

# CULTURE AND TOURISM SECTOR

UNLIMIT

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# Culture and Tourism Sector



2020-2021  
@SOM\_Mataró

# Part One

Rut wanted to climb to the top of Pedraforca mountain, but she realized her functional diversity prevented her from doing so. Together with a group of friends, she did some research to see if others faced the same problem. This gave birth to “UNLIMIT”, a plan to offer 100% accessible and inclusive travel destinations..

# The Idea

# Development

## Need

We have detected a need for **help planning tourist activities and finding destinations** (by filtering and providing information) **that are accessible to individuals with functional diversity**.

Certain individuals face [some sort of barrier<sup>1</sup> that prevents their active participation](#) in trips (while also affecting the participation of those closest to them).

According to the [WHO](#), over one billion individuals (15% of the world population) have some kind of disability. Of these, nearly 200 million face significant challenges in their daily lives.

According to the most recent [UN study](#), this figure may even reach 25% (when including the elderly and those with functional diversity).

## Who needs this?

3 GROUPS:

- A. **People with different levels of functional diversity and those closest to them** (family), with whom they generally go on outings and trips.
- B. **Organizations that offer 100% accessible and inclusive services** (lodging or cultural, athletic and other experiences).
- C. **Those that directly address the needs of those with functional diversity** such as care workers.

## Idea

“UNLIMIT” would like to be the **specialized one-stop travel shop<sup>4</sup>** where individuals with functional diversity can find the 100% accessible trips and activities that interest them the most. We offer proposals that take care of everything from the time they leave home to the time they return, including activities and lodging.

Depending on the results of our needs assessment, “UNLIMIT” will consider different phases for the project.

1 World Enabled - (PDF) [The Inclusion Imperative: Towards Disability-Inclusive and Accessible Urban Development](#)

2 WHO = [World Report on Disability](#)

3 UN – [Ageing](#)

4 The term *one-stop shop* refers to a business that offers a range of products or services all in one place.



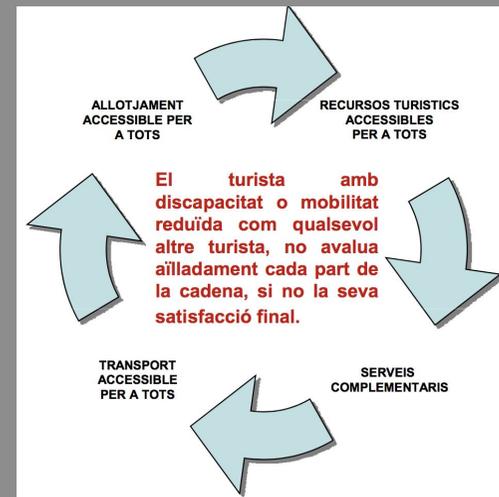
# Trends

## Trends in writing

According to the WHO's 2011 [World Report on Disability](#), “the number of people with disabilities is growing. There is a higher risk of disability at older ages, and national populations are growing older at unprecedented rates. There is also a global increase in chronic health conditions, such as diabetes, cardiovascular diseases, and mental disorders.”

- “Inclusive and accessible cities.” There is an increasing interest in inclusive, accessible policies, although progress is slow. See reports [World Enabled](#) and [Apoyo de la Normalización a la accesibilidad universal de la Asociación Española de Normalización \(UNE\)](#).
- “Functional tourism.” Cities, public administrations and companies from the tourism sector are also adapting to the needs of the community.
- Constant improvements in technology are driving the shift towards increasingly inclusive and accessible tourist destinations and recreational experiences. These technologies help to make different links in the value chain more inclusive and accessible.
- Changes in the tourism sector: a) In 2017, Airbnb bought Accomable, a company that rents travel accommodations to individuals with functional diversity; b) In 2018, Expedia was recognized as an accessible website by the [National Federation of the Blind](#); c) Also in 2018, Booking.com presented a 3-week [accelerator programme](#) for start-ups with the goal of improving travel. Participants included one of the most widely known accessible experience portals, [gowheeltheworld.com](#).

## Trends in visual aids



# Conceptualization of the idea

## What?

“UNLIMIT” wants to be a **one-stop shop specialized in trips and activities** for individuals with functional diversity. Therefore, this idea is part of the [first phase of the value chain for inclusive tourism](#): planning.

Depending on the results of the needs assessment, which we will complete before designing a solution, **we will evaluate different phases for the project:**

- Search, filtering and sale of athletic, recreational and/or cultural experiences from third parties.
- Research, filtering and sale of tourism packages from third parties.
- Organization of our own activities and trips.

**(Potential) differential values of UNLIMIT** (to be confirmed with different segments):

- The social and cooperative value of the project
- Search for activities and trips that match customers' needs
- Personalized proposals
- Geo-location of supply and demand
- Forums for recommendations and discussions on demand

## How?



“UNLIMIT” is designed to be an eminently online project (**one-stop shop**) with a minimal presence depending on key alliances. Services will be entirely aimed at individuals with functional diversity and those closest to them.

The positioning of the project will depend on the needs assessment and the size of different sub-segments (product/price).

In all scenarios (not counting prototypes), the project will require a strong investment in knowledge of supply and demand, marketing, communication, commercialization and customer service.

Some key indicators for “UNLIMIT” will be:

- **CAC** (client acquisition cost)
- **Avg. operation/service** (average value of each “operation”)
- **Avg. fill time** (average time needed to fulfil demand)
- Recommendations

## For whom?



The sub-segments we choose to prioritize in customer segment A will depend on the needs assessment. This will depend on the urgency of the need, the type of solution required, and the resources needed to fulfil it.

- A. INDIVIDUALS WITH FUNCTIONAL DIVERSITY:** individuals with different levels of functional diversity and those closest to them (family) who accompany them on trips and outings.

**ACTIVITIES**  
Cultural / Athletic /  
Recreational

**TRIPS**  
Destinations /  
Lodging / etc.

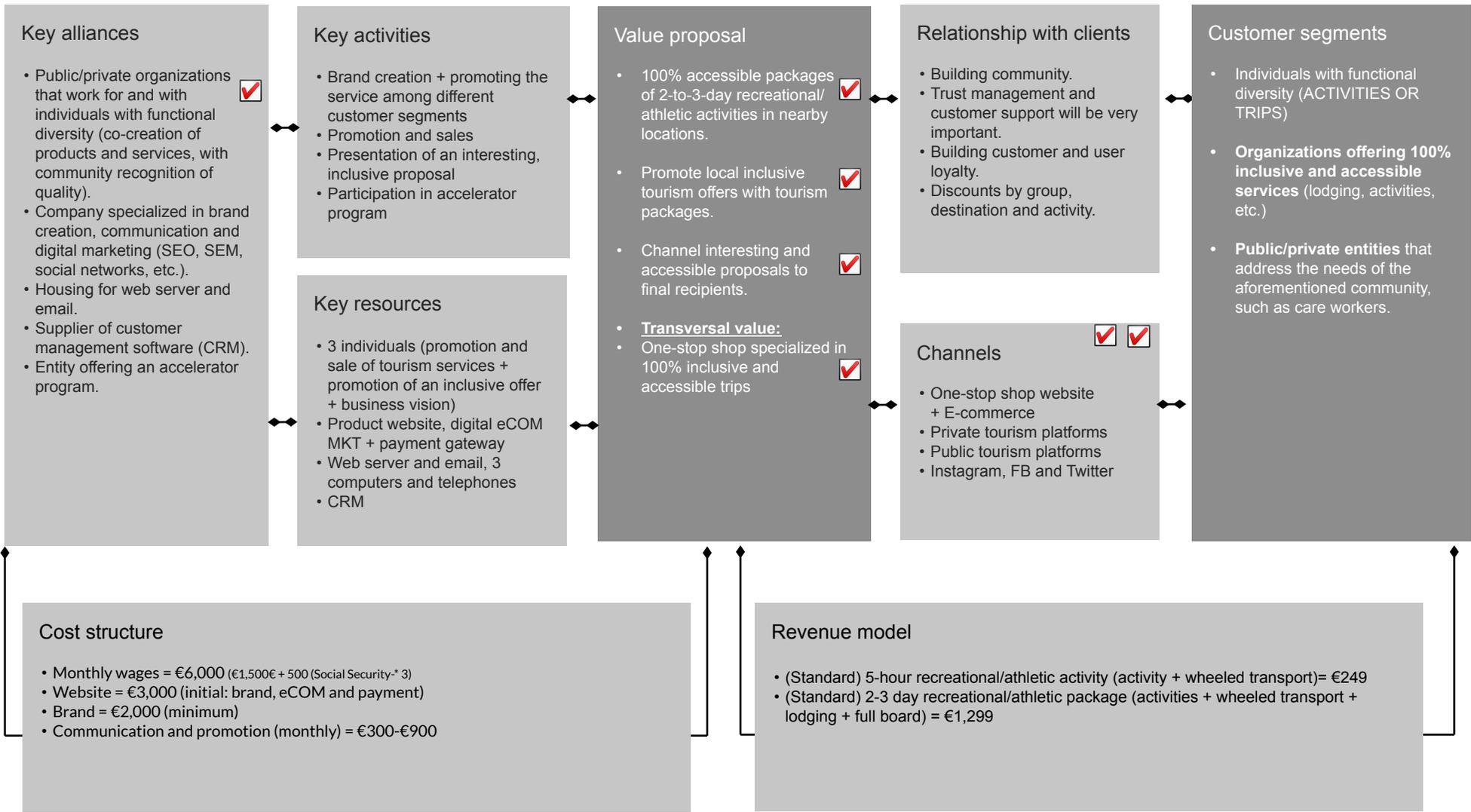
- B. SUPPLIERS:** organizations that provide 100% accessible and inclusive trips (lodging and cultural or athletic activities and experiences).
- C. RELATED ORGANIZATIONS.** Public or private entities that address the needs of the aforementioned community, such as care workers.

Depending on the needs evaluation

Depending on the validation of the product or solution



# Simplified layout of the business model



Dependent on the validation of the needs of the segment of recipients
  Dependent on the validation of the service solution
  (Standard) 5-6 day recreational/athletic destination (activities + wheeled transport + lodging + full board + flight) = €2,599

Conceptualization of the idea



# Pre-feasibility of the idea

## Cost structure

(key activities, key resources, key alliances and channels)

INITIAL INVESTMENT			
Social capital	3.000 €	Financing	100% self-financed
Constitution	500 €		
PILOT PHASE <sup>1</sup> (1st and 2nd year)		OBJECTIVE (starting in the 3rd year)	
Items	Costs	Items	Costs
Hiring services <sup>2</sup>	0 €	Hiring services	0 €
Salaries	3.000 €	Salaries	6.000 €
Website <sup>3</sup>	150 €	+ eCommerce	400 €
Brand	150 €	Updates	300 €
Tax management - Insurance	200 €	+ Promotion	700 €
Communication	300 €	Tax management - Insurance	300 €
<b>Phase total (monthly)</b>	<b>3.800 €</b>	<b>Phase total (monthly)</b>	<b>7.700 €</b>

- 1 In the pilot phase, we will consider the cost of living + minimum costs for communicating the phase.
- 2 This refers to the cost of purchasing services from third parties. As long as UNLIMIT does not sell its own offers, we will sell offers from third parties with an added margin for personalization and other services.
- 3 In both phases, we will attempt to negotiate that the website, brand, communication, eCommerce, etc. be paid using a flat rate to minimize initial investments and to make as effective a use of funds as possible.
- 4 In the continuity phase, we will be able to offer promotions in the form of discounts (as is commonly done in the sector).

## Revenue model

(market sizing and fees for services)

Dimensioning:	Individuals	
TAM (total possible volume within our area of activity)	582.028 > CAT > Gencat <sup>1</sup>	
SAM (serviceable volume with the model and resources at our disposal)	26.142 > Maresme <sup>1</sup>	
SOM	2.614 > 10% of SAM	
Approximate rates:	Euros	
(Standard) 5-hour recreational/athletic activity	249,00 €	
(Standard) 2- to 3-day recreational/athletic package	1.299,00 €	
(Standard) 5- to 6-day recreational/athletic destination	2.599,00 €	
Seasonality of the sector <sup>2</sup>		
Beach (May-September, depending on region)		
Mountains (September-April, depending on region)		
Income / month (feasible > SOM >> continuity phase)	% SOM	Euros
(Standard) 5-hour recreational/athletic activity (X% SOM)	2,00%	13.019 €
(Standard) 2- to 3-day recreational/athletic package	0,20%	6.792 €
(Standard) 5- to 6-day recreational/athletic destination	0,10%	6.794 €
<b>Total Income:</b>		<b>26.605 €</b>

- 1 "Persones amb discapacitat per tipologia. Comarques. Xifres absolutes - 2018", Department of Labour and Social Affairs of the Government of Catalonia. [Link to PDS file here.](#)
- 2 During the pilot phase and the first few trimesters of the continuity phase, we will consider local activities and destinations. We will move on to international destinations gradually, spreading out the seasonal variability of the sector by geographical zones.



## Point of balance (monthly)

Scenario for the point of balance under the following conditions:

- Product/service: recreational or cultural activities.
- Cost of sale included in "Price (per unit)"
- Variable costs are based on the cost of purchasing product + promotion/ commercialization of product.

We will calculate the **point of balance** to see how many units of our product or service must be sold in order to cover costs, and to see whether this volume of units is feasible with the resources at our disposal. The **formula** for calculating the point of balance is:

$$PE = CF / (PV_{unit} - CV_{unit})$$

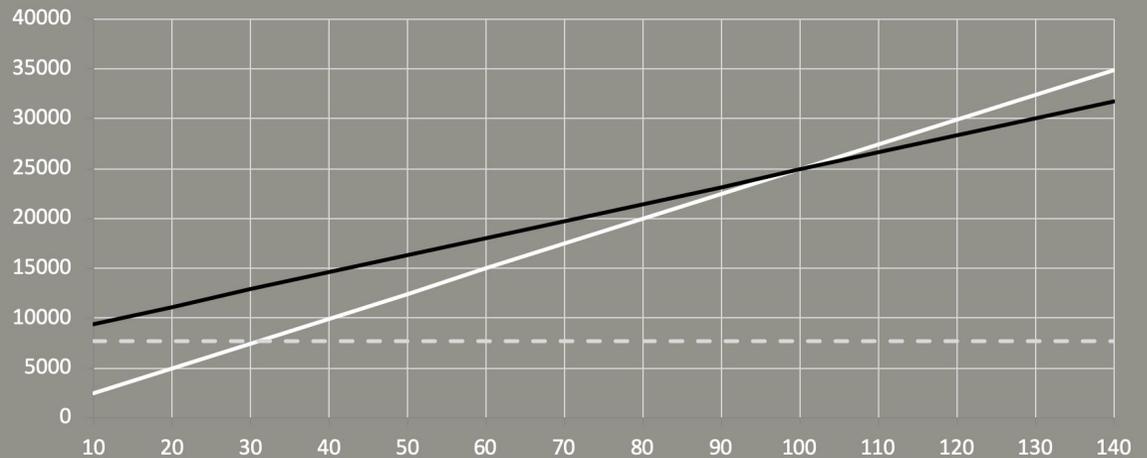
--- Fixed monthly expenses

— Expenses

— Revenue from sales

Turnover target:	24.852
Fixed costs:	7.700 €

Price (per unit):	249 €
Variable cost (unit):	172 €
Point of balance (units):	100



Pre-feasibility of the idea



## Scenario for reaching viability

Planned scenario:

- **The first year**, no advanced payments (salaries) for founding members. The goal is to establish the project and get it up and running.
- **The second year**, the goal is to reach the point of balance with minimal payment (50% of planned final payment).
- **The third year**, the goal is to reach viability. All expenses should be covered regularly. The project is viable.

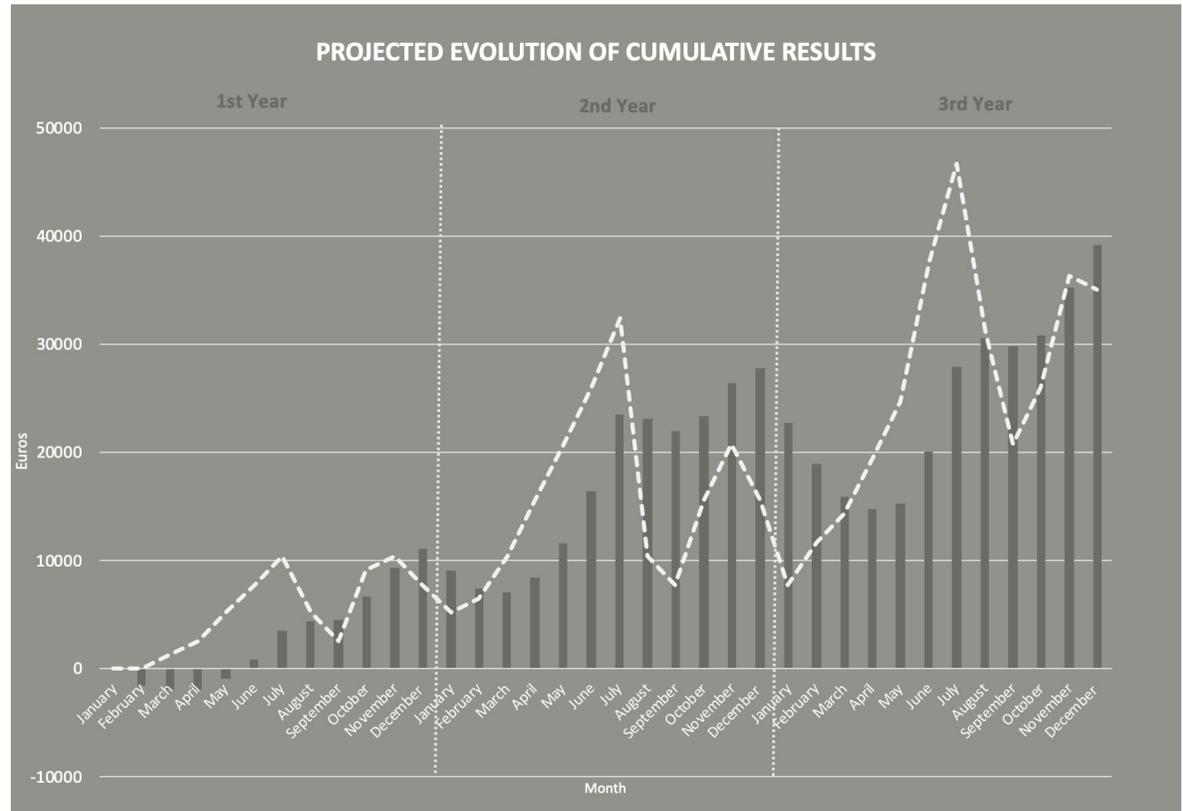
We have projected sales and costs in keeping with the busiest tourist seasons.

The **formula** for calculating the point of balance is:

- The first year, 0-20% of the sales target.
- The second year, 30-60% of the sales target.
- The third year, we will reach 100% of the sales target.

— — Monthly income

— Cumulative monthly results





# Validate needs with those that have them

Phase description: in all new products, before designing a possible solution for the detected need, it is a good idea to validate the needs themselves with those that have them. Therefore, in this phase, we need to (a) list the needs we think need to be addressed, and (b) check those needs with the people we believe have them.

## Hypothesis of needs:

### A. Segment of end users

- End users have a hard time finding trips or cultural, recreational and athletic activities that are 100% accessible and inclusive.
- These users would like a quick and easy opportunity to purchase these proposals online.
- They are willing to pay for a service that personalizes their searches and organizes proposals.

### B. Segment of suppliers

- Proposals are diverse and spread out.
- Often, those supplying lodging or recreational, cultural and athletic activities do not know how to reach end users.

## Actions or strategies:



### Empathy exercise (focus on need):

In empathy exercises, we “put ourselves in the shoes” of the end users. We live their experiences first-hand in order to better understand their needs.



### Stroll through online forums

This “stroll” through online forums can help us validate or even discover customer needs.



### Interviews with individual clients

The goal of these interviews is to validate each of the needs of the end users (list of hypothetical needs).

- Review the list of hypothetical needs with each interviewee.  
10-15 interviews.



### Agent interviews

These fulfil the same purpose as the interviews with customers. However, in this case, they involve end users of the service or product.

- Review the list of hypothetical needs with each interviewee.  
10-15 interviews.



# Validation of product or service/solution

Phase description: in all new products, before designing a possible solution for the detected need, it is a good idea to validate the needs themselves with those that have them. Therefore, in this phase, we need to (a) list the needs we think need to be addressed, and (b) check those needs with the people we believe have them.

## Product hypothesis

### A. Segment of end users

- End users would like to search for, be informed of and purchase cultural and recreational activities and destinations over the internet.
- These users would also be interested in app-based loyalty (PULL).

### B. Segment of suppliers

- Those supplying proposals have digitalized their offers, which can therefore easily be added to our platform.

### C. Third parties from the sector

- In the growth phase, it is a good idea to analyse the possibility of posting UNLIMIT's proposals on large travel platforms (Booking, Expedia, etc.). It is therefore important that we analyse incorporating our website/eCom into these systems.

## Actions or strategies:



### Solution interviews

Solution interviews are an opportunity to validate the intended purposes of the service or product (list of functionalities) with the end users.

- 1-on-1 interviews on functionalities with potential users, together with an online or physical prototype.



### Solution interviews with agents

These serve the same purpose as customer interviews. However, in this case, the interviews are with the agents that interact with the final users of the service or product.

- 1-on-1 and group interviews with agents on functionalities for potential clients, together with an online or physical prototype.



### Online prototype

Online prototypes allow us to show the service or product to the customer. The objective is not to have a finished product, but to show customers some basic functionalities to get an idea of their impression and possible suggestions for improvement.

1. Mock-up of the website (layout and functionalities)
2. Web template with ecommerce and catalogue functionalities



### Physical prototype

**Physical** prototypes allow us to show the service or product to the customer. The objective is not to have a finished product, but to show customers some basic functionalities and get an idea of their impression and possible suggestions for improvement.

- Brand mock-up



# Validation of numbers

Phase description: in this phase, we will confirm the information or hypotheses related to our economic and financial plan (fixed costs, variables, prices, margins) in the two dimensions related to our project (internal and external).

## Validation of numbers:

### A. Internal dimension

- We will review the principal fixed and variable costs for the product.
- We will confirm the margins applied to the products or services offered by analysing those used in the sector.
- We will ensure that the price of our products and services covers costs related to creation, production, assembly and commercialization.

### B. External dimension

- We will confirm our costs based on customers' perceptions and, in particular, on direct and similar competition from the sector.

## Actions or strategies:

Below are a series of actions and tools to pursue in this phase.

### A. Internal dimension



#### Review of fixed costs, variables

We will review fixed costs using information from the sector's main agents. We can also download economic-financial reports (for example, this [balance sheet](#)) from companies from the sector that could provide additional details on costs and margins.



#### Review of prices

In this case, we will use a price analysis based on a collection of our fixed costs, variables and the margins of our products or services.

### B. External dimension:



#### Comparative table of related entities

This comparative table will help us to collect and analyse the prices charged by the competition (direct or similar), to distinguish between those with high, medium and low prices, and to determine average fees in the market. This tool can also help us to collect and analyse other aspects of the competition such as the communication they use (brand, language, tone, etc.), the contact channels they use, etc.



#### Customer perception

It is also a good idea to see the perceptions our potential customers have of our products and services.

Interviews with potential users of our services using the data obtained from the comparison with the competition in order to gauge their impression.

# Thanks!



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# CULTURE AND TOURISM SECTOR UNLIMIT

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