, vehicle renting, the trips for achieving strategic alliances and the consultancy that will help with the business procedure. The last expenditure from the account is the one assigned for financial expenses. It will be incurred due to the credit line which will be necessary for facing the lack of liquidity during the first four months.

The taxation rate that corresponds to TourismYou is equal to 15% reduction for entrepreneurs.

Table 17: Monthly expenses and incomes account (2017).

INCOME	Jan.	Feb	Mar.	Apr.	May	Jun.	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.
Net Sales	1.750	3.850	5.900	7.000	9.950	13.550	15.000	16.000	14.500	13.500	11.000	9.000
EXPENSES	Jan.	Feb	Mar.	Apr.	May	Jun.	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.
Personal	3.450	3.450	3.450	3.450	3.450	3.450	3.450	3.450	3.450	3.450	3.450	3.450
Marketing and Sales	5.306	2.800	2.506	5.300	2.756	2.800	5.306	2.450	2.806	5.300	2.806	2.800
Publicity and promotion	5.306	2.800	2.506	5.300	2.756	2.800	5.306	2.450	2.806	5.300	2.806	2.800
General and administration	1.878	1.878	1.963	1.878	1.878	1.963	1.778	1.778	1.863	1.778	1.678	1.763
Rentals	200	200	200	200	200	200	200	200	200	200	200	200
Supplies	180	180	180	180	180	180	180	180	180	180	180	180
Office Supplies	90	90	90	90	90	90	90	90	90	90	90	90
Taxes	0	0	85	0	0	85	0	0	85	0	0	85
Vehicle	383	383	383	383	383	383	383	383	383	383	383	383
Travel	900	900	900	900	900	900	800	800	800	800	700	700
Consultancies	125	125	125	125	125	125	125	125	125	125	125	125
Total Expenses	10.634	8.128	7.919	10.628	8.084	8.213	10.534	7.678	8.119	10.528	7.934	8.013
Financial												
Income	0	0	0	0	0	0	0	0	0	0	0	0
Expenses	423	244	147	206	0	0	0	0	0	0	0	0
RESULT	Jan.	Feb	Mar.	Apr.	May	Jun.	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.
Before taxes	-9.307	-4.522	-2.166	-3.834	1.866	5.337	4.466	8.322	6.381	2.972	3.066	987
Taxes	0	0	0	0	-280	-801	-670	-1.248	-957	-446	-460	-148
Net profit	-9.326	-4.533	-2.172	-3.843	1.586	4.536	3.796	7.074	5.424	2.526	2.606	839

Source: Own elaboration.

On the table 18, it is shown the evolution of the incomes and expenses during 3 following years. As it can be seen, the second year of activity, the company will almost double the results compared to the previous year. During the third year of activity results will double the ones from the second year of activity.

Table 18: Evolution of incomes and Expenses (2017-2019)

INCOME	2017	2018	2019
Net Sales	121.000	157.300	228.085
EXPENSES	2017	2018	2019
Personal	41.400	51.750	68.828
Marketing and Sales	42.936	53.670	67.088
Publicity and promotion	42.936	53.670	67.088
General and administration	22.076	30.734	40.094
Rentals	2.400	2.496	2.571
Supplies	2.160	2.225	2.292
Office Supplies	1.080	1.296	1.750
Taxes	340	357	375
Vehicle	4.596	5.285	6.078
Travel	10.000	17.500	25.375
Consultancies	1.500	1.575	1.654
Total Expenses	106.412	136.154	176.009
FINANCIAL			
Income	0	0	0
Expenses	1.021	0	0
RESULT	2017	2018	2019
Before taxes	13.567	21.146	52.076
Taxes	-4.070	-6.344	-15.623
Net profit	9.497	14.802	36.453

Source: Own elaboration.

9.4. Liquidity Plan

The liquidity plan is a tool that allows controlling, following and estimating a prevision of the available money and the different collections and payments of TourismYou. It will be covered, 70% on the same month and 30% in two months.

The company will receive the 70% of its sales in the same month and the 30% remaining in 60 days. So, monthly, it will receive what it can be seen on table 19, on Net Income line, living for the following year 6.000€, 3.300€ that will be taken on January and 2.700€ on February.

Because of the lack of liquidity during the first four months, a credit line will be used, with a total value of 23.700€, monthly distributed as it is shown on the Line of credit figure from the illustration.

Table 19: Monthly treasury 2017.

CASH FLOW	Jan.	Feb	Mar.	Apr.	May	Jun.	Jul.	Aug.	Sept.	Oct.	Nov.	Dec.
Balance at beginning of month	2.000	-7.832	-13.510	-16.921	-21.700	-21.049	-17.677	-14.726	-7.139	-608	3.114	7.230
INCOME												
Net income	1.225	2.695	4.655	6.055	8.735	11.585	13.485	15.265	14.650	14.250	12.050	10.350
Other income												
Line of credit	9.832	5.677	3.411	4.779	0	0	0	0	0	0	0	0
Other income Total	9.832	5.677	3.411	4.779	0	0	0	0	0	0	0	0
INCOME TOTAL	11.057	8.372	8.066	10.834	8.735	11.585	13.485	15.265	14.650	14.250	12.050	10.350
Operating expenses												
Personal	3.450	3.450	3.450	3.450	3.450	3.450	3.450	3.450	3.450	3.450	3.450	3.450
Publicity and promotion	5.306	2.800	2.506	5.300	2.756	2.800	5.306	2.450	2.806	5.300	2.806	2.800
Rentals	200	200	200	200	200	200	200	200	200	200	200	200
Supplies	180	180	180	180	180	180	180	180	180	180	180	180
Office Supplies	90	90	90	90	90	90	90	90	90	90	90	90
Taxes	0	0	85	0	0	85	0	0	85	0	0	85
Vehicle	383	383	383	383	383	383	383	383	383	383	383	383
Travel	900	900	900	900	900	900	800	800	800	800	700	700
Consultancies	125	125	125	125	125	125	125	125	125	125	125	125
Operating expenses Total	10.634	8.128	7.919	10.628	8.084	8.213	10.534	7.678	8.119	10.528	7.934	8.013
Other expenses												
Rate credit line	-423	-244	-147	-206	0	0	0	0	0	0	0	0
Other expenses total	423	244	147	206	0	0	0	0	0	0	0	0
EXPENSES TOTAL	11.057	8.372	8.066	10.834	8.084	8.213	10.534	7.678	8.119	10.528	7.934	8.013
Net monthly balance	0	0	0	0	651	3.372	2.951	7.587	6.531	3.722	4.116	2.337
Balance at end of month	0	0	0	0	651	4.023	6.974	14.561	21.092	24.814	28.930	31.267

Source: Own elaboration.

The Treasury evolution during 3 years can be seen on table 20, where it can be observed that during the first year company obtain much more than during the second one. This is because of the credit line that was taken during the first year.

Table 20: Treasury Evolution (2017-2019)

CASH FLOW	2017	2018	2019
Balance at beginning of month	2.000	9.567	20.413
Income	115.000	147.000	210.000
Income Total	115.000	147.000	210.000
Operating Expenses	106.412	136.154	176.009
Personal	41.400	51.750	68.828
Publicity and promotion	42.936	53.670	67.088
Rentals	2.400	2.496	2.571
Supplies	2.160	2.225	2.292
Office Supplies	1.080	1.296	1.750
Taxes	340	357	375
Vehicle	4.596	5.285	6.078
Travel	10.000	17.500	25.375
Consultancies	1.500	1.575	1.654
Other Income	1.021	0	0
Rate credit line	1.021	0	0
EXPENSES TOTAL	107.433	136.154	176.009
Net monthly balance	7.567	10.846	33.991
TOTAL BALANCE	9.567	20.413	54.404

Source: Own elaboration.

9.5. Forecast Balance

The balance represents the economic and financial situation of the Business in an exact moment, in this case, at the end of 2017.

All previous data are reflected on table 21, in which it is calculated the real rolling found. This is nothing less than the current assets volume that remains after facing the current liability obligations. In the case of TourismYou this rolling found is 8.512€, with what is seen that the company will be able to attend shot-term cash commitments.

Table 21: Balance of the Situation 2017.

A) LONG TERM ASSETS	8.000 €	A) NETWORTH	16.512 €
I. Intangible assets	5.000 €	A-1) Equity	16.512 €
II. Immobilized material	3.000 €	I. Common stock	8.000 €
III. Investment property		II. Result of the exercise	8.512 €
IV. Investments in group companies and associates		B) LONG TERM LIABILITIES	0 €
V. Long-term financial investments		I. Long-term provisions	
VI. Deferred tax assets		II. Long term debts	
VII. Non-current trade receivables		III. Debts with group companies and associated long term	
Amortization		IV. Deferred tax liabilities	
B) CURRENT ASSETS	32.212 €	V. Accrued long term	
I. Stocks		VI. Non-current trade payables	
II. Commercial debts and others bills to receive the pay	6.000 €	VII. Debt with long-term special features	
1. Customers from sales and services	6.000 €	C) CURRENT LIABILITIES	23.700 €
2. Shareholders for capital calls		I. Short-term provisions	
3. Other debtors		II. Short term debts	23.700 €
III. Investments in group companies and associates in the short term		1. Amounts owed to credit institutions	23.700 €
IV. Short-term financial investments		III. Debts with group companies and associated short term	
V. Short-term accruals		IV. Commercial debtors and other accounts payable	
VI. Cash and other equivalent liquid assets	26.212 €	V. Short-term accruals	
TOTAL ASSETS	40.212 €	TOTAL NETWORTH AND LIABILITIES (A + B + C)	40.212 €

Source: Own elaboration

10. CONCLUSIONS

Actually, people live in a vertiginous world and they are bombarded by information in which the business models are changing. The companies are forced to have more flexible structures. This is a difficult challenge that needs to be faced. The world as it was used to be known has changed and people need to adapt to the new way of doing business. In order to confront this challenge technology in all departments needs to be established. Because the barrier between the physical and digital world is dissipating.

Another of the challenges that actual newcomer companies need to face is the speed. The world does not stop and nowadays it entails to be fast, to adapt for the users requests fast and to be part of all existent platforms. This challenge can be overtaken observing and learning how processes work in order to generate changes and make them better. Another action, in order to face this fact, is to be surrounded by professionals submerged on the new digital wave to detect the changes and go one step ahead.

Another significant challenge that new companies need to face is the lack of liquidity. For this purpose, it is highly important to do studies on the financial account in order to detect the situation when that liquidity is decreasing. Once the liquidity problems are found out, it is crucial to discover where these difficulties come from and try to solve them.

As a result of doing this project it is possible to determine correctly that creating a company is more difficult than it seems. The knowledge gained during these 4 years of degree is not enough to start own business. What will increase chance to start and be successful with own company is experience gained on the labour market.

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