UNIVERSITAT JAUME·I

BUSINESS PLAN: LITUX

Author: Miguel Ángel Carvajal Sorlí

Tutor: Laura Martínez Peris

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EXECUTIVE SUMMARY

Litux, is a web project for the promotion of premises, whose function is that users can consult and visit the places that best suit them.

The objective of Litux is the promotion of bars, pubs, restaurants, discos, exchange clubs and singles clubs. As a result of this promotion, it is intended to classify the different places according to the public that visits them, in order to create stable and sociable climates. We want to offer a reservation management, promotion and customer loyalty service apart from transmitting a greater number of information to users so that they can choose the most suitable location for them, be it the average age of the customers or the average price between others.

Our target audience is any owner of a local who is willing to promote himself and any user who is looking for a specific place to socialize.

We must highlight as competitors those promotion websites or dating websites. What differentiates us from them is the amount of extra data we provide in reference to the public and the creation of an environment to socialize.

In reference to the web page sector, it is a very mature sector, with a large number of competitors which leads us to an oligarchy. Based on the different analyzes carried out on the competitors and the environment, we have decided to take the following competitive and marketing strategies: Cost leadership, Low cost differentiation, focus strategy and "push" strategy.

Initially, the company is consolidated by two working partners, who delegate certain tasks to external companies. The transmission and promotion of the service will be carried out personally by visiting certain venues or participating in certain events.

With the growth of the company, it is intended to expand the workforce and that the tasks carried out by external companies are carried out by the staff themselves. In the same way, it is intended that clients look for our website to promote themselves and not us look for them (Change of strategy from "push" to "pull").

We intend to bill each client a different price depending on the category he chooses, the cheapest being € 30 per month.

Being a new company, it requires a certain amount of money and a large amount of work. For this reason, we have estimated that we will need a bank loan of € 8,000 and the first year will cost us € 22,870.

We have also calculated that the company will begin to be profitable from customer No. 60.

We believe that Litux is a viable project, due to the change in today's society and by transmitting the amount of information necessary for users to feel safe and comfortable

in their decisions without having to make prior visits to the premises. The first years will be negative and hard due to the total outlay involved in the creation of the company, but these results will be validated from the second year. With the obtaining of positive results, we will be able to consider the expansion of the company and the hiring of more people.

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1. INTRODUCTION

The idea appears one afternoon in a student residence, giving his opinion on the different dating websites and their procedures. We came to the conclusion that the idea of putting strangers in contact was good, but that at the time of having the first face-to-face encounter it could be very cold and violent. As a consequence, the case of rejection could occur and not attend. Chats can create a false image of people and today it is very easy to manipulate an image to create a false profile.

As reflected in a 2017 study, conducted by sociologists Michel Rosenfeld and Sonia Hause, from Stanford University, and Ruben Thomas, from Arizona State University, almost 40% of heterosexual couples and 60% of homosexual couples met through the internet. Due to current conditions and COVID measures, this percentage has increased during the pandemic. On the other hand, currents such as the "hook up" have been diminished. As a consequence of the confinement conditions, people increased the exchange of messages and had longer conversations. As we can see in the article in El País, Will the pandemic make us more romantic? (11/16/2020), Tinder and the results of other dating applications, on April 12, 2020, there was an increase in the number of message exchanges, growing 76% and being 26% longer. In this way, this trend of casual love has been greatly affected and people are taking meeting someone more seriously to maintain a relationship. According to Rachel DeAlto, an expert in relationships at Match.com, (the company to which Tinder belongs), declared in 2020 in newspaper *The Houston Chronicle*, that as a result of Covid 19, a gigantic cultural change could arise and be the end of the American culture of casual sex, as people take it more in stride.

We can say that the idea of Litux is a website where people can consult the premises that best suit their personality and tastes, so that they are comfortable in those environments.

Through social networking or websites, an approach creates others but these fail to show how these people actually are. It can be the occasion to meet a person on the dating networks or websites and the simple fact of arriving at a site and having to speak or act in such a cold situation can lead to rejection.

Today we live in a society that is increasingly progressive and much more open to love. Thanks to this we intend to launch this project, especially for people who tend to refuse to meet or socialize with people through social networks and intend to continue with the face-to-face format. With the creation of this web page, we intend to promote both the hotel and catering establishments, both bars and hotels, through restaurants, discos,

pubs... Through the web, we intend to advertise the premises, its prices, the average age of its audience, etc.

The intention of the project is to give a special promotion to hotels, bars and pubs, intended for any group or type of relationship. We intend to classify these places by age, by number of single people, by average age and average price. The purpose is to reach any of these premises and know the type of people who move in it, either by sexual orientation or by age.

In reference to the project, **the main objective** is to create stable environments in which people feel comfortable and that encourages them to go out to meet new people.

The second objective is to promote and give a voice to the venues or clubs. In general, we consider that a sector with as many public as the hotelier does not receive the promotion it deserves. That is why we intend to promote the sector itself.

On the other hand, we must highlight certain bars and local places that are frequented by less public such as exchange clubs or singles pubs. These places in particular have been little accepted by society or frowned upon until now. Apart from these stores, we cannot find all of them on the same platform or their promotion is almost nil, so we intend to group them on the same platform. We believe that with the change in love relationships these places will increase their audience and if they are well promoted they can obtain greater benefits.

In this final degree project, the viability of this website, the business opportunity and the business idea will be studied. We are also going to carry out a marketing plan, a strategic analysis, a production, legal, economic plan and the schedule.

2. BUSINESS OPPORTUNITY

Today's society is highly digitized and highly dependent on social networks. As stated by the Telefónica Foundation, in its SIE report (Digital Society in Spain 2019, p.39.), 72.2% of the population uses email and 58.6% uses social networks.

We must emphasize the emergence of new love currents and changes in the types of current relationships. The emergence of new trends such as polyamory, open relationships, threesomes or partner exchanges are increasingly becoming established in society. It is a matter of time before they are accepted more and more.

According to the 9th Barometer, Spanish youth and sex (2020), it is stated that 9 out of 10 respondents want to try new experiences. 37.2% of those surveyed have the fantasy of practicing a threesome, but only 10% achieve it. To all this, according to the 9th Control Barometer in 2020, 40% of those surveyed fantasize about having a threesome.

We must mention that according to the National Institute of Statistics, in Spain in the last quarter of 2020 the number of divorces amounted to 25,732 in the third quarter, 16.6% more than in 2019. As the department of "Analytics, Insights and Strategy of IPG Mediabrands "in 2020 carried out an analysis in which it concluded that the number of singles and divorced persons continues to grow, representing 36% of the population, 52% being men and 48% women, reaching the figure of 14.4 million people, with the intention of looking for their better half. This reinforces the changes in society and the increase in divorces is positively reflected as these people will seek to rebuild their lives in one way or another.

On other hand, a 40% of heterosexual couples and 60% of gay couples they met on the internet (Rosenfeld, Hause and Thomas, 2017). In the case of homosexual relationships, there is a large percentage difference and it can be a possible disadvantage. This difference may also have been affected by the oppression suffered by the collective in recent years.

In addition, the web pages that group certain premises of the LGTBI collective, such as www.patroc.com, do not include others such as singles or exchange clubs or are not very well promoted.

Finally, based on the National Institute of Statistics and its survey on "Equipment and Use of Information and Communication Technologies", in 2020 99.5% of the population owns a mobile phone. These data are the reflection of a highly digitized society. With society digitized and having constant access to social networks, socialization or meeting someone through networks is inevitable. However, this type of socialization presents a great inconvenience when it comes to having an appointment. Many people prefer to meet people through conventional methods to avoid fraud or awkward situations. According to a study carried out by Kaspersky in 2020, 31% of Spaniards are more outgoing and feel more secure meeting people through the internet, which leaves us 69% who prefer face-to-face.

By having face-to-face contact you can have a better perception of the person you are dealing with. You can establish a link through the networks but you will not get to know that person one hundred percent.

In turn, promotion in the hospitality sector is very scarce or little known. If we summarize the big giants that can give some promotion, they promote restaurants and hotels. But there are bars, pubs, discos... that are not sought after on these platforms. Within these venues we must emphasize venues such as singles clubs, partner exchange clubs... These either are without a promotion website or do not have an online platform.

Currently, due to the Covid-19 situation, society increasingly wants to go out and interact, obviously respecting the restrictions. As predicted by Frank Vignard delegate of the BNP (Paribas Personal Finance), in the article published in *La Vanguardia* (04/21/2021) at the moment that normality stabilizes, the big beneficiaries will be leisure, tourism and hospitality.

In this way, seeing the lack of promotion of the catering establishments, we intend to give support to them, carrying out a promotion with a certain added value through which we can help these places and the people who want to continue meeting people in the traditional way and face to face.

By having the tools today through digitization and computer applications we can provide the owners of the premises with the ability to communicate the type of audience they receive, whether by age, sex, average prices ...

In this way, their own Users can consult and choose the place that best suits their tastes. The problem we want to solve is to be able to find places where customers are comfortable, since before going to these places they will be able to know the menu, the average prices and the average age of said people.

Since we have the opportunity, we want to provide some extra information to certain clients, providing the number of single men and women who frequent these premises.

Finally, there are places such as hotels and restaurants that already receive a promotion from other competitors, but there are still places such as singles clubs or partner exchanges that do not receive as much promotion. Therefore we intend to promote and group all possible venues, from hotels to singles clubs and grouping them all on the same platform.

3. BUSINESS IDEA AND VALUE PROPOSAL

The idea of this business consists of grouping all the leisure clubs and all the premises of the hospitality sector, whatever their purpose. We intend that these stores are on the same platform so that they can be promoted and be able to classify their customers. In this way, the users themselves can access the web and through the information that appears, choose the place that they like the most or that suits them.

On the web you can consult the menu of the premises, an average price specified in economic quantities, the average age of the people who visit it and partly, it can be filtered by autonomous communities, provinces and cities. It can also be filtered by your sexual orientation, whether you belong to a group or not; if you are a couple, etc. And finally, you can also filter according to your main need, whether it is going to places to exchange partners or others intended only to meet people, etc.

It will be updated daily and the data that is uploaded to the platform will be periodically analyzed and corroborated to avoid cases of fraud. These premises will receive a certificate or an official valid plate.

On the other hand, there will be weekly tops of the most successful venues in each city. The owners will be able to access their profile and consult their weekly statistics, either the number of visits or times it has been shared. Add new photos and change or add new features to your letters.

For the owners of the premises to classify their audience, the premises will be visited by a member of the team, a brief report will be made, which will become part of the description of the premises on the web and through this, the first one will be made classification. Weekly, a questionnaire will be sent to the local contact email so that it allows us to update the statistics based on the number of respondents. The questionnaire will contain the number of people in the premises, sex, age and if this person is single or single.

On the same website, there will be a section for comments and ratings by the customers of each location.

The intention is that the clients requesting the promotion and registration to the web, subscribe to the platform and this subscription can be charged either by bank transfer, paypal or credit card.

In addition to the subscription, the second source of income for the platform aims to be advertising once the web has grown enough.

To make it clearer, we are going to use the CANVAS model. The CANVAS model is used to create business models in a simpler way. In it we find 4 (customer areas, supply, infrastructure and 11 economic viability), which in turn are divided into 9 sections that have to be filled in depending on the characteristics of the company. This model was devised by Alexander Osterwalder and Yves Pigneur in 2011 in the Business Model Generation book. In it, they define the business model as *"A business model that describes the bases on which a company creates, provides and captures value"* (Osterwalder & Pigneur, 2011. p.14).

Below you can see in table 1, the CANVAS initial that was prepared on Litux.

TABLE 1. First CANVAS model

Socios clave	Actividades clave	Propuesta de Valor	Relaciones con clientes	Segmentos de cliente
Advertising agencies	Promotion and informtation	Differentiated promotion, with added value and increased information to the users	Mail or in person Later: online	Owners of hoteliers establishments, pubs, singles clubs and exchange, etc.
	Recursos clave Computer equipment and intenert supply		**Canales** Web Mail Phone	

Estructura de costes	Fuentes de ingresos
Investment in network supplies, servers and computer equipment.	Pament of monthly fees based on services demanded and advertising revenue.

Source: Own elaboration

+ First CANVAS model.

1. - Clients:

In this case my main clients would be the owners of the premises that they intend to promote themselves. On the other hand, we find the users of the website, who only inform themselves and provide economic value with their visits by being able to charge for advertising on our website.

Among the main clients, we find the owners of hotels, discos, restaurants, bars, pubs, singles clubs, exchange clubs...

2. - Value proposition:

Our advantage and what differentiates us from others is value added from our promotion. Since we not only announce the place with text and with reservation options, but we also provide extra information about the type of people who visit that place. From the price to the average age. In addition, we intend to inform each user in a personalized way about the offers or special moments of each place. In this way we intend to develop a more visual, easy and accessible interface for users. In it they will be able to consult all the data of the premises and book through the web, apart from receiving notifications about the offers, daily menus and happy hours. In reference to clients, we offer them this type of more elaborate promotion and the ability to have their reservations managed by ourselves.

3. – Channel:

As it is a promotional tool, we are going to use the web and the main social networks. Later, if it is successful, an app for the smartphone or tablet will be launched.

4. - Relationship with the client:

Initially, the first contact with clients will be physically or by mail. Subsequently, the intention is that the web works autonomously and the clients themselves create and publish their premises, once they have done so, they will be visited by one of our members to corroborate the published information.

5. - Source of income:

The main source of income will come from customer subscriptions, with a price of € 30 per month for basic services and with the possibility of receiving a greater promotion and ease of management when contracting one of the categories superiors.

The second source of income will come with the growth of the website itself, by receiving offers from advertising agencies, due to the visits of our indirect clients. These are our users.

6. - Key resources:

For the proper functioning of the web, we will need a computer, a web designer, a payment platform and a vendor who promotes and visits the premises to advertise, apart from sending them emails or phone calls and managing social networks.

Initially two people will be needed. Once the company grows, it will be necessary to hire more employees to be able to filter all the applications and forms.

7. - Cost structure:

Initially we are going to reduce costs as much as possible, even if it implies a greater workload, since in this way the price of the monthly subscription is profitable. Once the web has taken hold and the number of users has increased, we will be able to expand and increase our staff. In reference to fixed expenses, it is difficult to establish them since we do not know the expense in terms of the consumption of electrical supplies. Instead we are going to mention the necessary equipment to be able to carry out the activity. We must mention computers, a server and a network service.

In summary, we can conclude that based on this first CANVAS model, our clients are the owners of premises for the hospitality industry. The web will be oriented to the promotion of these premises and the provision of information to users. Customers will be contacted in person and telematically and we must carry out a very good communication, which is

simple and intuitive. In order to acquire income, we will collect the monthly fees and if the web receives a great boom we will receive advertising income. In the same way, we need to make a large investment in design and promotion in order to attract the attention of customers. Finally, being a new company with few resources, we will try to reduce all expenses to the maximum in order to be profitable and optimal.

3.1. CANVAS model validation and adjustments

The model has gone through a validation process. This has been validated by means of two surveys carried out through Google forms in which a part of personal information is collected and another part more oriented to the project.

Questionnaire for Litux website users:

One of the surveys was totally user-oriented. This survey has been available for a period of 5 days and was answered by a total of 107 people. The audience for the survey has been reached through Instagram. This public range is between 16 and 60 years, which gives us a good age range. In it, we find questions such as how many times a week you visit a bar, how you prefer to meet people, if you would change your bar or venue if you previously knew the public that visits said establishment, the menu or the average price, and if you were notified of the offers. These are some of the most outstanding questions that interest us the most. In this survey we intend to validate the acceptance that our platform would have in relation to users. Subsequently, another survey will be carried out with the potential clients themselves to know their acceptance, since they are the main source of income and the ones to be announced.

In the illustrations 1, 2, 3, 4, and 5, we can see the different questions we have asked and their results. In conclusion that users request the information that we want to offer.

Illustration 1. Price Chart

Cambiaría o tendría preferencia por ir a un bar, local o pub si pudiera acceder a la carta de precios antes de ir?

107 respuestas

- SI
- NO

16,8%

83,2%
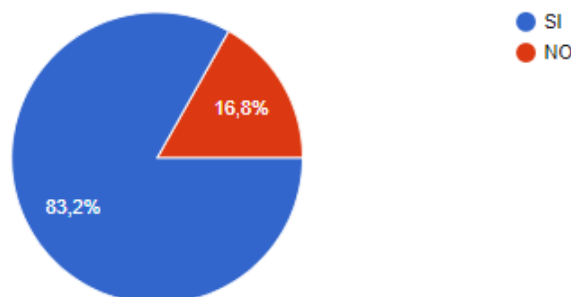
Illustration 2. Socialization

Como prefiere conocer a gente o socializar

107 respuestas

- Redes sociales o webs de citas
- En persona, ya sea en un bar o cualquier otro local.

94,4%

Illustration 3. Offers

Cambiaría o tendría preferencia por ir a un bar, local o pub si le notificasen las ofertas diarias, las happy hour, o las especialidades de la casa?

107 respuestas

- Sí
- No

7,5%

92,5%
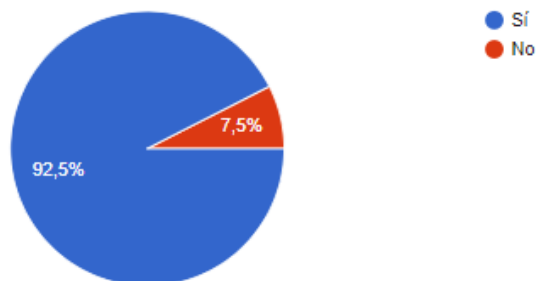
Illustration 4. Public

Tendría preferencia por ir a un bar, local o pub si supiera el tipo de público que lo frecuenta en función de su edad, gustos...

107 respuestas

- Sí
- No

93,5%
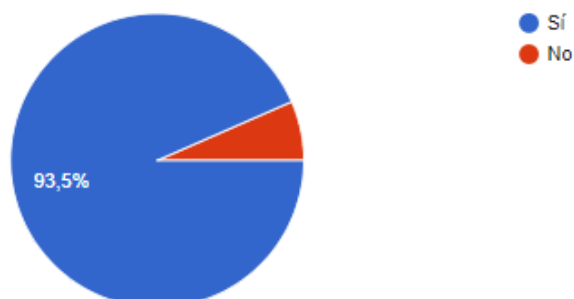
Illustration 5. Good promotion

Cree que el sector de la hostelería y el del ocio están bien promocionados ?

107 respuestas

● Sí
● No

61,7%

38,3%
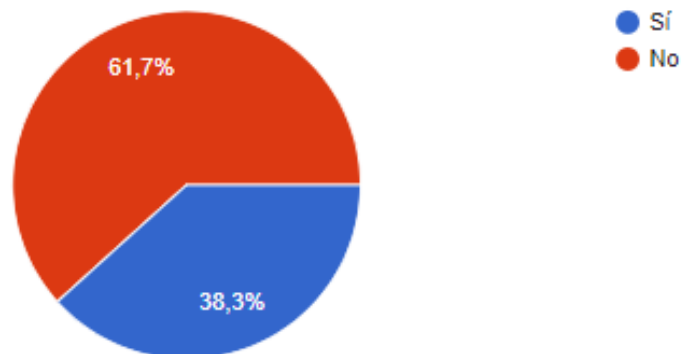
Questionnaire for hostelry and pubs:

On the other hand, we have the second survey aimed directly at customers, who in this case would be the owners of the premises. This survey has been open for a week (06 / 14-20 / 06) and 20 venues of different types have participated, from hotels to bars. This public has been reached by going personally to the different establishments located in the Benicarló and Peñíscola 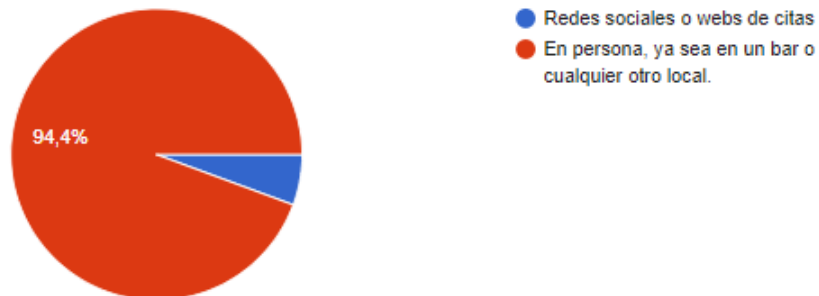area. The survey collects information such as the type of premises they own, if they would be willing to pay a minimum amount for services, if it is inconvenient for them to share the platform with other types of premises and if they would share information about the public that visits that premises.

In the illustrations 6, 7, 8, 9 and 10, we can see the different questions we have asked and their results. Fortunately, almost all the answers coincide with our ideas and are favorable.

Illustration 6. Means of promotion

Cuenta con alguno de estos medios de promoción.
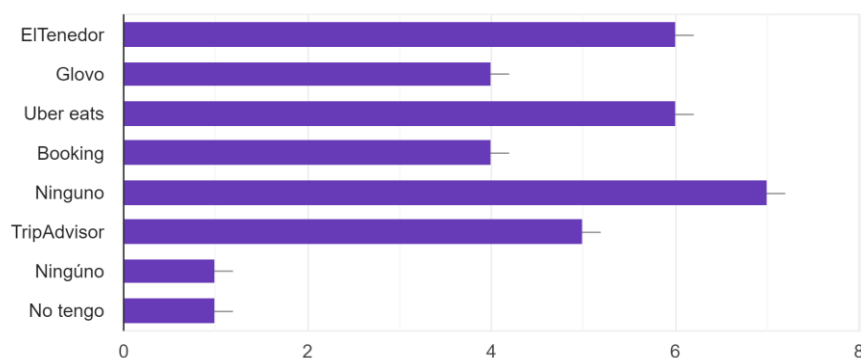
20 respuestas

Illustration 7. Special offers

¿Realiza promociones o ofertas especiales?
20 respuestas

- ● No realizo promociones
- ● Realizo de vez en cuando
- ● Tengo promociones diarias o semanales

Illustration 8. Monthly fee

¿Estaría dispuest@ a pagar una cuota mensual de un valor mínimo (30€), con tal de recibir un servicio de promoción especializado, en el que le s...es en referencia al público que frecuenta el local?
20 respuestas
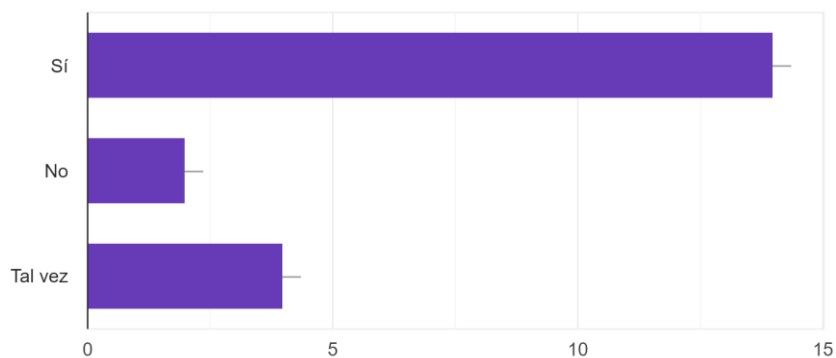
Illustration 9. Information to offer

¿De la siguiente información cual estaría dispuesta a ofrecer a los usuarios y posibles futuros clientes?
20 respuestas
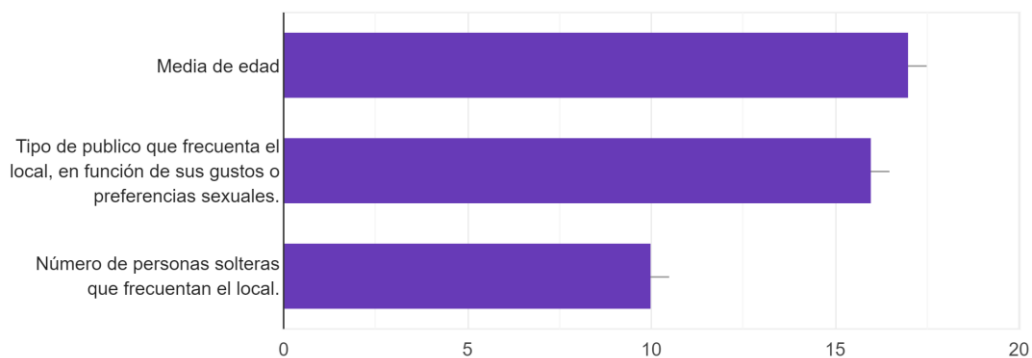
Illustration 10. Bookings

16

¿Estaría interesado en una gestión telemática de las reservas? (1 muy poco interesado, 5 muy interesado?

20 respuestas
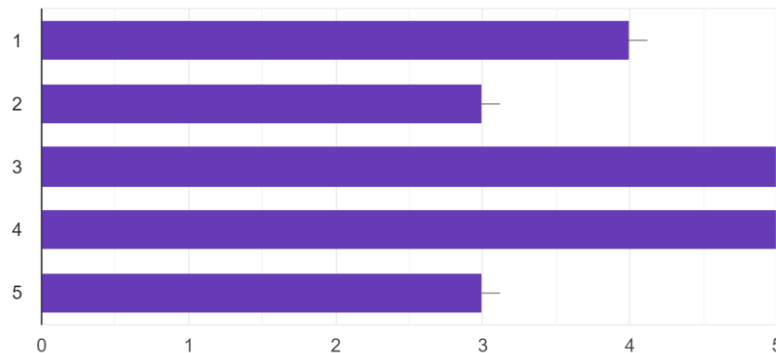
The survey carried out with users and all its results can be consulted in annexes 1 and 2. And the survey was carried out with customers in annexes 3 and 4.

After validation tests, we can say that the most affected part of the entire CANVAS model is the company's value proposition since it is favored by the results of the survey. In reference to the rest of the points we can say that no modification is necessary since the method of action will be the same.

In reference to the results of this survey, we can highlight certain responses such as that 83.2% of the respondents would change their bar if they could consult the menu previously. 92.5% of those surveyed agree that they would change their premises if they were notified of a special offer or a promotion. If they knew the type of public that frequents that place and the age group, 93.5% of those surveyed would change their place. It should be added that 94.4% of those surveyed prefer to meet people physically rather than through the internet. Finally and most importantly, we must say that 61.7% of those surveyed consider that the hospitality sector is poorly promoted.

On the other hand, in view of the second questionnaire, 70% of the surveyed clients are willing to pay for this service and are all interested in communicating that information. We must mention a comment in which they have suggested classifying the premises according to the ideology of the public that frequents them. In general, the validation has been as expected. Certain places such as cafes or pubs do not show interest in making reservations, but in general the results are as expected.

In view of the results obtained in the survey, we are going to redefine some points of the CANVAS model (see table 2).

Table 2. CANVAS model validation

Socios clave	Actividades clave	Propuesta de Valor	Relaciones con clientes	Segmentos de cliente
Advertising agencies	Promotion and informtation	Promotion of different venues, specifying the type of public that frequents it, so that the user knowsit previously	Face-to-face will predominate and if not possible, by video call	Owners of hoteliers establishments, pubs, singles clubs and exchange, etc.
	Recursos clave Computer equipment and intenert supply		**Canales** Web Mail Phone	

Estructura de costes	Fuentes de ingresos
Investment in network supplies, servers and computer equipment.	Pament of monthly fees based on services demanded and advertising revenue.

Source: Own elaboration.

The points that are going to undergo a slight modification are:

- Value proposition: as reflected in the survey, a change in the promotion of the premises is very necessary, giving the option of notifying the promotions, as the client knows the menu and prices in advance. For these reasons we must have more emphasis on transmitting this information to users.

- Customer relationship: initially we were going to have relationships with customers in person and later electronically. Given that the vast majority of people prefer to socialize in person, we have decided that we are going to intensify relationships with clients by trying to make it face-to-face or over the phone.

The objective of Litux is to be a website for the socialization and promotion of premises. It is intended to divide by categories the people who visit each place, based on different criteria, such as age, the average price of said place, the different personal tastes they have, whether they are straight or belonging to the LGBT community.

We intend to promote different venues and be able to classify these according to the clients who frequent it. In this way, users can choose the place that best suits their tastes and that they have the possibility of socializing with people of similar tastes.

4. STRATEGIC ANALYSIS AND COMPETITIVE STRATEGY

To determine a correct strategic analysis, the values and fundamentals of the company must be emphasized.

- **Mission: to** create stable and sociable environments in the premises, by transmitting information to the users (clients of the premises).

  The second mission is to reach a sufficient audience to be able to have a good financial support.
- **Vision:** The main vision is to become one of the leading companies in the dating industry, increasing people's face-to-face interactions.
- **Values:** in reference to the values of the company:

  - <u>Honesty</u>: the company undertakes to be transparent, sincere and frank with the information published on the web, without the intention of favoring any client but not harming them.

  - <u>Quality</u>: provide the highest possible quality of information in each of the profiles, trying to reflect the greatest veracity.

  - <u>Passion</u>: we want to convey the passion with which we work and thanks to this passion we can maintain motivation within the team and later it will serve to attract more clients.

  - <u>Competitiveness</u>: the idea of a competent company, which accepts feedback and seeks to constantly improve to give the best to its users and customers.

  - <u>Customer orientation</u>: all our activities and updates are aimed at constant improvement to satisfy our customers and constantly adapt our value proposition and thus grow constantly.

  - <u>Problem solving</u>: as the company grows, it will find a greater number of problems and impediments, which it must constantly solve.

  - <u>Social responsibility</u>: the most important value of all. The main intention of the company is that this website has good use and is not used for bad acts such as sexists and homophobes among others. It is a company that supports freedom, both freedom of expression and sexuality.

Next we are going to carry out the different analyzes, both the internal and external analysis of the company and the SWOT, in this way we can know the context in which the company is located and apply the strategy that best suits us.

4.1. External analysis: PESTEL analysis

In the external analysis or PESTEL analysis, we are going to study the context in which the company is located and the Political, Economic, Socio-cultural, Technological, Ecological and Legal factors that affect the company.

4.1.1. Political

Instability does not help the creation of this website, since many stores are currently closed due to security measures against Covid and others are affected by the restrictions. As some are closed and others are restricted, the annual fee may be an extra expense that they are not willing to pay.

Besides, the political instability and the presence of certain extremist groups, nationalist parties, may not favor this growth or do not see it as very ethical.

4.1.2. Economic

The situation of the pandemic has not been economically favorable for any sector and less so for the hospitality sector. This has been one of the hardest hit due to restrictions. Certain stores have not been able to open their doors for more than a year. As we can see, according to the INE (National Institute of Statistics), the GDP suffered a fall of -10.8%. This was reflected in the hospitality and leisure sector, which billed half of what was billed in 2019 and led to the closure of more than 85,000 stores, leaving around 400,000 people unemployed on the street.

4.1.3. Socio-cultural

Demographic changes in the population are increasingly favorable to launch and promote this type of website. Today, we live in a society that is increasingly tolerant and with a tendency to be more open in its relationships or to break with established standards. Spain was the third country in the world to approve homosexual weddings in 2005. With this, same-sex couples have the same rights as heterosexual couples. According to data from the "*Pew Research Center*" in 2005, 77% of Spanish society supported this equality.

Currently, according to the INE, in Spain, 17% of the population corresponds to the population over 65 years of age and 25% corresponds to the octogenarian population. The aging population is usually more closed and tied to traditional customs, which is why they may initially present a certain denial or acceptance of the platform.

4.1.4. Technological

At a technological level, we are increasingly living in a more digitized society in which 9 out of 10 people, between 16 and 74 years old, have used smartphones. According to the 2020 Report of Ditendria: Mobile, Spaniards spend an average of 5 hours a day with their mobile phones and people between 18 and 24 years old spend an average of 6 hours a day.

In conclusion, the use of social networks and the Internet is not a problem for today's society and is an advantage for our website.

4.1.5. Legal

Within the legal aspect, the laws that may affect us are those aimed at certain groups, those aimed at locals and those aimed at tourism.

- Law 8/2020 of November 11, Guaranteeing the Rights of Lesbian, Gay, Trans, Transgender, Bisexual and Intersex People and Non-Discrimination on the basis of Sexual Orientation and Gender Identity. (Official State Gazette, 322, of December 10, 2020) This law stipulates equal rights between people and the creation of laws against discrimination. In addition, a series of reforms are being proposed by the government, such as changing the sex of minors among others, which allows us to see the progressivism of society.

- In reference to the hotel industry, we find it currently accused of the health situation. Royal Decree-Law 35/2020, of December 22, on urgent measures to support the tourism, hospitality and trade sectors and in tax matters. (Official State Gazette, 334, of December 23, 2020). In it, the measures to be taken by said establishments and such as closing hours or capacity are announced.

- Regarding tourism, it is difficult to find a specific law, since each autonomous community governs tourism according to its interests. Currently the tourism sector has also been affected by the health crisis and elaborates together with the health sector the conditions of mobility and the entry of tourists to the country. Fortunately, this situation is being solved and the restrictions are becoming less and less. With this improvement, the number of tourists and the benefits of the locals increases, which benefits us, since they can spend more.

These are some of the laws that can affect our environment and our potential clients.

4.2. Internal analysis:

In the internal analysis, we are going to analyze the resources and capabilities of the company. These are the set of assets, attributes or skills that a company possesses and that allow it to choose the competitive strategy and influence the corporate strategy (Hall, R. ,1992).

Resources: we are going to define them as the inputs of the production process or the factors that are owned by the company or that it has control (Hall, R. ,1992). We must classify them according to whether they are tangible or intangible resources:

➢ Tangible: computer equipment, such as computers and the server; and finally the web page, including the indexes and questionnaires that are transmitted to the owners in order to calculate the statistics.

➢ Intangibles: in this section we distinguish two types of intangibles. Creativity and innovation capacity, in which we will include human capital, which in this case are the two founding partners; the capacity of a new development in terms of promotion and technological skill in reference to the creation of the web.

On the other hand, there is another type of intangible resource, which would be reputation; but since it is a new company that has not yet been created, it does not have an image or a client portfolio.

Capacities: it is defined as the efficient way to use these resources and obtain strategic objectives (Hall, R. ,1992).

In this case we have the ability to innovate in reference to services, since we intend to transmit extra information and in a more visual way to users who want to consult information on our website.

4.3. SWOT

In order to define the strategy more clearly, we are also going to define the company's resources and its internal and external factors. According to Grant (2006) and his model, companies interact or react to their resources and capacities depending on the values, objectives and environment that surround them. Below in table 3, you can see a summary of SWOT analysis.

Table 3. summary SWOT

4.3.1. Internal factors

● <u>Strengths</u>:

One of the main strengths is the novelty of this new form of promotion.

Nowadays, society is more and more tolerant when it comes to love relationships. The new youth mainly and the liberal society. Nowadays the number of divorces and singles increases and with it the demand on dating websites increases.

With the acceptance by society of new trends such as polyamory or other group activities, increasingly common. For this reason, when promoting premises for this type of more liberal public, it is a matter of time before a notable improvement and an increase in this type of premises is seen.

● <u>Weaknesses</u>:

We must mention the lack or low acceptance by some sector of society that acts more conservatively. You have to be careful with this public since being against it or accepting it little, threats or misuse of the web may arise, by these extreme groups.

In the same way as the public, depending on the geographical area, the acceptance and its use will be higher in some areas such as cities and lower in others such as towns or rural areas.

We are a new company in the sector with very few resources and we are going to need a large financial outlay in advertising and marketing.

The current unfavorable economic situation, accused by the Covid-19 pandemic and the continuous restrictions imposed by the government and certain customers may reject the web by not wanting to leave their home for fear of the risk of infection.

4.3.2. External factors

● <u>Threats</u>:

We must consider possible political changes, these may be less progressive. The appearance of new restrictions due to Covid-19 by the government.

We are in a sector with strong competition, which has years of experience and which has a greater economic capacity and in turn a greater capacity to adapt to changes.

The possible increase in taxes by the government should also be considered a threat since it would imply a misalignment in our economy.

- Opportunities:

    We must highlight the appearance of these new love currents and their appearance on television and in the media, has a great impact on society, so these currents are going to grow. In this way it will affect us in a positive way since certain places such as exchange clubs or singles are going to start to grow and need a good promotion.

    We must also consider the possibility of expanding abroad, as it is an online platform we do not need to move a large infrastructure.

We can conclude that despite the current situation caused by Covid-19, the novelty of the company and strong competition, the development of the platform is still viable since new love trends are growing and the best-promoted venues in this aspect will be the most accepted and demanded, apart from the rest of the people they will want to socialize in the same way, so we are going to give that promotion to the rest of the premises.

4.4. Competitive strategy

Initially we are going to define and talk about our competitors and the advantages we have over them in order to later define the strategy that we are going to follow.

As Litux is a website aimed at promotion and socialization, we must consider competitors, those dating websites that put people and websites in charge of promoting venues in contact. Although our website does not put people in contact directly, we promote places where they can be found.

For this reason we are going to consider the following websites and apps as our main competitors: TripAdvisor, Booking, ElTenedor, Tinder, Grindr, Meetic and Airbnb. These companies hold great power within the promotion and socialization industry; so it turns them into an oligarchic structure. Resulting in high competition between them and a very complicated situation for the rest of the companies.

As for Grindr, Tinder and Meetic, they are the three applications with the greatest strength when it comes to flirting or finding a partner on the internet, these applications have been in the sector for many years and have a large audience. In the first place, we distinguish Tinder as the most awarded, since it is one of the most used, especially by young audiences, aimed at both heterosexual and homosexual users. Second, we have Grindr geared towards the gay audience only. In third place we find Meetic, this application differs from the other two because you have to pay for its use, on the one hand it initially screens users and on the other it is aimed at a not so young audience.

In conclusion, these dating applications, like social networks, create communication and rapprochement between users, but this approach is not carried out directly, which, once it is time to have an appointment, can lead to rejection. . Besides, the applications require creating a profile to be able to interact with other users and if you want to have access to certain privileges, you have to pay.

Regarding our website, it is not necessary to create a profile to be able to consult the statistics or the audiences to which that place is intended, it is only necessary to create a profile to be able to interact directly with the owners of the premises either to make reservations or to add comments.

In reference to TripAdvisor, Booking or Airbnb, I consider them the main competitors, since they are pages destined to the promotion of premises and to share opinions, very similar to my idea. In reference to Airbnb, it must be taken into account but I do not consider it one of the most threatening since it is used to promote personal rooms to share a flat, mainly. As for Booking and TripAdvisor, these are intended to reserve, comment and process the reservations of the premises, but they are mainly based on hotels and restaurants such as TripAdvisor.

These applications and websites, like the previous ones, have a large number of years of experience in the sector. The advantage we have is that there are certain entertainment venues that are not promoted or valued, as they are outside the parameters of trips, meals or family activities.

As for TheFork, this app comes from TripAdvisor. It has been operating since 2007 in more than 50,000 restaurants of different types and in different countries. 97% of restaurants renew year after year and their users are 98% satisfied. To all this, add that it has the support of a giant such as TripAdvisor, which allows it to launch different rates with different prices and options and subsequently launch offers of up to 50% discount to its users.

singleness rate.

In reference to the prices of ElTenedor, we must emphasize that advertising your location is totally free, but you have two more plans that are already paying, in which the management of reservations and the menu counts; apart from carrying out the work of promotion and customer loyalty.

We consider it our main competitor, since it has extensive experience in the hospitality sector, it has the ability to make discounts and special promotions, you can reserve and find the premises through it.

The advantage that we have before it is our lower price list, our approach to the web, giving it a more visual and intuitive aspect for the user and statistical measurements or that extra information. It should be noted that this application is intended only for restaurants and not for pubs or clubs ...

Below we can see the table of competitors, in which we will compare the aforementioned websites and compare them based on certain criteria such as: the scope of operation depending on whether it is national or international, if you can socialize through it, if the website is intended to promote or not, if you can make reservations through it and if you have to pay to use it or have privileges.

Table 4. Competitors table

NAMES AND LOGOS OF COMPETITORS	Tinder	Grindr	Meetic	TripAdvisor	Booking	Airbnb	ElTenedor	Litux
Scope of operation	Global	Global	Global	Global	Global	Global	Global	National
Socialization	YES	YES	YES	NO	NO	NO	NO	YES
Promotion	NO	NO	NO	YES	YES	YES	YES	YES
Reservations	NO	NO	NO	YES	YES	YES	YES	YES
Pay per use	YES	YES	YES	NO	NO	NO	NO	NO
Promotion of all the premises of the same sector	NO	NO	NO	NO	YES	NO	NO	YES
Average age and prices	NO	NO	NO	NO	NO	NO	YES	YES

Based on the table of competitors, we can conclude that we are better than dating websites because even though we do not put people in contact directly, we do provide places where they can meet. In reference to the other promotion websites, they are dedicated to promoting premises in the same sector but this at the end of the day is a small segment of said sector since Booking is in charge of promoting hotels and apartments, and ElTenedor is in charge more than restaurants, which leaves a large part of the market unspoken.

As a result of this comparison with the competitors, we have decided that the competitive strategy to be followed is one of focus and differentiation at low cost.

As it is a promotion website, we intend to give an extra value to the promotion service such as the questionnaires and single status indexes, thus providing added value to said promotion.

Mainly we are going to focus on the hospitality market, trying to assign it a specific value and that value provides a meaning based on the segments that we want to divide, be it age, number of singles ... And on the other hand we intend to give It forces out venues that have little voice like singles clubs, swingers, or dating bars.

By dedicating ourselves to a single sector such as the hospitality industry, it allows us to specialize in it and be more efficient. This sector is divided into bars, restaurants, hotels, discos, clubs and pubs, which will allow us to specialize in each one and act differently in each one if necessary.

Although it is not a small sector and they take advantage of large purchases, in terms of communication they are not so affected by these economies. Besides, it is a sector large enough to be able to grow and expand.

Regarding the risks that may affect us from this type of strategy, we must mention a poorly performed segmentation and the possible loss of opportunities in other market segments.

5. MARKETING PLAN

5.1 Market segments

At this point we are going to study the different types of customers we have, the image that we intend to represent in their minds and the needs that they may have in order to satisfy them. We can say that the size of our market is 300,000 establishments, including all types of stores. Within these premises we find the owners of the same, who are the

people who seek promotion. These places are: hotels, bars, restaurants, pubs, discos, singles clubs, couples exchange clubs ... Thanks to the structure of the company we can reach all this public.

In reference to our secondary customers (users), in Spain, we find an audience of 46 million people, who are between 16 and 60 years old. We have chosen this audience, because it is often the one that leaves the home the most and frequents the hospitality industry the most. We can reach all of this audience thanks to technological improvements.

This segmentation will allow us to better choose the strategies.

We must carry out a good analysis of the clients and know the power that they have since in this way we will know the power that they have to negotiate the conditions that best suit them. For this reason we must analyze various variables that can affect these conditions:

In this case we will refer to clients as the owners of premises who want to promote themselves and users as the people who visit the web to find out.

First of all, the concentration of potential customers is high, since in Spain we find a large number of bars, pubs, hotels and leisure clubs. The location of users and customers must be taken into account, since there are areas where the platform will not be used due to the lack of public and being destined for large cities. We also found a high concentration of potential users, as the number of single people open to love is increasing in recent years, along with a change in mindset regarding relationships. This type of current love currents such as polyamory and the use of new technologies to get along with other people, are on the rise, so we can say that we would be favored in this way.

Next, we are going to segment the market according to the different needs, trends and growth of the hospitality sector and that of contact websites in Spain.

In reference to the growth and trend of the hospitality sector, it should be mentioned that it has currently suffered a large drop due to the Covid situation and the different restrictions. As stated in the Hospitality Yearbook, the hospitality sector closed 2020 with the closure of almost a third of the stores (between 85,000 and 100,000). Fortunately, according to the same yearbook, a recovery and growth of the sector is expected in late 2021 and early 2022.

5.1.1. Target audience

This point refers to all the people to whom we intend to sell our services.

The first is the difference between user and client, in which clients are the owners of premises who wish to promote themselves and receive our services and users are members of the community who do not need to make any financial contribution to be able to access and consult the data.

In general, we can say that our main target audience is the owners of hotel and leisure establishments, whose need is an improvement in promotion, reservation management and indirect promotion through statistics of people wanting to socialize.

In order to better explain our target audience, we are going to divide it into different subgroups.

- Differentiated by type of business: The hospitality market is large and open, so we must differentiate places and leisure clubs that are not very well promoted or grouped on a platform, such as LGTBI places, singles clubs, those of couples exchange ... These places need a promotion and a special audience.
  On the other hand, bars, restaurants and hotels have other means to promote themselves in a more familiar way.

- Need for service: we must differentiate the premises, but at the same time we must differentiate the types of services that they are going to request, since certain premises only need the management and reception of reservations, while others want the management of reservations and to be able to segment and encourage the public to segment and socialize, either by age, by economic accessibility, by orientation ...

- By their level of income: not all these places have the same amount of income, so our main intention is to establish a low price so that anyone can access all the services we offer at a low price.

- In reference to users, revenue will be generated by advertising and the number of visits the page receives. Users will have the need to reserve or to consult the rates of singleness or probability of success.

The promotion market is very extensive and with great competition, making it difficult to position and grow. For that reason it is very important to specialize and differentiate yourself.

We must ensure that the brand is popular and known since this is one of the key factors in the use of these websites.

To differentiate our target audience, we must be clear about the difference between customers and users, and the needs they have when accessing the platform.

5.2. Marketing mix of the company

At this point in the marketing plan, we will proceed to detail our product, its price, how we are going to communicate it and how it is going to be advertised.

5.2.1. Product

We must point out the price as one of the key elements in marketing and that the rest of the strategies revolve, arise and are designed around it. According to Kotler and Keller (2006, p.372), "a product or service is anything that can be offered to a market and satisfy a need or desire."

At Litux we intend to focus our service on consumer needs, since we not only see the possibility of promotion, but we also see the possibility of audience segmentation and socialization. Since depending on the public, the premises may have more clients and more visits to the web.

We must emphasize the origins and intentions of this service, providing quality both in the promotion and in the questionnaires and indexes provided to users.

Therefore, to meet the needs of both users and customers we have created three categories with three different prices and different services:

- In the "version low", *they* will only receive advertising from the establishment, users will be able to book on the premises, but these reservations will not be managed, the menu can be consulted and users can find their location in Google Maps.
- In the "version *middle"*, reservations will be notified and managed through Google calendar, apart from ensuring the reservation, a minimum retention of € 5 will be made to users, and they can cancel for free up to two hours before the agreed time.
- In the "version *premium"*, the services offered in the versions are included *middle* and *low*, and this also offers customer loyalty through offers and promotions. Besides, any update or improvement in the web interface will be the first to receive it.

To this must be added the main element of this project and what differentiates us from the rest of the promotional websites and that is that all clients who contract our services will receive at no additional cost the questionnaires and measurements of singleness and public that go to their premises. .

Below we can see a simulation of the website, the part accessible to users in which they can filter the different locations of the platform based on their tastes and preferences.
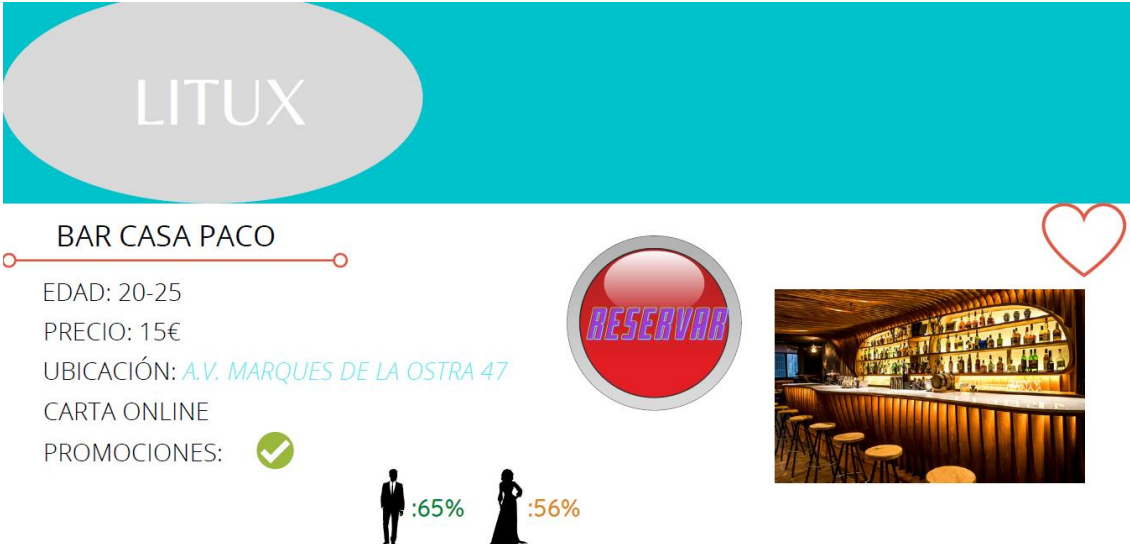
+ <u>Clients:</u> they must access the web, and once inside, they must look for the option to join, located on the home page. Once they have clicked on it, a form will appear in which they will request the name of the place, the address, a telephone and email to be able to contact, the letter and photos of the place. They must also specify what type of premises it is, the schedule and if they carry out any promotion and which one. Once the form is filled out, the next step is to select the type of promotion they want, be it the low, middle or premium version. Once selected, a pdf will be generated as a contract in which the economic amount to be paid, the services that will be received and the acceptance of the conditions and data privacy will be specified. The next and last step is the payment, which can be made by bank transfer and credit card.

+ <u>Users Access</u> our website through an online search engine, and once inside our website, they can either search for the name of the place or choose the type of place they are looking for and which one is closer to them, through the application of Google maps. Once the venue has been selected, they can consult the menu, reserve or contact the venue directly. After choosing the location, you will have the option of keeping said location under monitoring, in order to receive personalized notifications regarding offers or weekly menus.

In this illustrations 11 and 12, we can see a simulation of the web, in which the user is choosing between different locations. The premises will have a web interface as shown below. Showing the parameters of age, single status, and average price, direct link to the location of the premises, access to photos of it and the ability to book directly. In addition, they can click on the name of the premises and consult more detailed information and comments regarding it. We can appreciate the presence of a heart in the image, if the user selects it, he will receive information about each change in the premises and notifications about the menu or the promotions that he can do.

Illustration 11. Litux web index

Source: own elaboration.

Illustration 12: Example Bar profile on the Litux website

Source: Own elaboration.

5.2.2. Price

Price "is a short-term instrument that influences demand as well as supply. It has a very psychological impact on the buyer and on purchasing decisions. It is the available information that the client has". (Kotler and Keller 2016, p.353).

If we focus on the prices of the products of our company we can say that they are set in cost leadership. We want Litux to be a reference website and to be economically affordable for all customers. We must distinguish in the world of promotion different companies that use the same strategy equally.

One of the main objectives with prices is to achieve a position in the mind of the consumer, that at the time they need to promote or obtain a management service, they think of us.

Regarding the range of prices, it is worth mentioning that they will be different depending on the requested service:

- In the "version *low*", *they* will only receive advertising from the establishment, the menu can be consulted and users can find their location on Google Maps, and will have a monthly fee of € 30.
- If what you want is the "version *middle*", in this the reservations are notified and managed through Google calendar and the services offered in the previous section are also applied, this will cost € 60 per month, but will have a phase of 6-month free trial.
- Finally, in the "version *premium*", for a monthly fee of € 75, they will receive the services of the previous categories, plus customer loyalty, either through offers or discounts.

For every 5 reservations made on the web, a small commission of € 4 will be charged. In other words, if 10 reservations are managed through the web, € 8 will be charged, this counter is reset on the 3rd of each month.

All clients who contract our services will receive without any additional cost the questionnaires and measurements of singleness and public that come to their premises.

5.2.3. Place

Communication is the most important element and our main ally, since thanks to it we will reach our target audience, our potential clients and we will expand to all possible territories.

Litux will have different communication tools, the most important of which would be our website. This platform will be open to all audiences, and initially only for the Spanish public, with the expansion of the company it would already be shared with the rest of the territories. On the web you will be able to consult all the policies that we comply with, the history and the most important function, accessing the information of the different locations.

Other tools available to Litux will be Facebook, Twitter and Instagram, in which it will add and publish all the updates that will be made on the web. By having great access to social networks, all members will be treated with respect and macho, racist, sexist and religious comments will be avoided. Users who make such comments will be blocked.

Finally, our most important tool in communication are the people and vendors of the platform, since they will initially have to be present at the different locations to be able to offer and sell the service. Subsequently, we want people to request our services autonomously. If said client needs to communicate with us, it will be done via email, by phone or by video call.

5.2.4. Promotion

Promotion is going to be one of the biggest barriers and one of the biggest obstacles for Litux, due to the large outlay on advertising that we will need.

In order to be able to access the different audiences and users, we will need to cooperate with certain cooking YouTubers and other genres so that they briefly advertise the web in their videos. One of the youtubers could be Dining with Pablo, a youtuber who is in charge of visiting the different bars in Madrid and its surroundings.

Another way of advertising will be to advertise our videos on YouTube ads and other platforms.

We intend to advertise through certain social networks such as Facebook or Instagram. On the other hand, we are going to have to agree or sponsor certain public figures so that they give a good image of the brand and know how to correctly convey the message we want to give.

Advertising in conventional media such as television is more expensive and more difficult to access to different users, but it is not entirely ruled out.

Finally, we intend to promote and attend certain events, such as the hospitality fair in Madrid, the tapas route in Castellón and the Manifestation of LGTB pride.

5.3. Sales strategies and sales forecast

5.3.1. Strategies

First of all, we find the strategy **cost leadership**, since we intend to offer our service at a lower price than what is being offered by other websites, saving as much as possible in costs.

Second, we distinguish the strategy of low **cost differentiation**, this would be a strategy similar to the focus one, since we are oriented to a specific audience and sector and we are going to offer a differentiated type of service with a lower price to normal. In this way we intend to stimulate market share, by having a lower price and a greater number of services offered, we expect an increase in turnover. By focusing on a specific point in

the market, this allows us to reduce costs and reduces the number of resources used compared to other companies that intend to cover the entire market.

Third and last, we find the **focus strategy**, as Litux focuses on the hospitality and leisure sector. By focusing on a niche, this saves time and makes things easier. The disadvantage of this type of strategy is that by focusing on one segment, you cannot reach the entire sector, but since it is a sector such as hospitality and leisure and having such a large number of potential customers, we do not consider it an inconvenience.

Another very important strategy that we distinguish is that of **"push"**, since initially we will be a new brand and no one will know anything about us, so through companies we must try to attract and retain customers since this is the main objective of this strategy. We hope that with the passage of time and the age of the brand the strategy will change to pull "attraction", in which the customers themselves are the ones who are interested in the brand by knowing it and having a certain fame. The main objective of this strategy is that through advertising and promotion, the brand is powerful and customers and users demand our services.

5.3.2. Forecast Sales

Forecast sales consists of estimating the possible future income of the company. The sales forecast, as well as the objectives; It must be realistic, achievable, objective and must be framed in a concrete context of concrete action. To make a correct forecast of sales, we must take into account a series of factors such as:

Budget for the following year: in this case, since it is a new company, the budget will be reduced since during the first year of creation we will have to deal with a lot of expenses.

Income for the previous three years: being a new company, we do not have this data.

Average income per service: we do not know this information exactly. In addition, this data will be variable since there will be more simple clients than others. In an approximate way, we calculate that the average income of each service will be 20€ if we consider that the client acquires the cheapest service.

Market potentiality: in reference to the market for web pages, today businesses that do not have a web page or an online presence are losing potential customers. Despite being a mature market, E-Commerce is one of the most used markets in Spain.

Economic forecasts: In reference to the hotel market, the human resources company Randstad Research, together with data from the State Public Employment Service (SEPE) and the response of 900 entrepreneurs, have concluded in their report (2021) that 63% of hospitality companies will recover from the second quarter of 2022. In

relation to the rest of the companies, they expect to recover 81% of them by the end of 2021.

In conclusion, we estimate a forecast sales of 60 customers with the version *"low"* since this is the most economical. This being the minimum number of clients for the web to be sustainable.

5.5.1 Objectives

The strategic objectives must be quantifiable, measurable and achievable, as well as coherent. It is important to establish and measure them in order to have control over the operation and results of the company and to know how to act. Among the objectives of Litux for its first year we highlight:

- Achieve that the page has 100 members in its first year of life.
- Get the minimum number of visits to start getting advertising benefits.

5.4. Marketing activities and budget

Apart from the actions described in the communication and advertising section (Points 5.2.3 and 5.2.4), we intend to carry out certain social Marketing activities, to reach our audience directly.

In the first years of the life of the company, we consider that it is a complicated task since we do not have a large budget. For the same reason, we intend to attend future hostelry fairs in order to publicize our service. In addition, our intention is to promote certain events related to the hotel business or gastronomy. In the same way that we intend to attend and promote these types of events, we also want to participate in movements such as the Gay Pride day parade and other events related to love and socialization of people.

Regarding the budget to carry out these activities, we are going to need a large sum, which initially we do not have. For this reason, these activities will be carried out as soon as we have the necessary economic income. We roughly calculate a budget of 20,000€ to be able to carry out all the actions mentioned above.

Table 5. Advertising budget

EVENT	BUDGET
Tapas route Castellón	2,000€
Manifestation of LGTB pride	7,000€
Hostelry fair	7,785€ + VAT 21%

Youtube promotion	2.000€
TOTAL	18.785€

Source: Own elaboration

5.5 Control of Marketing actions

We must have control over the actions mentioned above with the purpose of achieving the objectives set. Control is one of the most essential parts of the company, since without it we cannot ensure that the strategic objectives are being fulfilled correctly and in their respective time frames. In case they are not being achieved, we must take the necessary measures to be able to correct the proposed actions in time.

Litux's first goal is to reach 100 members in its first year of life.

- For this we will need to work hard with both partners and that the graphic designer and web programmer do their job well. The way to control this point will be through the number of subscribing clients and depending on how attractive the web is.

The second objective is to reach a sufficient number of visits, so that advertising agencies are interested and want to advertise.

- We will control the number of visits to the web before being announced and after being announced at the different points that we have chosen, either through YouTube or by a face-to-face event. In this way we will know if these advertising methods are effective or if they favor us. If the number of visits to the website increases significantly, we will consider that it is effective.

The third objective is summarized to the growth of the company and with it to the growth of the workforce.

- We intend to increase the staff with two people. Initially these will be graphic designers and programmers, since initially these services will be provided externally. In this way we can update the website on a daily basis.
- Increase the number of workers, in order to be more productive and reach a larger audience with a reduced workload and aimed at the specialization of each person.
- Finally, reinvest a large part of the capital in the company itself and in R&D, in order to continue innovating and attracting a larger audience.

6. PRODUCTION AND OPERATIONS PLAN

In the production plan we are going to explain how we are going to develop the service, from its inception to its delivery to the customer.

As it is a for-profit website, we will have to focus on both tax regulations and data protection regulations.

- Development: to start this service, we will need a series of resources such as: computer equipment, servers, both electrical and network supplies, we will also need a graphic designer and programmer who can design the platform and automate it. We must take into account the different regulations that may affect us, whether they are patents, cookie law, quality and tax regulations.

In reference to tax regulations, as it is a for-profit company, it must comply with the same obligations as normal companies. This must be registered in the commercial register and provide the annual accounts. The main intention is to establish a Limited Company, since it is the most economical.

As for other regulations that we must comply with, we find the (LSSI) that is, law 34/2002, on Services of the Information Society and Electronic Commerce. This law requires us to show on our website, our name, place where the company resides, contact form, NIF and telephone number. To all this, since the main idea is to automate the web and for the clients themselves to complete the online contract, we must specify the following points: specify the procedures through which the online payment will be made, if the electronic contract is archived and if it will be accessible to the user, how we will solve any erroneous data that is entered on the web, the languages used in the contract and the general conditions of the contract.+ located on the home page. Within this option, a form will appear in which the basic information of the premises will be requested and that which will later be exposed. Once the form is filled out, the next step is to select the type of promotion they want. Once selected, a pdf will be generated as a contract in which the economic amount to be paid, the services that will be received and the acceptance of the conditions and data privacy will be specified. The last step is the payment, which can be made by bank transfer and credit card.

+ Users, once they have accessed our website, can either search for the name of the place or choose the type of place they are looking for and it is closer to them, using the google maps application. Once the venue has been selected, they can consult the menu, reserve or contact the venue directly. After choosing the location, you will have the option of keeping said location under monitoring, in order to receive personalized notifications regarding offers or weekly menus.

7. HUMAN RESOURCES ORGANIZATION PLAN

In this plan we are going to define the capabilities of the staff members and their salary. Mainly we must distinguish that it is a limited partnership, made up of two partners.

Both partners constitute the company with their donations that are their own funds and in turn offer their services to the company, taking care of management, accounting, response and contact with customers, etc. They have a great job and responsibility and unfortunately in the beginning of the company, their salary will be based on a minimum salary based on the monthly results of the web.

As the company grows and with it increases its economic power, these tasks will be the responsibility of other employees since due to the increase in customers there will be an increase in work.

On the other hand, we find graphic designer and programmer. This member, initially, would not be part of the team, since his salary is very high and initially we could not maintain it on a monthly basis. Therefore, they will be hired externally until the economic capacities of the company increase and they can be part of the workforce. This employee will be in charge of the design and interface of the web, as well as the drafting of the online contract, the collection system and of complying with all the aforementioned policies. Its main intention must be to automate as much as possible to be able later to make quick and efficient use of the data found on the network, since in this way we would also be able to reduce costs, by needing a smaller number of employees.

Over the years and the growth of the company, certain tasks such as visits to premises or corroboration of information would be delegated to new employees, while new departments would emerge such as accounting and finance and customer service. , instead of falling all the tasks on the two partners of the company.

Next, we can see in illustration 13 the future organization chart of the company:

Illustration 13. Organization chart of the company
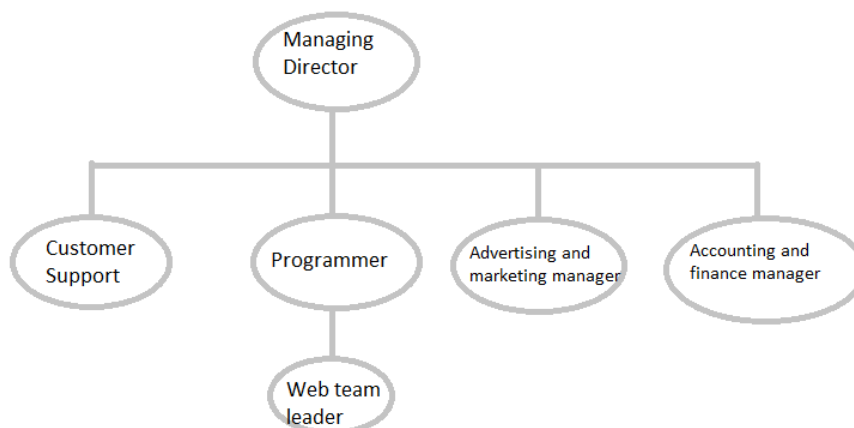
Source: own elaboration.

8. LEGAL PLAN

On the one hand, mention that we intend to establish a limited liability company.

On the other hand, we must know that there is a general obligation that all web pages must comply with and this is to provide users and clients of the web with detailed information that serves them as guarantee and legal security. This in Spain is regulated by the BOE in law 34/2002 of July 11 on services of the information society and electronic commerce (LSSI). In this law we are obliged to review that in the legal notice of our website we comply with the following points:

- Law 34/2002 of July 11, Services of the Information Society and Electronic Commerce (LSSI-CE) (Bulletin Official of the State, 166, of July 12, 2002). It regulates the transactions and exchanges of information on the internet, which is very important for the creation of an online store.

- **Contact information:** the name of the company, contact information referring to the geographical location of the company's offices, any information that allows direct and effective contact and communication, be it a telephone number or email.

- **Companies registered in the commercial register or other registries:** if the client becomes another company registered in the commercial register or in another registry. We must provide you with the information that refers to the registration data to the commercial register in which we are registered in order to obtain a legal personality and publicity. The Tax Identification Number (NIF) must appear, clearly explain what our service is and how we are going to carry it out, the price must appear and indicate whether or not it has the taxes applied. Finally, we must include the codes of conduct and how to consult them electronically.

  By offering electronic contracting services and without having a physical presence, two obligations arise: prior and post-contracting information. In this way, the physical lack of the contracting parties is compensated with an increase in information. In this way, the client has all the necessary prior information to contract the services and after contracting it receives a written confirmation of the requested contracting.

- **The domains:** It is essential to reserve the domain that interests the company. This concession is valid for one year and is renewable indefinitely. In this process we must indicate the name of the owner of the domain and it must coincide with the name of the company, in turn we must assign three contacts such as administrative, billing and technical. At the time of registering the domain we must do so through the figure of the registrar agent. In this step, the Domain Name

System is also configured, this helps the registrar to know which server to assign the domain to so that it can work. The last step at this point is to check that the domain we want to reserve is free and register the most relevant domains such as .es, .com, .net ...

- **Legal notice:** to be able to consult the legal notice of our website by clicking on a link located in the footer of our website. The legal notice and the general conditions of use are adapted to the European Regulation on Electronic Identification and Trust Services in the Internal Market (Regulation (EU) 910/2014 of the European Parliament and of the Council of July 23, 2014). Its function is to strengthen confidence in electronic transactions, in the European digital single market. This document collects and summarizes in a general way the conditions under which users access the platform, browse and use the web. The responsibilities, rights and obligations of both parties are also established. By including the legal notice, it generates a level of trust and legal certainty. The law requires that this document be accessible permanently, easily and free of charge. Within the disclaimer we find: Ito privacy and data protection policy Cookies, policy web site links and issues of intellectual and industrial property of the website. These will be defined below.

- **Notice about the use of cookies:** This notice must appear automatically each time the user accesses the website, if we do not inform users about the policy and the use of cookies, this could lead to a financial penalty of up to € 30,000, as stated stipulated in article 38 of law 34/2002 in the Official State Gazette (BOE). What a cookie policy states is that users are aware that they accept, reject or can configure in relation to the policies of the web, since the user's information is tracked through cookies. We must add where this information goes and for what purpose we track it. Currently this law has been affected by the European cookie law of 2018, in which the RGPD (General Data Protection Regulation) has great importance and power, and as a result of this law, users are granted the right to receive up-to-date and specific information on what your data is recorded at all times and for what purpose.

- **The legal terms and conditions:** this point is not mandatory, but it is convenient to mention certain conditions that are linked to the provision of our service.

- **Data Protection:** Organic Law 3/2018 of December 5, on Data Protection and the General Data Protection Regulation (Official State Gazette, 294, of December 6, 2018) .All companies must comply with these laws and regulations since They are very important and are responsible for the protection of personal data. This

policy or regulation was imposed more firmly in 2018 with the new European data protection law. In it, it is important to inform what your data will be used for, the natural or legal person who collects the data must be included, inform whether this data will be transferred to other people or not, and indicate the way in which the user or client can exercise the right of access, cancellation and rectification. This measure is established to ensure that the personal data of clients such as users is not used by third parties without their consent.

● As stated in Royal Legislative Decree 1/1996, of April 12, which approves the revised text of the Intellectual Property Law (Official State Gazette, 97, of April 22, 1996). It includes the laws of intellectual and industrial property. They are designed to protect patents and ideas of companies. If we are unable to protect these rights, we could lose our competitive advantage and weaken our positioning.

9. ECONOMIC-FINANCIAL PLAN

Through the economic-financial plan, we intend to study and evaluate the economic potential of the project and its viability. The amount of economic investment is less than in other companies.

Next we are going to prepare the budget of the possible costs that we are going to need to establish the company:

-**Negative certificate of company name:** we must ask the commercial registry if the company name that we are going to use in our company is free to use. It is carried out electronically on the website of the Central Mercantile Registry and its average cost is **17€.**

- Share Capital: depending on whether the contribution of share capital is made in a monetary or non-monetary way, it involves a different procedure.

● **Monetary:** We must enter the minimum amount of social capital that is **3,000€**, in a financial institution so that it can issue us the income certificate.

● **Non-monetary:** if we do it with an asset, be it a vehicle or property. This must be accredited by a notary.

-**Notary's office:** once we obtain the negative company name certificate and the proof of the contribution of the capital stock, we must draw up, together with a notary, the statutes of the company (registered office, administrative body, etc.). Once this procedure has been carried out, the application for the provisional NIF will be made. It has an approximate cost of **180€.**

-**Liquidation of ITP and AJD:** the incorporation companies are subject and in turn exempt from paying the tax fee, so we must fill in the 600 form, we must take it into account.

-**Commercial Registry:** We must send the original deeds together with the settlement of the 600 model to the Commercial Registry, so that they are registered. It has a cost of **90€ and 100€**.

The incorporation of the company will take approximately 20 days and it has an approximate cost of **300€** without counting the contribution of social capital. So in general it will cost us **3,300€** approximately.

-**Purchase of domains:** in our case we are going to acquire the domains ".es" and ".com", these have very low prices and have an average cost of **10€** per year.

-Cost of the web: In general, the design of the website and its maintenance will cost approximately **500€ to** create it, plus **30€** per month for its maintenance by the technicians. Finally, the cost of a server is **700€/800€,** the basic one, which will be necessary to store the information of our visitors, and with the passage of time and the growth of the company it will be necessary to expand it.

In general, the total cost of the website is **1,200€** for creation and **370€** per year to pay for domains and maintenance. So the first year will cost **1,570€**.

We calculate that we will begin to obtain benefits from client Nº60, contracting the basic service of **30€ per month**. Which would provide us with an income of **21,600€** at the end of the year.

As it is a small and new company, we would consolidate it through a contribution of goods which would be the computer equipment we have and certain office furniture, and the other part through a financial contribution.

In reference to the place of exploitation in which we are going to carry out the activity, this would be a room in our house in particular since initially the two founding partners would be the workers themselves. Therefore with few resources we can carry out the exploitation of said activity.

In the day-to-day business, the main expense will be that invested by the staff, which is that of the two partners. In a secondary way, it will be necessary in the beginning, a small investment in gasoline to be able to travel in person to the different locations and promote ourselves. We calculate about **1,500€ per month,** approximately, since the salary of the partners will depend on the number of subscribed clients.

The first year it would be necessary to apply for a bank loan worth **8,000€**, to be paid in 5 years. With these loans, the company will be able to consolidate and carry out the necessary promotions.

The investment required to start working is approximately 10.000€, for the creation of the company and stat working. This amount will be obtained through contributions from the partners and with the bank loan.

We calculate to recover the investment and that it is a profitable and stable business between the first and second year.

Below, we can see the financial economic plan of the first year of life of the company and the balance sheet together with the profit and loss plan of the company in three years.

Table 6. Economic-Financial Plan

ACTIONS TO BE OUT	CARRIED ECONOMIC COST
Creation of the company	3,300€
Creation and design of the website	1,200€
Maintenance and web domains	370€ per year
Monthly current expenditure	1,500€
Amortized loan over 5 years	8,000€
TOTAL not including the proportional part of the loan. (First year of life)	22,870€

Source: own elaboration

Illustration 14: Balance

ACTIVE	2021	2022	2023	OWN FUNDS AND LIABILITIES	2021	2022	2023
NON CURRENT ASSEST	7.000	12.000	25.000	OWN FUNDS	9.000	27.451	53.000
Intangible assets	6.000	10.000	20.000	Social Capital	9.000	0	8.000
Inmobilized material	2.000	5.000	10.000	Reservs	0	2.221	7.000
Acumulated amortization	1.000	3.000	5.000	Results of the last financial year	0	25.230	38.000
CURRENT ACTIVE	15.000	26.451	40.000	NON CURRENT LIABILITIES	8.000	4.000	2.000
				Loans to LP	8.000	4.000	2.000
BANKS	15.000	26.451	40.000	CURRENT LIABILITIES	5.000	7.000	10.000
				Creditos public finance	5.000	7.000	10.000
TOTAL	22.000	38.451	65.000	TOTAL	22.000	38.451	65.000

Source: own elaboration

Illustration 15: Gains and Losses

PROFIT AND LOSS		
Amount of turnover		125.000
Personal expenses		80.000
Amortization of fixed assests		5.000
RESULT OF EXPLOTATION		40.000
Financial expenses		2.107
FINANCIAL RESULTS		2.107
RESULT BEFORE TAX		37.893
EXERCISE RESULT		37.893

Source: own elaboration

10. SCHEDULE

Currently we do not know the exact start dates but we can roughly say that we will start the activity at the beginning of July.

To create the company, we anticipate that the process may take between 20 and 30 days, so we will start the procedures on August 1 and finish it on August 20 or 25.

In turn, being two partners, we intend, once we have the legal name of the company, to start the design of the web to be able to show customers its operation once the company is created. As you need legal terms and data from the company itself, it will be necessary to wait a few days to create the web. We estimate that it may take about 15 days.

On days when nothing can be advanced, we intend to start the promotional campaign by visiting different locations in the area and informing other locations by email.

Our main objective is that the company begins to attract an audience and operate within the first month of its creation.

We can see in more detail the actions that we are going to carry out over the course of a year in the following schedule:

Illustration 16. Schedule of actions one year from now

Activities	ago-21	sep-21	oct-21	nov-21	dic-21	ene-22	feb-22	mar-22	abr-22	may-22	jun-22	jul-22
Company consolidation												
Web creation and desing												
Website update												
Fairs and promotion												
Advertising campaings												

Source: Own elaboration

11. CONTINGENCIES PLAN

In the contingency plan, we will explain the possible negative scenarios in which the company may find itself and how we will solve them.

- In case of another confinement of the lack of public, we intend to solve this problem by giving the option of home delivery. Users will be able to request what they need from the restaurant and the restaurant will automatically be notified to process the order. This movement could also be a future point to include on the website itself.

- In the event of receiving bad reviews from customers and users, the first thing we will do is analyze the volume of these complaints and study them individually. We will seek to solve them in order to improve in general.

- Faced with a massive loss of customers, we will first analyze the reason for whether it is a new competitor or what is the cause. Subsequently, we will launch annual subscription offers at discounted prices, in order to attract customers and retain them for a whole year.

12. CONCLUSIONS

In general, we can say that the current economic situation is weakened in this sector by restrictions. It should be mentioned that with the end of the state of alarm and the arrival of summer, it is a matter of time before the situation of these places improves.

On the other hand, the social situation is even better. We have an increasingly progressive and liberal society, which prefers to socialize and meet people in person and not through a screen, so they need this website.

In reference to digitization and society, society is highly digitized and the vast majority of users who will request the web have a mobile phone. People located in rural areas or small towns are not considered potential customers since it will be difficult to use the web in that area.

In conclusion, the grouping of liberal locals on the same platform is imminent in the face of changes in society and this type of business is going to rise. On the other hand, in order not to focus on a single market segment, we are going to promote the rest of the stores so that they have the same opportunity and become better known.

Regarding the creation of the company, it is a digital company, so the expenses will be lower than compared to those of other companies. Initially, it will require a greater effort as it is a new company and a large outlay on advertising. We hope to have a greater reception in the big cities and later that this current is transmitted to other smaller cities.

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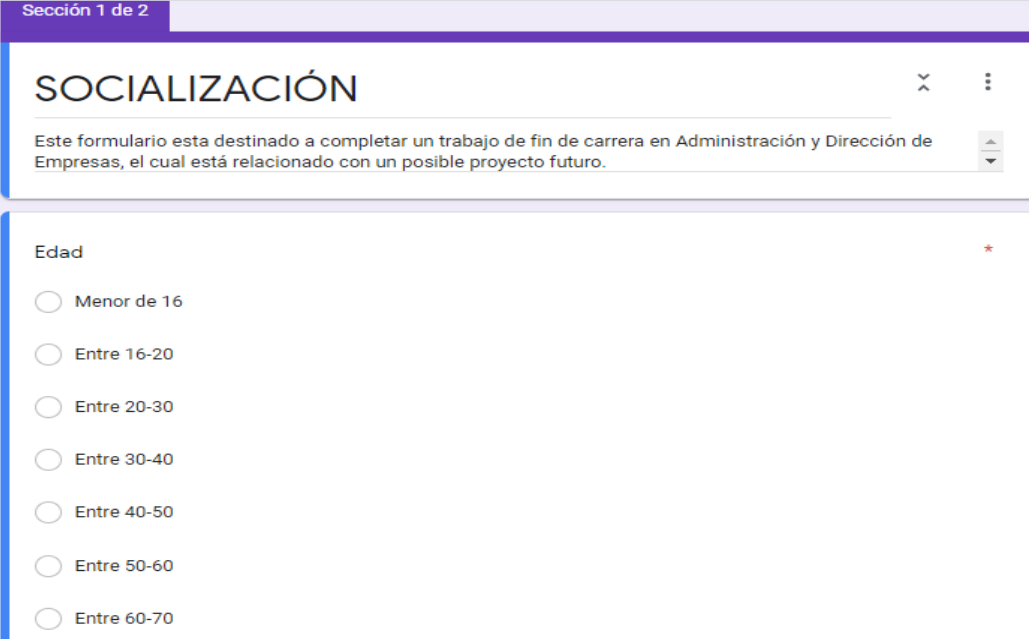usuarios-de-las-apps-de-citas-buscan-mas-relaciones-estables-que-ocasionales-durante-la-pandemia.html

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14. ANNEXES

1. Annex. User survey.

Here we can find a direct link to the survey and below the different questions that have been raised.

https://docs.google.com/forms/d/e/1FAIpQLSfOciFItE-9-Aye3J32wnISKaf-pEIb-kS0zYur_2fu0rceiA/viewform?usp=sf_link

Estado civil *

○ Solter@

○ En una relación

Gustos en cuanto a los tipos de relación

○ Relaciones formales

○ Lios

○ Trios

○ Relaciones abiertas

○ Poliamorosas

○ Otras

Sección 2 de 2

Proyecto

Descripción (opcional)

Como prefiere conocer a gente o socializar *
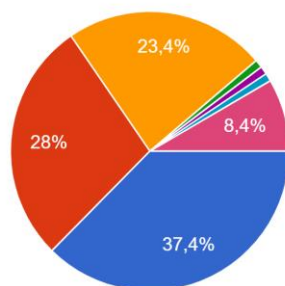
○ Redes sociales o webs de citas

○ En persona, ya sea en un bar o cualquier otro local.

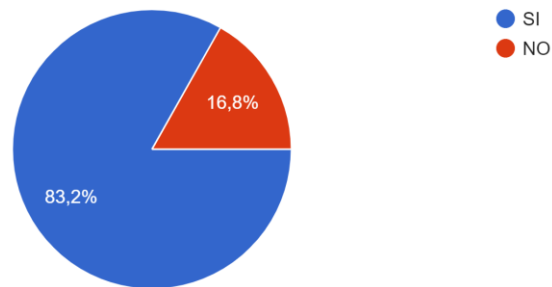Cuantas veces frecuenta los bares, pubs u otros locales por semana? *
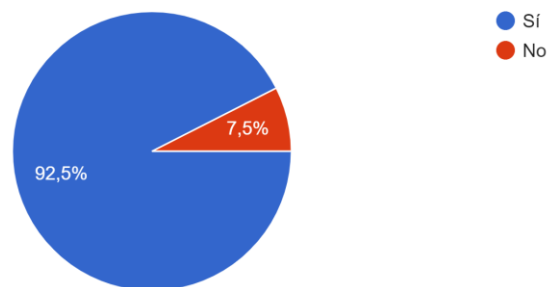
○ 1

○ 2

○ 3

○ 4

○ 5

○ + de 5

○ Ninguna

Cambiaría o tendría preferencia por ir a un bar, local o pub si pudiera acceder a la carta de   *
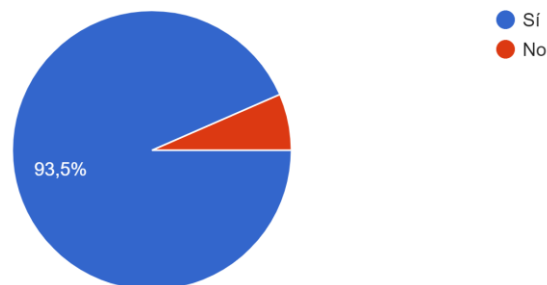precios antes de ir?

○ SI

○ NO

Cambiaría o tendría preferencia por ir a un bar, local o pub si le notificasen las ofertas diarias, las *
happy hour, o las especialidades de la casa?

○ Sí

○ No

Tendría preferencia por ir a un bar, local o pub si supiera el tipo de público que lo frecuenta en   *
función de su edad, gustos...

○ Sí

○ No

Tendría preferencia por ir a un bar si supiera el número de hombres o mujeres solteros y solteras *
que lo visitan a la semana?

◯ Sí

◯ No

Cree que el sector de la hostelería y el del ocio están bien promocionados ? *

◯ Sí

◯ No

2. Annex. User survey result.

In this section we can see in the graphs the different responses of the respondents.

Edad
107 respuestas

- ● Menor de 16
- ● Entre 16-20
- ● Entre 20-30
- ● Entre 30-40
- ● Entre 40-50
- ● Entre 50-60
- ● Entre 60-70
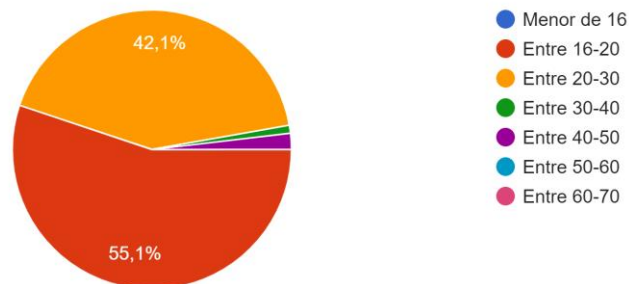
Estado civil
107 respuestas

- ● Solter@
- ● En una relación
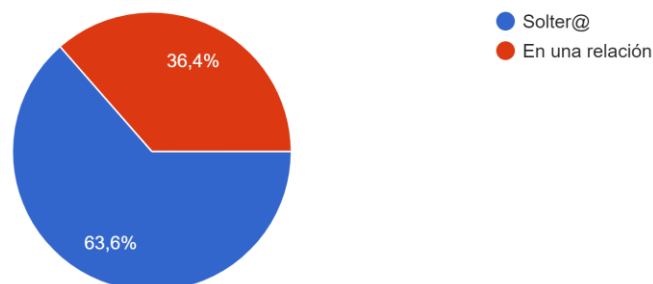
Gustos en cuanto a los tipos de relación

107 respuestas

- Relaciones formales
- Lios
- Trios
- Relaciones abiertas
- Poliamorosas
- Otras

17,8%

78,5%

Como prefiere conocer a gente o socializar

107 respuestas

- Redes sociales o webs de citas
- En persona, ya sea en un bar o cualquier otro local.

94,4%

Cuantas veces frecuenta los bares, pubs u otros locales por semana?

107 respuestas

- 1
- 2
- 3
- 4
- 5
- + de 5
- Ninguna

23,4%

28%

8,4%

37,4%

Cambiaría o tendría preferencia por ir a un bar, local o pub si pudiera acceder a la carta de precios antes de ir?

107 respuestas

- SI
- NO

16,8%

83,2%

Cambiaría o tendría preferencia por ir a un bar, local o pub si le notificasen las ofertas diarias, las happy hour, o las especialidades de la casa?

107 respuestas

- Sí
- No

7,5%

92,5%

Tendría preferencia por ir a un bar, local o pub si supiera el tipo de público que lo frecuenta en función de su edad, gustos...
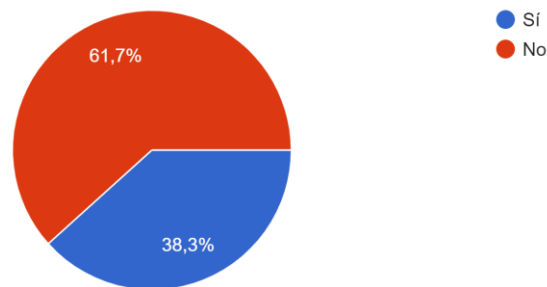
107 respuestas

- Sí
- No

93,5%

Tendría preferencia por ir a un bar si supiera el número de hombres o mujeres solteros y solteras que lo visitan a la semana?

107 respuestas
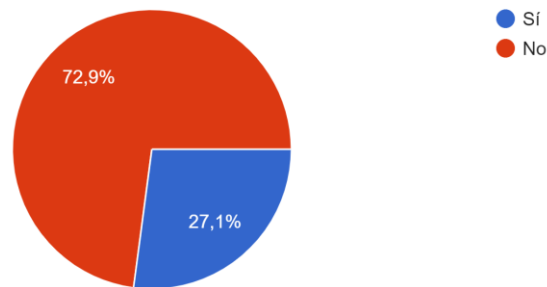
72,9%

27,1%

● Sí
● No

Cree que el sector de la hostelería y el del ocio están bien promocionados ?

107 respuestas

61,7%

38,3%

● Sí
● No

3. Annex. Customer survey.

At this point we can find the link to the customer survey and the questions that have been made to them.

https://forms.gle/bxpy2vSkNN6g5Nvs7

LITUX

Hola. Este formulario servirá para analizar la viabilidad de un nuevo negocio destinado a la promoción de locales y a completar un trabajo de fin de grado. Muchas gracias.

Que tipo de local posee *

○ Cafetería

○ Bar

○ Restaurante

○ Pub

○ Discoteca

○ Clubs de singles o intercambio

○ Hotel

Cuenta con alguno de estos medios de promoción. *

☐ ElTenedor

☐ Glovo

☐ Uber eats

☐ Booking

☐ Otra…

¿Realiza promociones o ofertas especiales?

○ No realizo promociones

○ Realizo de vez en cuando

○ Tengo promociones diarias o semanales

¿Estaría dispuest@ a pagar una cuota mensual de un valor mínimo (30€), con tal de recibir un servicio de promoción especializado, en el que le sea transmitida información extra a los clientes en referencia al público que frecuenta el local? *

☐ Sí

☐ No

☐ Tal vez

¿Estaría interesado en presentar de forma online sus precios y un precio medio? *

○ Sí

○ No

¿De la siguiente información cual estaría dispuesta a ofrecer a los usuarios y posibles futuros clientes? *

☐ Media de edad

☐ Tipo de publico que frecuenta el local, en función de sus gustos o preferencias sexuales.

☐ Número de personas solteras que frecuentan el local.

Compartiría otro tipo de información?

Texto de respuesta corta

¿Estaría interesado en una gestión telemática de las reservas? (1 muy poco interesado, 5 muy interesado? *

☐ 1

☐ 2

☐ 3

☐ 4

☐ 5

Cada cuanto tiempo estarí dispuesto a transmitirnos información para poder actualizar su estado en la web? *

☐ Semanal

☐ Mensual

☐ Trismestral

☐ Semestral

☐ Anual

En que medida resultaria un inconveniente promocionarse en un espacio también utilizado por locales orientados a todo tipo de público, como LGTBI, singles... (1 no lo haría, 5 no tendría ningún problema)

○ 1

○ 2

○ 3

○ 4

○ 5

Si cree que hay algún punto que debamos destacar o darle un mayor énfasis a la hora de promocionar un local, por favor comuníquenoslo. Muchas gracias.

Texto de respuesta larga

4. Annex. Customer survey result.

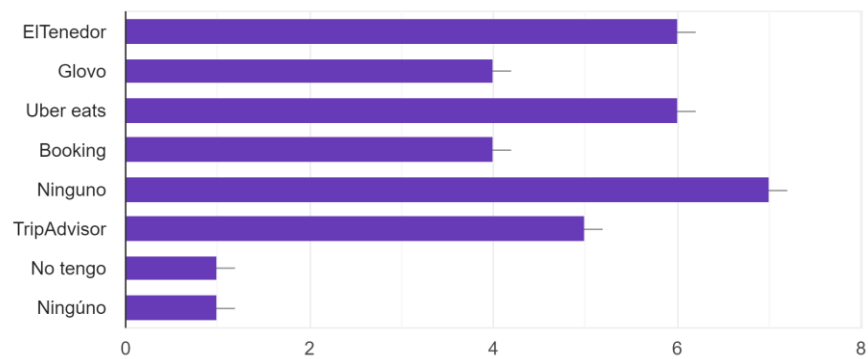In this section, we can see the results of all the surveys carried out.
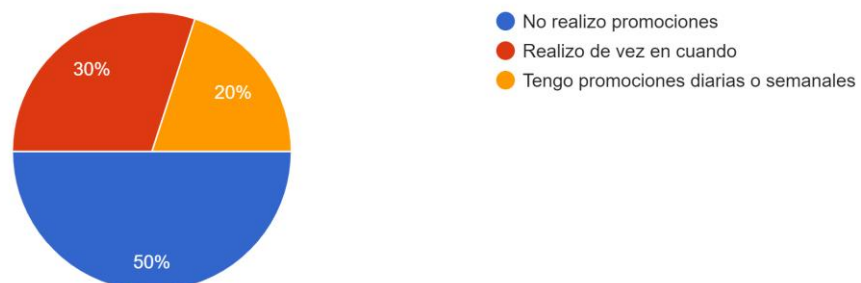
Que tipo de local posee
20 respuestas

- Cafetería
- Bar
- Restaurante
- Pub
- Discoteca
- Clubs de singles o intercambio
- Hotel
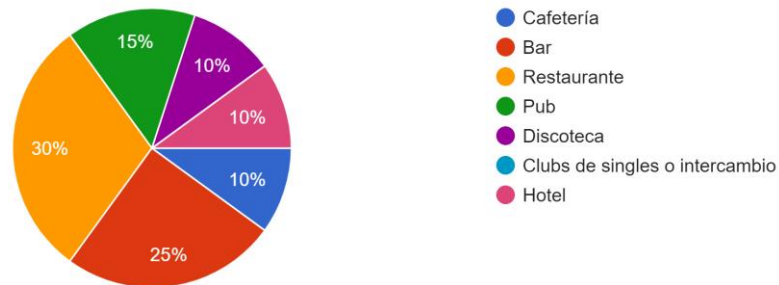
Cuenta con alguno de estos medios de promoción.
20 respuestas

¿Realiza promociones o ofertas especiales?
20 respuestas

- No realizo promociones
- Realizo de vez en cuando
- Tengo promociones diarias o semanales

¿Estaría dispuest@ a pagar una cuota mensual de un valor mínimo (30€), con tal de recibir un servicio de promoción especializado, en el que le s...es en referencia al público que frecuenta el local?
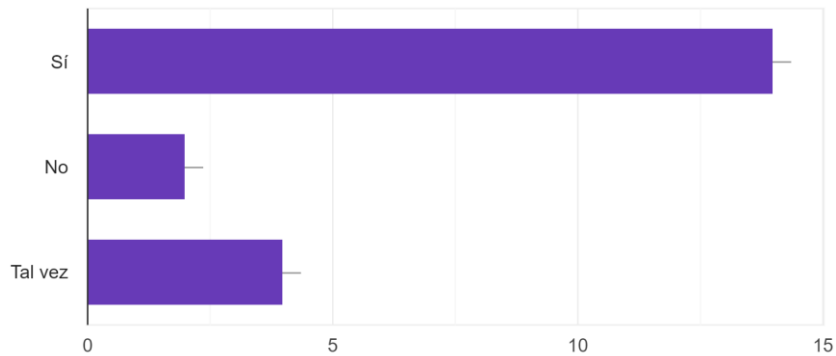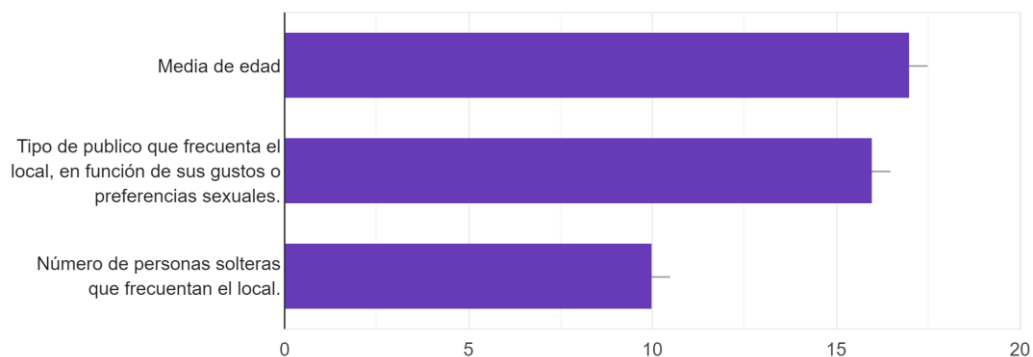
20 respuestas

¿Estaría interesado en presentar de forma online sus precios y un precio medio?
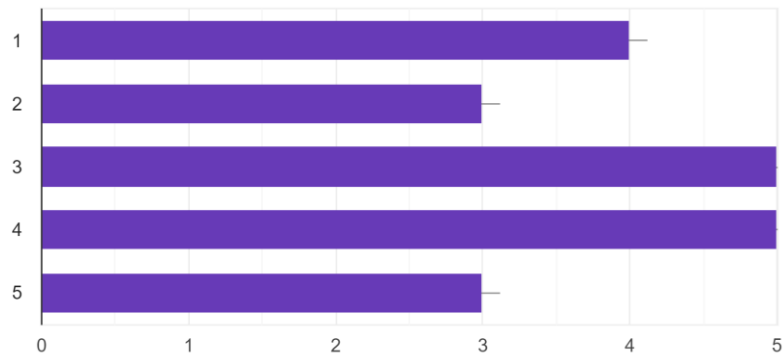
20 respuestas
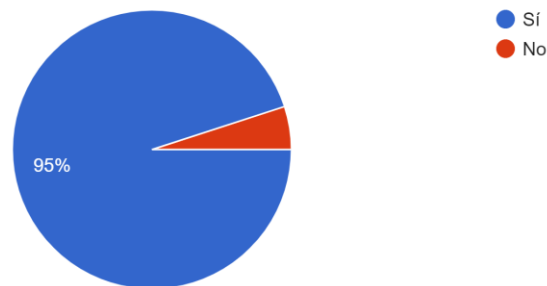
¿De la siguiente información cual estaría dispuesta a ofrecer a los usuarios y posibles futuros clientes?
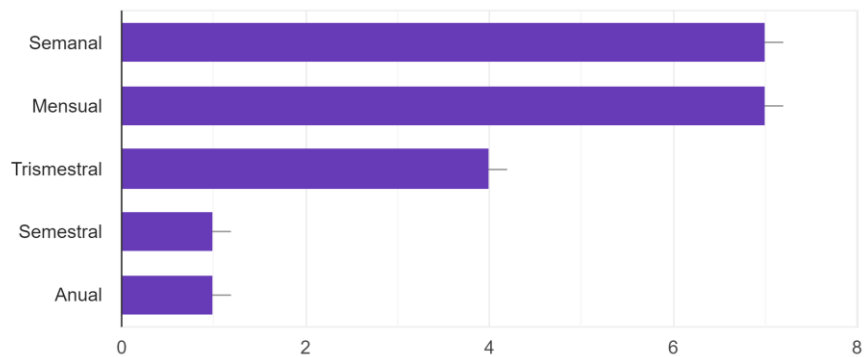
20 respuestas

¿Estaría interesado en una gestión telemática de las reservas? (1 muy poco interesado, 5 muy interesado?

20 respuestas

Cada cuanto tiempo estarí dispuesto a transmitirnos información para poder actualizar su estado en la web?

20 respuestas

En que medida resultaría un inconveniente promocionarse en un espacio también utilizado por locales orientados a todo tipo de público, como LGT...es... (1 no lo haría, 5 no tendría ningún problema)

20 respuestas