

**UNIVERSITAT
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“Lalis” Business Plan

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0. EXECUTIVE SUMMARY

"Lalis" is a company whose activity consists of selling an experience, an experience that is divided into hosting and carrying out activities.

"Lalis" arises from the needs of families who spent a long time in confinement in small spaces, such as city flats, and after so long their family relationships have deteriorated and they want to do something different in their next holiday.

Families who live the "Lalis" experience will be introduced to the rural world through accommodation and activities of all kinds in an unbeatable setting, Benassal.

The main characteristics that define "Lalis" and therefore, what differentiates them from the competition is that their mission is to educate through activities in sustainability values for both children and adults and to strengthen family bonds.

Lalis' target segment is families, but families with children from 5 to 18 years old, with their main residence in the city, with an income above the Spanish average, and with parents involved in the education of their children in values.

Throughout this document, the different plans will be developed to make the operation of "Lalis" viable, as the idea and the business opportunity have already been validated through different processes.

Starting with the strategic study of the external and internal environment, studying the rural tourism sector, the competition and the resources and capacities of "Lalis".

Next, a marketing plan has been designed and quantified in order to achieve the sales, positioning and profitability objectives.

Another important part of the document is the operations plan, where the design of processes and services can be observed.

We also find the part that refers to human resources, where we find the organisation chart of the company, the recruitment and selection process with the main functions and characteristics that the employees of "Lalis" must fulfil.

Finishing, we find the financial plan, with which we know the initial investment that "Lalis" needs, the forecast of costs and income throughout the first year of operation of the company.

We must not forget the contingency plans, which provide guidelines for eight possible changes that may occur during the course of the economic activity and how to solve them.

The main legal aspects to be taken into account by "Lalis" are also discussed.

And finally we have a chronogram for the planning of the actions to be carried out in the first months of the company's operation.

1. INTRODUCTION

Currently, families are looking for spaces to reconnect, spend quality time doing activities all together in a rural environment. Because of the Covid-19, everyone's life has changed. Families have been twenty-four hours a day in very confined spaces, like a flat, flat,-and this special situation had some consequences like the worsening of the relationship between them. Some parents have problems with their children because at the end, they don't really know what activities can do with their sons and daughters. In this sense, it's important to know, what they need and want and in a large percentage, the point is to do new things all together, breathe new air, rest from the city and recharge the batteries, all this in a safe way (Ruiz, C., 2020; Porras Núñez, C., González, T., 2020; Roig, F., 2021; FullMoon, 2021).

From all these needs is born "Lalis", which is a "masía rural", a hosting space focused on the family and the idea of activities in full nature, always taking into account the respect that we must have. The masía is located in Benassal, a village in the interior of Castelló, in the region of Alt Maestrat. The maximum capacity will be for 22 people.

The idea of "Lalis" also arose thanks to the practices I did from the degree of business administration, I spent two months in the administration, reception and management of social medias of the "Hotel Rosaleda del Mijares" in Montanejos, a village in the hilly area of Castelló, those two months living there have taught me a lot about how the world of hotels works and the amount of tasks that have to be performed from the administration, but I was also able to get to know the rural hotel sector and see that there are really great business opportunities within it.

The developement of the different activities proposed by "Lalis" is one of its strengths of the business, just like the staff that carries out them. These activities are divided into two, in the first place, those that will be carried out within the facilities of the masía and the others that will be carried out in the surroundings, by Benassal, the neighboring villages and the businesses of the area.

These activities are intended for all family members to develop creativity, active listening, emotional intelligence, to learn and develop sustainable values, which are so important at the moment, etc.

In this business plan we will analyse the commercial and economic viability of the project described above, for this purpose, the business opportunity and its value proposal will be examined through several graphs that have been developed from a long process of validation of proposed scenarios; a internal and external strategic analysis will be carried

out, which will allow the development of a SWOT with the main weaknesses, threats, strengths and opportunities, and from which, as a decision-making tool, objectives to be achieved in the first 24 months of operation of "Lalis" will be drafted and draw up the various plans to be followed in order to achieve the objectives proposed.

2. BUSINESS OPPORTUNITY

This business opportunity has emerged thanks to two perspectives, on the one hand, a gap has been identified in the market based on an already existing product such as rural houses, rural hostels or to be more exact rural farms, more common in Catalonia than in the Valencian Community, and a new category has been created for a specific target market, families with children aged between five and eighteen years, whose main residence is in the city, with an income above the Spanish average, and with parents involved in educating their children in values.

On the other hand, as we see the latest reports published by the Generalitat Valenciana de Turisme in 2019, the evolution of tourism in the Valencian Community and Castellón, more specifically, can be observed that rural tourism is a great business opportunity, even for foreign tourism, although this is not currently the target audience of "Lalis", it would allow us in the long term to create a scalable business model from the third year of operation of the first masía.

It is worth noting, the inactivity who has been involved the sector during the second quarter of 2020 due to the global pandemic situation, but to the prompt recovery of the sector in the summer of that same year, which means an increase in demand for new destinations and thus opportunities for new businesses and, as has been mentioned before, for new destinations specialising in family holidays. (Hosteltur, 2021)

Another opportunity that opens up when creating this company is to generate a triple impact economy, this will come because synergies will be created with businesses in the area, these will be a fundamental mainstay for the masía, especially when developing activities, "Lalis" customers will live the first-hand experience of how traditional businesses operate, especially within the sectors of agriculture, poultry, renewable energy and local businesses, among others.

"Lalis" apart from seeking financial profitability, aims to generate a social impact in the community and a positive environmental impact with practices that respect the environment.

3. BUSINESS IDEA AND VALUE PROPOSITION

The product that "Lalis" will offer is an experience, an experience that is created by integrating different services, in short, what "Lalis" offers is an "educational family hosting".

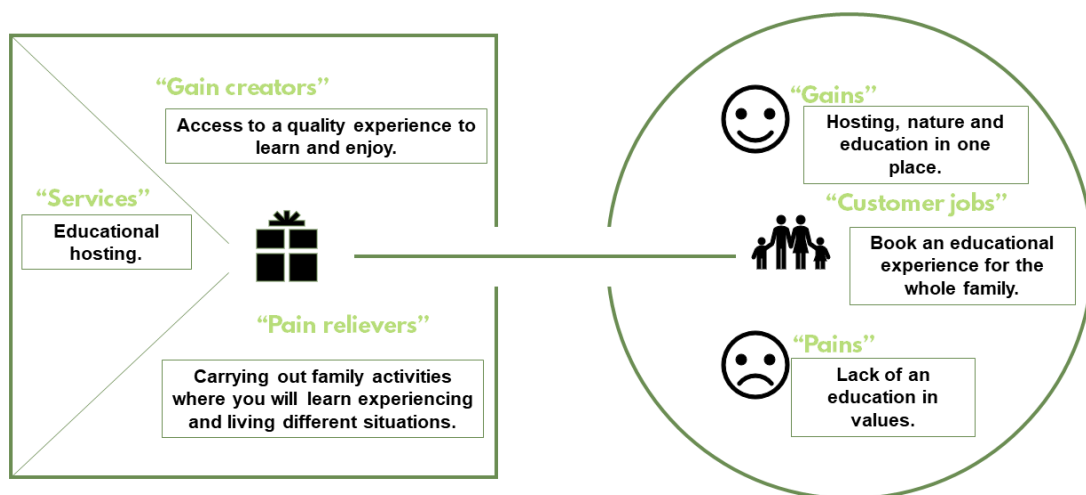
"Lalis" focuses on the family holiday market, its clients, families will stay in the masía, as already mentioned in the introduction, the masía will be located in Benassal, a village in the region of Alt Maestrat, with maximum capacity for 22 guests and where different activities will take place.

The activities will be very diverse, so families will be able to choose the ones that best suit them and what they are looking for and will always have a common goal, family work.

They will work in different disciplines such as the importance of team communication, creativity, emotional intelligence, active listening, sport and sustainable values.

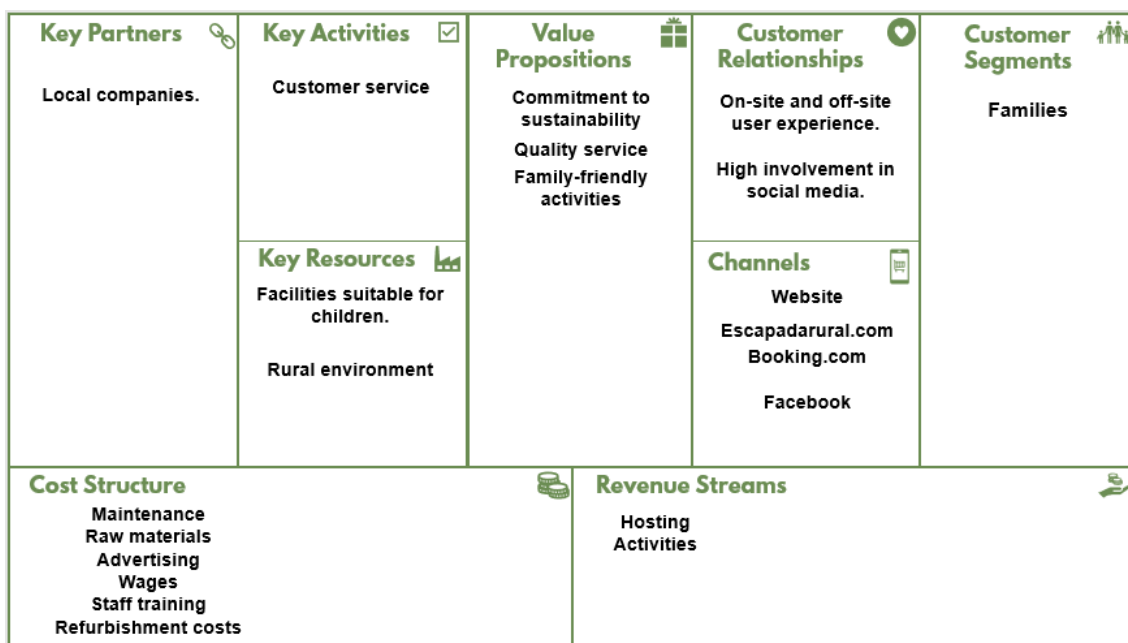
Customers will find and develop elements of value in "Lalis" as can be an emotional benefit, which will come from the improvement of the relationship between fathers, mothers, daughters and sons, also, a change of lifestyle, because thanks to the awareness that is acquired when the benefits of carrying out small actions of sustainable and personal development are seen, these actions become part of the daily life of the family.

Chart 1. Value proposition canvas



Source: Own Elaboration

Chart 2. Starter business model canvas



Source: Own Elaboration

For the realization of charts (1 & 2) a validation process has been carried out over 4 months with different techniques for the validation of hypotheses, among these, the perfect age range for sons and daughters, what type of activities to perform, the proposed price, etc.

First, 19 personal interviews were conducted, due to the health situation that was being lived, the interviews were done via Google Meet; in this first contact we wanted to know the target audience of the masía, although the hypothesis was raised from the beginning for families, a more specific profile had to be established, so very different families were interviewed, and even another type of target audience was interviewed, as were young couples.

In Table 1 we can see the main characteristics and some notes on some of the families and couples interviewed in the validation process.

Table 1. interviewed families

	MEMBERS AND AGES	RESIDENCE		FREE TIME	RURAL TOURISM	SOCIAL MEDIA
		Winter	Summer			
FAMILY 1	Mother:47 Father:50 Daughter:16 Daughter:14	City	Beach Apart.	Family sports, board games, movies, spa sessions at home, etc.	✓	Facebook (Mother) Instagram, Tiktok, Twitter (Hijas)
FAMILY 2	Mother:43 Father:46 Son:16 Daughter:12 Daughter:7	City	City Beach Apart.	Theatre all together. Father and son share a love of football.	✓	Facebook (Mother and father) Instagram, Tiktok y Twitter, Youtube (Daughters)
FAMILY 5	Mother:40 Father:50 Son:11	City	Camping	Regional dance Camping Reading	✓	Facebook (Mother and father) Youtube (Son)
FAMILY 6	Mother:41 Daughter:12	City	City Village	Sports, board games, embroidery, lettering, etc.	✓	Instagram y Tiktok (Daughter) Instagram y Facebook (Mother)
COUPLE 1	Girl:26 Boy:26	City	City	sport, netflix, friends, entrepreneurship	✓	Instagram, Twitter, Youtube, Tik Tok, Facebook
COUPLE 2	Boy:26 Boy:24	City	Camping Beach Apart. Village	Sport, computer games, travelling, culture	✓	Instagram, Twitter, Youtube, Tik Tok, Facebook

Source: Own Elaboration


Table 1 shows 4 families and two couples out of the 19 interviewed and a short summary of some of the questions asked in the interview (annex).

Thanks to the interviews, a concrete profile of families that fit the ideals of "Lalis" could be drawn up, and even new needs that these families had were found.

However, a small problem arose when young couples were interviewed, as they also validated the hypotheses that had been put forward, so an attempt was made to see if these types of customers could be brought together; this was studied and it was concluded that it was not possible, so it was decided that "Lalis" would be aimed at a family audience; the positive part of this "problem" was knowing that there was another business opportunity.

Secondly, a Minimum Viable Product was created to see how the target audience reacted to it, for this MVP first, a Minimum Viable Branding was created (annex), then a landing page (Image 1) (<https://mailchi.mp/9637559cb354/lalis>) where the MVP could be downloaded (annex), it was a brochure with some of the activities that could be done in the farmhouse, and in the same landing page the data of the 93 families that were reached were collected and that helped us to complete the last step of the validation process.

Image 1. "Lalis" Landing page



Conecta con tu familia en plena naturaleza



"Lalis" es un espacio de hospedaje y realización de actividades ubicado en un entorno rural, especialmente dirigido a familias que en su tiempo libre quieran pasar tiempo de calidad con los suyos rodeados de naturaleza.

En la masía "Lalis" y sus alrededores tenéis actividades a medida para que los niños, niñas, padres y madres os adentréis en una experiencia donde jugaréis, trabajaréis y aprenderéis juntos la importancia de pasar buen tiempo con los vuestros.

[Conoce un poco más nuestras actividades](#)

¿Te gustaría saber más sobre este proyecto?

Email Address

First Name

Adéntrate

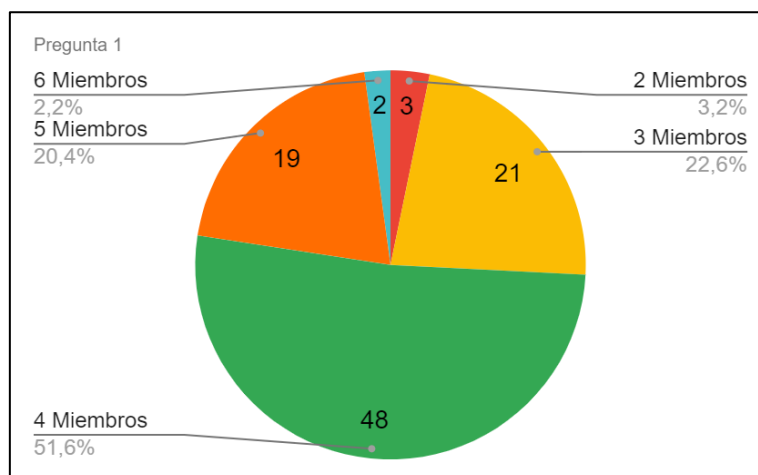
Source: Own Elaboration

The last method we used for the validation of the "Lalis" project and the one that helped us the most to specify aspects of the project was a questionnaire (annex) that was sent to those new families who had not participated in the first phase of validation, the interviews, through the database obtained with the landing page, to finally validate the last aspects that were up in the air and to be able to listen to their proposals for improvement.

The questionnaire was composed of 15 questions that helped us in various aspects of the business idea, the value proposition and with the validation of hypotheses. Below, you can see some of the questions in the questionnaire and the graphs that represent the answers, these questions are the ones that have helped us the most in the validation process and in understanding the customers.

First of all, we asked how many members the family was composed of, this question was focused to know the possible distribution of the rooms, and to know if it would be profitable to make packs with stays for a specific number of people. As can be seen in Graphic 1, more than 50% of the people surveyed have a family of 4 members.

Graphic 1. Question 1- How many members are in your family?



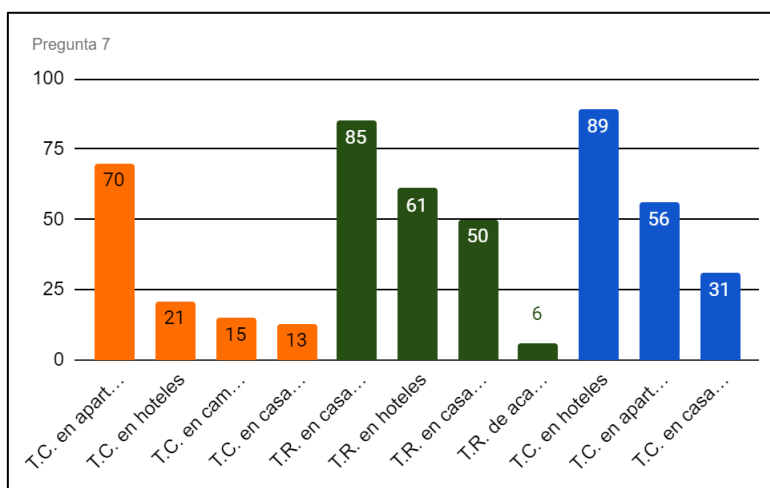
Source: Own Elaboration

Another question asked to the people surveyed was the type of tourism they consumed, and the place where they stayed when they made their stays. If we focus on the green section which refers to rural tourism (Graphic 2) we can see that the majority prefer a rural house, followed by stays in hotels, although if we look at the numbers this does not mean that families who stay in rural houses do not stay in hotels, but rather that it is the most common among the 93 persons surveyed. The choice of a rural house may be due

to the absence of hotels in the area, to the location that best fits the family or to the privacy of not sharing facilities with anyone else.

"Lalis" could be the hybrid between a rural house and a rural hotel because it can provide an excellent location surrounded by nature and can be a substitute for a hotel where there can be more overcrowding.

Graphic 2. Question 7- What kind of holidays do you consume?



Source: Own elaboration

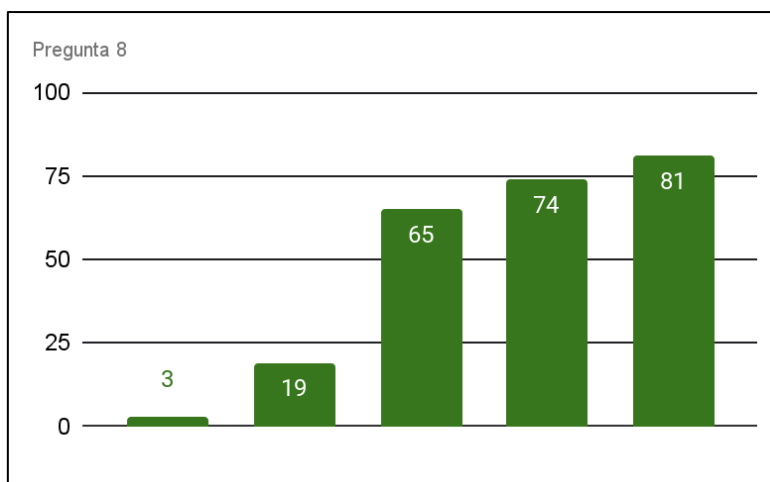
In question 8 (Table 2), we asked about the opinion about rural tourism, because if people did not like it, they could be eliminated from the list of potential clients, but we also added an option more focused on children. The responses were very positive as the majority of respondents were in favour of rural tourism, they were also in favour of tourism with activities for children and 87% of survey respondents are considering rural tourism for their next holidays. (Graph 3)

Table 2. Question 8.

Q.8. What is your opinion on rural tourism?	
It's not for us	3
We don't care about the type of tourism, we are motivated by economics.	19
We don't care about the type of tourism as long as it has activities for our children.	65
We love it	74
We will consider it for our next holiday	81

Source: Own elaboration

Graphic 3. Question 8- What is your opinion on rural tourism?



Source: Own elaboration

Question 11, (Table 3) one of the questions that has helped us the most with the approach to the type of activities that we should carry out and those that we should not. We were given a choice of 12 very generic activities in order to have a reference point on which to base ourselves when starting to create activities.

Table 3. Question 11

Q.11. What activities would a rural space have to have in order to go on holiday?	
Sports activities	61
Adventure activities	50
Common area (with board games, and other games)	79
Interactive games with electronic devices	11
Cooking with the family	36
Activities that leave technology aside for a few hours	69
Care and knowledge of the rural environment	79
Farming activities	36
Activities with animals	40
Guided tours of the surroundings	69
Parents' breakout area	32
Swimming pool	43

Source: Own elaboration

As can be seen in the responses, half of the proposed options have been accepted by an average of 67% of the respondents, these activities have been: sports activities, adventure activities, having a common space for games, activities that leave aside technology and guided tours around the environment (Table 3)

Other activities have also been well accepted but it is believed that as they are not so common, families may find it a little more difficult to believe in the possibility of carrying them out. Activities such as: family cooking, agricultural activities and activities with animals (Table 3).

The only activity that has not been accepted by families has been anything to do with technology, which may be due to the fact that children and adolescents already have too much contact with technology on a daily basis (Table 3).

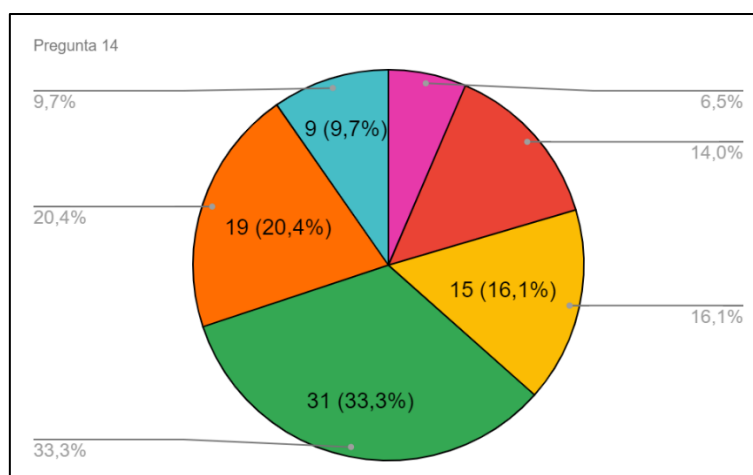
The penultimate question of the questionnaire is related to the average monthly income of families (Table 4) (Graphic 4), this helps us to segment and specify the customer profile, because if the prices of "Lalis" are higher than the average there will be families who could not afford these services, so thanks to the answers in relation to this question and the question that will be seen below (Table 5), it has been concluded that the potential customers of "Lalis" are within the range of average income in the Valencian Community that according to the NIS in 2019 was 2. 181€.

Table 4. Question 14.

Q.14. What is the average monthly household income?	
Under €1000	6
Between 1000€ and 1500€.	13
Between 1500€ and 2000€.	15
Between 2000€ and 2500€.	31
Between 2500€ and 3000€.	19
Over €3000	9
	93

Source: Own elaboration

Graphic 4. Question 14 - What is the average monthly income of the household?



Source: Own elaboration

The last question (Table 5) that we will look at will be decisive for pricing the services of "Lalis", although these prices would be an approximation of the final prices and the prices of extra activities or different prices for special packs, it is an important approximation.

Table 5. Question 15

Q.15. What price would you be willing to pay for one night, full board and two activities at the masía?	
Less than 80, I couldn't afford more	12
Less than 80, I don't think it's worth paying more.	1
Between €80 and €100	76
I don't care about the quantity, only the quality of the service.	4
	93










Source: Own elaboration

As can be seen from the responses of potential customers, 81.76% would agree to pay a price ranging between 80 and 100 euros, only 12.9% of survey respondents could not afford to pay more than 80 euros. And as "different" answers we can find 1 respondent who believes that it would not be worth paying more than 80 euros and 4 respondents that the economic issue is secondary and they are concerned first of all about the quality of the service.

These are some of the questions and answers that have helped the most thanks to the external perspective of different people, other questions that are not explained here but that can be consulted in the annex were more personal questions within the family environment and as they are answered by text, they are impossible to quantify but they are still helpful.

At the end of the validation process, the final Canvas (CHART 3) has been created, as can be seen, it has undergone some changes from the first one that was made, this has occurred thanks to the validation of different hypotheses that have been proposed.

Chart.3. Final Canvas

<p>Key Partners </p> <p>Local companies that help us carry out the activities and provide us with raw materials.</p>	<p>Key Activities </p> <p>Customer service Staff management Marketing Supplier management</p> <p>Key Resources </p> <p>Facilities suitable for children. Website and social media Rural environment</p>	<p>Value Propositions </p> <p>Commitment to sustainability Quality service Committed staff Gastronomy of Km0</p> <p>Family-friendly activities</p>	<p>Customer Relationships </p> <p>On-site and off-site user experience. High involvement in social media.</p> <p>Channels </p> <p>Website Escapadarural.com Booking.com</p> <p>Social Media (Facebook and Instagram)</p>	<p>Customer Segments </p> <p>Families with children between the ages of five and eighteen, whose main residence is in the city, with an income above the Spanish average, and with parents involved in the education of their children's values.</p>
<p>Cost Structure </p> <p>Maintenance Raw materials Advertising Wages Staff training Refurbishment costs External services</p>		<p>Revenue Streams </p> <p>Hosting Activities</p>		

Source: Own Elaboration

As can be seen there are two main changes in the final Canvas (Chart 3), firstly, the customer segment has become much more specific, at first we knew that we were going to target families and today these families cannot be all of them, we know that they will be families with children between 5 and 18 years old, who live in cities and that parents are concerned about their education in values and secondly, more terms have been added to the value proposition of "Lalis", that which makes us valuable for our customers and different from our competitors.

On the other hand, and also very important, new key activities have been added, as well as a new structure cost such as external services, since some of the departments that hotel businesses have, such as laundry or maintenance, "Lalis" currently does not have enough infrastructure to have a person hired.

4. STRATEGIC ANALYSIS

4.1.- External Strategic Analysis

In the analysis of the environment we will study the influences that affect the rural tourism sector and therefore affect "Lalis".

4.1.1-PESTEL analysis

In this analysis, reference will be made to the set of factors outside "Lalis" which have a more or less direct impact and which it cannot control.

A PESTEL analysis will be carried out in order to understand the different factors affecting the rural tourism sector.

Political Variables: Currently at the head of the presidency of the Council of the Generalitat Valenciana is Ximo Puig Ferrer (PSPV-PSOE), as Vice-President Mònica Oltra Jarque (Compromís) and within the Council we can find eight councils, two of which are related to the study of the sector we are analysing, firstly, the Consejería de Economía Sostenible, Sectores productivos, Comercio y Trabajo, and secondly, the Ministerio Regional de Agricultura, Medio Ambiente, Cambio Climático y Desarrollo Rural, whose main competences will be based on matters such as sustainable economy, employment promotion, social economy, etc., and will provide businesses in the Valencian Community with an extensive amount of economic aid, which due to the health situation of the last year has been increased (Generalitat Valenciana Website, 2021).

Currently, in the Valencian Community, as in the rest of Spain, there are no longer any barriers to entry into the Valencian Community from other parts of Spain (Information Covid-19 - Generalitat Valenciana, 2021).

Economic Variables: The economy is currently not at its best due to the health situation that the country has been experiencing since the COVID-19 health crisis in March 2020 (National Institute of Statistics, hereinafter NIS, 2021).

The economic effects of the pandemic have shown up in the Spanish National Accounts aggregates from the first quarter of 2020 until now (NIS, 2021).

"Spanish GDP registered a variation of -0.5% in the first quarter of 2021 with respect to the previous quarter in volume terms. This rate is five tenths of a percentage point lower than that recorded in the fourth quarter of 2020" (NIS, 2021).

Within the section on accommodation, in the services sector, in the first quarter of 2021 the GDP has an increase of 1.4%, a positive result if compared to the same quarter of

the previous year where there was a variation of -10.2% in the sector; therefore a progressive recovery of tourism and especially rural tourism is foreseen (NIS, 2021).

Another variable that can be studied is the unemployment rate, in the first quarter of 2021 it has a value of 15.98% at national level, in the Valencian Community it is slightly above, 16.51% (NIS, 2021).

Sociocultural Variables: The Valencian Community has always been associated with coastal tourism, but for some time now, Valencians have begun to bet on rural tourism within their own community, raising the rates of this tourism up to 107. 169 travellers staying in rural accommodation in the Valencian Community, although it is worth noting that in 2020 there has been a large drop in the statistics with respect to the previous year, a rapid recovery of the old numbers is expected as the health situation improves and the restrictions imposed by the Valencian Government are lessened. (NIS, 2020).

Travellers are increasingly looking for inland tourism, rural tourism, because it can provide them with advantages that are difficult to achieve with coastal tourism. Travellers who spend their day to day lives in the city when it comes to their holiday time are looking for a combination of rest, disconnection, relaxation, breathing fresh air, nature, different landscapes to those they face every day in the asphalt jungle to which they are accustomed. Rest and relaxation are one of the most important aspects, as this means that they are looking for a type of tourism that is not overcrowded, and they can achieve this thanks to rural tourism. (El País, 2020).

On the other hand, rural tourism is a tourism that allows for different activities and sports, activities and sports that cannot be done in the cities or on the beaches, so this becomes another attraction for people. (Alto rendimiento, 2012).

Technological variables: In a masía, technology is not a fundamental pillar, but it will be necessary to use it for various aspects of the business, such as the management of reservations, social networks, contact with customers and suppliers, warehouses, etc. For this reason, the use of hotel management software will be necessary.

Nowadays there is already software specialized in the management of rural establishments, currently OfiRu is the sales leader, software with the capacity to manage 20 rooms, with a very simplified handling, both for the reception person and for the administration person who will later process the data collected in the program (Ofirural, 2020).

Ecological Variables: The 2030 agenda which contains the 17 Sustainable Development Goals that pursue equality among people, protect the planet and ensure

prosperity, has become one of the fundamental pillars of any organization's Corporate Social Responsibility Objectives (United Nations, 2021).

A business such as a masía should contribute to achieving some of these goals through small and big actions. Which SDGs can a masía contribute to?

- Objective 4. Quality education. (4.7. Global education for sustainable development)

One of the most important objectives of the activities carried out in "Lalis" is to inspire habits and values of awareness at all levels of the importance for the global environment of making changes and learning that with small daily actions change is possible and that sustainable development is essential for the present and of course for the societies of the future.

- Objective 7. Affordable and clean energy. (7.2. Renewable energies, 7.3. Energy efficiency)

In "Lalis" renewable energies and energies efficient equipment will be used; the masía will have solar panels, efficient electrical appliances, an electric van, etc.

- Objective 8. Decent work and economic growth (8.3. Promotion of small and medium-sized enterprises, 8.4. Efficient and respectful production and consumption, 8.9. Sustainable tourism)

"Lalis" proposes a business model that will bring local economic growth, as discussed in previous sections of the paper, opening up an opportunity to generate a triple impact economy, thus promoting small and medium-sized enterprises in nearby villages.

- Objectives 11. Sustainable cities and communities. (11.4. Cultural and natural heritage)
- Objective 12. Responsible production and consumption. (12.2. Efficient use of natural resources)
- Objective 15. Life of terrestrial ecosystems (15.1. Conserve and sustainably use ecosystems, 15.2. Sustainable forest management, 15.4.)

"Lalis" combines these last three objectives to make the environment of the masía a better place, always respecting it and teaching families to respect it, as every day more and more people are concerned about health and care for the planet and are committed to tourism that, like them, has the same values.

Legal Variables: Regarding the legal situation of the province, community and state, there is no impediment for the business activity to be carried out, as long as the different laws that affect this type of activity are complied with, such as:

- Organic Law on Data Protection and the Guarantee of Digital Rights, as the masía will have a customer database that will be for its exclusive use.
- Decree 188/2005, of 2 December, Regulating Rural Tourist Accommodation in the Interior of the Valencian Community.
- Law 42/2007, of 13 December, on Natural Heritage and Biodiversity.
- Decree 184/2014, of 31 October, of the Consell, regulating rural tourist accommodation in the interior of the Valencian Community.
- Law 15/2018, of 7 June, on tourism, leisure, and hospitality of the Valencian Community.
- Decree 10/2021, of 22 January, of the Consell, of approval of the Regulation of tourist accommodation in the Valencian Community.

4.1.2-Sector analysis

The specific environment of the organisation comprises all the factors that are permanently related to "Lalis" and that influence the organisation and its results. In order to better understand the micro-environment of "Lalis", the structure and nature of the market, the customers, the main competitors, the main aspects of the rural tourism sector and finally the suppliers will be analysed.

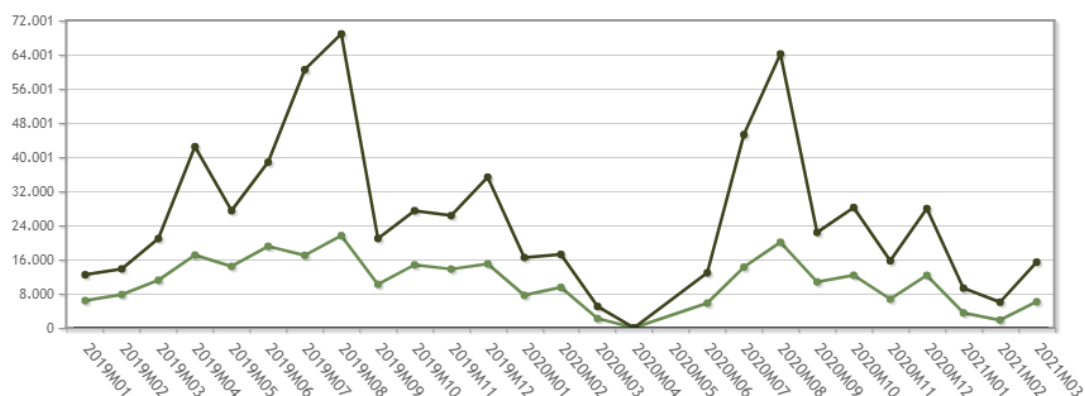
The sector, its structure and the nature of the market: the sector in which 'Lalis' will operate will be rural tourism, more specifically in the interior of the province of Castelló. According to the Conselleria de Turismo de la Generalitat Valenciana, rural tourism in the region has been an activity for more than 20 years, an activity which today has become a great power and is consolidated as a great alternative to the traditional 'sun and beach' offer, and this makes rural tourism within the territory a competitive destination (Evolution of tourism activity in the Valencian Community, 2019).

Although the tourism sector is a seasonal sector, it is always growing, as can be seen in the following graph, the strongest months for this type of tourism have been April, June, July and August (Graphic 5).

Graphic 5 shows the number of travellers (bottom line) and the number of overnight stays in the Valencian Community in rural destinations.

This graph (Graphic 5) also shows the crisis that tourism suffered in the months of March, April and May 2020 due to the closure of establishments as a result of the health situation in the world, which continues to affect tourism today, but the estimates are positive.

Graphic 5. Survey on occupation in rural accommodation in the Valencian Community. Residents in Spain



Source: NIS, 2021

Customers and the purchasing process: Thanks to a long validation process to perfectly define and specify the potential clients of "Lalis", we have come to the conclusion that they have the following characteristics: fathers and mothers, whose main residence is in a city, who are concerned about the education in values of their children (from 5 to 18 years old) and who are looking to spend quality time with them doing activities together in a rural environment.

The purchasing process that families go through should not be traumatic, which is why "Lalis" will make things very easy for them. Potential customers will know of the existence of "Lalis" at first through advertising on social media and from that same advertising they can go to the website of the masía where they will find all the information they need, including a telephone number in case they need extra information and from the same website they can book their stay, as will be discussed later, the choice of packages of stay can be in two different ways but always making things easier for the customer so that they do not back out of the purchase.

Competitors: Lalis' competitors are very diverse, which is why they have been classified into different categories and within these categories are the individual businesses.

Firstly, the hotels in the village of Benassal and Font d'en Segures, no mention is made of hotels in Culla as there are none. In total we found 3 hotels, Hotel La Piqueta (www.hotellapiqueta.com), three stars, is located on the periphery of the village of Benassal, with capacity for 44 guests, has its own restaurant and very good ratings and reviews on Google and Booking.

Hotel Restaurante la Castellana ,(www.hotel-lacastellana.com) located in Font d'En Segures, has capacity for 14 guests, is well located, close to the tourist attractions of the area, recently renovated and its decoration is inspired by the "Belle-Epoque", also with very good reviews and ratings on Google and TripAdvisor.

Secondly, the rural houses, both in Benassal, Font d'en Segures and Culla, here the options are already wider, since the boom of rural tourism 15 years ago, many of the families who had an unused house in the village reformed it or gave it a touch of charm to accommodate tourists who were interested in spending their holidays away from the cities and exchanged the sea for the mountains.

Between Benassal and Font d'en Segures there are 8 rural houses, with different capacities, from a maximum of 6 people to a maximum of 21, all of them have an excellent score in EscapadaRural.com, although the number of comments and votes is much lower than the hotels mentioned above.

Regarding Culla and its rural houses, their prices are slightly above those of Benassal, in a global estimation of average prices per person per night, we find around 11 rural houses available, with capacities ranging from 8 to 20 people, in general these houses are much larger than those we have mentioned above, as well as their ratings on EscapadaRural.com are excellent, their number of comments and votes is much higher.

Other competitors that should be mentioned, which had not been considered at first, but thanks to the validations have been taken into account, are the camping areas or campsites, it has been found that families who choose campsites as an option to spend holiday time are described as athletes and that their choice is in favor of this type of accommodation because it gives them more freedom and more opportunities to practice sport. The Llosar campsite is the closest to our location, approximately 21 km away, and as a free camping area, Área Acampada del Planas, approximately 67 km away.

Finally, we must mention as competitors, the holiday hotels, which like "Lalis" specialized in family holidays, in which their activities are targeted at the youngest, but not the whole family. This type of hotels are more common on the coast, along the Valencian Community we find about 10 hotels of this type, in the province of Castelló the best known is Marina d'Or, a huge tourist complex that has 5 hotels and its own flats, 8 leisure parks and its own restaurants; although each time that the prototype of the client of "Lalis" is better defined, it is more distant from the potential client of Marina d'Or, which means that it would no longer be a competitor, but nowadays it should be mentioned as one.

Suppliers: For the suppliers of raw materials, such as food, first of all, we will count on local companies, some of which will be our partners as some of the activities that take place in "Lalis" will be carried out in their facilities, some of these suppliers are: Carnicas ABC (Benassal), Aigua de Benassal (Font d'en Segures), Cooperativa Agrícola Benasalense (Benassal), Pastelería Moliner (Benassal), Quesos Vall de Catí (Catí), Aceites del Maestrat (Culla), Erres - granel i zerowaste (Castelló de la Plana), among others; for the raw materials that are needed and these companies cannot provide us, we will count on other wholesalers.

4.2.- Internal Strategic Analysis

4.2.1-Resources and capabilities

The resources available to "Lalis" at the start of the activity will be limited, from the beginning it will invest in the basics to be able to carry out the hosting and activities, but from the first month with an occupancy rate of over 50%, the investment in resources will increase.

The main resources that "Lalis" will control at the time of the opening of the business will be listed and assessed below.

Regarding the tangible resources of the company, "Lalis" has a renovated masía of 330.51m², with rooms prepared to accommodate up to 22 people, a fully equipped kitchen, two common rooms and two terraces; a construction very different from its closest competitors. An exterior land of 330.51m² with its own vegetable garden, a greenhouse and a farmyard with various animals, for different activities within the facilities of the masía. A leased Nissan e-NV200 electric van, which will be used for the families to travel around the area for activities.

On the other hand, the intangible resources at its disposal are the knowledge and know-how of the work team, which have a variety of skills and values that will make the workers a fundamental and differentiating element of the business; the profiles of the workers will be described in more depth later in the section on human resources.

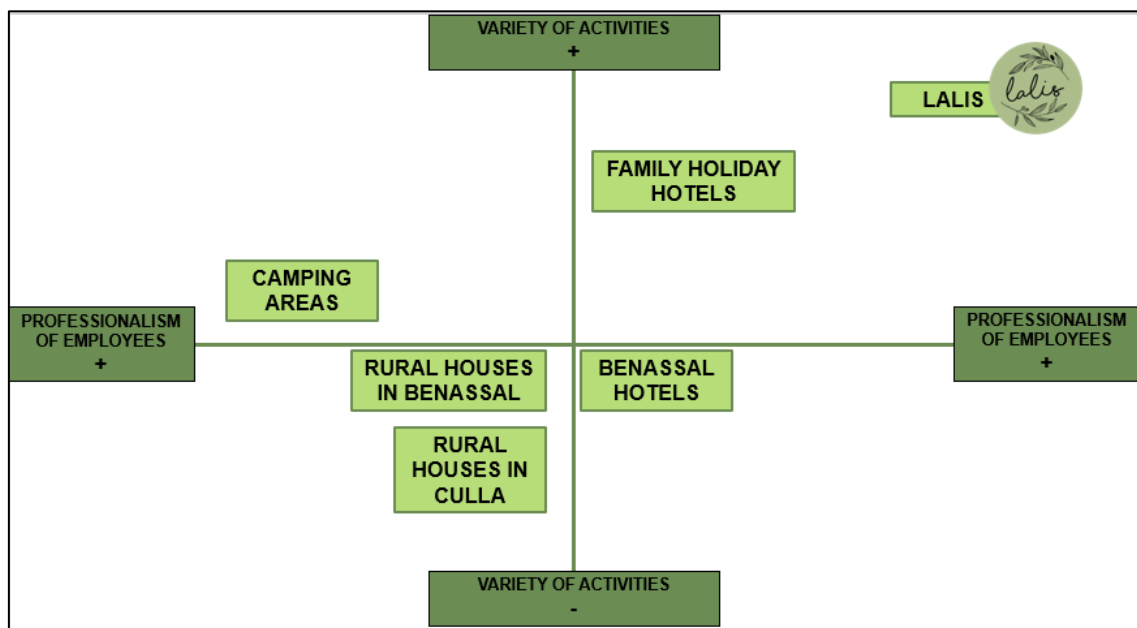
In terms of intangible, non-human resources, we could highlight the "Lalis" brand, even though it is new to the market, it will enter with force, and as the project gains virality it will become a brand with a very good reputation and prestige, which will be one of the pillars for the business to grow and scale.

4.2.2-Competitive analysis

After having studied the potential competitors of "Lalis" a positioning matrix has been created which compares "Lalis" with its competitors on two specific attributes.

The competitors shown on the map are generalisers, within these groups there are various individual businesses, this has been done as we have needed to generalise in order to have a broader perspective.

Chart 4. Positioning map



Source: Own elaboration

As can be seen in the map (Chart 4) , we have two types of attributes, on the horizontal axis is the "Professionalism of the workers", in this case the worst positioned would be the camping areas and rural houses, both in Benassal and Culla, this is due to the fact that in this type of business the staff working could be said to be practically non-existent; On the opposite side we find "Lalis", which as we have already mentioned in a previous point, one of its strong points is the staff that the masía has, as they are very well prepared and are a fundamental part in the support of the family during their stay.

On the vertical axis, we find the other attribute, "Variety of activities", here we have chosen again a strong point of "Lalis" because as we can see it is in the upper part with respect to its competitors, in the lower part of the map, we find again the rural houses, these are here because in general the service they offer to the clients is the accommodation only, if the clients want to do some activity they must prepare it and do it on their own. Almost at the same level as the rural houses we find the hotels in Benassal, positioned here because when we study them individually the same thing

happens to them as to the rural houses, they do not offer their guests any type of activity inside the hotel, as they do not have a spa or gym, to give an example inside the hotel itself.

Finally, we have a comparative table (Table 6) where we will score from 1 to 3 different attributes of "Lalis" and its competitors, this will help us to know some of the weaknesses and strengths that "Lalis" has against its competitors.

Table 6. Competitor comparison

Business	Location	Facilities	Activities	Prices
"Lalis"	★ ★	★ ★ ★	★ ★ ★	★ ★
Hotel "La Piqueta"	★	★	★	★ ★
Hotel Restaurante "La Castellana"	★ ★	★ ★	★	★ ★
Rural houses in Culla	★ ★	★	★	★ ★
Rural houses in Benasal	★ ★	★	★	★
Camping areas	★	★	★	★ ★ ★
Coastal family holiday hotels	★ ★ ★	★ ★	★ ★	★

Source: Own elaboration

4.3.- SWOT

Next, a SWOT analysis (Table 7) will be carried out, a summary of the information obtained from the study of the environment and the company's resources, in which the main strengths and weaknesses that "Lalis" offers us and, on the other hand, the opportunities and threats generated by the environment are included.

Table 7. SWOT

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> - Innovative ideas - Rural hotel management programme - Efficient management - Prepared and professional staff - Good price-quality value - Quality family plans - Variety of activities - Efficient management of social media and website - Refurbished facilities - Environmentally friendly 	<ul style="list-style-type: none"> - Restrictions due to the current health situation. - Existence of cheaper options. - Tourism seasonality. - Proximity to highly competitive tourist areas. - Current economic situation. - Existence of substitute services. - Improvement of competitors' facilities
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> - Increase in rural tourism due to the situation - Increasing environmental responsibility - Increased importance of promoting good values - Tourist voucher for residents of the Valencian Community and for associates. - Saturation of beach destinations - Increased subsidies and aids for the development of the rural tourism sector. - Possible synergies with neighbouring businesses 	<ul style="list-style-type: none"> - Small facilities, with little capacity. - No experience in the sector. - Insufficient availability of transport to the location. - Mature competition in the family holiday sector. - Limited financial resources.

Source: Own elaboration

4.3.1.-Strengths:

- Thanks to the renovations that have been made to the masía, it has been possible to achieve efficient installations, using renewable energies thanks to photovoltaic solar panels and thermal storage systems.
- The innovation carried out by "Lalis" in the rural tourism sector is the specialisation in family activities within the environment, diverse activities that will help families to strengthen their relationships with each other and their relationship with sustainability, always accompanied by a professional staff that is in constant training.
- The hotel management system used by "Lalis", OfiRural, is a key tool for the efficiency and proper functioning of the hosting part, as well as a great help to carry out an impeccable management of the masía.

4.3.2.-Weaknesses:

- "Lalis" is a company with limited experience in the rural tourism sector as well as in family holiday tourism. This is a strong weakness, as the competition has a

long history in the market and can react better to different scenarios that may arise during the first years of the farmhouse's operation.

- Although it has been mentioned throughout the document that "Lalis" is designed to avoid overcrowding, this can be seen as a weakness, as when the facilities are full, potential customers who have not booked in advance may be disappointed.

4.3.3.-Opportunities:

- As presented by the United Nations in its 2019 Sustainable Development Goals report, progress is currently being made in many places and aspects but, in general, the measures aimed at achieving the Goals are not yet advancing at the necessary scale and speed, which is why "Lalis" is committed to helping on a small scale through living the "Lalis" experience that provides families with the values and knowledge necessary to realise the importance of living in a sustainable community.
- In October 2020 the Generalitat Valenciana de Turisme launched a programme of tourist vouchers, the aim of the programme is to facilitate, through direct aid, that people of legal age and registered in the Valencian Community make tourist trips. The direct aid will cover 70% of the cost of the services, with a maximum of 600 euros per Bono Viaje CV. The aid will be granted in order of the number of bookings made in tourist accommodation and travel agencies participating in the programme (Turisme Comunitat Valenciana, 2021).

Image 2. Valencian Community Travel Voucher



Source: Generalitat Valenciana de Turisme

- Currently, there are various aids available to carry out your business, more specifically businesses in rural areas and for women entrepreneurs. There is the Business Support Programme for Women, the Rural Women's Challenge Programme, Social Security aid, etc (Emprende Pyme, 2020).

4.3.4.-Threats:

- Although it has been mentioned throughout the document that "Lalis" is designed to avoid overcrowding, this can be seen as a weakness, as when the facilities are full, potential customers who have not booked in advance may be disappointed.
- The existence of substitute services to "Lalis" is more than evident, as we have already mentioned before, we can emphasize the rural houses of Benassal and Culla that due to the increase of the demand that they have and the competition between them, the rural houses are becoming totally refurbished and very well equipped, never leaving aside the rustic style that characterizes them.

Image 3. Mas de Blai (Benassal)



Source: Escapada Rural

Image 4. El niu del Pardal (Culla)



Source: Escapada Rural

Thanks to SWOT, you get help in defining objectives and formulating strategies.

5. MARKETING DESING PROGRAM

The market that "Lalis" faces is that of rural tourism in the Valencian Community. In order to exist and have a presence in this market, the company will use four elements: the product, the price, the distribution and the promotion.

The marketing plan will contain the objectives, strategies and action plans relating to the four elements mentioned above, which will subsequently assist in strategic planning.

5.1.-Objectives

The objectives will be those quantified and concise results that "Lalis" intends to achieve by carrying out an action plan within a given timeframe; these objectives will always be in accordance with the ideas, values and culture of the company.

5.1.1.-Sales objectives

In the first year of operation of "Lalis" reach 268 overnight stays and the realization of 576 activities, both inside and outside the facilities.

Increase overnight stays by 238% by the end of the third year of operation to 621 and reach 1400 activities in the third year.

5.1.2.-Positioning objectives

Reach 0.03% of the tourism market share in the Valencian Community in August of the first year of operation of the business.

5.1.3.-Profitability objectives

Achieve the break-even point on the business between 22 and 26 months from the opening of "Lalis".

5.2. Customer segment

"Lalis" is a business created by and for families, families with children between 5 and 18 years, who live most of the year in cities and whose parents are concerned about their children's education in values and who, once they are in the holiday period, are willing to carry out the necessary activities as a family.

5.3.-Marketing Mix Strategies

Following will describe the strategies that will follow the 4 P's of the marketing mix, these strategies and steps to follow will help to achieve the previously defined objectives.

5.3.1.-Service

In the case of "Lalis" which is a masía, what is sold is a different service and activities, a service focused on the family and the reconnection of its members after this time in which we are living. These services will always be supported by professionals who will make them an experience for both children and adults.

The service and activities that "Lalis" sells are accompanied by values that are very important these days, such as: sustainability and a positive impact on the community in which the masía is located, cooperation, both between family members and between businesses in the area, quality of service, respect for nature, the product, people, learning at many levels and above all, commitment, commitment to the values that have just been mentioned.

The client will be able to purchase the service in two different ways, on the one hand, the family will be allowed to create the holiday pack totally according to their needs and requirements and on the other hand, a pack with everything defined that will be given to them by "Lalis", always according to their needs and preferences; An example of this type of standard package provided by "Lalis" for a family of four people could be two nights (Friday and Saturday) with full board, two activities inside the facilities of "Lalis" (creative pottery and cooking with zero kilometre products) and two activities outside the facilities (guided tour of Benassal and sports gymkhana in the Rivet); if the family chooses to create their own customised plan, they could choose other activities or even do more than two a day.

Below you can see a table (Table 8) with the activities that can be carried out in "Lalis" during the first months of the business and it is expected to be able to increase the offer of activities as customers demand certain activities and more synergies are created between local businesses and "Lalis".

Table 8. "Lalis" activities

ACTIVITIES WITHIN "LALIS"	
Creative Activities	<ul style="list-style-type: none">• Creative ceramics• Outdoor painting• Family cooking• Recycled paper workshop• Treasure hunt
Agricultural Activities	<ul style="list-style-type: none">• Vegetable garden/ greenhouse care
Relax activities	<ul style="list-style-type: none">• Active listening session• Storytelling

	<ul style="list-style-type: none"> • Yoga in the middle of nature
ACTIVITIES OUTSIDE "LALIS"	
Benassal	<ul style="list-style-type: none"> • Guided tour of the village of Benassal • Gymkhana through the Rivet • Guided tour of Font d'en Segures, with a visit to the Benassal water bottling plant. • Reforestation of the area surrounding the masía • Visit to local businesses and product tasting
Culla	<ul style="list-style-type: none"> • - Guided tour of the village of Culla • - Route through the Parc Miner • - Visit to local businesses and product treatment

Source: Own elaboration

Currently, there are no plans to sell the activities to tourists who are not staying at the facilities, as this could lead to overcrowding and would neglect one of the objectives of "Lalis", that its customers are fully immersed in the experience, that they reconnect with the family and have a place to relax.

5.3.2.-Price

"Lalis" will follow a psychological pricing strategy, based on perceived value, where the cost of raw materials and the main components of the service will not be taken into account, but the value assigned by the customer himself. It is known that the value that the customer will assign to the service will be high, so the average price per person per night can be allowed to be higher than that of the main competitors.

Below is a summary table of the main prices of services that can be purchased at "Lalis". (Table 9)

Table 9. Main prices of services

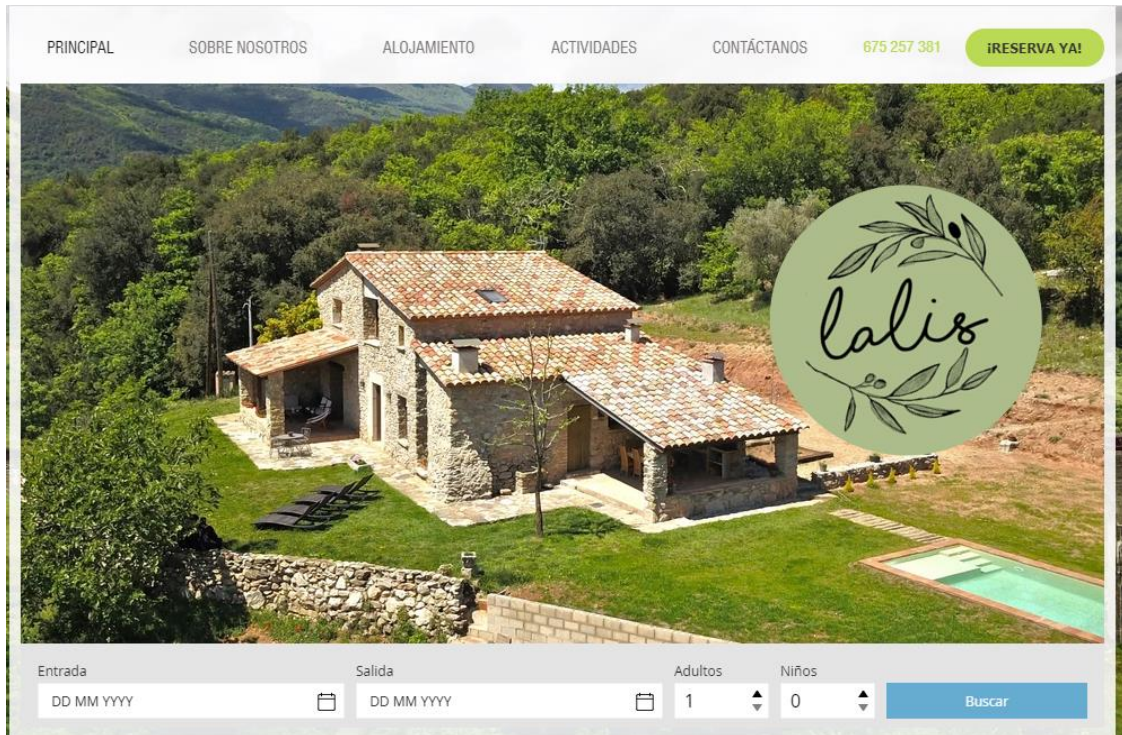
SERVICES	PRICE
<ul style="list-style-type: none"> • 1 Night, 4 persons, full board and 2 activities 	288€
<ul style="list-style-type: none"> • Extra Activity in "Lalis" (4 persons) 	24€
<ul style="list-style-type: none"> • Extra Activity outside "Lalis" 	36€
<ul style="list-style-type: none"> • Extra Person 	85€
<ul style="list-style-type: none"> • Under 18 	77€

Source: Own elaboration

5.3.3.-Placement

The product will reach the consumer through various online platforms, firstly, the "Lalis" website (Image 5), where customers can find out about the activities, days available for their stay or send a form with their questions for any kind of doubts.

Image 5. Main view of "Lalis" website



Source: Own elaboration

Secondly, "Lalis" will advertise on two of the most popular online booking platforms, Booking.com, a travel fare aggregator and travel meta search engine for accommodation bookings, a more general platform where all types of hotels are found, and EscapadaRural.com, specialised in booking rural accommodation.

"Lalis" plans to advertise on Booking.com for the first 6 months after launch, and after 6 months will consider leaving the platform as the fees it charges for each booking become too high. Regarding EscapadaRural.com, a permanence of between 18 and 22 months is expected, as there are fewer competitors advertised "Lalis" may have more visibility, but after 24 months of operation of the masía, hosting and activities can only be booked through the website of "Lalis" or phone call on the phone number listed on the website.

5.3.4.-Promotion

"Lalis" will use a pull strategy because they will focus on the end consumer, in the initial actions they will use digital marketing in a direct way.

The main platforms where advertising will be carried out based on ad campaigns will be Facebook and Instagram, thanks to the clicks on the ads on these platforms, which will redirect the potential customer to a landing page where their data will be collected, in this case, their full name and e-mail; on this landing page the customer can download a brochure with various activities that are carried out in "Lalis" and can also access the "Lalis" website if they are interested.

Thanks to the collection of e-mails and names, information that will be stored in a database, a direct marketing strategy will be started through informative e-mails.

Regarding the website, it is not contemplated at the moment to do a lot of SEO and positioning work as it is almost impossible to compete against the main search engines for rural accommodation.

5.3.- Marketing budget

A large part of the communication budget will be spent on daily Facebook Adds campaigns, the social network most used by parents of families at the moment according to the validation process we did.

For the launch of the business and to start giving visibility to the masía there will be an initial investment of €100 in Facebook Ads and for the optimisation and follow-up the campaign, which is expected to last 2 months, the estimated cost is €500. This task will be carried out by an advertising agency that will charge us €200 for the creation of creatives, copys and segmentation, the implementation of the campaign and its optimisation.

From the second year of life of the business, thanks to the virality that the "Lalis" project will have, investments in advertising will drop to minimum levels so that the masía does not disappear from the social media, but the bulk of customers will come from word of mouth, a more than common and verified method in rural tourism businesses.

6. OPERATION PLAN

6.1.- Infrastructure and facilities

6.1.1.-Location

The masía is located in Benassal, Castellón (40.3648859750204, - 0.1444265238413825). The masía is located near the CV-166 and this is perfect as this road connects the villages of Benassal, Font d'en Segures and Culla, villages very rich in nature, activities, businesses and local companies that allow "Lalis" to carry out activities.

6.1.2.-Size and distribution

"Lalis" has a construction of 330.51m² divided into three floors. On the first floor we can find the reception, a common room for rest and playing, bathrooms, the kitchen and a covered dining room, a terrace with another outdoor dining room. On the second and third floors we find the bedrooms, bathrooms and another common terrace with spaces for relaxation.

The land surrounding the building, where we find more common areas, specialised spaces for sports, artistic activities, the vegetable garden, the greenhouse and a corral for animals, has an extension of more than 16,000m².

6.1.3.-Land Purchase

"Lalis" buys the land and the building for €35,000 and invests €55,000 in the renovation.

6.1.4.-Equipment

A Nissan e-NV200 electric van, leased from the company, is used for transport.

The furniture of "Lalis" is typical of a business where one of its main activities is the hosting, having the rooms and bathrooms prepared to host up to 22 people, taking into account that they are families and there may be very small children, the masía also has furniture for the rest of the little ones.

The equipment that the masía has is only what is necessary to carry out the tasks of caring for the vegetable garden and greenhouse, as the maintenance tasks are carried out by an external company that brings its own equipment.

The only technology used by "Lalis" is OfiRu, the hotel management software.

6.2.- Service and process design

6.2.1.-Services

"Lalis" focuses on the realisation of two services, firstly, the service of hosting in a masía, in a rural environment, with all the comforts and needs covered.

Secondly, the development of all kinds of activities, inside and outside the masía's facilities.

The activities outside the farmhouse take place in the villages of Benassal, Culla and Font d'en Segures and most of them are run by the workers of "Lalis" but there will always be a second person from the business to assist them.

- Guided tour of the village of Benassal/Culla/Font d'en Segures: families will visit the most emblematic places of these villages and learn about the history of l'Alt Maestrat, and in Font d'en Segures, they will be able to visit the facilities of the Benassal water bottling plant.
- The Gymkana through the Rivet will consist of a series of challenges in the forest with the goal of finding a treasure, always respecting the nature that surrounds us.
- The reforestation of the area around the masía is one of the most important projects and one that can bring the most awareness to the families, as some of the natural areas surrounding the masía have been badly damaged by the misuse of the land.
- Visits to local businesses and dealing with local produce, either for its preparation or for the subsequent use of these products in the masia's kitchen.
- Culla is home to the Parc Miner, which is a great opportunity to explore the depths of the mountains and learn much more about the nature under our feet.

The activities inside the masía are also very varied, and have been divided into three sections.

Creative Activities:

- Here both children and parents will bring out their most creative side, whether it be pottery, painting or handicrafts, activities in the heart of nature that will help them to connect with themselves and reconnect with their family.
- In the recycled paper workshop, families will be asked if they have any unused paper at home to bring it to make recycled paper, which they will then turn into notebooks so that they can reuse the paper that seemed unusable.

- The treasure hunt will be based on playing games and thinking through various tasks to find the treasure.
- Family cooking will be one of the star activities as they will cook the products they harvest themselves in the garden or the km0 products from local businesses.

In the agricultural activities:

- Caring for the vegetable garden and greenhouse, both young and old will be taught seasonal fruits and vegetables even how to plant in small spaces such as your city flat in order to have your own vegetable garden.

Relaxation activities:

- In the active listening workshop, a professional will guide you and teach you the best tricks to carry out this action that is so important to really get to know your children on a daily basis.
- In each season there will be a special storyteller, dedicated to the season we are in.
- Yoga as a method of taking care of both body and mind is one of the most complete activities as it will help young and old alike to listen to themselves.

6.2.2.-Service process

The customer service starts from the moment the customer visits the website of "Lalis" and book a stay at the masía, otherwise before booking contact us through the form on the website or through our social networks to make a query, once the query is resolved and if the potential customer decides to book the service has already begun. During the purchase process the family, apart from choosing the days of stay, will have to choose activities, activities that will be described on the website.

Once the family arrives at the masía, which should be between 15:00 and 19:00h, they will be attended to at reception and settled in their rooms.

Depending on the activities the family has chosen, they will have contact before or after with one of the people who will accompany the family during these activities.

When the clients are not doing any activity, they can enjoy the common areas and even leave the masía if they had any other plan in mind. Even if at the beginning they had only contracted 2 activities but at the moment they want to do another one, they can always book another one, subject to availability.

At meal times, guests will decide whether to enjoy their meals in the indoor dining room or on the terrace.

The rooms will be cleaned every day and if there are any problems during the day or night there will always be a change of bed linen in the rooms.

On the day of departure families will be bid farewell and at check-out they will be sent a form by mail to give us feedback about our services.

6.3.- Supply chain management

In "Lalis" services will have to be externalised because in the first years of operation it is not expected that they will be necessary or, on the other hand, the farmhouse does not have the infrastructure to carry them out.

Both the maintenance of the masia, whether it be repairs or gardening, will be outsourced to Jarditec, a company from Burriana. Another department that will also be outsourced will be the laundry, "Lalis" will take its bed linen and table linen to the laundry that the Balneario de Benassal has.

In the other departments such as reception, kitchen, cleaning, "Lalis" will hire its own staff.

6.4.- Quality management

For quality management, all employees are required to complete ISO 9001 and ISO 14001 process forms.

These two standards together form an integrated management system.

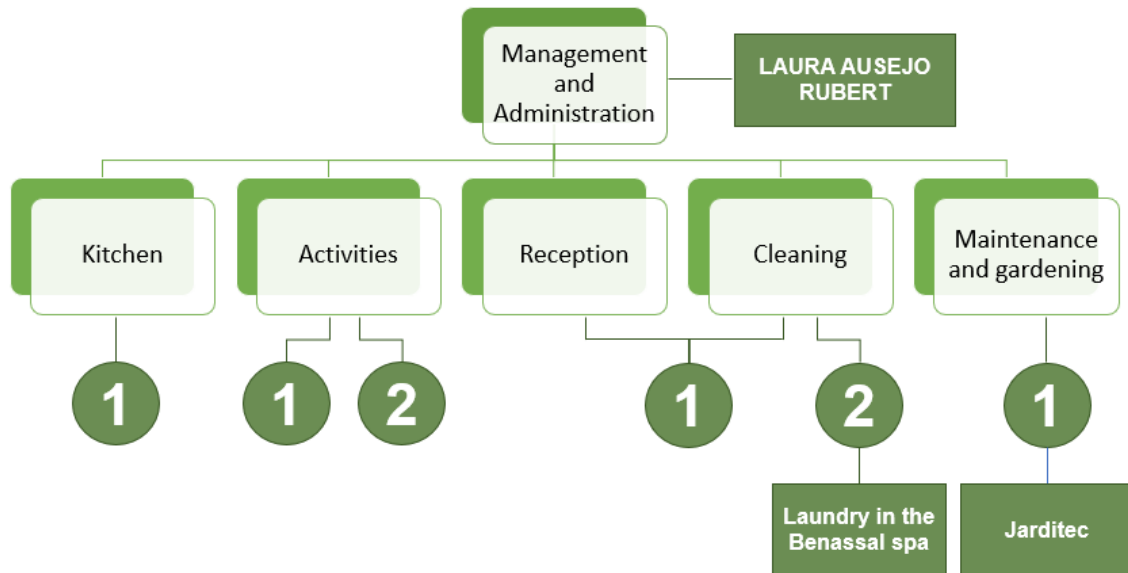
The forms are for the processes they carry out on a daily, weekly, monthly and yearly basis and on the other hand, to achieve a balance between profitability and reduction of environmental impacts, helping with a more efficient use of natural resources.

These forms will be digitalised and can be filled in using your mobile phone. When you send them in, they are saved in a database in the JotForms programme and from there the information can be processed into reports so that the auditor can issue the ISO 9001 and ISO 14001 certificate.

7. ORGANIZATION AND HUMAN RESOURCES

7.1.- Organization chart

Chart 5. Organization chart



Source: Own elaboration

The founder of the masía is Laura Ausejo Rubert, creator of the business model and the brand "Lalis". She is a student of Business Administration at the Jaume I University and an enthusiast of the world of entrepreneurship. The idea of introducing herself in the hotel and rural world was thanks to the internships she did in the Hotel Rosaleda del Mijares in Montanejos, where she was allowed to be in different departments and work with the administration team.

7.2.- Recruitment

In "Lalis" an external recruitment of personnel will be carried out as, being a newly created company, there are no workers to assign new positions to.

What we are looking for in the workers is that they feel represented and that they become involved in the mission and its values, as they will be living with them on a daily basis throughout their stay in the company.

In this recruitment process, what the company will be looking for are transversal competences, attitudes and skills; the qualifications or academic background of the candidates will also be important, but they will not be in the foreground.

For the first two years of life of "Lalis" only need a full-time worker, its main functions will be to manage the management of the masía, dealing with suppliers, booking

management, management of social networks, for this position will need a person with training in business administration and management and experience in hospitality within the rural sector, but as we have said before, academic training will be relegated to the background, since what the company is looking for is someone who believes in the project and with their daily work makes the business grow, who works well in a team, with tolerance for change, resolute, communicative, proactive. ..

Another job that would be created would be that of the person who would accompany the families to the activities, either inside or outside the facilities of "Lalis". For this position we are looking for a person with a background in education or psychology, a creative, active person, who works well in a team, with a tolerance for change, resolute, communicative, proactive...

In the kitchen, another employee is needed for this position, a person who knows how to deal with local produce and wants to share their knowledge with the families who choose the cooking activity.

For the reception and cleaning of the farmhouse we are looking for someone who likes working with the public, who is communicative and who transmits the values of "Lalis".

7.3.- Selection

For the selection process, the company will choose the employee based on a series of interviews, verifications and work tests to find out if the person meets the requirements to be part of the "Lalis" team.

7.4.- Formation

As already mentioned in previous sections, academic training will not be the main requirement for hiring a worker, so in order to maintain or develop the skills and qualities needed to work in a space such as a rural farmhouse, training will be continuous, both for the position of masia's administrator and for the workers who carry out the activities.

7.5.- Performance evaluation

The performance of the workers will be evaluated by means of a survey that will be given to the clients once they have finished their stay in "Lalis", one of the points to be qualified will be the treatment and the service from the workers towards the family.

If the results of the survey are positive, the employee will be congratulated by the team, on the contrary, if there is any negative response, it will be necessary to meet with the employee so that he/she can explain and give his/her point of view, if the employee has

had a small failure, an attempt will be made to solve it so that it does not go any further and it can become an isolated event.

7.6.- Remuneration

For the position of administrator, the working day will be full-time and the salary will be fixed for the first year of operation of the masía, which may be increased depending on the growth of the business.

For the other positions, the working day will be part-time, and the basic salary will depend on the volume of work, with bonuses depending on the volume of work, as it is estimated that as it is a seasonal business, there will be times of the year when there will be more work.

8. FINANCIAL PLAN

This point illustrates the first year of operation of "Lalis" in terms of funding.

8.1.- Initial investment plan

Next, we see (Table 10) the initial investment plan of "Lalis", what must be paid and what we must invest in for the start-up of the business. For example, the costs of setting up the company, the initial advertising, which has already been mentioned in the marketing plan, the amount of property and the masía and the amount of the refurbishment, previously mentioned, we also see a large investment in furniture, due to the fact that we must furnish the rooms and the communal areas.

Table 10. Initial investment plan

1 - PLAN DE INVERSIÓN (sin IVA)		
1- INVERSIONES INICIALES		Importe €
Gastos iniciales de establecimiento no amortizables		3.521 €
1.1	Gastos de constitución	550 €
1.2	Traspaso local	
1.3	Contratos luz, agua, etc...	421 €
1.4	Depósitos/fianzas del alquiler local	
1.5	Licencias, Impuestos apertura	150 €
1.6	Publicidad inicial, lanzamiento	800 €
1.7	Material de oficina	100 €
1.8	Gastos constitución préstamo	1.500 €
1.9	
Inversiones y Gastos de establecimiento amortizable		112.436 €
1.10	Edificios/Locales	35.000 €
1.11	Adecuacion/reforma del local	55.000 €
1.12	Maquinaria	0 €
1.13	Útiles, herramientas, ...	2.000 €
1.14	Mobiliario,estanterias...	15.000 €
1.15	Vehículos	5.071,00
1.16	Licencias, concesiones administrativas	150 €
1.17	Propiedad industrial	
1.18	Aplicaciones informáticas	215 €
1.19	
1.20	
1.21	Total inversión inmovilizado	115.957 €
1.22	Aprovisionamiento/stock inicial del almacén	1.000 €
1.23	Otros...	1.000 €
1.24	TOTAL INVERSIÓN INICIAL	117.957 €

Source: Own Elaboration

8.2.- Financing plan

Table 11 shows the money that "Lalis" has borrowed from the bank and the capital contribution, which is the amount that the founding partner has contributed without expecting to be paid back.

Table 11. Financing

2 - FINANCIACIÓN		
2.1	Aportación Préstamo bancos	150.000 €
2.2	Aportación Préstamo socios	0 €
2.3	Financiación préstamos	150.000 €
2.4	Aportación dineraria a Capital	10.000 €
2.5	Total Financiación	160.000 €
		OK
2.6	Tesorería inicial (2.5 - 1.24*iva)	17.273 €
		OK

Source: Own elaboration

In Table X below we see that the loan given to us by the bank is a 10-year loan with an 8% interest rate and the monthly payment to be made by the company is 1,820 euros.

Table 12. Bank loan

FINANCIACIÓN	AÑO 1	
	Banco	Socios
Interés	8,0%	6,0%
Años	10,0	5,0
Prestamo 1:	150.000 €	0 €
· Cuota mensua	1.820 €	0 €

Source: Own elaboration

8.3.- Cost structure

Next we will look at the cost structure (Table 13) which has been divided into three parts, fixed costs, fixed costs related to the commercial activity and fixed costs that do not carry VAT.

In the next section we will look at the cost of sales.

Table 13. Cost structure

3 - GASTOS FIJOS, Importe en € (sin IVA)	Mes 1	Mes 2	Mes 3	Mes 4	Mes 5	Mes 6	Mes 7	Mes 8	Mes 9	Mes 10	Mes 11	Mes 12	Año 1
Gastos fijos que soportan IVA													
3.1 Alquileres													0 €
3.2 Suministros (luz, agua, tfno.)	325 €	325 €	325 €	325 €	325 €	325 €	325 €	325 €	325 €	325 €	325 €	325 €	3.900 €
3.3 Mantenimiento y reparaciones													0 €
3.4 Impuestos / IBI					402 €								402 €
3.5 Trabajos realizados por otras empresas	24 €	24 €	24 €	24 €	24 €	24 €	24 €	24 €	24 €	24 €	24 €	24 €	288 €
3.6 Primas de seguros													0 €
3.7 Gestoría y servicios externos	140 €			140 €			140 €			140 €			560 €
3.8 Material oficina	50 €					50 €			50 €				150 €
3.9 Varios	150 €	150 €	150 €	150 €	150 €	150 €	150 €	150 €	150 €	150 €	150 €	150 €	1.800 €
3.10 Imprevistos	150 €	150 €	150 €	150 €	150 €	150 €	150 €	150 €	150 €	150 €	150 €	150 €	1.800 €
3.11 Leasing	148 €	148 €	148 €	148 €	148 €	148 €	148 €	148 €	148 €	148 €	148 €	148 €	1.776 €
3.12 ...													0 €
Otros gastos fijos que soportan IVA relacionados con la actividad comercial													
3.13 Comisiones comerciales, dietas													0 €
3.14 Publicidad	40 €	40 €	40 €	40 €	40 €	40 €	40 €	40 €	40 €	40 €	40 €	40 €	480 €
3.15 Transporte													0 €
3.16 Subcontratación maquinaria externa													0 €
3.17 Distribución por canales online													0 €
3.18 Otros gastos o imprevistos	150 €	150 €	150 €	150 €	150 €	150 €	150 €	150 €	150 €	150 €	150 €	150 €	1.800 €
3.19													0 €
Gastos fijos que no soportan IVA													
3.13 Sueldos y salarios empleados	1.000 €	1.000 €	1.000 €	1.000 €	1.000 €	1.000 €	1.000 €	1.000 €	1.000 €	1.000 €	1.000 €	1.000 €	12.000 €
3.14 Cuotas Seguridad Social	64 €	64 €	64 €	64 €	64 €	64 €	64 €	64 €	64 €	64 €	64 €	64 €	762 €
3.15 Sueldos socios empresa													0 €
3.16 Cuotas autónomos seguridad social													0 €
3.17 Gastos de los préstamos financieros (intereses)	1.000 €	995 €	989 €	983 €	978 €	972 €	967 €	961 €	955 €	949 €	944 €	938 €	11.631 €
3.18 Varios													0 €
3.19 ...													0 €
3.29 TOTAL GASTOS	3.241 €	3.045 €	3.040 €	3.174 €	3.480 €	3.023 €	3.157 €	3.011 €	3.056 €	3.140 €	2.994 €	2.988 €	37.349 €

Source: Own elaboration

8.4.- Income forecast

In this table you can see the estimated sales in the first year and the profits that these will bring us because along with the income from sales you can also see the costs. (Table 14)

Table 14. Income Forecast

4 - INGRESO Y COSTE DE LAS VENTAS (sin IVA)					
LINEAS DE NEGOCIO / FAMILIAS	Precio coste unitario, €	precio venta unitario, €	Total unidades vendidas	Total Coste unidades vendidas, €	Total Ingreso unidades vendidas, €
1 noche 4 pax (2 adultos y 2 menores) todo incluido	166,00	288,00	228	37.848	65.664
1 actividad dentro de Lalis (4 pax)	8,00	24,00	52	416	1.248
1 actividad fuera de Lalis (4 pax)	18,00	36,00	52	936	1.872
Persona Extra	50,00	85,00	40	2.000	3.400
Menor 18	43,00	77,00	34	1.462	2.618

Source: Own elaboration

In order to observe in more detail, month by month, the provision of sales, revenues and costs, the following table (Table 15) has been carried out.

Table 15. Monthly income forecast

MES 1			MES 2			MES 3		
Unidades vendidas	Coste unidades vendidas, €	Ingreso unidades vendidas, €	Unidades vendidas	Coste unidades vendidas, €	Ingreso unidades vendidas, €	Unidades vendidas	Coste unidades vendidas, €	Ingreso unidades vendidas, €
20,00	3.320	5.760	14,00	2.324	4.032	20,00	3.320	5.760
3,00	24	72	3,00	24	72	3,00	24	72
3,00	54	108	3,00	54	108	3,00	54	108
2,00	100	170	2,00	100	170	2,00	100	170
2,00	86	154	2,00	86	154	2,00	86	154

MES 4			MES 5			MES 6		
Unidades vendidas	Coste unidades vendidas, €	Ingreso unidades vendidas, €	Unidades vendidas	Coste unidades vendidas, €	Ingreso unidades vendidas, €	Unidades vendidas	Coste unidades vendidas, €	Ingreso unidades vendidas, €
18,00	2.988	5.184	18,00	2.988	5.184	22,00	3.652	6.336
3,00	24	72	5,00	40	120	7,00	56	168
3,00	54	108	5,00	90	180	7,00	126	252
2,00	100	170	2,00	100	170	5,00	250	425
2,00	86	154	1,00	43	77	3,00	129	231

MES 7			MES 8			MES 9		
Unidades vendidas	Coste unidades vendidas, €	Ingreso unidades vendidas, €	Unidades vendidas	Coste unidades vendidas, €	Ingreso unidades vendidas, €	Unidades vendidas	Coste unidades vendidas, €	Ingreso unidades vendidas, €
22,00	3.652	6.336	22,00	3.652	6.336	22,00	3.652	6.336
7,00	56	168	8,00	64	192	6,00	48	144
7,00	126	252	8,00	144	288	6,00	108	216
5,00	250	425	5,00	250	425	5,00	250	425
5,00	215	385	5,00	215	385	5,00	215	385

MES 10			MES 11			MES 12		
Unidades vendidas	Coste unidades vendidas, €	Ingreso unidades vendidas, €	Unidades vendidas	Coste unidades vendidas, €	Ingreso unidades vendidas, €	Unidades vendidas	Coste unidades vendidas, €	Ingreso unidades vendidas, €
22,00	3.652	6.336	10,00	1.660	2.880	18,00	2.988	5.184
4,00	32	96	2,00	16	48	1,00	8	24
4,00	72	144	2,00	36	72	1,00	18	36
4,00	200	340	2,00	100	170	4,00	200	340
3,00	129	231	1,00	43	77	3,00	129	231

Source: Own Elaboration

8.5.-Break even point

As can be seen below and as mentioned earlier in the document, the break even point of "Lalis" will not stabilise until the middle of the second year of operation of the masía, although we can see that in the four months where tourism is highest this point is achieved, but in the remaining eight months it will continue to be negative. (Table 16)

Table 16. Operating result and break even point

5 - RESULTADO DE EXPLOTACIÓN	Mes 1	Mes 2	Mes 3	Mes 4	Mes 5	Mes 6	Mes 7	Mes 8	Mes 9	Mes 10	Mes 11	Mes 12	Año 1
5.1 Ventas del producto	6.264 €	4.536 €	6.264 €	5.688 €	5.731 €	7.412 €	7.566 €	7.626 €	7.506 €	7.147 €	3.247 €	5.815 €	74.802 €
5.2 Coste del producto	3.584 €	2.588 €	3.584 €	3.252 €	3.261 €	4.213 €	4.299 €	4.325 €	4.273 €	4.085 €	1.855 €	3.343 €	42.662 €
5.3 Total gastos	3.241 €	3.045 €	3.040 €	3.174 €	3.480 €	3.023 €	3.157 €	3.011 €	3.056 €	3.140 €	2.994 €	2.988 €	37.349 €
5.4 RESULTADO INGRESOS - GASTOS (5.1- 5.2- 5.3)	-561 €	-1.097 €	-360 €	-738 €	-1.010 €	176 €	110 €	290 €	177 €	-78 €	-1.602 €	-516 €	-5.209 €
5.5 Amortización de las inversiones (inmovilizado)	380 €	380 €	380 €	380 €	380 €	380 €	380 €	380 €	380 €	380 €	380 €	380 €	4.563 €
5.6 RESULTADO DE LA EXPLOTACION (5.4- 5.5)	-941 €	-1.477 €	-740 €	-1.118 €	-1.391 €	-204 €	-270 €	-91 €	-203 €	-458 €	-1.982 €	-897 €	-9.772 €
Indices													
5.7 Resultado explotación vs ventas (%) (5.6/5.1)	-15%	-33%	-12%	-20%	-24%	-3%	-4%	-1%	-3%	-6%	-61%	-15%	-13%
5.8 Punto equilibrio (Gastos fijos / (Ventas - Coste del producto)	1,2	1,6	1,1	1,3	1,4	0,9	1,0	0,9	0,9	1,0	2,2	1,2	1,2

Source: Own elaboration

9. RISK ASSESSMENT

Once "Lalis" starts up, the environment, sector, market and space in which it operates may change, which means that the plans and objectives described in this document may not be carried out due to these changes, which is why we must carry out a control, in the case of "Lalis" in the first quarterly year, to check that the objectives are being met and that the environmental conditions have not changed so drastically that they do not allow us to progress in the economic activity.

The control will be carried out with quarterly reports to be drawn up by the management of "Lalis" and the most important points will be monitored with these reports:

- 1) Customer satisfaction
- 2) Employee satisfaction
- 3) Sales forecast
- 4) Positive/negative developments in the health situation
- 5) Competitors' price variations depending on seasonality
- 6) Need for more employees
- 7) New financial aid publications
- 8) Changes in legislation affecting us

The above points are set out in order of importance to problems that may arise in the business.

The contingency plans for the control points mentioned above are as follows:

- 1) Thanks to the forms sent at the end of the stay to the families and the information collected in the database, the management can make a report with the average satisfaction of each client, the satisfaction will be measured on a scale from 1 to 10, at the moment when the average satisfaction in a quarterly report falls below 8.2, all the staff should be gathered and implement the necessary measures for the improvement of the service, having previously taken into account the comments of the clients in the forms.
- 2) Regarding employee satisfaction, this will also be measured on a scale of 1 to 10, which can be calculated by anonymous employee reports on a monthly basis. When the average on a quarterly report falls below 8, all staff should be brought together and measures for the improvement of the working space and working environment should be implemented, always taking into account feedback from employees.

- 3) With the sales forecast, several factors will have to be studied at the same time, as the sector we face suffers from seasonality, and it is very difficult to maintain the same level of sales throughout the year, so it must be taken into account in the financial plan, another change that we face and is less predictable and is the negative progress of the health situation, so when in the quarterly reports we see a drop in sales of 20% we must study why it has happened, If it is due to a loss of virality and our social media no longer have the same traffic, we will re-hire a Facebook Ads campaign to boost traffic to our website, if the drop is due to seasonality we will have to lower prices by 12% for the lowest months and if it is due to the downturn in the health situation, we will have to implement the necessary measures and remind customers that "Lalis" is a safe space.
- 4) In the previous point, the plan of action in the event of a reversal of the disease situation has already been discussed. No plan is proposed for a very drastic possibility such as quarantine, as the latest news does not indicate such a strong resurgence as for the situation experienced in March, April and May 2020.
- 5) The competition tends to raise prices for the summer season, these increases will have to be studied, but "Lalis" does not foresee price increases in the first 3 years of operation.
- 6) As "Lalis" grows, it will be necessary to hire workers on a full-time basis, so in the second quarter of the year when employment is full, the plan should be discussed with the workers to see if they would be happy with it, and then they should be given a full-time employment contract.

As in peak periods, there may be a need for more activity monitors, so the necessary staff should be hired for that time of the year, but this will be known as clients book activities.
- 7) It is important to be aware of the publication of new grants and to have all the documentation in order to be able to apply for them. For this reason, every two weeks you will have to visit the Fandi website, a search engine for grants.
- 8) New regulations that may affect the activity of "Lalis" should always be kept in mind, if they are easy to apply they will be implemented and if there are any problems, a specialist company will be consulted.

10. LEGAL ASPECTS

10.1.- Aid for business start-ups

Nowadays in Spain 30,000 million euros worth of aid and subsidies are published throughout the year for, among other things, new businesses, women entrepreneurs, aid for tourism and also specifically for rural tourism, and nowadays, because of COVID-19, this aid has increased (Fandi, 2021).

The Programa de Apoyo Empresariales a las Mujeres (PAEM), promoted by the Instituto de la Mujer para la Igualdad de Oportunidades in collaboration with the Camara de Comercio, provides aid and subsidies for the creation of new businesses for young women entrepreneurs (Cámara de Comercio de España, 2021).

10.2.- Legal form and number of partners

The legal form of "Lalis" will be a Sole-Shareholder Limited Company, as there will be a single founding partner who will also be the one to hold the administrative position of the business.

10.3.- Business and corporate purpose

The CNAE code of the activity of "Lalis" would be 5510, Hotels and similar accommodation.

The corporate purpose would be the provision of services related to hotels and catering.

10.4.- Licences

For the kind of business activity to be carried out by "Lalis", a series of licences will have to be requested, as the masía will have to be remodelled to accommodate 22 people.

As the building is more than 50 years old and although it has already been restored, it is in keeping with the traditional architecture of the Alt Maestrat area, the rural house can be added to the designation of masía by a certificate from the local council.

An acoustic audit must be passed.

A hotel activity licence must be applied for, which requires the technical inspection of a control entity that draws up a technical report and plans justifying the activity to be carried out, which are then reviewed by an inspector.

10.5.- Incorporation costs

It has been estimated that the costs of incorporating the company will be €550 as the costs of the company name certificate for the Registro Mercantil, the notary's office, registration in the Registro Mercantil Provincial and the payment of the administrator's registration with the Social Security are to be paid.

11. TIMETABLE

In the timetable (Table 17) you can see the activities to be carried out during the first months of operation of “Lalis”, even a little earlier, in month 0. This timetable will help us to plan and control what has to be done and what is being done.

Table 17. Timetable

ACTIVITIES	MONTH 0				MONTH 1				MONTH 2				MONTH 3			
	W1	W2	W3	W4	W1	W2	W3	W4	W1	W2	W3	W4	W1	W2	W3	W4
Finish furnishing	■	■	■	■												
Employee search	■	■	■	■												
Interviews		■	■	■												
Partner search	■	■	■	■	■	■	■	■	■				■			
Search for public funds	■			■			■			■			■			■
First advertising campaign			■	■												
Advertising campaign					■	■	■	■	■	■	■	■				
Iso 9001 and 14001 forms					■	■	■	■	■	■	■	■	■	■	■	■
Sending emails to our database contacts	■			■	■				■				■			
Gardening works																■
Situation reports																■

Source: Own Elaboration

12. CONCLUSIONS

The study and development of this business plan has been an essential tool for the "Lalis" project, to prove that there was a need in the families and this business idea could solve it.

"Lalis" has covered the needs of many families who, tired of mass tourism on the coast, were looking for something different for their holiday time and have found it.

Families who also had the need for their children to be educated in values, living the experience of "Lalis" will be able to see how values such as sustainability, cooperation, positive impact on the community, quality, personal responsibility, respect, active listening, learning, commitment and empathy guided the masía and the activities.

The strongest points that have been emphasised in this business plan have been: the study of the rural tourism sector and its growth over the last 15 years and the quick recovery it is undergoing after the health situation, the operational plan where all the activities that the families will carry out in "Lalis" are set out and, very importantly, the section on human resources, as it is essential for "Lalis" that its employees share its values and believe in the business idea.

With all the study, it can be concluded that the "Lalis" project is economically viable in the long term as the estimates of sales, costs, production costs, financing, etc., that have been carried out have been very realistic and it is expected that the value proposition of the company, that which makes us different from the competitors, that should be our main value and that potential customers know how to see and appreciate it, it is also worth mentioning the importance of the triple impact economy that will be produced together with the businesses in the area will provide us with more value and visibility.

All this will be possible because the plans at all levels will be implemented and with it the achievement of the objectives that will allow the viability of "Lalis" over time.

Finally, to go to "Lalis" is to make a commitment, a commitment in the good sense, a commitment to the family and to values. You have to arrive with an open mind and be active, there will be time to rest, but in the farmhouse from the youngest to the oldest will "work", to work on oneself, on the family relationship and to learn the need to live in a sustainable community, to go to "Lalis" is to go to live an incomparable experience.

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14. ANNEXES

In the annexes you can find some of the documents that have allowed me to carry out the hypothesis validation process, the questions from the personal interviews made to the different families and couples, the minimum viable branding, which helped me with the brand image and finally the questionnaire that was sent to the families for the last hypothesis validation.

ENTREVISTAS FAMILIAS:

1. Presentación de la familia

- Nombres de los integrantes, edades, profesión, algún adjetivo identificativo o una característica identificativa de cada miembro.

2. ¿Qué actividades en familia soléis hacer entre semana? ¿Y los fines de semana?

3. ¿Han cambiado mucho los hábitos en familia desde la situación actual en la que vivimos a causa del COVID-19?

4. ¿Soléis ir de vacaciones (más de un finde) todos juntos? ¿Cuándo fue la última vez que lo hicistéis?

5. ¿Soléis pasar fines de semana fuera de casa? (ya sea en el pueblo, visita a familiares)

6. ¿Qué pensáis del turismo rural?

7. ¿Creéis que es una buena opción para unas vacaciones o finde en familia?

8. ¿Cuándo vais de vacaciones familiares elegís un espacio (hotel, camping, etc) que tenga actividades y espacios destinados a los niños/adolescentes?

9. ¿Alguna vez contratáis actividades externas al lugar dónde os alojáis?

8. ¿Qué os parecería un lugar dónde se juntan naturaleza, espacios para niños y adolescentes, posibilidad de hacer actividades en familia que os aporten tiempo de calidad con vuestros hijos, desconexión del mundo...?

9. ¿Cómo, dónde y quien busca el alojamiento para unas vacaciones?

10. ¿Qué tendría que tener un lugar donde pasar tiempo de calidad con vuestra familias para que decidiérais ir sí o sí?

**Para las entrevistas que no son a familias se acoplarán las preguntas.*



Branding
Mínimo
Viable de
“Lalis”



• Laura Ausejo Rubert •



Nombre e historia.



Conecta con tu familia en plena naturaleza

- “Lalis” es un espacio de hospedaje y de realización de actividades ubicado en un entorno rural, más concretamente entre Benassal y Culla, dos pueblos de la comarca del Alt Maestrat, en el interior de Castelló.
- Este, es un espacio especialmente dirigido a las familias que en su tiempo libre quieran pasar tiempo de calidad con los suyos.
- En la masía y sus alrededores vas a tener actividades para que los niños, las niñas, los padres y las madres vivais una experiencia donde, trabajar, jugar y sobre todo aprender la importancia de pasar buen tiempo con tu familia y el cuidado del espacio rural.
- El nombre de “Lalis” viene dado por la propia familia de la creadora del espacio, ella se llama Laura, pero lalis era uno de los apodos con los que su fam se refería a ella cuando era pequeña, por ello le trae tan buenos recuerdos y cree que es perfecto para un negocio centrado en las familias ya que a ella le recuerda a la suya propia.

Logotipo y tipografías.



Hecho a mano

Shorelines
Script Bold



Conecta con tu familia en plena
naturaleza

Playfair
Display

Consolas

“Lalis” es un espacio de hospedaje y de realización de actividades ubicado en un entorno rural, más concretamente entre Benassal y Culla, dos pueblos de la comarca del Alt Maestrat, en el interior de Castelló.

Colores corporativos.



PANTONE
Black 3 C



PANTONE
732 C



PANTONE
7407 C



PANTONE
5747 C



PANTONE
2280 C



PANTONE
17-0230 TCX
Forest Green



PANTONE
366 C



PANTONE
12-0315 TCX
White Jade





Actividades a vuestra medida



**Cocinad en familia los
productos que vosotros
mismos recolectaréis en
nuestro huerto**

**Sacad vuestro lado más
artístico, ya sea pintando o
con arcilla**



**Sesiones de
acompañamiento familiar**

**Conoce Culla, Benassal y su
entorno de nuestra mano**



¡Y muchas más!

"Lalis" Masía Rural

¡Hola, muchas gracias por tus minutos!

Este formulario es parte de un trabajo de validación de un proyecto llamado "Lalis" Masía Rural y va dirigido a familias con hijos de entre 5 y 18 años

* **Obligatòria**

1. ¿Cuántos miembros conforman tu familia? (Padres/Madres + Hij@s) *

Maqueu només un oval.

1	2	3	4	5	6	7
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

2. ¿Qué edades tienen l@s padres/madres? *

3. ¿Qué edades tienen l@s hij@as? *

4. ¿Qué mote os pondríais como equipo? (Ej: Los Aventureros, Las artistas)

5. ¿Qué actividades os gustan y soléis hacer en familia? *

Seleccioneu totes les opcions que corresponguin.

- Deporte
- Juegos de mesa
- Juegos interactivos con dispositivos electrónicos
- Cocinar
- Salir a comer
- Comer en familia
- Cenar en familia
- Viajar
- Ir al cine
- Ir al teatro
- Leer
- Hacer manualidades
- Ver series

Altres: _____

6. ¿Qué es para vosotros pasar tiempo de calidad con vuestros hij@s?

7. ¿Qué tipo de vacaciones consumís? *

Seleccioneu totes les opcions que corresponguin.

- Turismo de costa en apartamento
- Turismo de costa en hoteles
- Turismo de costa en camping
- Turismo de costa en casa de familiares
- Turismo rural en casas rurales
- Turismo rural en hoteles
- Turismo rural en casa de familiares
- Turismo rural de acampada
- Turismo de ciudad en hoteles
- Turismo de ciudad en apartamento
- Turismo de ciudad en casa de familiares

Altres: _____

8. ¿Cuál es vuestra opinión sobre el turismo rural? *

Seleccioneu totes les opcions que corresponguin.

- No es para nosotros
- Nos da igual el tipo de turismo, nos mueve lo económico
- Nos da igual el tipo de turismo siempre que tenga actividades para nuestros hijos
- Nos encanta
- Nos lo planteamos para las próximas vacaciones

Altres: _____

9. ¿Contratáis algún tipo de actividades fuera del paquete de alojamiento? *

Maqueu només un oval.

- Sí
- No

10. ¿Qué tipo de actividades contratáis?

Seleccioneu totes les opcions que corresponguin.

- Actividades deportivas
- Actividades culturales (museos, teatros, musicales, visitas guiadas por el lugar...)
- Actividades gastronómicas
- Actividades especializadas en niños
- Actividades de ocio nocturno (sin hijos)
- Actividades de ocio nocturno (con hijos)

Altres: _____

11. ¿Qué actividades tendía que tener un espacio rural para ir a pasar unas vacaciones? *

Seleccioneu totes les opcions que corresponguin.

- Actividades deportivas
- Actividades de aventura
- Espacio común (con juegos de mesa, y otro tipo de juegos)
- Juegos interactivos con dispositivos electrónicos
- Cocina en familia
- Actividades que dejen de lado la tecnología por unas horas
- Cuidado y conocimiento del entorno rural
- Actividades de agricultura
- Actividades con animales
- Visitas guiadas por el entorno
- Espacio de descanso para padres
- Piscina

Altres: _____

12. ¿Estarías dispuesto a pasar tus vacaciones en un espacio dónde vas a pasar la mayoría del tiempo haciendo actividades con tus hijos? *

Seleccioneu totes les opcions que corresponguin.

- Las vacaciones son para descansar del mundo y de los hijos
- A los padres/madres nos gustaría descansar mientras l@s niñ@s hacen actividades
- No iría a un lugar así
- Me gustaría probarlo un día entero
- Me gustaría para un fin de semana
- Me gustaría estar unos cuantos días para vivir la experiencia completa
- Iría en compañía de más familias cercanas
- Hay tiempo para todo, descansar y hacer actividades

13. ¿Qué os encantaría hacer a vuestra familia en un espacio rural?

14. ¿Cuáles son los ingresos medios al mes de la unidad familias? *

Maqueu només un oval.

- Menos de 1000€
- Entre 1000€ y 1500€
- Entre 1500€ y 2000€
- Entre 2000€ y 2500€
- Entre 2500€ y 3000€
- Más de 3000€

15. ¿Cuál sería el precio que estarías dispuesto a pagar por una noche, pensión completa y dos actividades en la masía?

Maqueu només un oval.

- Menos de 80, no me podría permitir más
- Menos de 80, no creo que valga la pena pagar más
- Entre 80 y 100€
- No me importa la cantidad, solo la calidad del servicio

MUCHÍSIMAS GRACIAS POR AYUDARME CON MI PROYECTO

Google no ha creat ni aprovat aquest contingut.

Google Formularis