

**UNIVERSITAT
JAUME I**

**“HEALTH AND SPORTS TOURISM:
TURISELECAT”**

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DEGREE IN BUSINESS ADMINISTRATION

AE1049 - FINAL DEGREE PROJECT

SCHOOL YEAR 2022 - 2023

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1. THE COMPANY

1.1 Presentation of the company

Turiselecat S.L. is a company dedicated to the tourism service, specifically to health tourism and rural sports in the interior of Castellón, in which we will to exploit all kinds of recreational activities and entertainment for all types of public in order to provide a unique experience and a pleasant holiday stay in which it is not necessary to leave the area.

The company has a place where the activity will be developed, a farmhouse called Masía Jovaní, from the property of my maternal grandmother. It is located 8km from Catí, a small municipality of the interior of Castellón. The plot has 20 ha.

1.2 Mission, vision and values

The mission of a company is its raison d'être, that is, the objective it pursues and the work that we want to achieve in society, so the mission of Turiselecat is "to offer the best facilities to enjoy the area and its amenities efficiently and economically." With this mission, we try to firmly understand the commitment of the company with society. On the other hand, the vision of a company is the path that this must follow to achieve the proposed objectives. In the case of Turiselecat, it has the following vision: "Offer a professional and personalized treatment, as well as quality services to customers, making them feel at home".

The values of Turiselecat are as follows:

- Commitment to the customer
- Honesty
- Respect
- Responsibility
- Innovation and development
- Commitment to the environment

1.3 Description of the activity

The main activity of the company is to provide a holiday stay as complete as possible to customers, offering a variety of services and activities, transforming the most common tourism - in which people are used to just using the place to sleep, to having some food and to going out to visit the places around- into a completely different tourism. And when we talk about a different way of doing tourism, we refer to the following, where we will mention the different activities that can be carried out in our farmhouse. We are talking about sports tourism, since hiking trails are organized through the proximities, of different distances; we have a paddle tennis court and a small football field; equestrian tourism, since it offers the service of making routes with horses that are in the farmhouse, completely docile and useful for all types of people; swimming pool, with water activities such as aquagym, fun activities, mainly for children, and swimming learning courses; cooking courses, with two professionals who teach how to cook easy, healthy recipes as well as recipes that customers ask for adapted and personalized diets. At the same time, we also offer a very complete and varied gastronomic experience, with tasting menus of local products, children's menus, adapted to all types of allergies and intolerances, or diets. In addition, we also take the seasons into account, focusing the menus on the product offered by the land at that time, for example, the season of almonds, truffle, olive trees or cherries. It should be noted that in our facilities we have a small mill, where in the season of the olives we proceed to make oil, a procedure that customers can visit and learn. We also offer more adventurous activities. We have a medium runway of karts, with 6 electric karts, and a small archery range, all with their due responsibility at the forefront when carrying out the activities and with all the means of security that activities demand.

In conclusion, the main activity is focused on making a pleasant stay, where the customers can enjoy the place and the atmosphere, have fun, play sports, eat well, rest, know new things and practically do not have to leave the area to be able to enjoy a complete holiday and to chill out without getting bored.

They can also come with their pets, since Turiselecat is 'pet friendly'.

1.4 Market definition

The market in which the company is located is defined as a tourism market, which covers the part of hospitality, catering, transport and others. The sector to which it belongs is the tertiary sector.

2. BUSINESS MODEL DESIGN

2.1 Business Model Definition (CANVAS)

First, we will describe the different phases related to the process of provision of the service. Following the scheme shown below, we will distinguish between activities that are supportive and activities that are considered primary.

Figure 1. Value chain of a service



Source: Business creation course slide

Regarding support activities, we have administrative and financial tasks, since customers who wish to enjoy our services will pay for the service, and therefore accounting and billing will be necessary, for which Agency Claramount, located in Valencia, will be responsible.

In addition, we will also hire a person responsible for customer service, who will be responsible for answering phone calls for information or questions about it.

The human resources department will be responsible for mobilizing, training, motivating and managing the human resources that the company needs in terms of the activities, for example the people who will watch the kart track, the cooking, the marketing part, etc.

Regarding technological support, the person in charge of customer service will be in charge of managing the computer part of the company, that is, the website of the same. This person will also be in charge of updating and keeping the website of the farmhouse up to date. In addition, it is a person with the necessary knowledge to carry out the work of R + D + I.

On the other hand, with regard to primary activities, which are directly related to the process of obtaining the service, we find the marketing part that, as in the previous section, it will be the customer service person in charge of carrying out the marketing part of the company, that is, to advertise the company both through social networks as well as through the website.

The physical support for most operations will be necessary in our case, since we will need a person who is responsible for directing the hiking trails and the routes on horseback, a lifeguard who watches the pool, cooks, a person responsible for directing the activity on the kart track, as well as on the archery activity, a person in charge of customer service, the website and marketing of the company, as well as another that controls the accounting and billing.

So we can say that we are going to need personnel to run the company properly .

As for the provision of the service we will do it as follows: our farmhouse will be published in different media, social networks and platforms that are dedicated to provide the public with hosting sites, in addition to having their own website. By doing so, when the information about our farmhouse reaches customers they will be able to see it and decide if the Masia Jovaní suits their needs or not.

Finally, regarding the after-sales service after the stay of the clients in the farmhouse, we will ask them to evaluate the service they have received, through a star rating questionnaire, where they simply have to show their satisfaction with our farmhouse

and the services that are in it. Through this questionnaire customers help us to focus and improve, knowing what their questions are tastes and preferences, or on the contrary what things they do not like.

2.1.1 Value proposition

The value proposition of Turiselecat is based on offering the service of a holiday place, a farmhouse where you can perform a variety of activities, and enjoy unique experiences provided by the place. In addition, we have professionals for the realization of many activities. We offer very reasonable prices.

2.1.2 Channels

The hypothesis that has been reached about which distribution channel to use to get our service to customers is through Booking and Trivago platforms. We decided to use these pages after doing some research and seeing they are the most popular and the ones which provide better results. In addition, customers can also reach us through the website and the social networks of the company (Instagram and Facebook).

2.1.3 Customer relations

Regarding how we are going to communicate with our customers, we have reached the conclusion that we are going to advertise through social networks, mainly through Instagram, and then on Facebook. In both applications there is the option to get in touch and chat for the resolution of any doubt. Turiselecat also has its own website, where people can find our email, contact, telephone number and information about us.

2.1.4 Market segments

Knowing the right market segment of our company is of paramount importance since later this will be the target market to which we will address and which will transfer us their preferences and proposals are so that we can offer what they will be asking for.

The market segment or target audience to which our company is going to be directed is completely open, and anyone, of any economic level and of any age can come to enjoy our facilities, as we have activities for all ages and it is completely voluntary to carry out the activities that are proposed. It will be mandatory for minors to be accompanied by a responsible adult person, as well as people with disabilities or very old people.

2.1.5 Source of income

Turiselecat's source of income is given by the money paid by customers for the services they receive in the farmhouse, therefore, this would be the main source of income of the company. We will briefly mention the different services for which the company invoices the customers: overnight stay, catering, kart track, paddle tennis court, horse riding and cooking courses.

Subsequently, in the "prices" section we will develop the cost of these services. We understand all other services as free, such as the swimming pool or the archery range.

2.1.6 Key resources

Now, taking into account the value chain of the company's activity and the proposal of value of entrepreneurship, we will try to identify the exclusive or key resources of our business.

Table 1. Key resources

	KEY RESOURCES
TANGIBLE RESOURCES	-Padel tennis, soccer, kart track, archery range, swimming pool, restaurants, overnight stay, horse riding, hiking
INTANGIBLE	-The ability to combine this amount of services, each of them having some characteristics, such as the people they

RESOURCES	<p>are addressed to.</p> <p>-Unique services offered in our farmhouse, focused on products and customs of the area where we are located.</p>
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Source: Own elaboration (2023)

Regarding the tangible key resources we must say that they are the amount of services offered by the company, that is, all the activities that are offered. On the other hand, with regard to the intangible key resources we find the ability to unite the number of services that we offer, taking into account the characteristics that meet each of them, like for example the audience to which that service or activity is addressed.

In addition, we also highlight as exclusive or unique some of the services offered, since for example the procedure for obtaining oil, or menus with seasonal products from the area, they are things that you will only find in our farmhouse, since as we have said, they are products that occur in the specific place and time.

2.1.7 Key activities

Regarding the exclusive or key activities of the value chain we find by a part of the support activities, where the section of R + D + I, to innovate and obtain information about what is new, things we can improve or add to the list of services, and activities we currently offer. As for the primary activities we find again the marketing section, as through it we will be able to monitor and control the operations of the company according to the needs of the market.

Table 2. Key activities

	EXCLUSIVE OR KEY
VALUE CHAIN ACTIVITIES	<u>Support activities</u> <ul style="list-style-type: none"> · R+D+I (innovate, improve, expand services andActivities currently offered)
	<u>Primary activities</u>

	· Marketing (control and monitoring of the company according to the market needs)
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Source: Own elaboration (2023)

2.1.8 Partners

The key partners of Turiselecat would be Josefa Blasco Segura, M^a Pilar Vaquer Blasco, Andrés Beltrán Vaquer and I, Elena Beltrán Vaquer, being the sole administrator of the company and having all the power of decision in it.

I will also take the position of human resources, being responsible for selecting, hiring and training all necessary employees, described above, for all activities and services that are carried out in the farmhouse. At the same time I would be the person in charge of knowing at all times the performance of the company, as well as to make the necessary adjustments at the moment when the performance is not adequate, since I have business knowledge due to my university degree in Business Administration and Management.

2.1.9 Cost structure

Finally, regarding the structure of the business costs we are going to divide them into depending on whether they correspond to support activities or to primary activities. Costs related to support activities are the costs involved in doing research to obtain information to later evaluate it, and try to innovate, improve and expand the various activities and services currently offered by the company, all this through the R + D + I department. The costs related to the primary activities are the costs involved in carrying out the control and constant monitoring of the company, through questionnaires that are launched also on the Internet, while trying to adapt to the needs that the public has at that moment.

Table 3. Cost structure

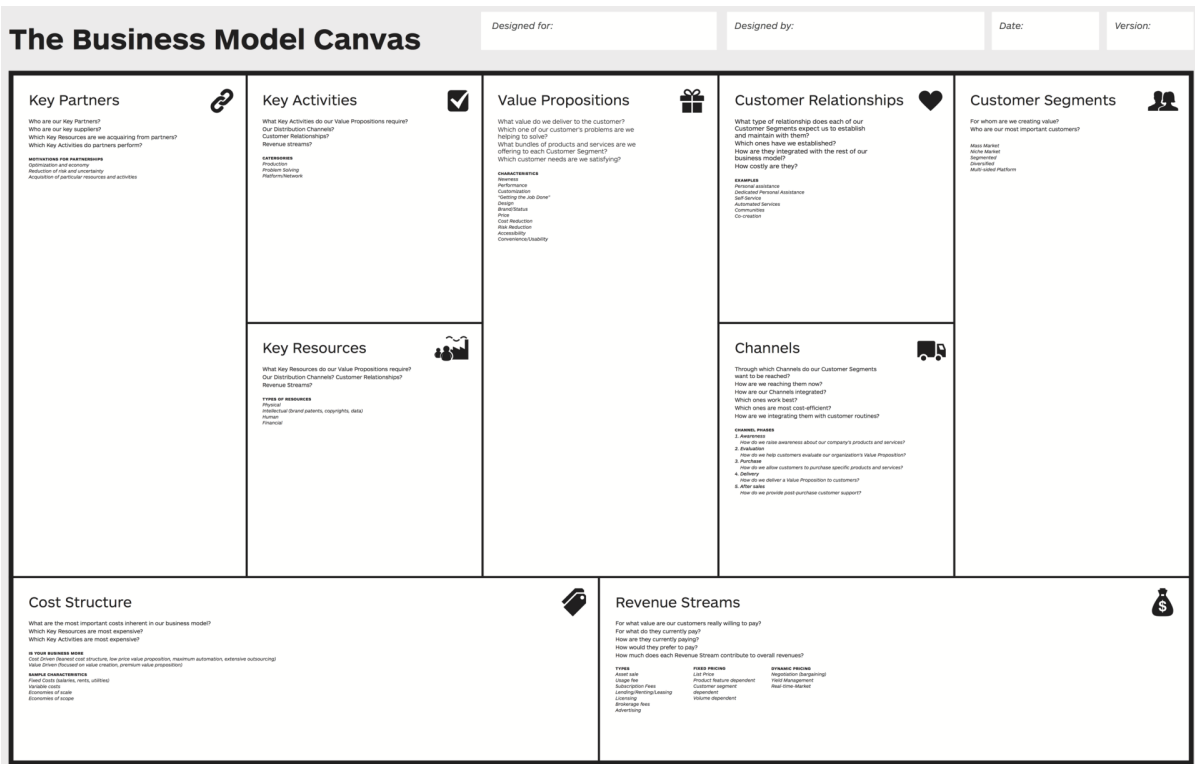
	<u>Support activities</u>
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Source: Own elaboration (2023)

To finish with this section we show below an authentic template of the Canvas business model, proposed by Alexander Osterwalder. In this conceptual scheme we find all the elements which describe the different proposals, both for the product and for the value of the company, elements which we have developed in the previous points.

Figure 2. The Business Model Canvas



Source: https://en.wikipedia.org/wiki/Business_Model_Canvas

3. ENVIRONMENTAL ANALYSIS

3.1 Analysis of the general environment (PEST)

Next, we will proceed to carry out an analysis of the general environment of the company, in which we will focus on the following external factors: political, economic, sociocultural and technological. This analysis is carried out in order to know in what state it is currently the environment where the company operates.

First of all, as far as the political factor is concerned, we can say that there are requirements related to globalization. In addition, it must currently be considered a conscious tourism environmentally oriented to sustainability and responsibility, with proper maintenance of beaches and mountains, for example. The Spanish government is responsible for regulating the laws corresponding to tourism in Spain but there are also different laws and regulations depending on the autonomous regions to which we are going to go. In our case, we will rely on following the decrees established by the Generalitat Valenciana.

Regarding the economic factor, if we talk about the demand that rural tourism has had in recent years we can say that it experienced great growth, even times when the number of tourists who were going to move was unpredictable, until the arrival of the Covid-19 season and its crisis, and it was a turning point for the sector, who like many others was completely stopped. Currently the demand continues to grow, more slowly than in the years before Covid, but we can say that we are very close to recovering total normality. It should also be noted that aid is received in this sector, in this case we will talk about the so-called 'LEADER Grants', subsidies provided by the European Union, which are co-financed by the European Agricultural Fund for Rural Development (EAFRD), with the intention to assist in the development of these sections. Tourism, since its inception has got along very well with the social factor, since leaving home involves people socializing and escaping, either with family or friends.

When it comes to technology, we cannot say that in this sector offers us the advances that it offers to other sectors such as the industrial for example, but it can promote its economic development by providing new services, improving the interaction between the entity and the tourist, increasing sensorization for greater data exchange, among others. We can also notice an advantage thanks to technology in terms of management.

3.2 Analysis of the competitive environment (PORTER)

In this analysis we will try to identify the strategic values of our environment, as well as to evaluate the profitability offered by our sector. To begin with, we must know that in this sector almost all companies try to meet a number of basic needs. As we have said before, the demand of the sector in our country is growing at present, despite the great break due to Covid-19, so through Porter's five forces we will try to know and enhance the opportunities and strengths of Turiselecat and the threats to treat to minimize them.

1. Customer negotiation power

We refer to the negotiation power that the final consumers have with respect to us, since it is them who decide whether to have our services again or not, also if they are not satisfied can generate negative reviews towards us and make future customers not to want to come to our facilities. In addition, we must know that there is no replacement cost for the client when changing from our company to another. For all this we can say that the client has a great negotiation power with respect to us, so we should try to meet all their needs.

2. Suppliers negotiation power

Next, with regard to the negotiation power of suppliers, we will say that in the tourism sector does not have great negotiation power, since any tourism company has many suppliers, those regarding food, furniture, gardening, sports equipment, etc., and the company at any time can change the supplier who provides you with the fruit, for example, if you are not satisfied with the goods that it brings them. Likewise, in the case of Turiselecat practically all the products that we need have an easy access, which also reduces the negotiation power of suppliers.

It is also important to note that we do not have any contracts or agreements with our suppliers, so you can change suppliers at any time at no cost.

3. Competition

In the tourism sector competition is constant, since you always have to be attentive to new trends, both sports trends (for example, in recent years paddle tennis has become very fashionable, so having a paddle tennis court in our facilities is an advantage), or

other trends such as in food or even in the decoration or style of our facilities. By this we mean that our competition will always be trying to capture all the needs that consumers ask for and we must accomplish those needs, trying to keep or improve our position in the market. For this reason, it will sometimes be necessary to adjust prices, carry out promotions or innovate in the offer of services. Some barriers to entry that we currently face to enter the sector are new changes after Covid-19 to which we must adapt, the scarce amount of public subsidies, established companies control the market, the investment that must be submitted on many occasions, etc. With regard to Turiselecat and its competence, we must mention that it is necessary to take into account other businesses that can be a danger to us such as caravan rental, rural houses, apartment rental and even hotels.

4. Threat of substitute products

As we have already mentioned, in this sector there is a variety of substitute products. In this case we may speak of substitute services, such as hotels, caravans, campervan rental companies, hostels, apartments, etc., although we must say that many people prefer houses or farm houses due to the tranquility they offer, as well as contact with the environment and the disconnection, things that hotels cannot offer in the same way, for example.

5. Entry of new competitors

In this sector competition is quite high, there is a variety of substitute products and we can also say that the barriers to entry are high, since an investment is needed. For this reason we can say that the attractiveness of the sector is low if we refer to the competition, and the attractiveness is high if we refer to customers, since nowadays it is quite fashionable to go on holiday to country houses, farmhouses and sites where people can be in contact with nature.

In addition we must also take into account people who by inheritance or moving have houses in towns, and with small reforms they manage to convert the houses into useful rooms for rent.

3.3 Analysis of the competitive environment (PORTER)

Next we will talk about the competitors that Turiselecat must take into account, mainly due to its proximity. First of all, we will say that our main competitors are "Masia la Costereta", "Apartamentos l'Avellà" and "Casa de Banys l'Avellà". One of the aspects by which we consider them as main competence is that all are in Catí. We must also take into account other competitors from nearby towns such as "Casa rural el Planet de Maella" in Xert or "Mas de Ferré" in Morella. We will now proceed to analyze the competitors mentioned above, making a brief study on the strategy and objectives they pursue, who their target audience is, and what capabilities they have in the development of their activity.

→ Masia la Costereta: tries to carry out a strategy of differentiation and recruitment of customers, constantly expanding and improving their land, adapting the food to the different seasons of the year, as well as adjusting prices depending on that season. The objective pursued in Masia la Costereta is to transmit to customers the essence of people, through their food, landscapes and history of the place. In addition, they try to increase their visibility and with it their sales. Regarding the target audience of this rural farmhouse we will say that it is very broad, since they have extensive facilities. We can say that their target audience is families or groups of friends who want to spend a few days away from home, as well as groups of hunters, as they have a private hunting preserve. Finally, we will mention the capabilities that Masia la Costereta has. It is a well established company in its place, as we have said before it has a private hunting preserve, a swimming pool, restaurant service, a very complete website and qualified personnel. We can also find it on popular websites such as Booking, Tuscasasrurales or Escapadarural.

Finally, we can say that we consider this company as the most similar to ours, in relation to the activities offered by the place, the food, the services, the price and quality.

→ Apartamentos l'Avellà: they are carrying out a strategy of horizontal diversification, since in recent years it has been possible to observe how the owners have been acquiring the terraced houses next to those they had, so we can understand that they are trying to expand the business, buying more houses and putting them in service. The objective they intend to achieve is directed with the strategy, since we can understand that they intend to increase sales and gain visibility. The target audience, like before, are families and groups of friends who want to go on vacation. The resources and capabilities they have are accommodation and cleaning service. In this case do not have restaurant service, or swimming pool, for example. We can also find

them on websites such as Booking, Casarurales.net or TripAdvisor. In summary, regarding Apartamentos l'Avellà we can say that we consider it of lower level than our company, since it offers less quantity of services, a little quality lower and higher price.

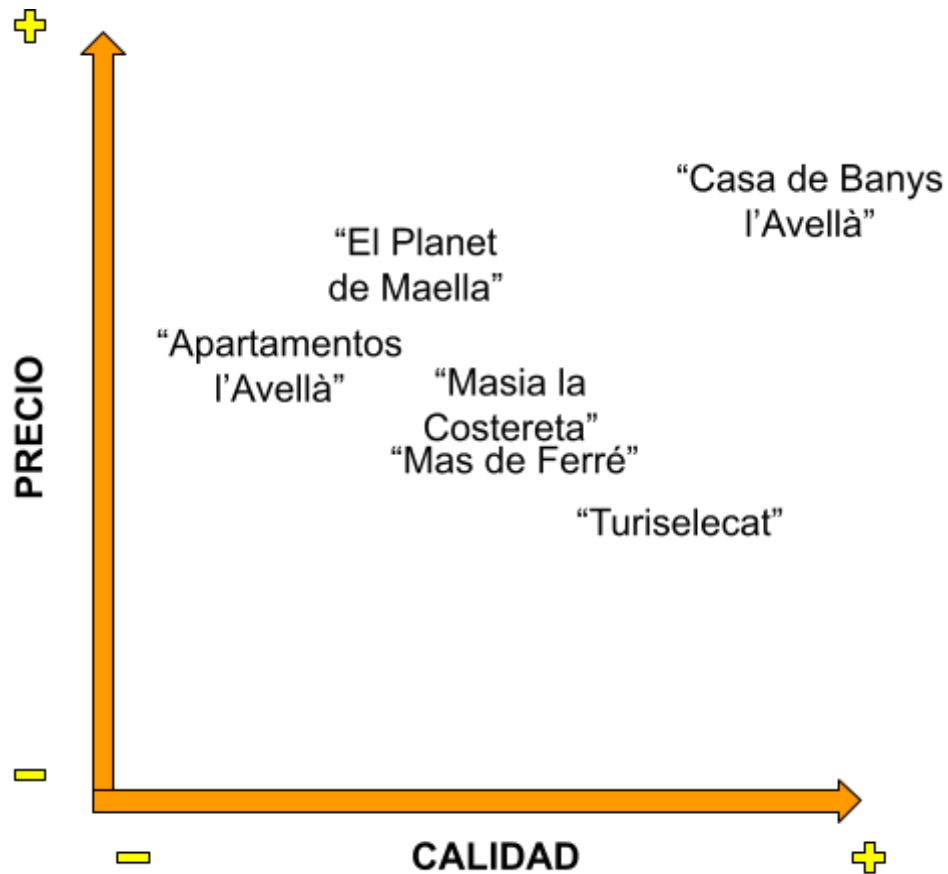
→ "Casa de Banys l'Avellà": the strategy that the Casa de Banys de l'Avellà has been following for years has been to improve the quality and its services to achieve a higher level. The main objectives they have is to provide services of the highest quality and anticipate the needs of customers. Regarding their target audience, we can say that they are men and women of all ages, groups of friends, family, couples, as well as families who want to celebrate family events such as baptisms, first communions and weddings, thanks to the space of its facilities and the capacity with which they are able to cover a large number of customers. As we have mentioned, they have resources and capabilities far superior to any of the places we are analyzing. They offer services such as spa sessions, massage, tasting menu, highly qualified staff, very complete website and a very good position within its range. In conclusion, we can say that it is the place with the highest level with respect to us and the other places that enter the analysis, offering great quality but at quite higher price than Turiselecat.

→ Rural House el Planet de Maella: in this case we find a rural house that follows the strategy of providing services based on quality, excellence and comfort in order to gain visibility and increase their sales. Regarding the target audience that it has, as in the previous ones are all kinds of people of all ages, either in groups or individually. The resources and capabilities it has are accommodation service and facilities of quality, but does not have restaurant service. In addition, we should mention that it is located in Xert, a little tourist town. In summary, we can say that it is similar to the "Apartments l'Avellà", but perhaps with a higher category within their range.

→ Mas de Ferré: regarding the strategy and objectives that this farmhouse follows we can say that follows a strategy of attracting customers, pursuing a final objective of increasing their sales and visibility compared to other farmhouses. The target audience, as in previous ones, is all kinds of people from all ages, both group and individual. It has quite extensive resources and capabilities, since in addition to offering the accommodation service it also includes a restaurant, a swimming pool and qualified staff. In addition, it is important its proximity to Morella, a very tourist town crowded with tourists all year. Finally, we will say that compared to other places, we can assimilate it to the Masía la Costereta. In comparison to Turiselecat we can say that quality is similar, but this farmhouse offers higher prices than ours.

Next, and to finish the analysis, we will proceed to make a positioning map:

Table 4. Positioning map



Source: Own elaboration (2023)

4. SWOT ANALYSIS

Next, we are going to perform a SWOT analysis to know the reality of the company and so you can make the best decisions in the future.

4.1 Strengths

As for the strengths of our company we can highlight the following: In addition to the main activity of Turiselecat which is to provide an excellent service of accommodation to customers in a rural farmhouse thanks to our facilities (dining room, rooms, wc...) We

provide a wide range of sports and leisure services. As they are hiking trails in the surroundings with a specialist, the option to play sports such as paddle tennis or football thanks to the paddle tennis court and the small football field that we have, in addition to the possibility of horseback riding with the help of a guide specialized that heads the routes. In addition, thanks to our swimming pool, customers have the possibility of both aqua gym and swimming lessons, depending on the age and their needs. It should be noted that when parents wish there will be activities and games for the little ones. Also, we have a karting circuit and 6 electric karts, plus a small archery range. Finally, as for our activities, we have an excellent kitchen service in which in addition to making food for breakfast, lunch or dinner, depending on what the client has booked, the cooks will conduct cooking classes in which they will teach traditional and healthy recipes of the area. We also have a small mill where customers can observe how we make our own oil. Another strength of Turiselecat is its location. It is located less than 500 m from the National Road 232. In addition, it has good access and can be reached by any type of vehicle. In addition, you will find an excellent location as it is close to many beautiful villages to visit such as Morella, San Mateo, Benasal or Catí. We believe that with all the activities we do, the excellent service of both accommodation as food, the staff we have that is familiar, empathetic and close with the client, the location and the access, we have an extraordinary quality/price ratio.

4.2 Weaknesses

Regarding our weaknesses, the main one we believe we have is the lack of experience in the tourism sector, since we have no prior knowledge of how complicated or hard this sector may be, nor of the decisions that have to be taken at important moments. Another of our weaknesses is the large initial investment that we have to face, since building both the paddle tennis court, as the karts, the football field, the swimming pool, added to some small reforms in, the rooms have a high cost which will take us some time to recover. We can also consider the distance to the coast as a weakness. While it is true that in half an hour by car we can reach the beach of Vinaroz, some clients who prefer to go on holiday to the coast will choose other places closer such as Vinaroz, Peñíscola, Alcossebre or Benicarló.

4.3 Opportunities

Next, we will analyze the opportunities we observe in the sector based on the market, trends, environment, etc.

One of our main opportunities is the boom that rural tourism is having in Spain. Last year, 42.5% of Spaniards traveled to at least one rural destination once a year according to data from the Rural Tourism Observatory. In addition, 54% of these tourists made, in 2022, three or more trips to a rural destination. Along with this growing interest of people in the rural world, another opportunity that we can observe is the change in the lifestyle of the majority of the population. During recent years people have been much more aware and concerned about leading a healthy lifestyle, doing much more sport and eating healthier. Our services are ideal for this concern, since we have a multitude of activities, sports and homemade meals with healthy foods. Another opportunity for us is the recent improvement of the National Road 232 from Morella to Catí, thanks to which we will be much better connected and will make it easier for the arrival of potential clients from lower Aragon or the region of Els Ports. Besides, thanks to the boom that padel tennis is experiencing in recent years we believe that an opportunity for us would be to hold a padel tournament every six months between several couples. In this way, they will be able to observe the good facilities that we own, all couples will be invited to dinner at the end of the tournament and the winner couple will receive as a prize a free weekend with two more people, so that they can enjoy our services in full. This way we would be able to advertise both for all participants, and for people who want to come and see it. Apart from that, we would talk to the nearest towns, such as Catí, Chert, Morella, San Mateo, etc., so that when a tourist went to the tourist office asking for information about the town we were recommended as a good option to stay. Another opportunity we observe is, as we have already mentioned, the various aids and subsidies that we can obtain both from the European Union and from the Spanish Government, focused on helping the rural tourism sector. Finally as an opportunity we have analyzed the possibility of weddings, baptisms or communions, thanks to our two large dining rooms, our kitchen service and the large gardens to enjoy a wonderful day. We think it is a good opportunity that we would like to face.

4.4 Threats

To finish with the SWOT analysis we will study the threats Turiselecat has or may have.

One of the main threats we have is the financial crisis. In recent months we have seen how many major European and American banks collapsed, added to the instability created by Covid-19 plus inflation that are suffering due to the prices of food and other products. We believe it is an aspect for which we must be aware and prepared. We can also observe how the sector in which we find ourselves threatens. So the tourism sector is a mature sector, with high competition in which there is a great variety of substitute products such as hotels, apartments, motorhomes, rural houses, campsites, bubble hotels, etc. Another of our possible threats is the possibility that a client is not left satisfied with the services received thereby giving bad reviews both to their closer core as criticism on the Internet, which can lead us to a bad image and a reduction in sales.

Table 5. SWOT analysis

<p style="text-align: center;"><u>WEAKNESSES</u></p> <ul style="list-style-type: none"> -Lack of experience in the sector -High initial investment -Great distance from the coast 	<p style="text-align: center;"><u>THREATS</u></p> <ul style="list-style-type: none"> -Financial crisis -Inflation -High competition, mature sector -Wide variety of substitute -Negative publicity, criticism
<p style="text-align: center;"><u>STRENGTHS</u></p> <ul style="list-style-type: none"> -Excellent accommodation service -Wide range of activities -Sports (paddle tennis, football, karts, archery, swimming, aquagym, horse riding, hiking) -Leisure (Cooking courses, games for children) -Great location and easy access -Family and close staff -Extraordinary quality/price ratio 	<p style="text-align: center;"><u>OPPORTUNITIES</u></p> <ul style="list-style-type: none"> -Boom in rural tourism -New lifestyle (health and sport) -Improvement of the N-232 -Paddle tennis tournament -Relationship with municipalities -Subsidies to the rural tourism sector -Weddings, baptisms and communions celebrations

5. MARKETING PLAN

5.1 Analytical marketing

5.1.1 Internal analysis

We will start the internal analysis by talking about the functional areas, which we understand as a set of activities and processes related to each other, which help to achieve the objectives and to be more efficient in our work, being able to divide the work correctly, and thereby catalyzing specialization. As we well know, Turiselecat is a business dedicated to tourism, therefore its functional areas will not be approached in the same way, since in most areas it will be me, the owner, who takes care of them. Regarding the management area, I will be in charge of carrying it out, taking the timely decisions in this regard, ordering and directing the other areas, carrying out a general control of the business. The human resources area will also be led by the owner, and we will dedicate ourselves to motivating, train and manage the human resources of the business, carrying out a small control newspaper to all staff, proposing results with rewards in return. For example, production area as such does not exist in our business, since we rely on offering services, and not tangible products, but we can say that the overall good functioning of the business is the final product that we sell to our customers. Regarding the area of finance, as we have said before, agency Claramunt is in charge of carrying out everything that this area entails. Finally, the marketing area will be a person in charge of carrying it out. It is the person hired to manage customer service, development and maintenance of the website, as well as R + D + I, and marketing of the company. Next, we will discuss some of the resources and capabilities Turiselecat has. First of all we will talk about human resources, although we will do it briefly since the next point of the work is a human resources plan and we will proceed to develop it in that section. The human resources we have is agency Claramunt, a person in charge of customer service, website, marketing and advertising and R + D + I, another person who will be the guide for the horse riding and hiking routes, another

person as the lifeguard, another person responsible for monitoring and assisting on the kart track and at the archery range, two people in charge of the kitchen and me.

If we proceed to analyze the financial resources of Turiselecat, as it is a company which is not yet in operation we cannot obtain data or draw conclusions, but we can briefly comment on what their initial investment has been and what resources they currently have. Later, in the section of the financial plan we will proceed to analyze it with more detail. It is calculated that in order to adapt the farmhouse to the needs required by the business, as well as to the different sports services, we have made an initial investment of about € 60,000. We can also say that by way of estimates, it is expected to achieve great results and to have recovered that initial investment in only the first four years.

Regarding the intangible resources and capabilities we have, they are mainly our values, which are responsibility, honesty and commitment to the client, in addition to others such as the familiarity that we the team of workers give and the services we offer. Turiselecat's resources and innovation capabilities all fall on the person that has been awarded the position of R + D + I. This person has his own resources due to his age, since he is a young person, he knows how to use the social networks perfectly, as well as managing the website, and he is skilled at capturing all kinds of information and needs that customers ask for. With all the information it collects, later it offers ideas for improvement and innovation to the company.

Corporate social responsibility encompasses the way in which companies assume their role in society and commit to it to act ethically and responsibly, in addition to working with respect for human rights and collaborating with sustainable development of the community in which it is located. With regard to Turiselecat, we are committed since we do work such as hiking trails in which a garbage bag is distributed to each one of the assistants and they are asked, voluntarily, to collect all the garbage that may find during the route. Another of them is the social programs of initiation and integration into employment that we offer our workers the first two weeks when they join the company. The purpose of this program is for new workers to adapt in a fast and pleasant way to the workplace, at the same time that they know and get to trust the rest of the staff.

Figure 3. Corporate social responsibility



Source: Google Photos





To finish with the resources and capabilities, we will make a brief mention of Turiselecat facilities: football field, paddle tennis court, tennis court karting, archery range, swimming pool, kitchen, two large dining rooms, two warehouses which are used to store all the material we have for the different activities, as well as all the cleaning material and others. We also have a few stables where the horses reside, a covered car park, different terraces and 10 rooms with their own bathroom and balcony, of which 7 contain a small terrace.

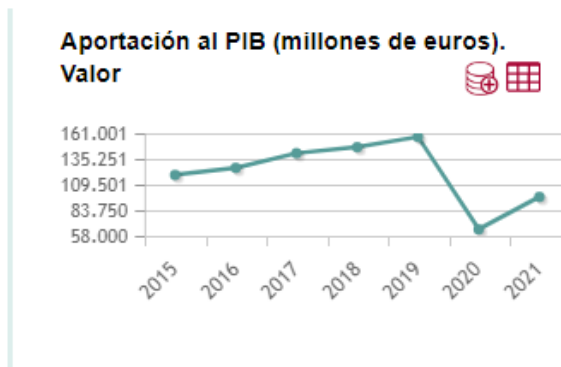
5.1.2 Socio-economic analysis

In Spain the tourism sector has an important weight. The latest data offered by the INE indicate that in 2021 97,126 million euros were reached, which represents 8% of GDP, more than two points higher than the previous year, 2020. In addition, it generated more than two million jobs, 11.4% of the total employment.

Figure 4. contribution of tourism to the Spanish economy

Aportación del turismo a la economía española. - Año 2021

	Valor	Porcentaje sobre el total
Aportación al PIB (millones de euros)	97.126 	8,0 
Aportación al empleo total (millones de puestos de trabajo)	2,27 	11,4 



Source: <https://www.ine.es/dyngs/INEbase/es/operacion.htm?c=estadistica>

With these data we can conclude that they are good figures taking into account the great stop that was suffered due to Covid-19, and even so we must take into account the decrease of consumption that has been suffered after the pandemic, which has led to an economic crisis, more difficulties when requesting credits and a decrease in wealth, as well as much more uncertainty. With all this, people's tastes and needs have also changed, and nowadays people seek contact with nature, and not the crowds, so the demand for rural tourism has increased, being able to affirm that almost 60% of Spaniards are considered regular users of rural tourism, most of them women between 25 and 45 years old.

5.1.3 Consumer analysis

Referring in a certain way to the above, we will proceed to analyze our consumers. Looking back, there has always been a percentage of people who have preferred the beach and hotels before the mountains for their holidays. It has been after the Covid-19 pandemic that the preference for the mountain has grown exponentially, as a large part of the population after what was suffered in the pandemic does not want to go to places with large quantities of people, and they prefer to be in quieter places and away from the crowd which we find in hotels in the middle of August, for example, where they get into a pool with 40 more people, while in a rural house they have the option of bathing in a pool but with their circle of people. It is also important to mention the preference for outdoor sports in recent years, especially sports such as cycling, hiking and paddle

tennis. People opt for a healthy lifestyle, trying to enjoy nature and places they do not know. A small trait that we must also highlight is that nowadays people prefer to go out with their family or friends to places where they can stay and feel at home.

5.1.4 Market research

The market study will allow us to know ways that improve the future performance of the business, as well as knowing risk factors that may arise both in the short, medium or medium or long-term. This type of analysis is of great importance and usefulness when we are setting up a business. We will proceed to its realization trying to make a clear and concise description of some aspects. Regarding the sales area we can say that we cover a very extensive geographical area since Turiselecat advertises on platforms which can be reached by people from all over the country, as well as by people from neighboring countries to Spain.

5.2 Strategic marketing

5.2.1 Competitive advantage

Turiselecat has several aspects that we consider an advantage over its competence. First of all we highlight its location, due to the different characteristics it has, such as a very good access, the proximity to a national road and the location, as it is very close to several towns such as Morella, for example. Another characteristic is that the Camino de Santiago passes through our farmhouse, and many pilgrims could take advantage of our facilities to stay or to eat. Finally, another option that we provide to our clients is the option to do sports tourism, since the variety of options they have in our farmhouse does not exist in any of the places that we have considered our main competence.

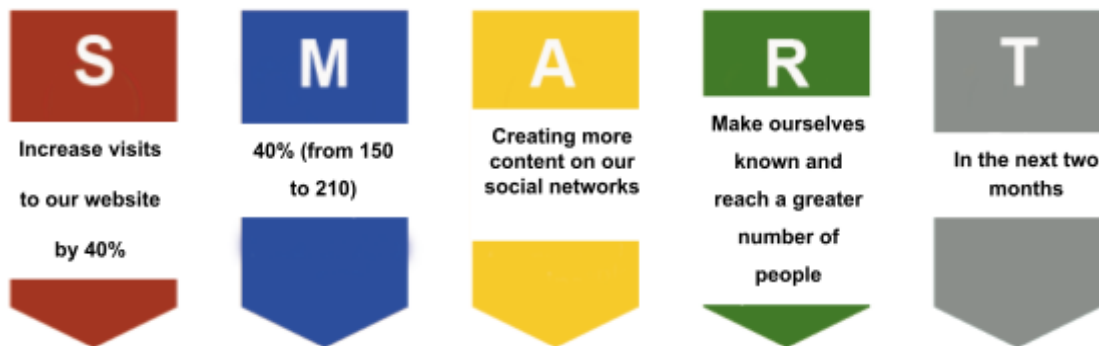
5.2.2 Segmentation

Turiselecat does not target a specific market segment, but we intend to adapt to the needs of different customers and try to make them have a good time, whether elderly, or young people, foreigners, etc. We should mention that a small division of consumers could be made according to their culture, lifestyle or place they come from, for example.

5.2.3 SMART objectives

Below we show different points where we intend to reach:

Table 6. SMART objective (1)



Source: Own elaboration (2023)

Table 7. SMART objective (2)



Source: Own elaboration (2023)

Table 8. SMART objective (3)



Source: Own elaboration (2023)

5.3 Operational marketing














5.3.1 4P Definition

Below we will proceed to explain the 4Ps of marketing: product, price, point of sale or distribution and promotion. First of all, with regard to the product we will say that in our case it is a **service**, and it is the protagonist element of the four P's and the actions that this entails. We understand service as the main factor with which we try to satisfy the customer needs or desires. In Turiselecat we offer a wide variety of services from which the client chooses the ones that they want to hire. The services we offer are accommodation, meals (breakfast, lunch and dinner), swimming pool and different sports services such as paddle tennis, football, karting, hiking, horse riding and shooting in arch. With all this we try to satisfy needs such as rest, disconnection and relaxation, eating well and healthily and doing outdoor sports.

Our services also have unique characteristics of the place such as landscapes, climate, closeness and protection of our customers, and at the same time, the freedom we offer people when they arrive at our facilities, as they have a large extension of land.







Regarding the **price**, we can say that Turiselecat has prices fully accessible to everyone, as customers can combine their stay in the farmhouse as they wish, for example they can hire only accommodation, accommodation and meals, etc. Below we show some tables where you can see the prices depending on the services to be contracted: we understand holiday periods from July 1 to September 15, from December 20 to January 10, and the fortnight of holiday days at Easter.

Table 9. Prices (non-holiday period)

STAY IN NON-HOLIDAY PERIOD				
LODGING	BREAKFAST	MEAL	DINNER	TOTAL
				16€/person
				18€/person
				24€/person
				32€/person
				26€/person

Source: Own elaboration (2023)

Table 10. Prices (holiday period)

STAY DURING HOLIDAY PERIOD				
LODGING	BREAKFAST	MEAL	DINNER	TOTAL
				20€/person
				23€/person
				30€/person

				40€/person
				33€/person

Source: Own elaboration (2023)

Sports services are free except karts, which have a cost of € 10 / person / hour, and paddle tennis, whose court for two hours has a cost of € 10. The entire route on horseback can be paid individually for a cost of € 5 individually, or within a group (we consider a group when there are five people or more), with a cost of € 4 per person. Finally, cooking courses also cost € 5 per attendee. The necessary material corresponding to each sport is borrowed in all the services, such as paddle rackets.

With regard to **distribution** or point of sale, in the case of Turiselecat customers can purchase our services in several ways: booking through the website (www.turiselecat.com), through Booking and Trivago platforms, or by phone. Subsequently, when they make the reservation they must pay 20% of the total amount to the account number provided to them when they have confirmed the reservation. The rest of the payment can be made by means of an Internet transfer or in cash when they arrive at our facility.

Finally, with regard to the **promotion**, Turiselecat has several methods to advertise such as our social networks, Instagram and Facebook, our website and through the tourist offices of nearby towns.

Instagram:

Figure 5. Instagram logo



Source: Own elaboration (2023)

Facebook:

Figure 6. Facebook logo



Source: Own elaboration (2023)

A new idea to promote the company that we intend to apply in the future is to carry out a paddle tennis tournament in our facilities, every half a year approximately, with the purpose that, in addition to the couples participating in the tournament, their friends and family could see the farmhouse. Registration to play is fully free and we offer water throughout the tournament. At the end of the tournament dinner is offered to all participants, and the winners are rewarded with a weekend of full board in our facilities for free, being able to take two companions. We consider it an opportunity to make ourselves known and obtain a greater business visibility.

6. HR PLAN

6.1 Organizational structure

We understand by organizational structure the set of ways in which work is divided into different tasks, subsequently trying to achieve good coordination and integration of them. Turiselecat is considered an organization with a flat structure, since practically there is no level of intervention, as far as control is concerned, between employees and managers. Regarding their tasks, everyone is free to make the decisions they think they think are convenient, but in general important decisions at the company level, although they can provide opinions, the final decision will always be made by the leader. It is possible to operate in this way thanks to the small size of the company and the trust and loyalty among all members. The atmosphere is dynamic and simple.

6.2 Forecasting staffing requirements

In order to make an adequate forecast of the necessary personnel, we believe it is convenient to analyze the different existing jobs. First of all, the position called "Miscellaneous Functions" will have responsibilities such as customer service, both by phone and through the website, being responsible for the marketing section of the company, investigate and be attentive to the novelties asked by the consumers, which we understand as R + D + I, and finally the creation and updating of the company's website. The requirements to be met by the person who will occupy the position are knowledge of marketing, tourism and IT. Regarding the job called "Route Guide", it entails responsibilities such as leading the excursions both on horseback and on foot and keep track of all participants. The requirements that must be met is to have completed the medium and upper module of Tafad (Superior Technician in Physical Activities and Sports Animation), in addition to possessing first aid knowledge.

The lifeguard person will be responsible for watching the pool while there are customers in the farmhouse in seasons when the swimming pool is open (June 1 to October 1). In addition, he will be responsible for directing water activities groups such as aquagym. The requirements that must be met are the qualification of lifeguard and knowledge of first aquatic aid and rescue.

Another worker will have the responsibilities corresponding to the kart track and the archery range, so it is understood that customers will not be able to use both services

at the same time. The requirements for both positions are: security, so he or she must possess first aid knowledge, and knowledge related to technical authority and sports, which can be acquired in modules such as the one above mentioned, Tafad.

Finally, the kitchen will be in charge of two workers. It will be carried out by a person with a cooking diploma, and another person with cooking knowledge to help when needed, although he will devote himself to serve meals. At the same time, these people will be the instructors of the cooking courses when the customers wish to receive this service.

The positions that I will deal with personally are the reception of the people on arrival at the farmhouse, cleaning of the facilities, human resources and control of performance and general control of the operation of the company.

To conclude, we can say that the forecast of personnel needed are estimated at six hired workers, with whom it is intended to occupy all jobs and carry a good organization and control of all the services we offer.

6.3 Outsourcing policy

Turiselecat will subcontract Gestoría Claramunt with the intention that they are in charge of carrying out all issues related to accounting and finance of the company. All other functions and activities will be performed by the employees themselves and me, and we also have the help of family and friends who will contribute with solutions when needed.

6.4 Recruitment and selection policy

In order to recruit the right candidates for each job offered, we will send the information corresponding to the positions offered to the following Internet sites: Infojobs, Infoempleo and Jobatus, three of the best employment sites in Spain in 2022. In addition, we will also announce it in our website, so that more people can see the jobs that are offered.

Once the job offers are launched, there will be a period of reception of CVs between two and three months. Subsequently, an interview will be held in person at the facilities of the farmhouse, to take advantage of the fact that members can know the site. After knowing the candidates personally, I will personally ask them basic questions related to knowledge regarding the position they are interested in, as well as a brief personality test . If the members finish the interview and I consider they have passed it, they will move on to the next and last phase before hiring. This is a physical test, where they will have to demonstrate in a practical way the knowledge they possess about the position they are interested in. For example, the person who wants to occupy the position of lifeguard may be asked to prepare a short aqua gym class.

Once the practical test has been passed, the final decision will be made, whether the person complies with the requirements for the position or not.

6.5 Contracting

As far as recruitment is concerned, I will be the person in charge of deciding who is hired by the company. In order to make the decision to hire a person or not, all members will begin a six-month trial contract. Once this period of time is over, I will have to decide whether to continue to hire the person in question or not. In case he or she continues to be contracted, an indefinite contract will be formalized.

6.6 Training

In the case of employee training we must take into account that we will try to hire members with appropriate knowledge for each position, but I will be the person in charge of teaching basic and concrete aspects of the company such as its philosophy, behaviors and attitudes that must be followed. It will be a face-to-face training, during the first months working in our facilities.

6.7 Salaries

The salaries of Turiselecat employees will be determined according to the salary range that is on the market at that time for each of the positions specifically. The amount and importance of responsibilities attached to each post shall also be taken into account, as

well as the functions that each person has. For example, the person in charge of the customer service, website, marketing and research and development has more tasks to cover than the lifeguard.

6.8 Occupational hazards

We are in a farmhouse with adequate conditions, but we never know when we can hurt ourselves. We must bear in mind that sometimes we will be working with animals, particularly with horses, and we can suffer a fall, they may step on or even bite us. We will hike, which means that an employee may be injured during the route, or for example cooks may suffer an injury cooking. Therefore, all employees will have health insurance, which will cover both primary and specialized medical assistance.

6.9 Labour relations

The link between the members in Turiselecat are intended to be excellent. Because of features such as working much of the day outdoors, in a quiet place, in contact with nature, without noise and not being at all a routine job in whatever the job position, employees should be usually happy working in the farmhouse. In addition, the candidates who sent us their CVs will be people who like the countryside and feel well in it.

In addition, we have different motivation policies for employees, whose main elements are a united company culture, constant communication and a work environment full of companionship and comfort. We understand that if employees are motivated, they will be happy and that leads to having good attitudes towards other employees and me, which at the same time means achievement of good results.

Finally, we will say that the coordination mechanism that will be used is that of direct supervision.

7. OPERATIONS PLAN

7.1 Description and phases of the production process

First of all, we have to emphasize that in Turiselecat we offer services and not tangible goods. Therefore, we do not have a production process. But it is true that in order for the client to receive the service we follow a series of processes.

The first time the customer has contact with us is through our website or by a phone call, when they can consult any aspect about our services and, finally, if they wish, make the reservation. In addition, customers can consult our farmhouse and book through Booking and Trivago. In this way, when the customer has made the reservation, our staff in charge of the attention to the customer, the website and bookings from the mentioned platforms, will confirm the reservation in our database of the computer located in the reception. When the reservation is made, 20% of the payment must be paid and the remaining 80% will be paid on arrival at the farmhouse. There is also the possibility that a customer without a reservation comes directly to our farmhouse and asks for a room to stay that same night. In this case, it would be the first contact with the customer and directly face to face. As for the phone calls or upon arrival of a possible customer to the reception, we will try to be as friendly and kind as possible, since our company philosophy is to make the client feel as if he were at home.

In this first phase, when customers make the reservation of the room and the days that they are going to stay, they must choose if they include breakfast, lunch or dinner, being breakfast always mandatory if they want any other meal. Regarding reservations of any type of activity, they will be carried out once the client has arrived at the farmhouse, having the possibility of making the reservation at any time.

Once the entire process of booking both room and service has been completed, including meals and activities, we will discuss all the processes with the client already in our facilities.

Upon the arrival of the clients to the farmhouse, in my role as receptionist, I will attend them cordially, welcoming them, asking them if they already have the reservation made or, as I noted above, there is a possibility that they make it at that time. If they had already made the reservation, I will request the data to check it and if everything is correct the customers will have to pay 80% of the payment that was pending. If they had not made the reservation yet and want to make it, I will write down their personal data, the days they want to stay, the meals service they want and if they want to do

some kind of activity. At that time they must pay 100% of the invoice. Payments can be made both in cash and by bank card.





When the reservation is confirmed and paid in full, I will accompany the clients to their rooms, showing them, explaining all kinds of details and solving any doubts they may have. Once they have left their belongings, I will invite them to see the facilities, the dining rooms, the gardens, and all the sites of our activities. In this way, we will get the guests to know all the places of the site where they will enjoy their holidays so that they feel comfortable and as if they were at their own home.

The day on which customers leave the farmhouse they must do so before 12 o'clock noon, having to go through reception to leave the keys of the room. There, I will give them the possibility to fill out a questionnaire about their experience in the farmhouse. There will be questions that will be valued based on their opinion from 1 to 10, being 1 a very bad opinion and 10 the best possible rating. They will also have the possibility to add comments on each question. In this questionnaire there will be questions such as opinion about the staff who have attended them, the facilities in general, their room in particular, what they think about the options we provide regarding activities and sports, the opinion about the activities carried out, about the meals service if they have requested it, about the cleanliness of the hotel and, finally, one last question in which they can make any comment, contribution, criticism, etc. These forms will be filed and when we have accumulated ten of them, I will analyze them together and make the averages of each question. If the result for a question is less than 5, we have to change or correct that aspect in less than a week. If the average is between 5 and 7, I will talk to the workers to find solutions together and see what we can improve to increase the quality of the service. And if the average is more than 7, we will not do any action, but we will always be focused on the fact that the average does not decrease but continues increasing. In addition, all suggestions and criticisms will be taken into consideration.

To complete this explanation we will make a flowchart of processes.

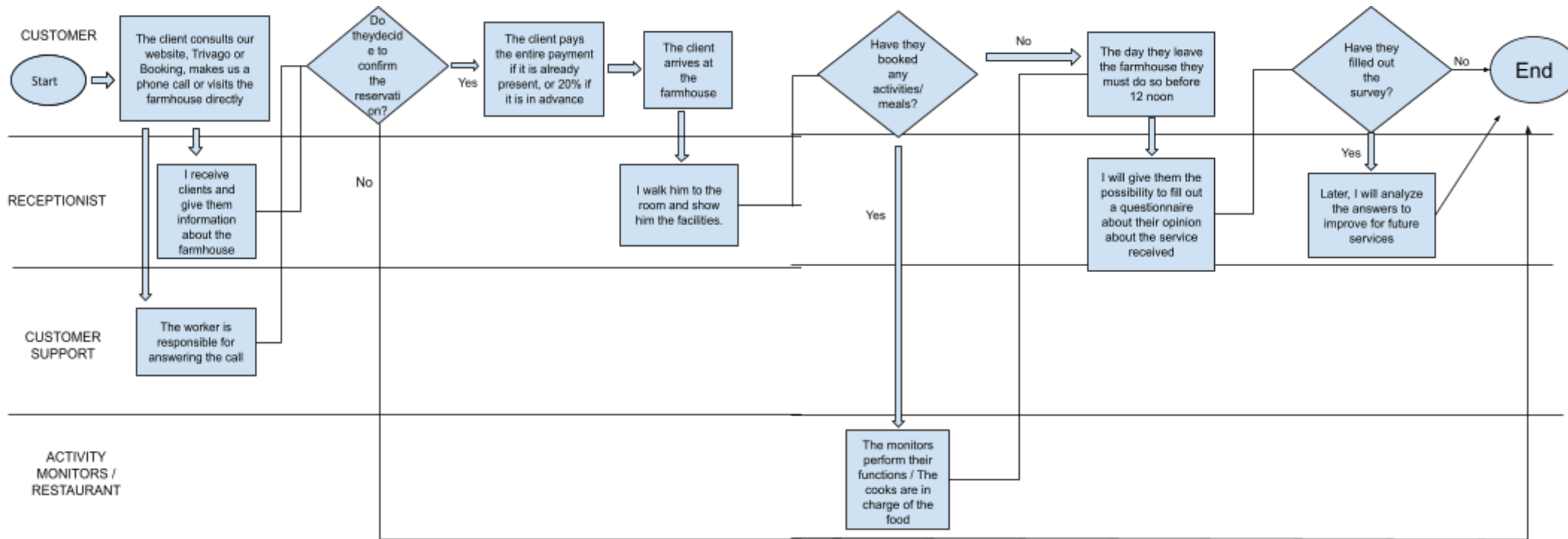
The symbols that appear in the diagram gain meaning through the following legend:

Table 11. Legend

	This symbol shows the beginning and end of the flowchart.
	This symbol indicates that an activity should be executed.
	This symbol represents an 'IF - THEN' decision, evaluation or condition that can have two outcomes. Each branch of the decision/evaluation arrow should be well labeled to denote the meaning of the result of the decision, evaluation or condition: YES / NO.
	This symbol expresses the direction of flow within the diagram.

Source: Own elaboration (2023)

Table 12. Flowchart of processes



Source: Own elaboration (2023)

7.2 Quality, prevention and environmental measures

In Turiselecat we will always try to provide the service with the best possible quality. For this reason, we will focus on some important aspects such as:

-Customer satisfaction: we will measure it thanks to the questionnaire we have commented on previously, which the guests will fill in when leaving the farmhouse.

-Safety in the activities: we will hire specialists to check periodically that everything is in perfect condition for its operation and customers are not in danger. For the revision and maintenance of both the paddle tennis court and the football field we will hire the services of Quality Sport, a company specialized in sports facilities. As for the karts, they will pass a periodical control so that all of them are available and without any problems.

-Workers' opinions: twice a month all workers will meet and we will contribute with all possible ideas as well as with experiences that have come up during that period of time. Thanks to these meetings, we will obtain very valuable information, which we would not get without communication. It will help us to improve certain aspects regarding customers and understand their needs as well as the workers' needs to make their work as comfortable and simple as possible.

-Cleaning and food service: these are two fundamental aspects, since the first thing clients notice when entering the farmhouse is how clean, tidy and correct everything is: the hallways, bathrooms, dining rooms and the bedrooms. On the other hand, the clients do not have access to the kitchen but it must be even cleaner and more hygienic than everything else, and for this reason both the cooks and I will take care of this.

As for our concern for the environment, we will say that it is crucial. As we are aware of where we are, we will have even more caution with nature, avoiding any type of fire and taking all the necessary measures. In addition, in two of our activities our commitment to the environment can be seen since, as we have already commented previously, in the hiking routes that we do with the guests we will take garbage bags to

collect all kinds of waste that we find along the way. Besides, our 6 karts will be electric so that they do not emit any type of negative emission to the atmosphere.

7.3 Company capacity

We understand by capacity of the company the number of services it has provided in the time period of one year. Making a forecast of the services provided during this period, we could say that there will be approximately 800 room reservations.

7.4 Suppliers

As for our suppliers, we will differentiate between usual and occasional ones.

- Usual suppliers:

- Carnicería Adell, S.L. → As we have said before, one of our objectives is to make traditional meals of our area. In order to achieve this, we will have this butcher shop as a supplier, since it is located in Catí and works with products from our people.
- Pescadería Puig → The village fishmonger will be our supplier both of fresh fish as well as frozen fish.
- Comercio Gasulla and Comymat Vaquer, S.L. → These two shops in Catí will be our suppliers for any cleaning product, as well as the rest of food and other products.
- Panadería Segarra and Panadería Catipan, S.L. → The two bakeries of Catí will be our suppliers of both bread and pastries.
- Cuinart, integral catering solutions → This company will be our supplier of any type of household items and supplies of the catering industry.

- Occasional suppliers:

- Decathlon → As we have a wide variety of activities, we need to have a sports company that can provide material for all these activities. Decathlon will provide us with material for paddle tennis, both shovels and balls, arrows and targets for archery, footballs, and all kinds of mountings, headers and material for horses.
- Quality Sport → This company will be our supplier of both the paddle tennis court and the football field. At all times we will be in contact with them for any type of checking or maintenance.

7.5 Distribution

Regarding the distribution, there is no physical logistics in a tourist service since the service is provided within the physical enclosure of the farmhouse. As we explained in the 'Promotion' section in the marketing plan, we can also deliver our service virtually through the website of the company or platforms such as Booking.

8. FINANCIAL PLAN

8.1 Sources of funding

8.1.1 Own sources of funding

8.1.1.1 External: partner input

Next, we will develop the sources of financing that Turiselecat has to face for the initial investment of the business. We have the participation of several members of my family, which in total form the founding partners of Turiselecat. First of all my grandmother Josefa Blasco Segura participates by contributing to the farm, since it is her property, in addition to an amount of € 40,000. Then my mother M^a Pilar Vaquer Blasco and her brother, who is also my uncle, will each contribute the amount of € 40,000. Also my brother, Andrés Beltrán Vaquer will participate contributing the amount of € 15,000. Finally my monetary contribution will also be € 15,000.

8.1.1.2 Internal: profits generated by main activity

We are developing a business plan for a company which is not yet in operation, so we can say that there are still no benefits caused by the main activity.

8.1.2 External sources of funding

8.1.2.1 External: grants, bank loans, aid

In this case, Turiselecat will be financed through EAFRD aid, which is a rural development grant directed by the European Agricultural Fund for Rural Development. Likewise, we will benefit from the Tourism grants offered by the Generalitat Valenciana.

8.2 Investment plan

As we have mentioned on previous occasions, we are going to carry out, approximately, a reform of 50% of the farmhouse, to later be able to exercise the main activity of the business, although we must take into account that the farmhouse has different characteristics that we do not have to modify, such as the electrical installation. The reform includes both interior and exterior works.

Below we will show an approximate summary table of the investment to be made.

Table 13. Summary table

CONCEPT	PRICE
Pre-construction and demolition	1.700€
Air conditioning and solar panels	8.500€
Masonry	35.500€
Carpentry	5.200€
Painting	1.400€
Swimming pool	15.000€
Paddle tennis court	14.000€
Stables + horses	6.000€
Plumbing	5.000€
Karts track adaptation + karts	16.000€

Furniture, kitchenware and textiles	25.000€
Sports equipment	2.500€
Adaptation of football field + archery field	3.000€
TOTAL	138.800€

Source: Own elaboration (2023)

8.3 Treasury plan

First of all, we will talk about the forecast we have made of the working capital that we will need in the short term. Here we take into account expenses which we incur in short periods of time, which we estimate an amount of € 1.200 per week necessary to have the establishment open and serve customers. We also foresee a weekly income of € 2.400, taking into account that the influx will be greater on weekends and in the holiday seasons, so in those periods of time the income will be higher. If we talk about the long term, we foresee an increase of 25% of customers compared to the first year, and therefore of the profitability of the company in the next three years.

9. GROWTH STRATEGIES

9.1 Growth strategies

The main actions in the growth strategy in Turiselecat are the expansion of the sports tourism offer, providing the service of a basketball court, a mini golf course and the opening of a gym. In addition, we would open new spaces for relaxation such as a spa area. We also have the hiring of a masseur and physiotherapist, offering a new massage service and treatment of ailments, since clients could count on the physiotherapeutic care service after doing sports. Finally, we would expand the number of rooms, adding five more rooms, in order to cover a greater number of guests during holiday periods.

9.1.1 Internal growth

9.1.1.1 Specialization

We speak of a specialization or expansion of activities, since in reference to the actions explained above, we are heading towards the development of new services, but in the same markets, so we would be talking about a product development strategy regarding services. We show it graphically below:

Figure 7. Product development strategy

		Productos	
		Tradicionales	Nuevos
Mercados	Tradicionales	Penetración en el mercado	Desarrollo de producto
	Nuevos	Desarrollo de mercados	Diversificación

Source: slide subject AE1024, by Edurne Zubiria

This type of development, as we have already said, does not imply in any case a change in the field of activity in which the company is developed. In addition, the same financial and technical resources would be used.

10. EVALUATION OF THE STRATEGY

10.1 Strategy adequacy analysis: strategic fit analysis between context and strategy

10.1.1 Analysis of coherence of the different activities of the company

As we have pointed out throughout the work, the main idea is to offer a service of tourism and accommodation related to the practice of sport, so we can say that there is a synergy between the different activities that can be carried out in the farmhouse, and that in all of them we find sport as the protagonist. There is a logical relationship between all of them, each with its specialty, but always within the same environment, 'do sport', and that is where we find the coherence between them.

10.1.2 Coherence of the strategy with the strategies according to the life cycle of the industry

As we know, the life cycle of a tourist destination consists of six stages. In this case it is Alto Maestrazgo, the area where we are going through the involvement phase, where the people of the area start businesses aimed at tourists. That is why we can say that the product development strategy would be coherent, since the area is experiencing growth related to tourism.

10.1.3 Coherence of the strategy with the degree of fragmentation of the sector

In this case, we can also affirm a strong coherence of the chosen strategy with the degree of fragmentation experienced by this sector. As we already know, the activities that are expected to be developed through the chosen strategy follow the same steps as the current activities, that is, they are similar activities whose protagonist is sport, so we will continue to dedicate ourselves to the same fragment of customers in the sector. We must say that it is a bit fragmented sector, since different groups of customers can be observed, depending on the type of tourism that they prefer.

10.1.4 Value System Analysis

In order to analyze this question we must ask ourselves whether the strategy we have chosen will allow us to create value for consumers. The answer is affirmative because simply by expanding our range of services we would be satisfying most of the needs of our customers, and with it we would increase our value to them.

To conclude, we can say that we foresee that the chosen strategy is adapted to the business.

10.2 Analysis of the feasibility of the strategy: consistency or adjustment of the strategy with the organization

10.2.1 Financial feasibility and availability of other resources and capabilities

Regarding the financial feasibility and the availability of other resources, we assume difficult aspects to know, since for this reason we need to analyze the operation of the strategy in practice, and as the company is not yet in operation we can make a forecast. As we have mentioned in previous points, it is expected to obtain a return thereby carrying out the strategy. Then with the increase in the supply of services, it is expected to increase profitability again, so we can say that the strategy is expected to be feasible.

10.3 Acceptability analysis: assesses whether the expected results of the adoption of the strategy are acceptable or not for different groups of stakeholders

10.3.1 Analyze the different acceptability criteria

10.3.1.1 Profitability

In order to get to know this aspect, we should analyze the economic-financial profitability and the value creation and cost-benefit margin. As we have said in previous cases, we can only forecast that profitability will be very positive, but we cannot rely on real facts due to the fact that the company is not functioning yet.

10.3.1.2 Risk

As in the previous case, we cannot know the financial or political risk of the strategy or the one that the company will have. We can simply make an estimate. We can foresee that the risk that the company will run with the implementation of the strategy in practice will be very little, since the services that will be offered will follow the same line as those that would already be in the company.

10.3.1.3 Stakeholders

As in previous cases, we cannot identify or analyze the different reactions from stakeholders, but we can foresee that they will be very positive, since we are talking about an improvement in the offer of services and an increase in the profitability.

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