

YEAR 2017-2018

BACHELOR DEGREE IN TOURISM AND HOSPITALITY MANAGEMENT

SUBJECT: Degree Thesis

SEMESTER: 8th

TITLE OF ASSIGNMENT: *Business Plan: The Creation of an Inclusive Hostel*

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1. Abstract

The purpose behind this Bachelor Thesis is the creation of a new and, most important, inclusive touristic concept build upon the needs, capacities and expectations of people with intellectual disabilities. A project specially conceived and customized for the most vulnerable segment of the labour market, and where the main focus is set on creating an appealing working environment where people with disabilities are perceived as the main core of the organization.

The objective of this Bachelor Thesis is to develop an inclusive lodging model that, being feasible and profitable, allows the creation of labour opportunities for a collective traditionally excluded and marginalized from the employment market. In order to develop a framework for disabled people, a business plan will be created having in mind the principles that well define a social economy and the overall structure will be conceived with a common goal: the welfare and integration of people with intellectual disabilities.

The elaboration of this business plan will lead to the creation of a hostel in which part of the labour force will be constituted by people with intellectual disabilities. This is, consequently, a new inclusive tourism concept where the employees, and their respective capacities and abilities, represent the core essence of the organization. The overall corporate structure within the lodging will be built upon the capabilities and talents of a diverse and interdisciplinary group of people coordinated to achieve a common objective: providing accommodation to guests.

2. Acknowledgements

We would first like to express our very profound gratitude to our Thesis advisor Professor Màrian Buil Fabregà for being plenty involved with the Bachelor Thesis, and for providing us with unceasing support and inspiration. This accomplishment would not have been a reality without her continuous encouragement and guidance.

We would also like to thank all the experts who were involved in different in-depth interviews executed throughout the project. The willingness to help and provide us with up to date and crucial data cannot be thank enough. Thank you BCorp, Fundació Maresme and Apader for your genuine and honest collaboration.

Lastly, we would like to express our appreciation to our families who have contributed with their persistent positivism, confidence and tenderness. Thank you Diana Calafell Albó for your commitment and optimism.

We would like to conclude this section by dedicating the poem *The Guest House* by poet Jalaluddin Rumi.

*This being human is a guest house
every morning a new arrival
a joy, a depression, a meanness
some momentary awareness comes
as an unexpected visitor.*

Welcome and entertain them all!

*Be grateful for whoever comes
because each has been sent
as a guide.*

Authors,

Blanca Calafell Albó and Iris Fernández Blanco

3. Introduction

The UNWTO (World Tourism Organization) defines tourism as the sum of activities carried out during trips and stays in different places from the usual environment, for a consecutive period of time that is inferior to one year and for leisure, business or additional purposes. According to the World Travel & Tourism Council, the travel and tourism sector is supporting 292 million jobs worldwide and generating 10,2% of the global GDP. Being one of the world's largest economic sectors, it can be hard to comprehend the reason why not all the collectives from the society can benefit from it. Collectives such as disabled and handicapped people might face difficulties while entering the labour market, as well as immigrants, displaced or homeless people. As specified by the ILO (International Labour Organization), people with disabilities constitute an estimated 15% of the world's population, 80% of them being in working age. Nevertheless, when it comes to entering the labour market, people with disabilities front behavioural, physical and informative barriers.

According to Instituto Nacional de Estadísticas (INE) in 2016, in Spain the activity rate for people with impairments is 35,2%, the employment rate is 25,1%, and the unemployment rate is 28,6%. As stated by ODISMET¹, in Spain there are over 1,774,800 people with disabilities ranging the ages of 16-64, which is equivalent to 6,1% of the labour force. From them, 42,3% are women and 4,8% is represented by young people between 16-24 years. Within the people with impairments who worked in the year 2016, 88% of them were employed as a salaried employee, 76,2% had an undefined contract and 82,1% of the occupied disabled people were working full-time.

In the tourism industry it is quite usual to perceive the lack of people with disabilities within the sector. Among other aspects, this might result from the perception that disabled people are not capable of performing in the same level as a non-disabled person. As published by the Instituto Nacional de Estadística, during the year 2016, only 5,8% of people with disabilities were working in the hospitality sector within Spain, contrasted with the 8,8% made up by non-disabled people.

In relation to the working field, studies uncover that disabled people are more likely to be working in manual and low skilled occupations rather than in managerial positions. In addition to that, it is quite common that disabled people suffer or have suffered some sort of discrimination at their place of employment, such as being underestimated, marginalized or even dismissed. Strongly related is the fact that for disabled people it is usually difficult to continuously work in the same workplaces due to a lack of belief in their potential, and therefore, of trainings, incentives or support provided. (P. Bates, et al).

An outstanding way to help the members of the collective comprised by disabled people to integrate into the society would be providing them chances of employability. Most likely, disabled people

¹ ODISMET: Observatorio sobre Discapacidad y Mercado de Trabajo en España

would be working in social entrepreneurs, which are organizations characterized for pursuing social change by employing entrepreneurial foundations and techniques. Thus, the paramount goal defined by the authors of this Thesis is to create a contingent labour framework which best adapts to the abilities of the employees. In order to analyze the effectiveness, viability and feasibility of the project, a business plan would be conducted as a tool for both development and evaluation of the strategy.

The business plan which derives from this Thesis integrates knowledge from professionals whose core values are the social integration and the inclusivity. By sharing expertise and know-how, the authors were provided a better insight on the best practices within the social integration.

What this Bachelor Thesis is driven by, is the possibility to provide a solution to the 33% of the people with disabilities who are unemployed in Spain. By ideating a business where people with disabilities are the most important values, not only will the business positively impact its employees, but the society as a whole. Having said that, all along this Bachelor Thesis the idea to develop an inclusive hostel will be defined and structured. The creation of the hostel will enable the growth of the percentage of people with disabilities within the hospitality industry, a sector well characterized for its consistent commitment to society, its service, its warmth and its reception.

In order to elaborate the business plan that will serve as a guideline for the creation of an inclusive hostel, the thesis will be conducted through applied research. The purpose of the overall Thesis is to analyse large amount of data while, at the same time, corroborating or opposing to previous assumptions on the topic. Moreover, by authenticating, verifying and justifying information extracted from a vast variety of sources, it is intended to provide guidance to potential professionals on the field of study.

This Bachelor Thesis will be conducted with the presence of two differentiated methodologies: primary research and secondary research. On the one hand, primary research will be based on the results of the interviews, surveys and primary sources of information obtained throughout the Thesis. This information will derive from meetings with individuals who operate within the sector, social associations, with companies which present similar cases of success, as well as from surveys completed by potential customers for the hostel. Therefore, the focus will be set on the use of sources provided by both practitioners and the professional community.

On the other hand, the secondary research will represent the collection, integration and synthesis of already existing data. Examples of sources that will conform the secondary data would be official websites from associations and organizations that represent the collective of people with disabilities; websites from businesses which are purely based on the inclusiveness of people with disabilities;

published documents in article, book or video format, as well as guidelines and manuals published by public or private administrations.

The major goal of this Bachelor Thesis is to ideate a working environment for a high potential collective, designed and structured with their abilities and capacities. All along this Thesis, the concept of “disability” will be understood as a tool to develop an ability through tolerance, empathy, initiative and desire to positively impact a traditionally excluded collective.

An inclusive organization is an institution which seeks to incorporate vulnerable population into the value chain of a company. Therefore, the main goal of these organizations is to contribute fighting against poverty through a wide range of initiatives which ensure financial, social and environmental profitability. A working environment which is based in diversity and inclusion creates innovation, improves productivity and boosts profitability. In an inclusive organization, every employee’s differences are genuinely embraced, valued and perceived as fundamental to the business. According to the European Union, the term “social enterprise” covers business where:

- The common welfare and well-being is the main reason for the business activity.
- Profits are for the most part reinstated within the enterprise in order to achieve the common social goal.
- The organizational arrangement purely integrates the company's core values, philosophy, principles, mission and vision. Additionally, the organization is driven by the motivation of positively impact a given society.

As stated by the Social Business Initiative (SBI) by the European Union, the prime objective of a social organization is to achieve social impact rather than generating profit. In addition, social enterprises are characterized by reinvesting their benefits to achieve social purposes, and are conducted by social business people in an responsible, transparent and ingenious manner.

Nowadays many companies are raising awareness of the importance of generating a social impact to our societies, instead of focusing exclusively on economic issues. In the present days, social enterprises represent 10% of the European economy, and employ over 11 million workers, which is equivalent to 4.5% of the active population. Moreover, 1 in 4 new enterprises established yearly in the European Union are social enterprises (RaiSE).

According a study conducted by Acció, the Catalan agency for the competitiveness of the company, as of January 2018 in Catalunya there are detected up to 293 social enterprises. From those, 52.6% are focused on employability and labour insertion, and 22.5% of them have international experience. Furthermore, the investigation outlines that 52.6% of the enterprises have a labour trajectory of over 10 years. Strongly related with the study is the fact that, in accordance to Professor E. Serrano, director of the University Chair of Social Economy from the TecnoCampus, the social economy

reaches 6% of the GDP in Catalunya. The piece of writing outlines that the social economy has been consistently gaining recognition and prominence since the beginning of the economic crisis which began in 2008.

Numerous actions and social enterprises, both at national and international level, have been established in order to give a response to a changing society who values diversity and inclusion. One of the most renowned and successful inclusive enterprises in Catalunya is La Fageda. Situated in Garrotxa (Girona), and employing over 300 people, La Fageda is way more than a dairy company. The company's vision is to be a solid social and business project that can, simultaneously, be an inspirational model to create value to our society. Its mission, on the other hand, is to improve the quality of life and the promotion of social integration of people with intellectual disabilities and social exclusion. La Fageda pursues the creation of workplaces that generate an impact not only to the employees themselves, but to the whole society. La Fageda's case is being further developed in section 4.4.2 from Successful Stories.

Banking on an inclusive approach however, means being subjected to challenges and opportunities.

- Challenges:
 - Understanding that an inclusive organization is based on combining both the social and the entrepreneurial sides.
 - Identifying ways to compete with the market on equal terms, even though having special needs and requirements.
 - Planning in longer time frames than existing and traditional business models, since the idea is to redesign and re-establish the current models.
 - Relying on flexibility for financial and project organization.
 - Adapting and cooperating with non traditional partners such as NGOs or foundations.
 - Simultaneously achieving the company's goals of economic, social and environmental nature.
- Opportunities:
 - Providing opportunities to people naturally discriminated because of their capacities, backgrounds or characteristics.
 - Creation of innovative and well differentiated business.
 - Differentiation from the competition.
 - Establishing partnerships with enterprises which business model is based on inclusion, and therefore cooperating in business strategies.
 - Spreading the idea of joining forces in order to make a real impact in the world.

- Strengthening the business' supply chain, enhancing the ability to innovate, as well as their reputation and appeal.

The business plan which defines the inclusive hostel, has been modelled and based on a combination of methodologies, both empirical and theoretical. Since the objective of the overall business plan is to integrate people with disabilities into a social framework, it is of greater importance to:

- Analyse similar or comparable examples of success from the hotel sector, such as Inout Hostel's case. In this case, the goal is to identify Inout Hostel's key aspects of successful integration while meeting feasibility.
- Analyse how social integration is inculcated from associations and organizations that directly work with people with intellectual disabilities, such as Fundació Maresme in Mataró, or Apader in Cedeira, Galicia.
- Comprehend, with the cooperation of professionals from the inclusiveness field such as BCorp España, the magnitude of importance and relevance of social inclusion.

4. Literature Review

All throughout this chapter of Literature Review there will be several interconnected concepts that will be deeply discussed. The common thread of all these ideas is the inclusion of disabled people into the employment and labour market. Topics such as social entrepreneurship, the concept of disability and the inclusion of disability into the labour market will be examined, providing as well, relevant statistics related of the hospitality sector which provide an extended knowledge of the concept.

It is crucial to assert that the main purpose behind the creation of this given inclusive hostel is to ideate a new business model from scratch, plenty conceived according to the necessities of the people with disabilities. With this Business Plan elaborated over the course of the following pages a business model is created where the overall labour force is represented exclusively by people with disabilities. The goal of this model is not to incorporate disabled people into existent enterprises, but emphasizing the fact that business models completely designed according and built upon the capacities and abilities of disabled people can be, simultaneously, feasible and successful, and most important, a driving force for change and inclusion.

4.1 Social Entrepreneurship

The term *social entrepreneur* derives from pursuing an opportunity, result of a promising idea, which positively impacts a society, and which is directly associated with the investment of time, energy and capital requirements.

Social entrepreneurship was first used in 1953 in a book from author H. Bowen named *Social Responsibilities of the Businessman*. Ever since the concept was devised in 1953, the term has been evolving and developing, and various interpretations have been made by different authors and researchers (V. Ratten, V. Braga and C. Marques, 2017). Politician and sociologist Michael Young (1915-2002) for example, is considered being the most outstanding entrepreneur of social enterprises and a social innovator alike. Young described social entrepreneurs as people "*whose aim is to enrich society, to bridge the gap between the powerful and the powerless, and to create a commonwealth of opportunity*". Additionally, Young founded the School for Social Entrepreneurs (SSE), a school which, since its inauguration in 1997 evolves with the values of integrity, inclusivity and empowerment, and which major goal is to bring people together who want to change things for the better (School for Social Entrepreneurs).

As published by J. Roper and G. Cheney in "The meanings of social entrepreneurship today" (2005), social entrepreneurship can take three different juridical forms, which would be from private social entrepreneurship, to social entrepreneurship in the non-profit sector, and public sector social

entrepreneurship. Private social entrepreneurs are organizations defined as business ventures which operate with profit in mind, and which pursue innovation in a constant basis. Private social entrepreneurs are concurrently seeking objectives such as orientation to planning, creativity, empowerment and profitability. On the other hand, social entrepreneurship in the non-profit sector could be understood as the fountainhead of social entrepreneurship. Organizations in this category are oriented toward the reconstruction or development of economic activities, to the collective progress to common goods, and by embodying participative and democratic structures. (J. Roper and G. Cheney as cited in Pearce, 1994). In the last place, the public sector social entrepreneurship is considered to have a more difficult approach on innovating and adjusting to dynamic circumstances due to several determinants of executive, legislative and constitutional nature. In comparison to the public sector, it has been demonstrated that private sector permits a greater flexibility and room for creativity and imaginativeness.

According to the Departament d'Empresa i Ocupació de la Generalitat de Catalunya, social entrepreneurship is created by people who are inquisitive and curious about new social challenges, and who provide innovative and creative solutions to solve them. A social entrepreneurship is characterized by selecting a mission which sustains the company's social value, and by continuously seeking for innovation, creative ways of learning and adaptation (Gregory J. Dees, 2002). Social entrepreneurs create real benefits for the individuals, generate changes of mindset within societies, incorporate ingenuity and creativity throughout their practices, and alter the value chains of the organizations. Social entrepreneurship is an integrative economy where cooperativism is omnipresent, and where the welfare of the entire workforce is perceived as a major priority. Besides the economic profits, this typology of entrepreneurship pursues benefits related with health, the environment and the social balance within a society. Social entrepreneurship is thus, the result of a need to combine the wealth production with the social and environmental impact.

Social entrepreneurship is an innovational model of business that favourably integrates social concerns and commercial exercises. This model has arisen as a response to persistent and lingering social obstacles such as unemployment, financial difficulties or society fragmentation, among other factors. (I. Kostetska and I. Berezyak, 2014).

As stated by M. Nyssens (2006), social enterprises pursue, at the minimum, three different classifications of goals, which are the social, the economic and the socio-political or civic. Firstly, social goals are aligned with the mission of social enterprises, in forms of benefiting a given community. Secondly, economic goals are related with the entrepreneurial essence of social enterprises, such as ensuring financial stability and sustainability. And lastly, socio-political or civic

goals are associated with developing and stimulating an alternative model of economic development based on the social inclusion.

4.2 Disability and the Labour Market

The term *employability* was defined by Hillage and Pollard (1998) as the capacity of obtaining a job, maintaining it and obtaining a new employment if needed. According to the authors, employability is related to the skills and aptitudes that an individual possesses, nevertheless it does not mean that that individual would be able to move in the labour market and to develop his or her potential. Employability constitutes a social and personal reality that must be addressed in a precise and continuous way (M. Formichella and S. London 2005). Later on, employability was defined as the individual's capacity or aptitude to have a job which satisfies their professional, economic and development necessities (Rentería, 2006). However, people with impairments are facing great obstructions, because the concept of *disability* is perceived as a consequence of social, attitudinal and environmental barriers that exclude them to participate in the society, and specially in the labour market. To emend this problem, the National Employment Plans established yearly in Spain are trying to figure out a coherent structure to minimize the discrimination and to put emphasis on the employment promotion of the groups who are in disadvantage in the labour market. The action of both public policies and private initiatives driven by the third sector that works in the area of social work, have led to a positive increase of the levels of labour inclusion of people with disabilities at a national level (ODISMET, 2010).

As stated in *Sickness, Disability and Work* published by the OECD (2010), people with disabilities are underrepresented in the workforce and overrepresented amid the poor population, which leads to a significant labour market disadvantage. One of the most outstanding manners to oppose exclusion and boost integration among the disabled collective is actually by promoting and encouraging reintegration into the labour market, considering that they wish and are capable to work. Higher levels of employment it has been demonstrated to encourage social insertion and decreasing the poverty levels. For that reason, policies among the majority of the OECD countries are being altered pursuing a new equilibrium between two of the major clashing aims of disability policies. While the first one would be defined by policies which aim securing an income for the disabled people who are not eligible to work and their families, the second one would be focused on providing supporting tools for those disabled people who are capable to maintain an employment.

4.2.1 The Concept of Disability

All throughout the 20th century the concept of *disability* was interpreted as the opposite of *ability*, evoking disabilities such as deficiency of mobility as well as visual and hearing impairments. Disabilities were thus, understood as biomedical problematics, which have their origins on individual tragedies. However, as time goes by, it has been noted that disabilities might be physical, sensory, intellectual or cognitive, and they can be both easily observed or on the contrary, they might be hard to identify (M. Perkowski and A. Drabarz, 2012).

According to the World Health Organization: *“Disabilities covers impairments, activity limitations, and participation restrictions. ... Disability is thus not just a health problem. It is a complex phenomenon, reflecting the interaction between features of a person’s body and features of the society in which he or she lives.”* As stated by ODISMET, in order to be considered disabled, a person must have a degree of disability greater than or equal to 33, and must have both a recognized and permanent invalidity pension.

4.2.2 Typologies of Body Functions and Disabilities

The International Classification of Functioning, Disability and Health (ICF), elaborated by the World Health Organization, is a categorization of health and health-related areas. ICF establishes a framework of eight differentiated body functions, which are defined as the physiological functions of body systems (International Classification of Functioning, Disability and Health, 2001):

1. Mental functions: related with functions from the brain. It comprises all-encompassing mental functions, such as consciousness and energy, as well as specific mental functions, examples of which would be memory or language.
2. Sensory functions and pain: includes functions related to the senses, which would be associated to seeing, hearing, smelling, touching and tasting.
3. Voice and speech functions: interconnected with the production and articulation of sounds and speech.
4. Functions of the cardiovascular, haematological, immunological and respiratory systems: incorporates functions which are related to the heart and blood vessels, the blood production and immunity, as well as functions associated with the respiration and the exercise tolerance.
5. Functions of the digestive, metabolic and endocrine systems
6. Genitourinary and reproductive functions: represent those functions related to urination and reproduction, incorporating as well, the genital functions.

7. Neuromusculoskeletal and movement-related functions: associated with functions which are related to the movement and mobility. This branch includes aspects such as joints, bones, reflexes and muscles.
8. Functions of the skin and related structures: these are functions related with the skin, nails and hair, and their respective protective and sensitive functions.

In the International Classification of Functioning, Disability and Health (ICF), problems with human functionings are classified according to three different and co-dependent areas, impairments, activity limitations and participation restrictions. As mentioned in the ICF, impairments are obstacles in body function or alterations in body structure; activity limitations are struggles in carrying out actions such as moving or consuming food; and lastly, participation restrictions would be related to problems which arise in any area of life, such as being discriminated. Hence, disability emerges from the interaction of health circumstances with contextual factors, both environmental and personal.

Having stated the eight main body functions established by the ICF, Disabled World categorizes the disabilities in eight typologies.

- **Mobility and physical impairments** can be both acquired inborn or throughout the years. This classification of disability includes upper or lower limb loss, manual dexterity as well as disability in coordinating various organs within the body. Examples of mobility and physical impairments could be amputations, back disorders, paralysis or quadriplegia, which is associated to the loss of function in the trunk, legs and arms (Disability Services of the University of Illinois).
- **Spinal cord disability** is strongly related with severe accidents, and can be either permanent or temporary. This typology of disability can lead to the loss of sensation and movement, and can be produced, among other factors, by falls or in automobile accidents. Disabilities which would derive from spinal cord disability would be paraplegia, impairments in motor or sensory functions of the lower extremities, and quadriplegia, which is a partial or total loss of the use of limbs and torso (Disabled World, 2018).
- **Head injuries and brain disabilities** happen because a brain injury, which can be Acquired Brain Injuries (ABI) or Traumatic Brain Injuries (TBI). On the one hand, ABIs are damages to the brain which occur after birth, without being hereditary. On the other hand, TBIs are injuries which arise as a result of an external force to the head. TBIs can be produced as a consequence of, for instance, vehicle crashes, falls, violence or sports injuries.

- **Vision disabilities** are related to a decreased capacity to see, to some extent, that glasses or medication could not solve it. Cataracts, colour-blindness or blindness are some of the most common visual impairments. According to Disabled World, it is estimated that 285 million people throughout the planet are visually impaired, of whom 39 million would be blind, and the remaining would have low vision (2017).
- **Hearing disabilities** encompass both partial and total lack of hearing. Hearing impairments can be inherited, even though they could also be produced by additional circumstances, such as genetics, physical trauma, chemicals, illness, age, etc.
- **Cognitive disabilities** comprise intellectual or cognitive deficits, and are branched into three types, mild cognitive disability, moderate cognitive disability and severe cognitive disability. Examples of cognitive disabilities would comprise dyslexia, Attention Deficit Hyperactivity Disorder (ADHD) or Down syndrome.
- **Psychological disorders** are disorders experienced by people with their mind and mood. Psychological disorders comprise, for instance, personality disorders and schizophrenia.
- **Invisible disabilities** are distinguished by not being instantly apparent. This concept is an umbrella term which would include problems related with chronic dizziness, mental illness or chronic fatigue or pain, among others.

In the year 2008 in Spain, out of the disabled people, 39,3% had a deficiency which affects to the bones and joints, 23,8% suffered hearing deficiencies, 21% with visual deficiencies and 19% suffered mental deficiencies (INE, 2008).

4.2.3 Disabled People and Employability

According to the World Report on Disability developed by the World Health Organization (WHO), 15% of the world's population has a disability. Data extracted from the World Health Survey revealed that employment rates are inferior for men with disabilities (52.8%) and women with disabilities (19.6%), than from both genders without a disability, being 64.9% for men, and 29.9% for women.

At a national level, in accordance to Disability Report on Employment of People With Disabilities published by Instituto Nacional de Estadísticas, in Spain and during the course of 2016, 6.1% of the population in working age had a disability. From this percentage:

- 35.2% of people with an officially recognized disability were active.
- The unemployment rate for the collective was 28.6%.
- The employment rate of people with disabilities was 25.1%.

- 28.9% of people with disabilities who paid Social Security contributions had some sort of reduction or bonus in their quotes.

In the national ambit of Spain, by law, all companies which employ over 50 employees are obliged to secure at least a 2% of its employment to people with disabilities (BOE 184). Established in 2011, the major goal of this law is to promote a greater employability of people with disabilities in the ordinary labour market. Employing people with disabilities can undoubtedly impact a firm's essence by contribution to social integration, favouring diversity, promoting human dignity and boosting social inclusivity.

In Spain, it is estimated that approximately 1,774,800 of the population ranging the ages of 16-64 have some sort of disability. Data extracted from *Informe General de La Situación de las Personas con Discapacidad en el Mercado Laboral* elaborated by ODISMET during the year 2017, revealed that this collective comprises the 6,1% of the labour force. Service occupations hire the greatest percentage of people with disabilities, comprising a percentage equivalent to the 15,11%. Principally, people from the collective of the disabled are employed both in the service industry and in elemental occupations such as cleaning services, manufacturing and assembling, waiters, concierges or administrative employees, which compound the five employments with the highest rates of employability of people with disabilities (Appendix 1).

4.3 Social Entrepreneurship and Disabled People

Social entrepreneurship recognizes and supports in various manners individuals initiating new exercises devoted to the achievement of a social mission while functioning as genuine entrepreneurs with regard to dynamism, personal involvement and innovative practices (EMES, European Research Network). The term is strongly related with the so-called "work integration social enterprises", which is equivalent to WISE, which corroborates the necessity to integrate innovative policies to combat unemployment for collectives and groups of people generally marginalized from the working environment. WISEs' main objective is to integrate unemployed people who are at risk of permanent exclusion to the labour market. The incessant structural unemployment among collectives such as the disabled people is the result of a lack of consistent integration policies.

Nowadays, there are four identified typologies of WISEs (Nyssens, M.):

- First group: comprised by organizations which offer occupational integration backed by perpetual subsidies. This group would be focused on mobilizing handicapped people, without mental or physical disabilities.

- Second group: formed by WISEs which provide permanent and self-subsidized employment. This friction includes social entities, co-operatives and community businesses.
- Third group: composed by WISEs which goal is to socialize people through productive actions. Clear examples within this section would be sheltered employment centres, such as Fundació Maresme. This group target people with physico-social difficulties, as well as disabled people.
- Fourth group: made up by initiatives that provide transitional employment or traineeships, usually to non-handicapped people. The paramount goal for these enterprises is to rapidly integrate workers into the labour market, reason why the vast majority of contracts would be for a fixed term.

4.4 Successful Stories

Companies of different typologies have understood that disabled people are a fountainhead of talent, ambition and savvy. In this section there will be presented an analysis of two companies which are consolidated as international benchmarks, Inout Hostel, from the hospitality industry, and La Fageda, from the dairy sector. Both companies have been established as CET, *Centre Especial de Treball*, which according to Generalitat de Catalunya are organizations that ensure a remunerated employment for people with disabilities, while guaranteeing their labour integration. Even though the main purpose of CETs is productive, just like any other company, their function is totally social.

4.4.1 Inout Hostel

Formally inaugurated in 2005 by Icaria Iniciatives Socials, the non-profit organization of Inout Hostel is a CET based on hospitality and restoration located in Parc Natural de Collserola. The hostel's objective is based on offering a superb customer service while seeking profitability formulas which enable the entity the generation of profits. With almost 200 beds organized in shared dormitories with a host capacity of four, six and ten people, Inout is the first accommodation establishment in Europe with 90% of its workforce (approximately 50 employees) consisting of workers with disabilities, majoritarily intellectual. Moreover, all the employees have attended at the special education school TAIGA focused on people with psychic disability.

Inout Hostel is organized in six different departments, that are reception, restaurant, activities, cleaning and gardening and maintenance, and disabled people are present within all of them. In addition, the hostel's value proposition is wider than just accommodation offer, providing supplementary services such as:

- Restaurant: half or full board is offered to guests, as well as a daily menu available to potential customers that do not necessarily have to be accommodated at the hostel.
- Multipurpose rooms: appropriate for seminars, conferences, show rooms, among others.
- Catering for events of any typology such as weddings or bachelor parties.
- Inout Foods: handmade confectionery of jam, biscuits and jellies, by employing the fruits from the fruit trees located around the property.

With an occupation rate of over 71% and a consistent positive turnover yearly, Inout has become a profitable organization which business is thoroughly consolidated.

4.4.2 La Fageda

Since its creation in 1982, La Fageda has been a prime example of social inclusion and integration. The cooperative, which is a non-profit social initiative entity, is located in Mas Els Casals (Olot, Girona) and its business activity is dedicated to the dairy products. Employing over 300 people, from which an approximate amount of 165 of the workforce has a detected disability which is either a mental impairment or a severe mental disorder, the organization was founded with the objective to provide a labour and social integration to the disabled collective. La Fageda enables the opportunity of being enrolled in a job which perfectly adapts to the individual characteristics of each of the employees.

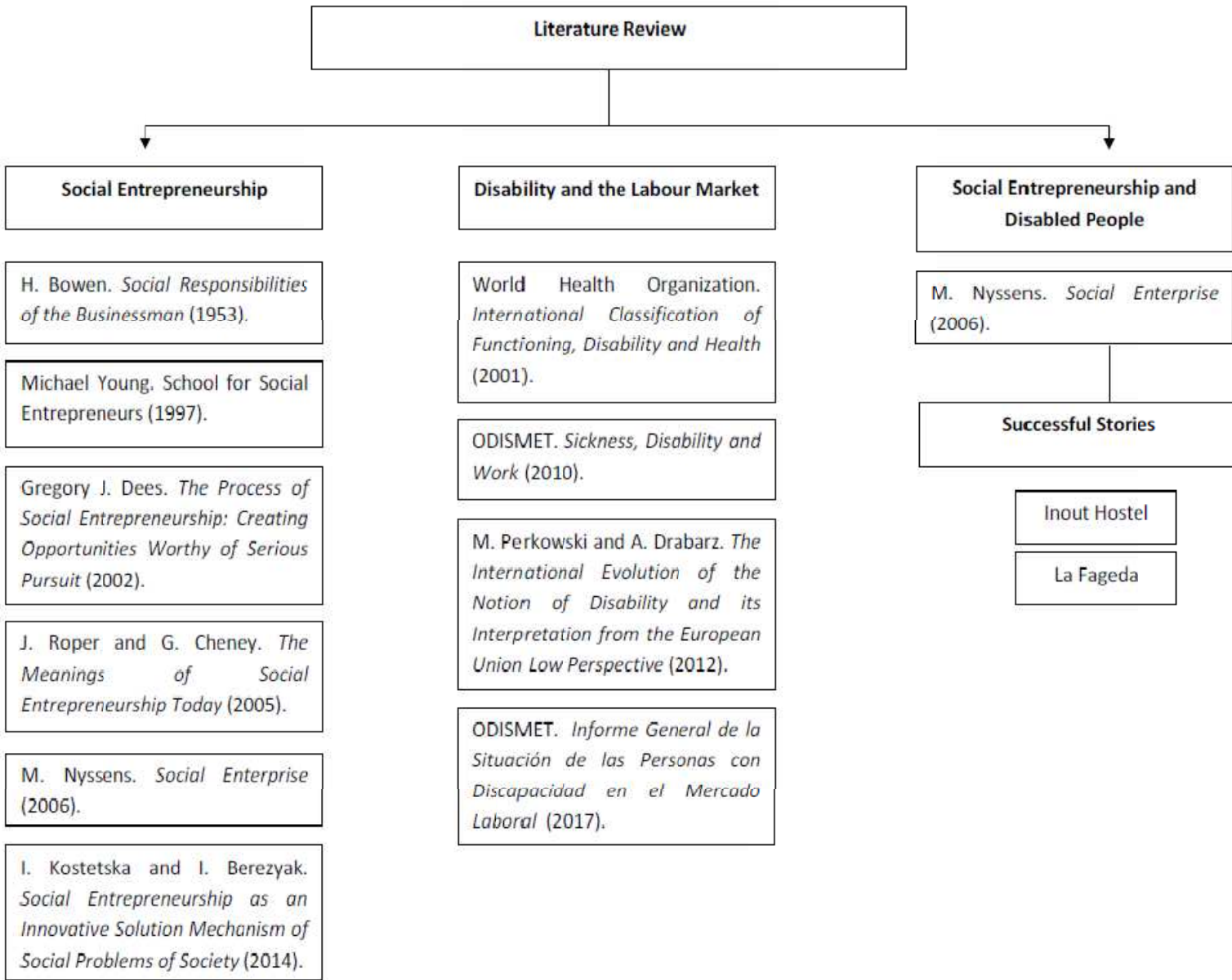
La Fageda was not conceived as an organizational or business model, but as a model based on the values and beliefs of a society encouraged to provide an answer to an existing social issue through the creation of a non-profit company. At La Fageda employment is perceived as a process which can have the ability to rehabilitate people, and therefore, there is an emphasis on the idea of providing a real employment which is useful to the society and fairly remunerated.

La Fageda's CET is classified in various sections, departments and services, in which people with a valid disability certificate are employed. The CET offers employment opportunities in gardening, farming, in the dairy factories, in the workshop of jams, in the visitor center, as well as in cleaning, administration or in the kitchen. Three of the major requirements to being employed at La Fageda are the following:

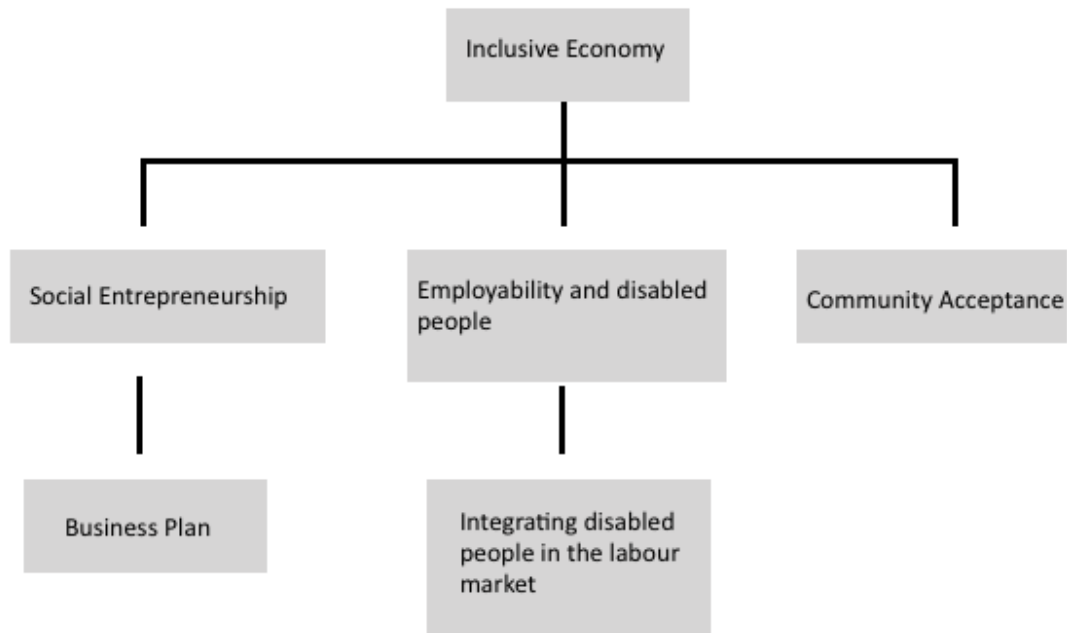
- Possessing a disability certificate which states a disability equal or greater than 33%.
- Being in working age (16 years old).
- Living in La Garrotxa and being registered as a resident of one of its 21 municipalities for a minimum of one year.

Additionally, La Fageda is fully committed to its employees, offering simultaneously healthcare assistance through an Occupational Therapy Service, as well as housing, leisure, sports and cultural

services. All in all, La Fageda is a genuine social project with a caring soul which has proven being economically viable.



6. Conceptual Framework



7. Methods

The methods used in order to carry out this Thesis are strongly linked to the literature review exposed in the previous pages. The totality of the methods that complement this Bachelor Thesis have been chosen to provide a thorough knowledge on the topic of the disability and the employability of the collective. Both qualitative and quantitative data have been employed in order to design, throughout as possible, a business scenario that can be perceived as real as possible.

7.1 Overall Research Design

In order to integrate the distinctive segments of the study, the research design of this given Thesis will be focused on the development of a Business Plan. The major purpose of this research design is to guarantee that the information obtained throughout the Thesis provides a solid answer to the problematic related with the employability of the disabled people, *raison d'être* of this Thesis.

On the one hand, the Business Plan elaborated in this Bachelor Thesis incorporates a description of the business model, which provides a deeper insight on the mission, vision, philosophy and core values under which the inclusive hostel will base its working style. Moreover, in this section there is additional information related to those entities, associations and organizations which operate with disabled people, and which would, at the same time, establish partnerships with the hostel as a source of employability. Furthermore, the plan provides knowledge on both the demand and the

supply, establishing which would be the potential customers of the hostel, and the major direct competitors of the organization, which are composed by hostels with similar operating manners and with a strong sense of Social Corporate Responsibility. Additionally, the Business Plan analyses the inclusive hostel's situation through a SWOT analysis, which identifies the strengths, weaknesses, opportunities and threats under which the business would operate.

On the other hand, the Business Plan provides a more profound knowledge on the mode of operation of the hostel established in several plans. Firstly, the marketing plan provides a better understanding on the marketing strategy of the inclusive hostel while analyzing the topics related to the product offered, the place of location, the price charged and the ways to promote the product. Secondly, the operational plan provides a set of goals, tactics and objectives to be achieved in the near future. It is thus, an outline on what the hostel will be focused in a short-term. Thirdly, the Business Plan has a section dedicated to the human resources, which purpose is the identification of the roles of the different positions found within the organization, and the skills required to fulfill the position. Fourthly, the plan presents a section dedicated to the Legal and Fiscal plan which incorporates information on regulations, laws and legislative rules applicable to the establishment of new tourist establishments in the city of Barcelona. Fifthly, there is a specific section based on the concept of Corporate Social Responsibility and sustainability in which an analysis of the concept is conducted, as well as the application of the concept into the daily operations of the inclusive hostel. Lastly, the plan finalizes with an economic and financial analysis, which comprises all the data regarding to the investments and disbursements needed to ensure the operation of the hostel, in order to ensure its continuous feasibility and profitability.

7.2 Data Collection

With the intention to gather information to develop the business plan, interviews and questionnaires have been carried out. Respecting the interviews, three structured interviews have been conducted. As stated by Saunders et al., structured interviews are those in which the interviewer reads out a number of questions that have previously been written and then, the response is recorded on a standardized schedule, normally with pre-coded answers. By implementing this method, the interview remains focused and the interviewer has the opportunity to prioritize the questions that might consider being the most relevant. Furthermore, this method is of great value in cases when the interviewer has a short period of time available to be interviewed. Additionally, it is of great importance to state that interviews are a magnificent tool to compare data in occasions when the interviewer hosts various informants. Nevertheless, it is crucial to comprehend that a previous research on the topic must be held in order to provide the adequate inquiries for each topic. Each of

the people interviewed was presented a Consent Form in which a set of questions were asked regarding confidentiality issues and publishing permissions. The Consent Form was signed by the totality of the interviewees prior to the conduction of the interview, in order to ensure that each of them was aware and conscious of any possible risks that might be involved with the execution of the questioning.

In addition to the interviews, questionnaires have been used as an additional tool to collect data. Questionnaires are one of the most popular methods in order to gather information, especially in cases related with quantitative research. What it is important to keep in mind while designing a questionnaire is that inquiries must be simple in order to be comprehended without difficulties. In this particular case, questionnaires will be executed in order to gather information about the following topics (Saunders et al. 2012):

- **Opinions:** a significant part of the questions will provide knowledge about how the respondents feel about a certain topic.
- **Behaviours and attitudes:** this type of questions will provide information about what are the intentions of the respondents or what they do.
- **Attributes:** these questions will provide information about the characteristics of the respondents, both demographics (gender, age, occupation and income) and psychographic.

On the other hand, a questionnaire is a document with a series of written questions, which follow a fixed and structured order, and which is utilised to collect information from respondents in order to describe and explain a research topic. In the case of this Thesis a self-completed questionnaire is going to be used. This typology of questionnaires is characterized for being answered by the respondents in an autonomous manner. In order to create the survey, Google Forms has been the tool used, and it has been composed by the following typologies questions:

- Unstructured or open-ended questions, which are the ones that respondents answer on their own words. These questions are used to know the opinion of the respondent on a specific topic.
- Structured or close-ended questions, which are the inquiries where the respondent needs to choose one option from a predetermined set of responses. Within the structured questions, three typologies of inquiries will be used, dichotomous, single-choice and multiple-choice. Dichotomous questions are the ones formed by two choices, which are completely opposed from each other, and therefore the respondent cannot be neutral. The single-choice questions are composed by a list of possible responses, but the respondent can only choose one, and the categories should be mutually exclusive. And lastly, the multiple-choice

questions are a list of possible responses from which the respondent might choose more than one.

The questionnaire provided to respondents in order to gather information for the business plan is attached in Appendix 7.

7.3 Data Analysis

In relation to the questionnaires, there were conducted by a total of 152 people and they were intended to be answered by a representative sample of the society. Therefore, the survey was sent to wide range of people of different generations, gender, section of the population, occupation, income level and travel patterns. Constituted by 17 questions, the majority of them compulsory to reply, and elaborated through Google Forms, the gathered information was provided by 105 females and 48 males, ranging the ages of 18 and over 65 years old. More specifically, 49,7% of respondents were between 18 and 25 years, followed by 16,3% of respondents between 26 and 35 years old, and a 16,3% between 35 and 60 years old.

The surveys revealed that 45.1% of respondents had a monthly average income between 0 and 750€. In terms of education, 51.6% of respondents pointed out that they had a university degree, followed by 19,6% of respondents that their maximum educational level was high school, and 17,6% who had achieved a master degree. Finally, concerning the employment situation, 50,3% of the sample was employed at the time when the survey results were collected, and 44,4% of respondents were students. The major goal behind the execution of these questionnaires was to gain knowledge on which were the major preferences of potential guests regarding accommodation models and travel patterns, and whether there would be an acceptance or rejection towards the organizations which employ disabled people.

Regarding the accommodation, 63,13% of the respondents stated spending a maximum average of 250€ while staying at a tourist establishment, whereas a 26,3% between 250€ and 500€. On the other hand, in terms of food and beverage expenses, which includes all the expenses on meals while travelling, 40,5% of respondents asserted spending a maximum of 100€, and 38,6% an average between 100€ and 200€. While searching for a tourist establishment, the main factor that influences the final decision of the respondents is the room and its respective facilities, such as the existence of lockers and free Wifi, followed by the location of the establishment and the price. Strongly related with this data, is that while analyzing the questionnaire results, it was detected that 50% of the respondents represented the Millennial generation. As it has been subtracted from the answers provided by the members of this generation, these people prioritize low fares while considering the maintenance of a certain level of quality.

Considering that the majority of respondents spend around 100€ in food and beverage while travelling, it would be a magnificent idea to incorporate a cafeteria within the establishment's facilities. The cafeteria could be based on providing free daily breakfast to guests, and could even be accessible for clients who would not necessarily be staying at the hostel, such as city locals, at a cost. Fresh breakfast would be provided, as well as some sort of snacks and salads throughout the day.

In relation to the acceptance or rejection towards the disabled collective, a solid 90% of the respondents answered that they would not mind if a part or the majority of the workforce would be comprised by disabled people. In fact, the larger part of the respondents asserted that they are willing to help labour integration and to create and improve opportunities for disabled people. However, a 10% of the respondents answer that they would mind if the workforce would be formed by disabled people. Indeed, 75% of the people who chose the previous premise asserted not being comfortable while interacting with people with disabilities. Nonetheless, in terms of departmental allocation, the majority of respondents claimed that they would not mind to encounter disability in the following areas, such as front-desk, restaurant, in room-service, concierge and engineering. Nonetheless, 40,80% of the respondents claimed that the department in which they would like to encounter disability the most would be in room-service, followed by the 40,15% in front-desk.

Lastly, it has been demonstrated that in cases when potential guest have a variety of accommodation options to choose, 83% of respondents would select a establishment which incorporates disabled people within its workforce. The remaining 17% of the people who were asked would not opt for the establishment in which disabled people work because they consider that inclusion is not a major reason in order to select a tourist establishment. This last collective prioritize other factors such as the price and the location.

To conclude, it is safe to affirm that the opening of a hostel which incorporates disabled people within its working force would not face rejection by potential guests. In fact, it has been demonstrated by the data collected that guests would actually like establish a direct interaction with the employees. Consequently, to highly maximize the operational result it is crucial that a proper promotion is being carried out. A promotion sustained on the idea that inclusion is necessary to increase the chances of a collective which is consistently marginalized from the working environment.

As the [REDACTED] of Apader confirmed, employing people with intellectual disabilities can lead to gratifying advantages, such as loyalty or maintaining a healthy work environment. People with disabilities tend to focus all their energies and efforts in the task, because while they are operating they feel satisfied to be given opportunities and to be considered an indispensable member of the team. It is true however, that inclusion requires a large investment on time and training in order to

ensure that the employee feels comfortable and satisfactory. Nevertheless, as this expert commented, it is a reality that a negative point related to employing disabled people is the lack of consistency. Thus, it is of great importance that an accurate objective system is implemented in order to keep the motivation on its higher level. It is very important to provide the sense of responsibility to each and every employee, a factor which boosts not only productivity but commitment to the organization.

8. Findings and Discussions: Business Plan Development

A business plan is a written document that describes and analyses a given business and provides detailed projections about the company's future. It is a tool used to analyse the viability of new projects which includes four main concepts:

- **People.** It refers to the people who will start and run the business, as well as the outside parties who will provide key services, supplies and/or resources.
- **Opportunity.** It makes reference to what the business will sell and to whom, and if there is a possibility to grow in the market.
- **Context.** It is about to have the big picture of what is happening outside, about all the factors that cannot be controlled by the businessperson, such as regulatory environment or demographic trends.
- **Risk and reward.** Making a deep study of all the factors to know how to react depending on the circumstances.

A business plan provides a written prove on the business' feasibility, which could help in situations when loans had to be claimed. Additionally, the document can also assist on the decision of whereas the project should continue or not, as it realistically analyses strengths and weaknesses of the business, as well as the chances of success by analysing the competitors.

The business plan derived from this Bachelor Thesis will provide data on the following sections:

1. Business model description
2. Analysis of demand
3. Analysis of supply
4. SWOT analysis
5. Marketing plan
6. Operational plan
7. Human Resources plan
8. Legal and fiscal plan

9. Corporate Social Responsibility and Sustainability Plan
10. Economic and Financial analysis

8.1 Business Model Description

The idea behind this Bachelor's Thesis is to create a hostel which incorporates an inclusive approach on its business model. The hostel's workforce will consist on people with intellectual disabilities who will be present throughout the entire hierarchy of the company.

According to Hostelworld, *a hostel is a budget-friendly type of accommodation that focuses on a shared social experience*. The reason behind choosing a hostel instead any other typology of accommodation is that a hostel enhances relationships between the employees and the travellers (B2C), and between the travellers themselves (C2C). A hostel is a melting pot of cultures, perceptions, languages, opinions, skills, attitudes, etc. and they all coexist in a space where the focus is set on the interaction of its people. Since a hostel's business idea is selling shared accommodation, hostels are social spaces par excellence. The communal facet is the reason travellers choose to stay in hostels, and as our culture becomes more acquainted with the experience behind sharing economies, hostels are positioned to benefit and being feasible.

Considering that one of the most important aspects of staying in a hostel is meeting people, the hostel will combine both private spaces, which will be the shared bedrooms, with the communal areas, which will be represented by the lobby and the bar. Furthermore, taking into account that according to Hostelworld Group 9 out of 10 hostels have private rooms, the hostel will also incorporate this room typology into its portfolio of accommodation with the aim of broaden the customer profile, by accommodating, for example, families with young children.

Data extracted from Instituto Nacional de Estadísticas outlines that in 1 out of 5 Spanish homes there is at least one person with a disability, which is equivalent to the 20% of the households. Being an inclusive hostel where minorities are welcome, the hostel will be designed following a friendly design and architecture addressed to simplify the employees' working environment and the potential travellers' travel experience. In a concise manner, accessibility means that an employee, and in this case also a guest, can move independently and in an autonomous way without external help, as far as possible.

8.1.1 Mission, Vision, Philosophy and Core Values

The hotel's vision will guide every single aspect of the enterprise, and could be summarized as "Be, and be recognized as the best inclusive hostel in the world." By offering a wide range of services,

professionalism and an excellent hospitality by its human force, the hostel will undeniably succeed in its purpose.

- **Employees:** being the perfect working place, where the employees with disabilities can feel identified with the organizational core values. Caring about its employees' welfare and allowing the best working conditions, as well as flexibility, recognition, chances of improvement and adaptability. Additionally, the hostel will promote the active participation of people with disabilities and will have the role of actively accompany them in the process of adaptation and social inclusion.
- **World:** the hostel as a business, believes in causing a positive impact on the society. One of the major goals of the hostel is to generate public-private alliances that can ensure developing chances for people with disabilities or risk of social exclusion on a given area, and all in all, pursuing equal opportunities in the working world.
- **Environment:** it is of foremost importance for the hostel to align throughout as possible, the business purposes with the environment concerns.
- **Productivity:** becoming an efficient, developed, feasible and dynamic organization.
- **Associates:** to build a winning network formed by employees, customers and partnerships, and to create, at the same time, a non-stop flowing of the enterprise's values throughout the society.

The hotel's mission is to be the number one company in creating a workforce based on people with intellectual disabilities and therefore, providing an answer to the risk of social exclusion. To make a positive impact on its employees, consumers, partners and the society itself, the hostel believes on excelling in five core strengths: Employee and Consumer Understanding, Innovation, Branding, Go-to-Market Capabilities, and Productivity.

The hostel's organizational values could be described as the fundamental philosophy for all the members of the organization. The values which will define the hostel will be the following:

- **Transparency:** being able to communicate at all costs, the achievements and the failures to the team members in order to mutually learn from them. Errors and mistakes must be perceived as training.
- **Professionalism and expertise:** showing interest towards the company, its diverse working force and its customers, and to behave adequately and demonstrating respect and appreciation to all of them.

- **Innovation:** providing new tools which can increase the productivity of the enterprise, but at the same time which can favour the creativity and efficiency of the employees. At the hostel, imagination and originality will be continually welcome and appreciated.
- **The growth of employees:** at the hostel, the employees will be perceived as the most important asset of the organization. The workforce will be the fundamental core of the enterprise. For this reason, the company will offer development chances and promotion within the organization. This retention of knowledge within the hostel will increase the satisfaction level of the employee, and consequently, their effectiveness.

The hotel's corporate philosophy will be entirely based on the company's values, mission and vision:

1. Creating a real impact on the society by employing people with intellectual disabilities.
2. Providing working opportunities to people generally marginalized from the employment framework.
3. Being committed and supportive, and understand the term "inclusion" as a tool of differentiation from the competitors.
4. Believing in innovation and thinking outside the box as sources of progress and growth. Reinventing business values together with social entities and inclusive organizations.
5. Believing in the generation of a positive impact on a given society, and on the working force compound by disabled people.
6. Providing recognition and value to all our employees.
7. Pursuing excellence and perfection.

As it can clearly be perceived, all the statements are aligned, and the objective is common: becoming a leading and worldwide recognized and trustworthy hostel which positively impacts our society. Together with the core values, the mission and the vision, the philosophy is an additional pillar which supports the commercial activity of the hostel, as well as the hostel's workforce and the relationships with customers, partners and suppliers.

8.1.2 Partnerships, Organizations and Associations involved

In order for the hostel to become a reality, the business strategy will be conducted together with partnerships, entities with social initiatives and associations that directly work with people with disabilities. Since the hostel's workforce will be comprised on a high percentage by people with disabilities, it is of foremost importance that the values, mission, vision and philosophy of the hostel

is aligned with the core values of the partners. The major idea behind establishing relationships with associations is to together ideate a working environment that best suites people with disabilities. Collaborating hand in hand will enable the chance of creating a working structure based on attitude instead of knowledge.

By cooperating with social associations, one of the major goals will be to create a safety and appealing working environment for people with disabilities. Additionally, while employing people with disabilities, the hostel will, simultaneously, act as an occupational therapy centre where people can learn, develop themselves and create both personal meaning and value. Being an inclusive hostel, employees will be perceived as the best assets of the company, and the overall “hostel experience” will be around the idea of creating an impact to the society we are living in.

Examples of the entities and organizations that the hostel could be partnering could be Fundació Maresme (Mataró, Catalunya) and Apader (Cedeira, Galícia). On the one hand, Fundació Maresme is a non-profit social initiative entity that promotes social integration and the improvement of the quality of life of people with intellectual disabilities and their respective families. The only existing requirement to benefit from the services of Fundació Maresme is having a disability degree superior the 33%, regardless of the typology of disability. Fundació Maresme pursues labour inclusion for people with disabilities through a total of four different services targeted depending on the cognitive level of the individual.

On the other side, Apader is the organization which represents people with intellectual and developmental disabilities in Cedeira, Galícia. Apader is an occupational and educational centre and it has two ateliers, one is a silkscreen workshop and the other is for binding. It has also three residencies where members of the organization can live. What Apader seeks is the inclusion and integration of disabled people in the society, such as Fundació Maresme.

By partnering with associations such as Fundació Maresme and Apader the hostel will have the opportunity to cooperate to compete with a human capital that is traditionally marginalised from the working force, and to build responsible competitiveness and social commitment. In addition to that, by working with these types of associations, the hostel will always have a support partner in order to solve any problem that may occur.

8.2 Analysis of Demand

The hostel target audience will be young travellers ranging the ages of 18-35, who travel solo or in reduced group of people (2-3). As stated by the Hostel Trend Report published by Hostelworld, over

70% of hostel travellers are Millennials, and in accordance to Expedia Millennial Traveller Report, 61% of them travel with people who are not either partners or children.

The Millennial generation, also known as Generation Y, comprises all the individuals born between 1982 and 1999, and according to Skidmore Studio they are well defined by a collection of travel patterns. Millennials invest in travel experiences over possessions and take an average of 4,2 trips per year, whereas the average for older generations is 2,9 trips.

Millennials are the generation with enough power to change and to redefine social and economic dimensions, due to their increasing use of technology, because they are the first generation to have literally grown up digital and they are part of a global cultural phenomenon where the use of social media is on a daily basis. For that reason, many hospitality businesses want to catch the Millennials' attention and to please their priorities. And while big hotel chains need to pay a lot of attention and to work heavily on redefining brands and adapting their services and technologies in order to meet their needs and wants, for hostels is much more easier to please the Millennial generation. For that reason, hostels are known as youth lodging by essence. Around 80% of Millennials state that they wish to travel in order to gain memories and local experiences while discovering the local gastronomy and meeting other travellers. Moreover, in terms of choosing a tourist establishment, Millennials prioritize those establishments which offer the best value for money, even though the location, facilities or additional services are also considered in the decision making.

What differentiates Millennials from elder generations is that they prefer embarking on longer trips and travelling to as many places as possible, while prioritising social interactions and shared adventures with newfound friends. Consequently, it is safe to assert that Millennials spend more than previous generations on travelling, which is a positive fact considering that by 2020 over 300 million international youth trips per year are expected (UNWTO, 2016).

8.3 Analysis of Supply

As stated by The European Cities Marketing Benchmarking Report 2016-2017, Barcelona ranks the fifth position with regard to the number of overnight international stays, with a value of 19,162,580 bed nights during the year 2016. In Spain there are total of 16,903 hotel establishments, and only in the city of Barcelona are located an amount of 1,197 according to INE. In Barcelona, an approximated amount of 145 hostels are located within the city (Hostelworld).

In order to being able to select which would be the direct competitors for the inclusive hostel, it is of greater importance to state which would be the competitive advantages that the inclusive hostel would have:

1. Incorporating disabled people as the primary source of workforce.

2. Positively impacting the society while carrying out its business activity.
3. Proposing a highly differentiated experience where the guest can contribute to the creation of a more impartial and fairer community.
4. Believing in innovation, inspiration and design as a source of differentiation.

Having analysed the competitive advantages, the closest competitors would be those accommodation establishments which are within the hostel concept, located in Barcelona, and which are simultaneously plenty focused on the concept of Corporate Social Responsibility, and with the idea of generating a positive impact on the society and its environment. Consequently, the establishments which will directly compete with the inclusive hostel will be the following:

- **Inout Hostel** (Collserola): being a non-lucrative organization, the hostel's major aim is the integration of people with disabilities within the organization's working force. The institution promotes the concept of providing an accessible tourism for all, which translates to having adapted infrastructures so that guests or employees with reduced mobility or with visual impairments can easily wander through the space. In addition to that, Inout Hostel offers additional tools to facilitate the daily-life of both guests and employees such as visual devices so that people can easily understand concepts and ideas by watching instead of reading.
- **Jam Hostel Barcelona** (Gràcia): the hostel's main responsibilities go beyond the ecological, responding to social concerns too. The establishment believes on and encourages sustainability by continuously contributing to environmental, social, technological, economic, artistic and cultural improvement within Barcelona.
- **Twentytú Hostel** (Poblenou): believing on neutralizing or minimizing the negative externalities connected with travelling, Twentytú is a hi-tech eco hostel, and the first hostel ever on being awarded with the Biosphere Responsible Tourism certificate.

After having analyzed the major competitors for the inclusive hostel, it can be asserted that Inout Hostel would be the major competitor for the designed inclusive hostel. Not only would both establishments have a workforce formed by people with intellectual disabilities, but both of them would be social ventures which prime goal would be employing people traditionally excluded from the labour market, above the economic results.

Nevertheless, it is important to state that hotel establishments, even though without directly competing in terms of accommodation concept, target customers and rates, could also compete with the inclusive hostel. This is the case of Vincci, a Spanish hotel chain with a portfolio of 38 hotels which has developed the so-called project *Juntos Somos Capaces*, which outlines the corporate

support to the employability of people with disabilities. The hotel chain purely believes on an inclusive model, which is the reason why during the year 2015 the chain incorporated between 20-30 people with disabilities within its workforce, as mentioned by the Human Resources Manager at Hotel Vincci Frontaura. Vincci provides not only a working place, but also accompaniment, support and training, in order to ensure a true success of its inclusive program.

8.4 SWOT Analysis

Subsequent to the description of the inclusive hostel and the definition of its potential guests, it has been possible to define the SWOT analysis of the company. By executing this analysis, the competitive advantages of the enterprise have been identified, as well as the key points that can be developed in the future, the elements that will need to be reinforced and the challenges that will have to be faced when it comes to projecting the hostel.

Strengths	Weaknesses
<ul style="list-style-type: none"> · Innovative hostel with social and labour integration of people with disabilities. · Occupational therapy centre. · By employing people with disabilities the hostel will benefit from grant schemes and social subventions from the local Government. · Being a hostel with social responsibility, the enterprise will pursue responsibility to areas such as equality and anti-discrimination. · Positive externalities. 	<ul style="list-style-type: none"> · Being a high quality product which directly impacts a given society, the financial value of staying overnight will be superior to the competitors' one. · Difficulties of human resources management. · Finding a balance between employees with disabilities and people with non-disabilities.
Opportunities	Threats
<ul style="list-style-type: none"> · Create an impact to the society by employing people traditionally marginalized from the working environment. · Growth of the hostel market worldwide and the idea of sharing a dorm as a way of economically saving. · To increase the reputation of the hostel by being perceived as committed and actively involved with the society. · To create win-to-win alliances with inclusive entities and associations. · Consumers looking for unique and innovative products, and willing to pay more for high quality products which make a difference to the planet. 	<ul style="list-style-type: none"> · Highly dependent on the tourism market of the destination. · Highly competitive market. · Being socially rejected because of the employee's characteristics.

As it can be perceived from the SWOT analysis, the strengths are mainly defined by the idea of integrating the disabled collective into a work environment, and the social advantages deriving from believing in inclusiveness as the motor of the business activity.

Concerning the weaknesses, these are related to internal attributes which intervene to the successful achievement of the business activity. In this case, weaknesses would be defined by higher rates than the ones from competitors due to the quality offered and the social benefits deduced from the corporate activity. Additionally, it might be the case that the hostel faces obstacles on the management of human resources. These difficulties would derive from a lack of training on the as well as a lack of expertise in the management of people with disabilities. For this reason, it is of great relevance to cooperate with associations and organizations which specialize on the inclusivity of people from disabilities into the labour market.

As it can be clearly identified, the majority of opportunities are related to the idea of creating a positive impact to the society, and the overall experience of staying overnight in an inclusive hostel. Furthermore, the opportunities are also defined by the win-win alliances developed with partners and associations for a maximum and efficient inclusivity, such as Fundació Maresme.

Regarding the threats, these would be circumstances beyond the hostel's control, and would be exemplified by the perception of the hostel by third parties, and the evolution of the hospitality industry on the given market.

8.5 Marketing Plan

A Marketing Plan is a tool that outlines the specific action that a business person has to implement in their business in order to attract potential customers and persuading them to purchase their specific products or services. It is thus, a supportive instrument to communicate the value of one's products and services to the customers.

A valuable working tool to address the marketing plan is the marketing mix, which analyses the operations or plans that an organization adopts to promote its brand or goods in the market. The marketing mix is comprised by the 4Ps, product, place, price and promotion.

8.5.1 Value Proposition

The value proposition, which is the marketing statement used to briefly outline the reasons why the customer should select the brand among its competitors, would be the following

*"To provide low-cost accommodation in an inclusive hostel in which over half of the workforce is constituted by people with disabilities. Staying in a hostel which envisions creating distinguished values that can lead to a better world by boosting the inclusion of a talented and capable collective."*²



² Source: http://www.nenanet.it/favole/tangram/tang_pez.gif

Additionally, the slogan that would be associated with the brand would be the following *“We are all made of the same, yet we are all different”*, and the logo which would accompany the text would represent the traditional Chinese puzzle Tangram.

8.5.2 Product and/or Service Strategy

In this particular case the core product of the business is going to be defined as the accommodation that the inclusive hostel is going to offer. Since inclusiveness will be omnipresent throughout the structure of the lodging, this fact might also contribute as an added value for the potential guests.

The hostel, as it will be developed further in section 8.5.3, would be located in Vila de Gràcia, in a 556 square meter built building. Regarding the accommodation, the hostel would have 8 mixed rooms, 7 of them equipped with 4 bunk beds, and the last one with 2 bunk beds. Therefore, the hostel could host a total of 60 guests per day. Aside from the accommodation service, the hostel would offer additional complementary services available at a fee. On the one hand, regarding food and beverage services, the lodging would have a cafeteria area where guests will have the opportunity to get breakfast as well as a variety of salads and sandwiches. Guests staying at the hostel, would have the opportunity to enjoy the living room where they could socialize with other guests and make use of the luggage room without paying any additional price. On the other hand, the hostel would offer a vast variety of activities within its facilities, such as yoga or cooking lessons throughout the month. These interdependent services would enhance the image of the hostel and would help attracting new potential guests, as well as being an additional source of revenue.

All in all, the main core service of the hostel would be providing low-cost accommodation for guests. Complimentary services, such as yoga lessons or the cafeteria area, would enhance the image of the property, and as well, generate an additional source of revenue for non guests.

8.5.3 Place Strategy

The inclusive hostel would be located within the city of Barcelona, specifically in Carrer Sant Salvador from Vila de Gràcia. Many facts have contributed to the decision of the placement of the hostel in Barcelona, such as the increasing tourist arrivals, 9,065,650 in 2016 according to Barcelona Tourism Activity Report, or the fact that Barcelona does not suffer from temporal seasonality. Vila de Gràcia’s personality plenty matches with the Millennial segment. Vibrant, bohemian and yet progressive and appealing, Vila de Gràcia presents an attractive offer on shops, food and beverage establishments as well as cultural sights and events. Moreover, the neighbourhood boasts of an appealing accessibility since it is connected with a wide public transportation network of underground, buses and railways. In the following section 8.8 Legal and Fiscal Plan a deep analysis regarding the physical placement of

the hostel will be conducted. The available property has been found in Idealista, an online real estate agency, and it has the following features:

- 556 square meters built
- Three inhabitable floors
- Terrace

The rent of the building would be 2,500€ per month, which would be equivalent to 4,50€ per square meter.

In terms of channels that will be used for the distribution and bookings of the beds, online platforms will be used. The main platform to book will be the own webpage of the hostel through a payment gateway. Nevertheless, bookings can be done through meta-searches and OTAs as well. This process is explained in the promotion strategy section.

8.5.4 Pricing Strategy

Since the hostel's main target are Millennials who travel as backpackers, and the overall hostel's philosophy is to overnight at low-cost, the hotel's price will be defined as low-priced. The bunk's price per night will be established in accordance with the law of supply and demand. However, the initial rate that guests might have to pay would be around 30€, which can experience either a decrease or increase depending on the seasonality. This price was set after conducting an analysis of the price charged in the major competitors' establishments³ during the month of May.

The pricing analysis has provided relevant information on the pricing tactics used by the potential competitors, and has revealed the average rate charged by the three hostels analyzed (Appendix 3):

- Inout Hostel: 15€
- Jam Hostel: 34,45€
- Twentitú Hostel: 24,48€

Having analyzed the pricing strategy of each competitor independently, it has permitted the calculation of the average price deriving from the three establishments, which has reached 25,64€.

At this first stage when the hostel enters the market and lacks of promotion, the pricing strategy that is going to be employed is going to be based on penetration. This strategy is being adopted as a loyalty-building or market-entry tool, and it is characterized by offering a top-level product at a significant lower price. However, at a second stage when the establishment enjoys a strategic advantage in promotion, the strategy that is going to be implemented would be a competition-based pricing strategy. This strategy is based exclusively on what the competitors are charging while seeking to meet the same rates and it is used in situations when products or services are

³ Stated in 8.3 Analysis of Supply

standardized and undifferentiated. Even though the inclusive hostel would enjoy a certain level of differentiation due to the inclusiveness that embraces, it is believed that travellers would be driven more for other factors, such as the room's facilities or the location, while selecting a tourist establishment as it can be perceived from the graphics presented in Appendix 15.

8.5.5 Promotion Strategy

In order to plenty penetrate to the Millennial generation as the hostel's main target, it is crucial to understand the generation's patterns. According to Skidmore Studio 87% of Millennials consider Social Media as an inspirational tool for selecting a destination, and sharing reviews, pictures and experiences on Social Media is an integral part of Millennial's overall travel experience. The hostel's promotion would be executed mainly through online platforms, such as the official website, and through Social Media sites such as Facebook, Instagram and Twitter. A Community Manager would be in charge of the maintenance and actualization of the hostel's online presence, as well as with the relationships with the hostel's potential guests. In addition, effort will be focused on the optimization of the hostel's official portal through the investment on SEO (Search Engine Optimization), which will enable benefiting from a higher visibility on browsers, and from a higher quantity of traffic on the website.

In order to favour the commercialization of the hostel's bunk beds, at the first stage the company will opt for directly selling beds from its own webpage, from OTA's and from appearing on Metasearch Engines. The major goal behind performing in these different channels is to reach the maximum public and visibility as possible. From an operational point of view, the hostel will be partnered with a wide range of OTA's and Metasearch Engines such as Expedia, Hostelworld, Booking.com, Agoda, Trivago or TripAdvisor.

On the one hand, by opting selling directly to the end customer through the own website, email or by telephone, the person in charge of the department of Sales and Marketing will enjoy plenty of freedom in changing and adapting the rates depending on the demand. On the other hand, while offering the bunks from OTA's and Metasearch engines, the hostel will adopt the strategy of selling through an intermediary. This distribution strategy involves a decrease on the levels of freedom, meaning that the hostel will be losing control of the rates being charged. However, partnering with intermediaries will bring a higher presence and visibility on the internet.

8.5.6 Marketing Costs

The marketing costs represent the total costs associated with the promotion of the accommodation service both online and offline. On the one hand, the online marketing tactics that would be used

would be related to the promotion of the hostel in Facebook, and in travel magazines such as Culture Trip. On the other hand, the offline promotion would be carried out through the promotion of the hostel in low-cost airlines' magazines such as in Ling, Vueling's on board magazine.

- **Facebook's** marketing campaign would be based on a Cost Per Click Strategy (CPA). This strategy's major aim would be to increase the visibility of the hostel, which would be translated in gaining likes and followers. The cost would be established by the Sales and Marketing Department, as 0,15€ per user that likes at the advertisement. The positive aspect about Facebook ads is that it can be easily target based on demographic and geographic data, consumer behaviours and travel patterns, which would permit a greater segmentation of the audience.
- Advertising the hostel on online **travel magazines** would permit targeting a specific niche of the population, depending on the magazine's market niche. At a first stage, travel magazines would be chosen to promote the hostel, and providing information on its human resources' structure, its facilities and services, and its location. Magazines such as Culture Trip, International Traveller and the Millennial Magazine would be some of the examples which could better work with the inclusive hostels' philosophy and target audience. Moreover, it is crucial to advertise the hostel's services in magazines which languages are among the most spoken worldwide, for instance English, Spanish, Chinese, Portuguese or Hindi, in order to ensure that the advertising strategy is efficient and effective. An estimated cost for a collaboration with online magazines ranges 100-400€ depending on the amount of alphanumeric characters.
- Additionally, **offline airlines' magazines** would be selected in order to advertise the hostel on board. It is of greater importance to choose airlines which have a similar price statement, such as Vueling or Norwegian, so that the penetration to the potential customer can be as effective as possible. The advertising language would be English, adapting the text to the airline's local language, and the estimated fare would be ranging 100-400€.

Whilst the advertisements on Facebook would be conducted on a regular basis, the promotion in both online and offline magazines would be from time to time, and considering factors such as the time of the year and the level of occupancy. Facebook ads do not suppose a substantial disbursement, however, using magazines as an advertising tool could have a relevant impact to the monthly expenditures.

As it can be subtracted from the Viability Plan available at Appendix 4, the marketing cost would correspond 120€ monthly during the first year, with the intention to increase it 5% annually. At a

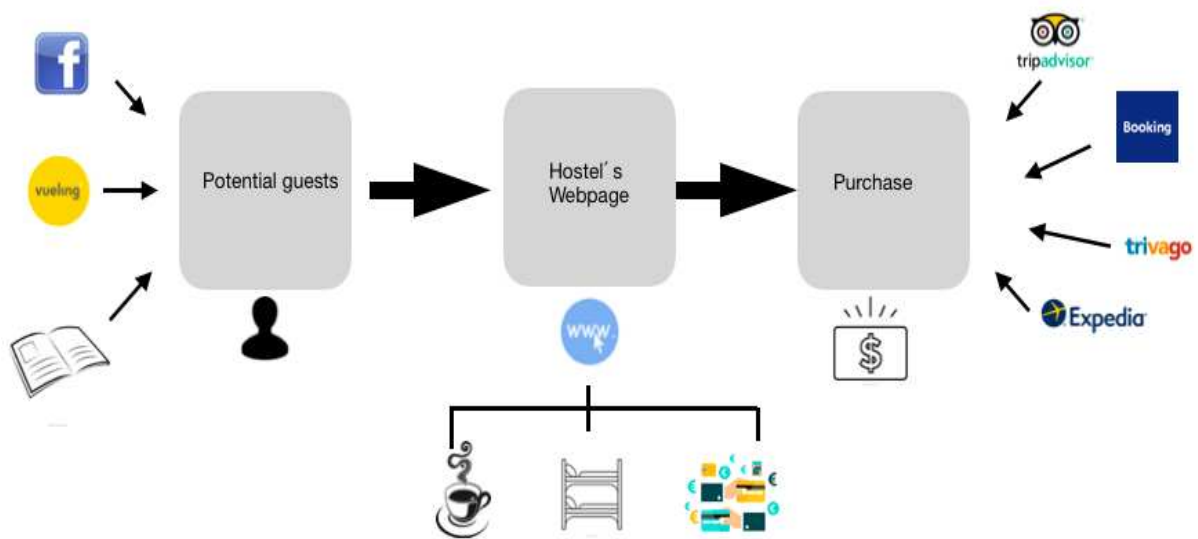
first stage, major marketing promotion would be carried out through the Facebook platform, since it is believed to be a effective tool which can be used to achieve a great amount of audience without supposing a great disbursement of financial resources.

8.6 Operational Plan

An Organizational Plan encompasses the totality of technical and organizational aspects that are related with the provision of services, and is developed by providing an answer to the following inquires:

1. Where is the organization now?
2. Where does it want to be?
3. How could it get there?
4. How could it measure and evaluate the progress?

8.6.1 Operations Flow Chart



4

8.6.2 Core Activities

The key business activities associated with the inclusive hostel would be two, offering accommodation and a service of restoration.

On the one hand, the primary activity would be proposing a low-priced accommodation in form of bunks. The hostel would be distributed in a total of 8 dormitories, 7 of which would be equipped with 4 bunks, with a capacity of 8 people, and 1 dormitory with 2 bunks, with a capacity of 4 people, which would be equivalent to a maximum capacity of 60 guests per night. On the other hand, and

⁴ Source: prepared by the authors

without constituting a major source of revenue, a cafeteria area with a snack offer would be at the disposal of either guests or other potential customers. The cafeteria zone would be based on offering fresh and daily breakfast to guests without extra charge, as well as to customers who would not necessarily be staying at the hostel, at a cost. Throughout the day, apart from breakfast, snacks from a vending machine, as well as salads and sandwiches would be provided.

8.6.3 Key Resources

In order to plenty operate as a hostel, certain resources of a different nature have to be present mandatorily. The entirety of the resources could be classified as tangible, intangible and human resources. Firstly, tangible resources are related to either the financial and physical assets identified in a firm's financial statement. In this particular case, the resources required would be comprised by:

- Capital
- Constructed dwelling
- Facilities, furniture and equipment

Secondly, the intangible resources are associated with reputational assets and the technology employed to operate. The resources identified in this category would be:

- Hostel's PMS software: used to assist in bookings, management, and in the bed allocation.
- Online presence: this refers to owning a website in which information of the hostel is provided, as well as the opportunity to directly book the accommodation. Moreover, this category incorporates being present in a vast variety of OTA's and Metasearch Engines, such as Hostelworld, Expedia, Booking.com or Trivago, as well as in Social Media.

Thirdly, the hostel requires the existence of human resources, crucial to ensure the viability and continuity of the establishment. Human resources comprise the expertise and effort subtracted from the labour and the know-how of the employees. Moreover, the experience in the hospitality industry could be considered another necessary resource in order to guarantee professionalism, expertise, commitment and passion for the hospitality industry.

8.6.4 Distribution Channels - Operational Costs

Concerning the distribution, the hostel's official webpage would be the channel which would be considered the most relevant. Direct bookings have lesser commissions, and therefore, maximize profits. However, it is crucial to increase the hostel's visibility by partnering with OTA's such as Hostelworld, Expedia or Booking, or with Metasearch Engines such as TripAdvisor or Trivago. Even though commissions between 15%-25% from OTA's and Metasearch Engines can be expected, the more visible the hostel would be, the higher amount of reservations can be expected.

Some of the major Key Performance Indicators (KPI) which allow calculating the success of the yield strategies of hostels are the following (Tnooz, 2012):

- **Overnights:** number people that stayed overnight.
- **Bed nights:** number of bunks used during the night in comparison to the total number of available bunks.
- **Bed Occupancy:** bunks used as a percentage of available bunks.
- **Average Bed Price (ABP):** average price paid per bunk for a specific period.
- **Revenue per Available Bed (Revpub):** bunks' revenue as a ratio of available bed nights.
- **Total Revenue per Available Bed (Trevpub):** total guest spend per overnight as a ratio of available bed nights. This ratio includes the revenue deriving from both the bunk renting, as well as from additional services such as bar/restaurant or laundry, among others.

In terms of operational costs, they are comprised by the following expenses:

- **Metasearch Engines:** Metasearch engines work with CPC (Cost Per Click) policies. Therefore, it is the market itself that marks and sets the appropriate CPC. In addition to that, the advertisements with the highest proposed CPC are the tourist establishment appearing in the best positions at the top of each search. Nevertheless, Metasearch engines calculates an approximate CPC for each establishment, taking into account the prices offered in other sites, the seasonality, the size of the establishment or its rates (Jimenez.D, 2016).
- **OTAs:** Online Travel Agencies charge in terms of commissions on taxes. Nonetheless, since commissions are imposed for each OTA, taxes generally tend to be different for each establishment. For example, by collaborating with Expedia, the commission charged would range 24,2% and 34,2%, because Expedia charges commission on taxes. On the other hand, Booking.com would charge 16,5%, due to the fact that booking commission are based on the retail prices (Hosteltur, 2015).

The operational budget would be constituted from different variables, being the utilities' expenses, the marketing operations and software infrastructure the three major sources of expenses. Firstly, supplies represent the water, electricity, natural gas and light, among other sources. In the scenario described in Appendix 4 Viability Plan, it has been stipulated that utilities would represent a monthly expense of 400€. The different utility companies which services could be contracted could be Endesa for the electricity, natural gas and light supply, and Aigües de Barcelona for the water supply.

Secondly, regarding the marketing strategy and as it has been stated in 8.5.6 Marketing Costs, the method pursued would be focused on diversifying the marketing tools by combining Facebook Ads

with the promotion of the hostel in low-cost airlines’ magazines, both online and offline. Throughout the first year it is believed that the marketing costs would suppose 120€ on a monthly basis.

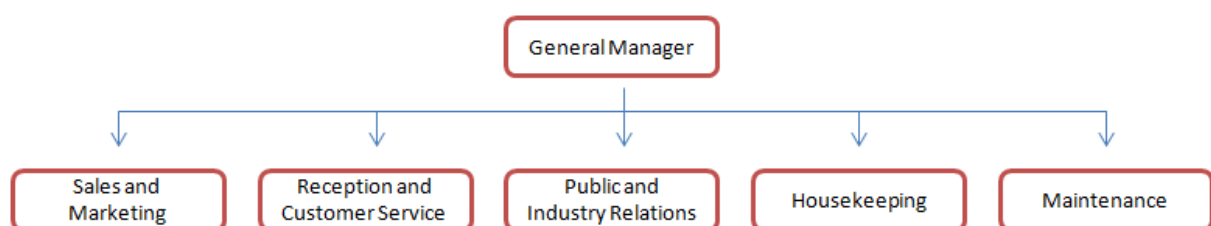
Thirdly, the hostel’s PMS, which could be the Software Hotelmanager, would suppose a monthly cost of approximately 250€ (Hotel Manager, 2018). Additionally, the software’s infrastructure expenses would incur in the Online Booking Engines, such as the OTA’s and the Metasearch Engines. Throughout the first months of the hostel’s functioning, it would be of greater importance to deeply analyze the monetary return obtained from the different channels. This practice would allow emphasizing the presence in those channels which generate a greater amount of guests, and revenue, for the lowest expenses. As illustrated in Appendix 4 Viability Plan, the hostel’s monthly IT expenses would involve an expenditure of 250€, and the Operational Budget would be established in 350€ monthly, mainly formed by the commissions applicable in the bookings executed through OTAs or Metasearch Engines.

8.7 Human Resources Plan

Human Resources are the main pillar of any organization, and they have a greater importance in those businesses where people are perceived as the most important asset for the success, continuity and growth of the enterprise. Throughout this section there will be stated the six different positions available within the inclusive hostel, analysing simultaneously the tasks and duties corresponding to each of the departmental areas. Moreover, an organizational chart will be presented, as well as the definition of the hierarchy approach that will be adopted by the organization.

8.7.1 Organizational Chart

The following organizational chart provides a deeper knowledge, through a graphic display, of the different positions which conform the organization. The chart follows a horizontal hierarchy approach, which is characterized by having a less-defined chain of command. This approach has been chosen because being a hostel and working in close contact with the public, it is crucial to provide the employees with empowerment, flexibility, and the capacity to be multitasking. Horizontal organizations are well defined by pursuing equality in terms of power, and by being working spaces in which employees have a sense of identification with the organization. ⁵



⁵ Source: prepared by the authors

As it can be clearly perceived by the organizational chart, the totality of the departments has the same importance in order to ensure the accomplishment of the business activity. Even though working interdependently, hostels' employees are taught to be multifaceted and to rapidly adapt depending on the circumstances. For instance, in cases where many guests would arrive to the hostel and check-in would need to be conducted, employees from other departments than Reception and Customer Service could assist with the check-in in order to faster check-in the guests.

The number of employees per department would be divided as it is showcased in the table, constituting a total amount of 16 employees, 9 of whom, which is equivalent to the 56% of the workforce, would have some sort of intellectual disability.

Departmental area	Number of disabled employees	Total number of employees
General Manager	-----	1
Sales and Marketing	-----	1
Public and Industry Relations	-----	1
Reception and Customer Service	4	7
Housekeeping	4	5
Maintenance	1	1
TOTAL	9	16

8.7.2 Roles and Responsibilities

One of the major mottos of this hostel is to teach by example, and this is why one of the major roles for the **Management** would be training the staff members. In this business the manager would have a polyvalent position that might collide with the standard sense of management. Here the manager would be in charge of the creation of the job descriptions and the training procedure for each of the positions available, as well as ensuring high team morale and motivation levels. Empowerment would be valued, and therefore, the manager would value the feedback from all the employee because transparency is not only necessary but extremely meaningful. It is true however, that the manager would also have to accomplish tasks more related to back-office and administration such as establishing long and short term operational plans or performance evaluations, among others. The manager would work closely with the **Sales and Marketing** figure, a position which objective is gaining visibility, and consequently, revenue. This area would be focused on establishing contacts with tour operators, OTA's and Metasearch Engines, and selling them individual bunks. Negotiating leverage and communication skills are crucial in order to ensure the negotiation of a higher rate as possible. Additionally, sales and marketing would manage group reservations, as well as the creation of advertising campaigns and promotions.

The **Reception and Customer Service** department would be in charge of checking guests in and out at the beginning and at the end of their stay, as well as the cafeteria area. Some of the major roles that would have to execute the employees within this department would be interacting with guests and providing local knowledge on the destination, as well as any other information required. Receptionists would also answer calls and reply the emails' inquiries, as well as update the bed allocation for each of the guests, considering groups, age and gender. Additionally, those employees within the Reception and Customer Service department would be the ones updating the information on reservations, and preparing and maintaining the area of the cafeteria.

The **Public and Industry Relations** could be understood as a hybrid position between Human Resources and Public Relations. Tasks related to this position would include both the selection and retention of employees, as well as keeping and managing the guests' contact list by sending weekly newsletters with relevant information. This department would collaborate with associations such as Fundació Maresme to jointly find the potential employees who best fits with a given position. It is highly important, especially in this case where the 56% of the workforce would be formed by people with disability, that the person occupying this position is as emphatic, proactive and inclusive as possible. By mutually cooperate with associations of disabilities the benefit would be bilateral. Moreover, this department would also be in charge of implementing bonus for performance of the overall workforce, as well as providing recognition and chances of promotion. The person in charge of this department would also have the responsibility to frequently update the social media sites where the hostel would be present, such as Facebook, Instagram or Twitter. Plus, this position involves being in intense contact with the society. This employee would have to establish a relationship with local media by providing them with articles on the field of tourism, hospitality or inclusivity, as well joining for interviews or meetings. Furthermore, being such an inclusive and welcoming hostel where minorities are contemplated and more than welcome, the person in charge of this position would have to make sure that the inclusion is as great and effective as possible. To do so, the employee would have to ensure the creation and coordination of activities which involve both staff and guests. An initiative believed to be effective would be offering free city tours where the guides would be disabled employees. Lastly, being conscious that this typology of inclusive hostel makes a honest and real impact to the society, the person within the Public and Industry Relations would also participate in hostel industry events and conferences. The major goal behind this duty is to establish and develop powerful alliances with other hostels from all over the globe which believe in the same pillars and manner of operating.

The hostel would also benefit from a **maintenance** department which would be in charge of preserving the hostel equipments in an appropriate working order. Maintenance involves a strong

sense of communication because one of its major tasks includes responding the feedback provided by the hostel's staff and the actual guests regarding damaged or broken goods. Moreover, maintenance implicates the arrangement and the execution of site inspections in order to both diagnose and fix issues with the facilities.

And lastly, since hygiene is crucial in public spaces of any kind, **housekeeping** would be in charge of guaranteeing quality and cleanliness standards, as well as the assurance that the safety and sanitation regulations are being met. The major task of this team would be the organization and cleanliness of the public spaces, such as the reception or the bathrooms, and the dormitories. Being a hostel, it is important to point out that even though dorms would be cleaned daily, beds will only be made at check-out, not every single day of the stay. The housekeeping personnel would also organize a cleaning schedule to ensure a deep cleaning of the overall hostel structure, and would be in charge of pointing out maintenance issues found during the execution of their tasks.

Even though the majority of the workforce will be formed by people with intellectual disabilities, there would be heads of departments, also known as mentors, who would be represented by people without impairments. These people, professionals from the hospitality sector, would be responsible on training procedures and guidelines, assisting on the accomplishment of the tasks, as well on solving any type of difficulty or obstacle that might occur during the workday. These mentors would be represented by people who believe in inclusion by nature, people who are emphatic, dynamic and energetic, who are willing to help time after time, and who all in all, are purely devoted to hospitality in its fullest meaning, not only to guests, but to co-workers too.

8.7.3 Remuneration Policies

Before establishing the remuneration policies, it is essential to state that the minimum inter-professional salary in Spain is set in 735,90€. However, salaries would be based depending on the individual characteristics of each of the employees. The idea that should reign while determining the salaries would be paying an amount which is not considered too low, which will lead to a difficulty on attracting talent, nor too high, which would not be maximizing profits. Some of the major determinants of salaries would be the following:

- a) Experience within the hospitality sector
- b) Attitude and aptitude
- c) Skill profile

Albeit it could be considered that education could be one of the most decisive points, in this case it would be recommended not to consider it as a crucial aspect. The reason behind this advice is that this is a hostel that values differences, inclusivity and the willingness to work in a multi dynamic and

energetic environment. It is considered that the tasks required for each position can be learned through practice and experience and therefore, aspects such as motivation and attitude are perceived as decisive.

According to the Economic Research Institute (ERI), a Youth Hostel Manager in Spain has an average base salary of 19,086€ a year. Data provided by the Global Salary Calculator elaborated by the ERI states that an entry level hostel manager, with an experience between one and three years, earns an average wage of 14,168€, whereas an experienced manager, who accumulates over eight years of experience, earns an average salary of 23,123€. Considering this information, the General Manager would be provided a salary ranging 14,168€ and 23,123€, and considering the three determinants stated in the previous lines. Consequently, the remaining employees would enjoy a salary which would be based under the General Manager's one. However, each employee should be offered the opportunity to negotiate their salary with fully transparency and empowerment.

Regarding the monthly payment, the transfer would be executed during the last week of each month. In order to be eligible to be employed for the hostel, each employee should have an opened Spanish bank account in order to transfer their salary and avoiding international transfer fee commissions. Employees should provide the bank account number to Human Resources in order to be able to execute the transfer. Nevertheless, any portion of tips paid to the employees during the workday is going to be provided in hand.

Related to salaries, there is going to be a fixed salary for each employee, but in addition to that, the employees working during the night shift, basically from Reception and Customer Service, would receive an extra compensation which is going to be based on the amount of hours worked in the shift. Additionally, incentives and commissions need to be considered as well. Those would be the non economic costs or in other words, the employees' costs. In this section it should be included the meals that are provided to the employees (one per shift) and as an incentive, free days in addition can be given. Nevertheless, in terms of commissions, the most important one for the development of this business plan are the training plans, which are developed and explained in the following section 8.7.4.

8.7.4 Training Plan

Training programs would be implemented by the hostel in order to expand the knowledge base to all the employees. Development in the working place is crucial in order to ensure that procedures, ways of operating and rules are well comprehended by all the members of the workforce.

A different array of training programs, principally in-person, would be offered to the totality of the employees. However, since the 56% of the personnel would be disabled, several programs dedicated

especially to the tasks and duties accomplished by disabled people would be implemented too. These programs would have a focus set more on hands-on work rather than theoretical, ensuring training on practical areas such as in Reception and Customer Service, Housekeeping and Maintenance, departments in which disabled people would predominate. Additionally, online training would be available to the entire workforce, and this typology of programs is going to be focused on more theoretical information such as understanding the company procedures, processes or the mission, vision and philosophy that conform the modus operandi.

Providing training programs would help all the employees, independently of their characteristics, to be able to develop and understand the importance of their position. However, since disabled people would constitute the majority of the workforce, the hostel could benefit from financial support provided by entities and associations such as ONCE. Strongly related with this last concept, employees who would be closely working with disabled people as mentors would also be offered training courses in order to clearly state the mission of a mentor, which in this given case would be the assistance, empowerment and the development of the disabled co-worker.

Since training programs are associated with time and monetary resources, it is of greater importance to assess their effectiveness ones finalized. Thus, Human Resources would be in charge of measuring the effectiveness of the programs by evaluating the contents through surveys or practical tests executed during the working hours. The results obtained would make it possible to determine whether changes or improvements should need to be implemented in order to increase the effectiveness of the program and to evaluate the topics considered.

8.8 Legal and Fiscal Plan

This section dedicated to the legal and fiscal aspects, provides information on different regulations, laws and legislative rules related to the establishment of new businesses within the city of Barcelona. Throughout this segment of the Business Plan the legal and fiscal framework in which the inclusive hostel should operate is going to be developed.

8.8.1 Legal Form

The inclusive hostel created would be registered as a Benefit Corporation, also known as BCorp, which are powered by B Lab, a non-profit organization dedicated to using the power of business as a force of good (B Lab). Benefit Corporations are a newly incorporated tool to develop a substantial foundation for a long term mission alignment in value creation. Some of the major reasons that have favoured the decision to become a Benefit Corporation are stated in the following lines:

- Being a recognized BCorp would provide a status attractive to investors since it pursues legal protection, accountability and transparency as major components of the mission. Moreover, Benefit Corporations produce a benefit report on a year basis which could accelerate the process of accessing private investment capital. The report states those qualitative activities which goal is generating a benefit to a general public.

- Organizations registered as BCorps are affiliated with businesses that are highly esteemed companies, and that are at the leading edge of a growing movement.

- According to the Deloitte Millennial Survey (2014), 77% Millennials assert that the company's purpose is the factor that has influenced the most in their decision to work at a given organization. Being formalised as a BCorp provides a certain status related with being legally committed to the business' mission. Existing examples of Benefit Corporations could be Patagonia, Ben & Jerry's and New Belgium Brewing Co.

In order to become a BCorp, companies are asked to complete the B Impact Assessment which evaluates the global impact of the enterprise on its stakeholders. As stated by the [REDACTED] of BCorp España, once the B Impact Report is received, organizations have to get a score equal or higher than 80 points out of 200, a high sum considering that the average result obtained is 53 points. Moreover, since transparency is one of the aspects pursued in a higher degree, BCorps are requested to present a benefit report which serves to assess either the social and environmental performance of the organization. Once the evaluation is completed, the firm has to accept the Transparency Requirement, which is related to publically publishing the results of the BCorp assessment.

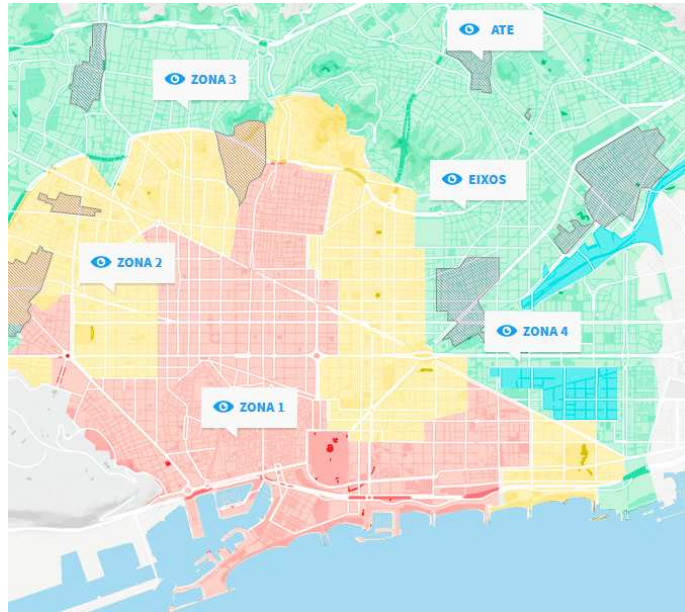
A deeper insight on the BCorp movement can be acquired through the interview provided at Appendix 6.

8.8.2 Tourist Accommodation Regulations

In order to start defining and designing the legal and fiscal plan for the inclusive hostel, it is crucial to focus on the Plan Especial Urbanístico de Alojamientos Turísticos (PEUAT) from Barcelona, the physical location where the lodging will be located. PEUAT impulses a sustainable urban model which combines the tourism activity and the fundamental rights of the neighbours of Barcelona, such as the rights of housing, resting and intimacy. In accordance to the PEUAT, in order to settle a hostel in Barcelona the interested people need to find a building which holds only this activity in the whole building, excluding the basements, and it must be placed in streets which measure at least eight meters wide.

The plan divides the city of Barcelona in four different areas, each of one with its singular regulations (PEUAT, 2017).

- **Zone 1:** within the first area of the map it is not possible to create an additional touristic establishment, even if an existing establishment would stop operating. The reason behind this impossibility is due to the fact that over the 60% of Barcelona's touristic establishment is located within this zone. ⁶
- **Zone 2:** in this extension, new tourist lodgings could be created in the case when an existing establishment would stop operating. The new hotel infrastructure should, however, keep the same capacity than the previous one, and it would not be possible for a current lodging to increase its capacity.
- **Zone 3:** the primary objective for the PEUAT is to increase the lodging facilities within this area. Inside this zone the creation of new tourist establishments is enhanced, as well as the amplification of current lodging infrastructures as long as the capacity for this section is not exceeded.
- **Zone 4:** comprising La Marina del Prat Vermell, La Sagrera and 22@ Nord, Zone 4 has specific regulations due to its singular characteristics of urban positioning and building capacity.



Having analyzed Barcelona's urban plan for the creation of new lodging infrastructures, the creation of the hostel should take place within the second and the third sections. And after having identified the offer of buildings available in the second and third area, it has been decided that the hostel will be located in Vila de Gràcia.

Independently of the chosen area, however, the hostel will have to be recorded in the Tourism Register of Catalonia. In addition, it will also be of obligatory compliance to charge a tax on guests' stays at a minimum charge of 0,665€. (Generalitat de Catalunya, 2015).

According to the Decree 159/2012 of tourist accommodation establishments and housing for tourist use, before beginning a business activity a "Responsible Form" must be presented in order to demonstrate that the lodging infrastructure and facilities meet all the legal and fiscal aspects.

⁶ Source: <http://ajuntament.barcelona.cat/pla-allotjaments-turistic/ca/>

8.8.3 Regulation on Employing Disabled People

Concerning the fiscal side of the business plan, it is of high importance to integrate the LISMI (Ley e Integración Social del Minusválido), which was implemented in 2014. The main goal of this law is the fomentation and impulsion of the labour integration of people with disabilities. The law states that the 2% of all companies which have 50 or more employees has to be represented by people with disabilities (BOE, 184).

In order to increase the presence of people with disabilities within the labour market, subsidies and bonuses are offered to companies as a measure to impulse and favour the inclusiveness. Even though these incentives vary in accordance to the typology of contract that companies offer to its employees, they can be classified into three categorizations: undefined contracts, temporary contract and other contracts.

1. Undefined contracts: integrate bonuses and subsidies at real time, bonuses and subsidies at partial time and deductions.
 - a. Full time: the enterprise will receive a bonus from the Social Security which can range from 4,500€-6.300€ per year, and depending on the grade of disability, age and gender of the employee. Additionally the organization will receive a subsidy worth 3,907€ as a result of employing a disabled person.
 - b. Part time contract: the bonus will be in accordance to the number of hours that the employee works within the enterprise. In this case the subsidy will remain untouched, and the entire amount of the Corporate Income Taxes will be deducted, which represents the amount of 6,000€ for each disabled person employed.
2. Temporary contracts:
 - a. Full time contract: companies offering this typology of contracts receive bonuses of Social Security ranging the 3,500-4,700€ per year, and depending on the level of disability, age and gender of the employee.
 - b. Part time contract: the bonuses of Social Security contributions will be calculated in accordance to the full working day agreed.

For these two previously exposed contract typologies, companies receive a subsidy worth up to 901,52€ if the workplace is adapted to the different disabilities that the employees might have (Fundación Once). This fact is of great importance considering that nearly one quarter of the disabled people have to quit their job due to the lack of adaptations and facilities (N. Meager et al, 1998).

3. Internship of Training contracts: these agreements can have a validity from six months to two years, and in these cases companies are eligible to a 50% deduction from the Social Security contributions (Fundación Once).

8.9 Corporate Social Responsibility and Sustainability Plan

The concept of *Corporate Social Responsibility* is believed to being first applied by the economist Howard R. Bowen in his book *Social Responsibilities of the Businessman*. The author however, referred to the concept as social responsibility (SR), instead of Corporate Social Responsibility (CSR). According to Bowen, Social Responsibility described the accountability and obligations of businessmen to pursue the establishment of policies, decisions and lines of action which integrated the values of the society (Bowen, 1953). The term Social Responsibility expanded during the 1960's, and that was when Corporate Social Responsibility emerged. Author Keith Davis is considered to be one of the first authors who discussed the concept, describing it as "*businessmen's decisions and actions taken for reasons at least partially beyond the firm's direct economic or technical interest*" (Davis, 1960). Joseph W. McGuire, completed the definition of the concept by asserting that companies which pursue CSR face, not only economic and legal obligations, but also particular responsibilities to society which extend beyond the bounds of these obligations (J. W. McGuire, 1963).

Being an inclusive hostel, which incorporates the disability concept into its corporate strategy, it is of foremost importance to align its social purpose with the overall structure of the company, and to consistently generate positive impacts to both the society and the environment. The hostel could be defined as a social venture organization, which is a movement characterized by providing ingenious and creative solutions to persisting social issues. Social ventures are distinguished by integrating the idea of "impact first" as its foundation, and these are determined by positively impacting the society as a primary purpose, presenting a product or service which positively generates a social impact, using best business practices and earning profits and being financially self-sufficient. According to the Millennial Magazine, the social mission of a social venture becomes simultaneously, the key component of the marketing, branding and success metrics of the company.

Another key factor to reinforce the philosophy and the values of a social venture is the company's recognition within organizations, social movements and programs. Examples of the previous associations are both the Fair Trade movement and the BCorp stamp provided by the B Lab. As stated by BCorp, *BCorp is to business what Fair Trade certification is to coffee or USDA Organic certification is to milk*. As previously mentioned in section 8.8.1, organizations which are certified from the BCorp are characterized for meeting scrupulous standards of social and environmental

conduct, accountability and transparency. As reported by P.S., BCorp is a community of companies with a common focus on both being involved in the society and providing a constant and positive impact to it. Even though the B2C benefits subtracted from being a BCorp organization are not completely developed since the purchasing criterion which embodies BCorp is not still totally internalised, the benefits deriving from the B2B market do. These B2B benefits would be related to creating a community of companies that, even though differing on businesses activities, they all seek similar environmental and society interests. Common interests can lead to jointly cooperating on research and innovation, sharing know-how and expertise and creating win-win alliances between enterprises.

A deeper insight on the BCorp movement can be gained through the interview from Appendix 6.

8.10 Economic and Financial Analysis

The last step in the development of the project consists in an economic and financial evaluation of the business that will serve as a determinant of the business' feasibility. The information which can be subtracted from this analysis provides information about the business attractivity and on the potential investors that might be willing to invest on the organization.

8.10.1 Initial Investment

First of all, it is estimated that, in general, the opening of the inclusive hostel will have a cost of 36,000€. This quantity will include the initial two months of rent for the building, legal procedures, in which the IAE (Impost Sobre Activitats Econòmiques) can be found, the constitution of the enterprise, the furniture and the equipment, the property management system (PMS), technological resources, the refurbishments needed in order to prepare the physical space and other expenses related to the daily operations of the business. The assumption is made through the idea that the initial investment is financed with unused resources owned by the firm; therefore, it is not intended to make use of a bank loan. Thus, the company enjoys a higher level of autonomy and the margin is increased because the organization does not have to contemplate the cost of interests.

Breakdown of the Initial Investment⁷	
· Deposit (2 months of rent)	5,000€
· Legal procedures (IAE)	1,000€

⁷ Approximate numbers calculated from consultations to third parties and professionals from the corresponding sector.

· Constitution of the company as a Benefit Corporation	200€
· Reforms (works, paintings, installations)	25,000€
· Furniture and decoration	15,000€
· PMS and other technological elements	5,000€
· Additional expenses	3,000€
TOTAL	54,200€

8.10.2 Profit and Loss

Regarding the expenses, this section is divided into two subsequent categories, the fixed costs and the variable costs. On the one hand, the fixed costs represent those costs which remain pretty much unchanged regardless of the levels of business activity. On the other hand, the variable costs are expenses which vary in proportion of the outputs or level of activity. The breakdown of revenues and expenses has been designed following a simplified approach as presented in the following table of contents.

Revenues	<ul style="list-style-type: none"> · Volume of business · Other sources of revenue (adapters, chargers, security locks, towel rental, commissions from restaurants and attractions, etc.)
Expenses	<p><u>Fixed costs</u></p> <ul style="list-style-type: none"> · Rent · Salaries · IT <p><u>Variable costs</u></p> <ul style="list-style-type: none"> · Utilities · Marketing · Operations

In order to calculate the revenues obtained every month, it has been assumed that the medium price for a bunk at the hostel will be of 30€ per night during the first year (refer to Appendix 4). The two subsequent years will increase the prices in 2€ and 3€ respectively, in relation to the previous

year. This price has been established after analyzing the prices charged by hostels located nearby the zone where this given hostel would be located, in Vila de Gràcia. Furthermore, so that a coherent result can derive from the analysis, a percentage of occupation has been provided for each month. This data has been based on the average monthly occupancy rate for the hotels in Barcelona between the years 2012 and 2017 provided by Ajuntament de Barcelona (2017).

Expected monthly average occupation (%)											
Jan.	Feb.	Mar.	Apr.	May	Jun.	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.
50	60	70	75	75	75	93	95	80	70	60	55

Regarding the section of expenses, it has been taken for granted that the rent will be maintained intact, 2,500€ per month, for at least the three initial years. Concerning the salaries however, they will experience an annual increase of the 5% in concept of the CPI, the consumer price index. Similarly, a yearly increase in concept of the CPI will affect the expenses corresponding the supplies such as water, electricity and gas. Additionally, a treasury budget for a total of three years, available in Appendix 5, has also been calculated. The data provided by the treasury can be used as a tool to control and forecast the amount of monetary resources available in the short term. In order to elaborate it, the following assumptions have been considered:

- The initial investment for opening is fully disbursed throughout the first month.
- The hostel’s reservations are charged during the guests’ stay.

As it can be appreciated from the treasury analysis, the results of the first five months are negative due to the large amount of economic resources associated with the initial investment of the project. However, as it has been mentioned with anteriority, the initial investment is covered by the liquidity enjoyed by the company, and therefore, the intervention of banks is not necessary in order to replace this temporary insufficiency of cash.

9. Conclusions

Disability is definitely an issue of the humankind. Not only do people with disabilities encounter discrimination, prejudice and unfairness on a daily basis, but they do also face situations where their autonomy is denied, and where they are exposed to violations of dignity. Without hesitation the creation of this inclusive hostel will persistently fight against injustices while promoting the human rights all humans are provided.

The main objective of the project was to define a new business model sustained on a plenty inclusion of people with disabilities into the society, an inclusion which would value differences and accept the fact that people with disabilities are an added value to an organization. Thanks to the study of the hospitality industry and the in-depth analysis of the concept of social entrepreneurship, the necessary requirements to create the inclusive hostel have been identified. All the data, both qualitative and quantitative, and information collected throughout the Thesis conform a framework delineated by the philosophy, core values, mission and vision which drive the overall business model. Additionally, with the review of the data collected through the surveys executed, it has been possible to distinguish supplementary activities and services that would differ from selling bunks, *raison d'être* of the hostel itself, such as incorporating a cafeteria within the tourist establishment. Furthermore, the realization of a total of three in-depth interviews has allowed contrasting and defining more explicitly the characteristics of the project to be developed.

In conclusion, with a brief economic and financial evaluation of the project, the potential viability of the business in the short and medium term has been provided. After having analyzed the project's feasibility, it can be asserted that both the development of the business and the economic viability of the project are feasible.

9.1 Recommendations

In order to maximize the resources derived from this Business Plan, it is important to maintain the idea that Human Resources are the most important asset of the organization. By being legally established as a Benefit Corporation, the main purpose of the business would be benefiting the society by aligning the company's philosophy around a public good from the very beginning of the entrepreneurial activity. Within this inclusive hostel social benefits would be pursued beyond the economic ones, perfectly allineating the Corporate Social Responsibility strategy with the business one. Additionally, it is crucial to mention that this is a project that involves a collective of people that has been commonly excluded from the labour market. For this reason, it is important to clearly comprehend that the human values play an essential role within this business framework. A person who idealizes the conception of this inclusive hostel should prioritize the welfare, satisfaction and

prosperity of their employees beyond the economic results. Therefore, there should implement periodic trainings to provide the employees more and greater opportunities to grow and develop themselves not only in a professional way, but in a personal manner too. This is strongly related to the fact that, as it has been stated in this Bachelor Thesis, disabled people are willing to be treated like any other employee, which leads to a stronger sense of satisfaction and proudness.

With the intention to fully integrate disability into a workforce of any kind it is crucial to jointly cooperate with associations which aim is the inclusion of people with disabilities such as Fundació Maresme or Apader. This win-win alliance provides, not only a valuable, diverse and talented workforce, but also insights from associations which are experts on inclusion and integration. Additionally, these associations would provide knowledge and assistance on best and most efficient management practices. In that sense, by working with these types of associations, the hostel's crew could always rely on them and getting support, an aspect which is extremely relevant in a start-up context.

Finally, but not least, it is the great importance that the concept of social responsibility is fully integrated in the philosophy of the new business and that the employees believe on it. This could be achieved by internally providing newsletters or documents on a monthly basis, as well as by conducting weekly meetings with the entire workforce. Not only would this practice cohesionate the group, but also would encourage a better understanding on the company's core values and *raison d'être*.

9.2 Limitations of Analysis

It is important to emphasize that the research that has been executed throughout this Bachelor Thesis has drawn special attention to different topics on which additional research would be beneficial. Particularly, in the Literature Review there is a lack of information regarding the presence of disabled people within the hospitality sector. These would include for instance, data on social entrepreneurs within the hospitality industry which employ disabled people.

On the one hand, are conscious that further valuable information on the collective of the disabled people could have been subtracted from this Bachelor Thesis. For instance, information on the employability patterns of the disabled people, the working aspirations or the limitations encountered while searching for employment could have been gained through interviews or questionnaires alike. However, it is of great importance to state that these interviews would have had to be accomplished jointly with professionals who operate for the rights and integrity of the disabled people. Due to a shortage of time, and even though considering that the results of these interviews would have added a very significant value to our Thesis, it was decided not to conduct

them. However, despite the fact that these interviews fall outside the current dissertation, we do recommend that either us, as the Bachelor Thesis writers, or any third party interested on the subject matter should continue with the research in the near future.

On the other hand, this Thesis was supposed to include an in-depth interview with Inout Hostel, one of the successful cases of employability and inclusion within the hospitality industry mentioned in section 4.4 Successful Stories. After numerous calls to the organization, as well as several emails sent, we were never given the opportunity to get an appointment to get firsthand knowledge on the hostel. For this reason, we would recommend any person interested on further developing this Bachelor Thesis to conduct a meeting on interview to real and successful examples of disability and employability, such as to Restaurant Mas Casadevall or the design studio Casa de Carlota in order to get a better insight of how these successful businesses are run and managed.

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11. Appendix

Appendix 1 - The five employments with a higher employability of people with disabilities in Spain.



8

⁸ Infographic from ODISMET

Appendix 2 - Map of the potential location of the hostel



⁹ Source: <https://www.idealista.com/areas/alquiler-edificios/mapa-google?shape=%28%28ibx%7BFyr%7DKk%5EmnGn%7CBa%5Dti%40rpGygCz%29%29>

Appendix 3 – Pricing analysis

Daily rate for the month of May - 4 Beds Mixed Dorm															
Name of the Hostel / Day	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Inout Hostel	15,00 €	15,00 €	15,00 €	NA	NA	NA	NA	NA	NA	NA	15,00 €	15,00 €	15,00 €	15,00 €	15,00 €
Jam Hostel Barcelona	34,90 €	32,90 €	32,90 €	36,90 €	32,90 €	32,90 €	32,90 €	32,90 €	32,90 €	32,90 €	35,90 €	35,90 €	32,90 €	32,90 €	32,90 €
Twentitú Hostel	20,00 €	24,00 €	26,00 €	30,00 €	32,00 €	24,00 €	26,00 €	26,00 €	28,00 €	26,00 €	40,00 €	40,00 €	22,00 €	30,00 €	30,00 €

Daily rate for the month of May - 4 Beds Mixed Dorm																
Name of the Hostel / Day	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31
Inout Hostel	15,00 €	15,00 €	15,00 €	15,00 €	15,00 €	15,00 €	NA	15,00 €	15,00 €	15,00 €	15,00 €	15,00 €	15,00 €	15,00 €	NA	15,00 €
Jam Hostel Barcelona	32,90 €	32,90 €	35,90 €	35,90 €	32,90 €	32,90 €	32,90 €	32,90 €	32,90 €	35,90 €	35,90 €	32,90 €	32,90 €	32,90 €	44,90 €	44,90 €
Twentitú Hostel	26,00 €	26,00 €	30,00 €	30,00 €	22,00 €	26,00 €	24,00 €	24,00 €	24,00 €	30,00 €	30,00 €	22,00 €	24,00 €	22,00 €	34,00 €	34,00 €

*** NA Not available**

Inout Hostel's Average rate **15,00 €**

Jam Hostel's Average rate **34,45 €**

Twentitú's Average rate **27,48 €**

Average of the competitor's rates **25,64 €**

Appendix 4 - Viability Plan

		Year 1											
		Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12
Revenue	Volume of Business	27.900	30.240	39.060	40.500	41.850	40.500	51.894	53.010	43.200	39.060	32.400	30.690
	- Medium price	30	30	30	30	30	30	30	30	30	30	30	30
	- Occupation (%)	50	60	70	75	75	75	93	95	80	70	60	55
	Other sources of revenue	2.790	3.024	3.906	4.050	4.185	4.050	5.189	5.301	4.320	3.906	3.240	3.069
	TOTAL REVENUE	30.690	33.264	42.966	44.550	46.035	44.550	57.083	58.311	47.520	42.966	35.640	33.759
Expenses	Fixed costs												
	Rent	2.500	2.500	2.500	2.500	2.500	2.500	2.500	2.500	2.500	2.500	2.500	2.500
	Wages	30.000	30.000	30.000	30.000	30.000	30.000	30.000	30.000	30.000	30.000	30.000	30.000
	IT	250	250	250	250	250	250	250	250	250	250	250	250
	Variable costs												
	Utilities	400	400	400	400	400	400	400	400	400	400	400	400
	Marketing	120	120	120	120	120	120	120	120	120	120	120	120
	Operations	350	350	350	350	350	350	350	350	350	350	350	350
	TOTAL EXPENSES	33.620	33.620	33.620	33.620	33.620	33.620	33.620	33.620	33.620	33.620	33.620	33.620
	TOTAL	-2.930	-356	9.346	10.930	12.415	10.930	23.463	24.691	13.900	9.346	2.020	139

		Year 2											
		Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12
Revenue	Volume of Business	29.760	32.256	41.664	43.200	44.640	43.200	55.354	56.544	46.080	41.664	34.560	32.736
	- Medium price	32	32	32	32	32	32	32	32	32	32	32	32
	- Occupation (%)	50	60	70	75	75	75	93	95	80	70	60	55
	Other sources of revenue	2.976	3.226	4.166	4.320	4.464	4.320	5.535	5.654	4.608	4.166	3.456	3.274
	TOTAL REVENUE	32.736	35.482	45.830	47.520	49.104	47.520	60.889	62.198	50.688	45.830	38.016	36.010
Expenses	Fixed costs												
	Rent	2.500	2.500	2.500	2.500	2.500	2.500	2.500	2.500	2.500	2.500	2.500	2.500
	Wages	31.500	31.500	31.500	31.500	31.500	31.500	31.500	31.500	31.500	31.500	31.500	31.500
	IT	250	250	250	250	250	250	250	250	250	250	250	250
	Variable costs												
	Utilities	412	412	412	412	412	412	412	412	412	412	412	412
	Marketing	126	126	126	126	126	126	126	126	126	126	126	126
	Operations	350	350	350	350	350	350	350	350	350	350	350	350
	TOTAL EXPENSES	35.138	35.138	35.138	35.138	35.138	35.138	35.138	35.138	35.138	35.138	35.138	35.138
	TOTAL	-2.402	344	10.692	12.382	13.966	12.382	25.751	27.060	15.550	10.692	2.878	872

		Year 3											
		Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12
Revenue													
	Volume of Business	32.550	35.280	45.570	47.250	48.825	47.250	60.543	61.845	50.400	45.570	37.800	35.805
	- Medium price	35	35	35	35	35	35	35	35	35	35	35	35
	- Occupation (%)	50	60	70	75	75	75	93	95	80	70	60	55
	Other sources of revenue	3.255	3.528	4.557	4.725	4.883	4.725	6.054	6.185	5.040	4.557	3.780	3.581
	TOTAL REVENUE	35.805	38.808	50.127	51.975	53.708	51.975	66.597	68.030	55.440	50.127	41.580	39.386
Expenses													
	Fixed costs												
	Rent	2.500	2.500	2.500	2.500	2.500	2.500	2.500	2.500	2.500	2.500	2.500	2.500
	Wages	33.075	33.075	33.075	33.075	33.075	33.075	33.075	33.075	33.075	33.075	33.075	33.075
	IT	250	250	250	250	250	250	250	250	250	250	250	250
	Variable costs												
	Utilities	425	425	425	425	425	425	425	425	425	425	425	425
	Marketing	133	133	133	133	133	133	133	133	133	133	133	133
	Operations	350	350	350	350	350	350	350	350	350	350	350	350
	TOTAL EXPENSES	36.733	36.733	36.733	36.733	36.733	36.733	36.733	36.733	36.733	36.733	36.733	36.733
	TOTAL	-928	2.075	13.394	15.242	16.975	15.242	29.864	31.297	18.707	13.394	4.847	2.653

Appendix 5 - Treasury Plan

	Year 1											
	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12
Initial Balance	-54.200,00 €	-57.130,00 €	-57.486,00 €	-48.140,00 €	-37.210,00 €	-24.795,00 €	-13.865,00 €	9.598,40 €	34.289,40 €	48.189,40 €	57.535,40 €	59.555,40 €
Profit for the Year	-2.930,00 €	-356,00 €	9.346,00 €	10.930,00 €	12.415,00 €	10.930,00 €	23.463,40 €	24.691,00 €	13.900,00 €	9.346,00 €	2.020,00 €	139,00 €
Treasury	-57.130,00 €	-57.486,00 €	-48.140,00 €	-37.210,00 €	-24.795,00 €	-13.865,00 €	9.598,40 €	34.289,40 €	48.189,40 €	57.535,40 €	59.555,40 €	59.694,40 €

	Year 2											
	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12
Initial Balance	59.694,40 €	57.292,40 €	57.636,00 €	68.328,40 €	80.710,40 €	94.676,40 €	107.058,40 €	132.809,36 €	159.869,76 €	175.419,76 €	186.112,16 €	188.990,16 €
Profit for the Year	-2.402,00 €	343,60 €	10.692,40 €	12.382,00 €	13.966,00 €	12.382,00 €	25.750,96 €	27.060,40 €	15.550,00 €	10.692,40 €	2.878,00 €	871,60 €
Treasury	57.292,40 €	57.636,00 €	68.328,40 €	80.710,40 €	94.676,40 €	107.058,40 €	132.809,36 €	159.869,76 €	175.419,76 €	186.112,16 €	188.990,16 €	189.861,76 €

	Year 3											
	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12
Initial Balance	189.861,76 €	188.933,76 €	191.008,76 €	204.402,76 €	219.644,76 €	236.619,26 €	251.861,26 €	281.725,56 €	313.022,06 €	331.729,06 €	345.123,06 €	349.970,06 €
Profit for the Year	-928,00 €	2.075,00 €	13.394,00 €	15.242,00 €	16.974,50 €	15.242,00 €	29.864,30 €	31.296,50 €	18.707,00 €	13.394,00 €	4.847,00 €	2.652,50 €
Treasury	188.933,76 €	191.008,76 €	204.402,76 €	219.644,76 €	236.619,26 €	251.861,26 €	281.725,56 €	313.022,06 €	331.729,06 €	345.123,06 €	349.970,06 €	352.622,56 €

Appendix 6 - Ethics Form

Ethics form

It is important that you are sufficiently prepared to collect data doing fieldwork with ‘human participants.’ Your supervisor will support you in completing the Ethics Form.

The Ethics Form **MUST BE COMPLETED BY YOURSELF AND SIGNED OFF BY YOUR SUPERVISOR BEFORE UNDERTAKING RESEARCH.**

THE SIGNED ETHICS FORM **MUST BE INCLUDED IN THE FINAL UNDERGRADUATE DISSERTATION.**

Risk checklist – Please answer ALL the questions in each of the sections below.

Risk category 1	Yes	No
Use any information OTHER than that which is freely available in the public domain?		
Involve analysis of pre-existing data which contains sensitive or personal information?		
Involve direct and/or indirect contact with human participants?		
Require consent to conduct?		
Require consent to publish?		
Have a risk of compromising confidentiality?		
Have a risk of compromising anonymity?		
Involve risk to any party, including the researcher?		
Contain elements which you OR your supervisor are NOT trained to conduct?		
Risk Category 2		

Require informed consent OTHER than that which is straightforward to obtain to conduct the research?		
Require informed consent OTHER than that which is straightforward to obtain to publish the research?		
Require information to be collected and/or provided OTHER than that which is straightforward to obtain?		
Risk category 3		
Involve participants who are particularly vulnerable?		
Involve participants who are unable to give informed consent?		
Involve data collection taking place BEFORE consent form is given?		
Involve any deliberate cover data collection?		
Involve risk to the researcher or participants beyond that experienced in everyday life?		
Cause (or could cause) physical or psychological negative consequences?		
Use intrusive or invasive procedures?		
Include a financial incentive to participate in the research?		


IF APPLICABLE:


List agreed actions with your tutor to be taken to address issues raised in questions Risk Category 2:

.....


Student Declaration: I confirm that I will undertake the Undergraduate Dissertation as detailed

may not make any substantial amendments to the Undergraduate Dissertation without further approval.

Name: Blanca Calafell Albó **Signed:**  **Date:** 8/31/2018

Name: Iris Fernández Blanco **Signed:**  **Date:** 8/31/2018

Agreement from the supervisor of the student:

Name: Marian Buil Fabregà **Signed:**  **Date:** 8/3/2018

above. I understand that I must abide by the terms of this approval and that I

Risk Category 1: If you answered NO to all the questions, your study is classified as Risk Category 1.

In this case:

- The supervisor can give immediate approval for undertaking the field work for the Undergraduate Dissertation.
- A copy of this signed Form MUST be included in the Undergraduate Dissertation.

Risk Category 2: If you answered YES only to questions in Risk Category 1 and/or 2, your study is classified as Risk Category 2. In this case:

- You must meet with your supervisor and clarify how the issues encountered are going to be dealt with before taking off with the field work.
- Once clarified, the actions taken must be stated in the Form. Then the supervisor can guarantee approval for the field work for the Undergraduate Dissertation.
- A copy of this signed Form MUST be included in the Undergraduate Dissertation.

Risk Category 3: If you answered YES to questions included in Risk Category 3, your study is classified as Risk Category 3. In this case:

- You must discuss with your supervisor how to re-direct the research and data collection thesis to avoid risks mentioned in Category 3.
- You must complete the Ethical Form again until Risk Category 1 or 2 is obtained.
- A copy of this signed Form MUST be included in the Undergraduate Dissertation.

A copy of this signed form MUST be included in the Undergraduate Dissertation.

Appendix 7 – Questionnaire: *Integrating disabled people in the labour place.*

Somos estudiantes de la Facultad de Turismo Sant Ignasi de la Universidad Ramón Llull y estamos realizando nuestra tesis de final de grado sobre la integración de personas con discapacidad en el mercado laboral. Este cuestionario nos ayudará a formular un plan de negocios para un hostel donde la mayor parte de la plantilla esté formada por personas con discapacidad. Todas las preguntas serán guardadas en confidencialidad y respondidas anónimamente.

We are students from Tourism Sant Ignasi at Ramon Llull University and we are writing our degree thesis about the integration of disabled people into the labour environment. This questionnaire will provide us information in order to create a business plan for a hostel in which the majority of the workforce will be formed by disabled people. All the answers will be confidential and answered anonymously.

1. ¿Cuántas veces viaja al año? / How many times do you travel per year?

- 1) 0 - 5 veces / times
- 2) 5 - 10 veces / times
- 3) + 10 veces/times

2. ¿En qué clase de alojamiento se hospeda cuando está de viaje? / What type of establishment do you choose while being on vacation?

- 1) Hotel / Hotel
- 2) Hostal / Hostel
- 3) Apartamento / Apartment
- 4) Camping / Camping
- 5) Resort / Resort

3. ¿Cuál es su gasto medio en alojamiento? / What is your average accommodation expenses?

- 1) 0 - 250 E
- 2) 250 - 500 €
- 3) 500 - 750 €
- 4) + 750€

4. ¿Cuál es su gasto medio en restauración? / What is your average food and beverage expenses?

- 1) 0 - 100€
- 2) 100 - 200€
- 3) 200 - 400€
- 4) +400€

5. ¿ A qué 3 factores le da usted más importancia cuando escoge un establecimiento turístico? / What are the 3 factors do you consider the more important while choosing a tourist establishment?

	1) Habitación / Room	2) Servicio al cliente / Customer service	3) Oferta gastronómica / Gastronomy	4) La situación del establecimiento / Placement of the establishment	5) Precio / Price
Número / Number 1					
Número / Number 2					
Número / Number 3					

6. Mientras se estuvo alojando en un establecimiento turístico, ¿ha sido atendido por una persona con discapacidad? / While being in a tourist establishment, have you ever been attended by a disabled person?

- 1) Si /Yes
- 2) No / No

7. ¿Le importaría que la mitad o más de la mitad de la plantilla del establecimiento turístico esté compuesta por personas con discapacidad intelectual? / Would you mind that half or more of the workforce at a tourist establishment would be formed by people with an intellectual disability?

- 1) Si / Yes (Vaya a la pregunta nº8 / Go to question nº8)
- 2) No / No (Vaya a la pregunta nº9 / Go to question nº9)

8. Escoja una o varias de las siguientes afirmaciones si ha respondido "Si" en la pregunta nº7 / Choose one or more of the following statements if you have chosen "Yes in question nº7.

- 1) Mal nivel de servicio / Bad level of service
- 2) Incomodidad / Discomfort
- 3) Nivel bajo de calidad / Bad level of quality
- 4) Other....

9. Escoja una o varias de las siguientes opciones si ha contestado "No" en la pregunta nº7 / Choose one or more of the following statements if you have chosen "No" in question nº7.

- 1) Ayudar en la integración laboral / Helping in labour inclusivity
- 2) Responsabilidad social de la empresa / Company's social responsibility
- 3) La discapacidad es un valor añadido a la empresa / Disability is an added value to the company
- 4) Incrementar las oportunidades laborales del colectivo / Increase labour opportunities for the collective

10. A continuación encontrará servicios ofrecidos por establecimientos turísticos, indique en cada caso si le importaría, si le daría igual o si no le gustaría ser atendido por personas con discapacidad / Down below there are some services provided by tourist establishments, please, indicate if you would like, if you would not mind or if you would not like to be attended by disabled people.

	1) Me gustaría / I would like	2) Me da igual / I wouldn't mind	3) No me gustaría / I wouldn't like
Recepción / Reception			
Restaurante / Restaurant			

Servicio de habitaciones / In room service			
Conserje / Concierge			
Mantenimiento / Engineering			

11. Si usted tiene la posibilidad de escoger entre varios hostales que ofrecen los mismos servicios, ¿escogería el hostel en el que trabajan personas con discapacidades? / If you have the possibility to choose between a couple of hostels which offer the same services, would you choose the one where disabled people work?

- 1) Si / Yes (Vaya a la pregunta nº13 / Go to question nº13)
- 2) No /No (Vaya a la pregunta nº12 / Go to question nº12)

12. Si ha marcado "No" en la pregunta nº11, especifique su razón. / If you have chosen "No" in question nº11, specify why.

13. Sexo / Gender

- 1) Mujer / Female
- 2) Hombre / Male

14. Edad / Age

- 1) 18-25
- 2) 26-35
- 3) 35-60
- 4) 51-64
- 5) +65

15. ¿Cuál es su nivel medio de ingresos mensual? / What is your monthly average income?

- 1) 0 - 750€
- 2) 750 - 1.500€
- 3) 1.500 - 3.000€
- 4) + 3.000€

16. Situación laboral / Employment situation

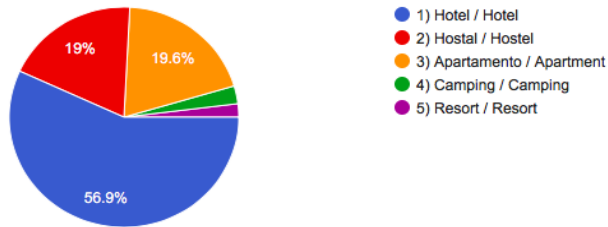
- 1) Estudiante / Student
- 2) Empleado / Employee
- 3) Desempleado / Unemployed
- 4) Jubilado / Retired

17. ¿Cuál es su nivel de estudios? / What is your educational level?

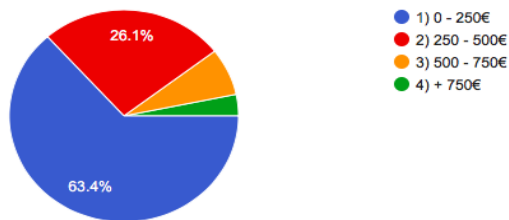
- 1) Educación primaria / Primary school
- 2) Educación secundaria / Secondary school
- 3) Bachiller / High school
- 4) Universidad / College
- 5) Máster / Master

Appendix 8 - Graphics substracted from the questionnaire.

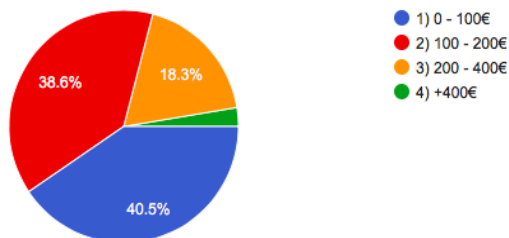
Type of tourist establishment chosen while being on vacation



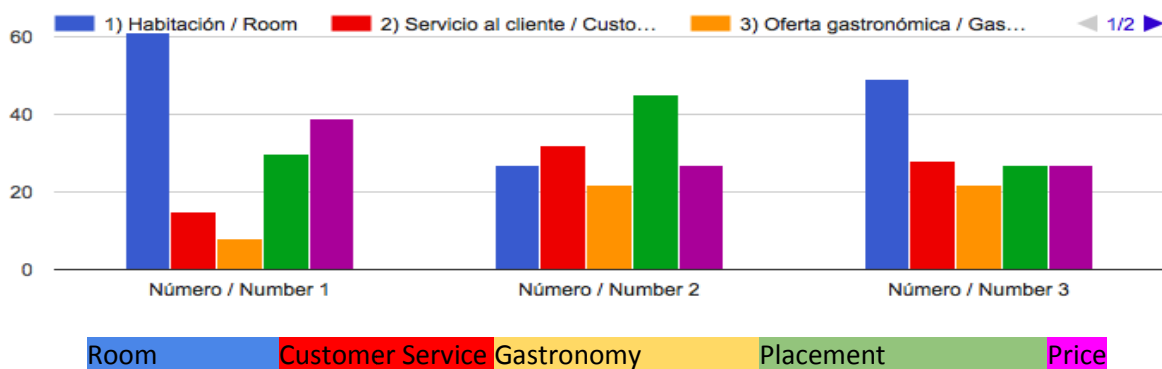
Average expense on accommodation



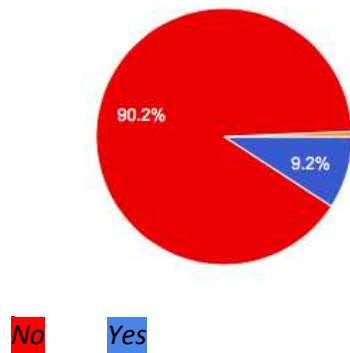
Average expense on food and beverage



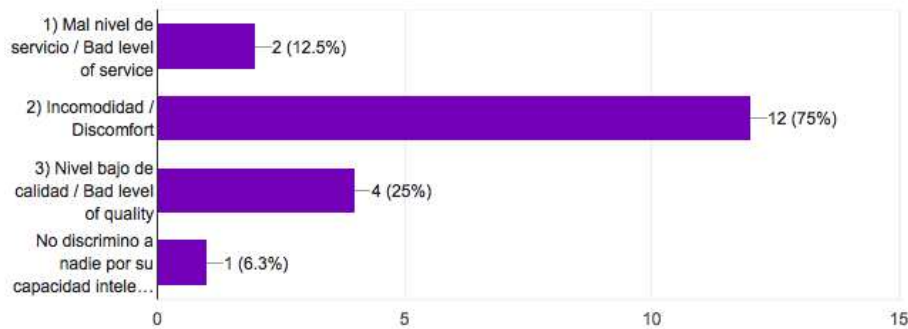
Main factors to consider while choosing a tourist establishment



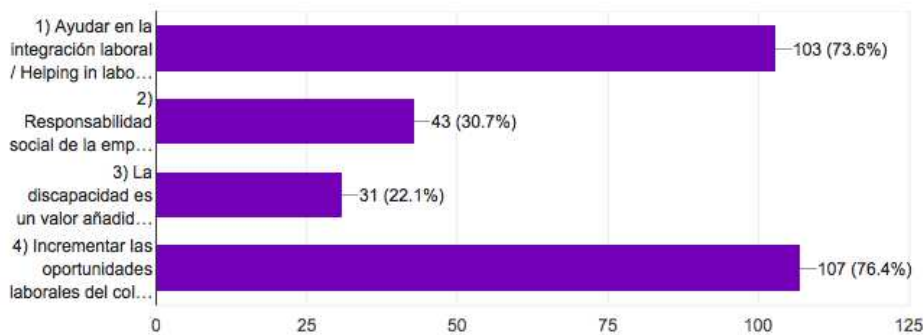
Opinion of the respondents on if they would mind that half of the workforce would be formed by disabled people



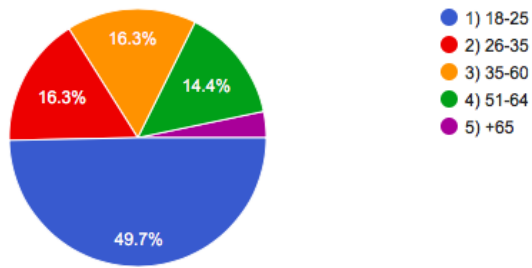
Reasons why respondents would not want to be attended by disabled people



Reasons why respondents would like to be attended by disabled people



Age of respondents



Average monthly income

