Business Plan: Developing the Tourism Sector in Central Macedonia

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I hereby declare that the work submitted is mine and that where I have made use of another’s work, I have attributed the source(s) according to the Regulations set in the Student’s Handbook.

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Abstract

This dissertation was written as part of the MSc in Management at the International Hellenic University.

As tourism is one of the biggest and fast-growing sectors in the Greek economy, improvements in the industry may boost the profits of any organization included resulting to the recovery of the domestic economy. This dissertation develops a Business Plan for the sustainable growth of the market and the attraction of tourists with greater purchasing power. The concept is to set up a 5-star resort in Stavros Thessalonikis when visitors may spend their vacation time enjoying quality services all together. The resort will provide a unique experience and relaxation moments by aiming to please tourists with a personalization of services approach. Most important, all aspects of the Greek hospitality and culture would be involved in the remarkable offering, creating a friendly environment for every guest that wishes to spend their vacation period in the resort.

The Business Plan examines the challenges and the opportunities that may be exploited in the current market and any difficulties that the organization might face in the future in order to find ways to tackle them in advance. Furthermore, the strategic goals are defined along with an evaluation plan that would improve the processes and determine inefficiencies of any adopted processes. More than that, future recommendations that would evolve the company are proposed, taking into account the rapid growth of technological innovations and the betterment of infrastructure made by the state.

This paper would not have been completed without the aid of individuals that played a vital role in the completion of it. The author expresses his gratitude to the supervisor of the dissertation Dr. Stavroula Laspita for her valuable guidance, perpetual support and priceless advice.

Keywords: Business Plan; Tourism; Entrepreneurship; Resort; Services; Hospitality;

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Executive Summary
Rakkan™ Exclusive Resort is a resort that aims to offer the greatest holiday experience to the guests that visit the resort. The integration of many services in one place is a feature that makes the resort unique. Apart from accommodation services, the resort also includes a restaurant that enables people to enjoy a remarkable gastronomy experience that stems from the Greek culture and they can also visit and purchase items from the stores of their preference in the shopping center that is included. Visitors may enjoy unique experiences in the resort such as:

- Exclusive accommodation services
- Superior catering options
- Shopping experiences
- Facility services

Furthermore, Rakkan™ Exclusive Resort will try to disrupt the current tourism market in Stavros by bringing a new trend in the hospitality service. This trend will be that no place will be similar to another, as local and special decoration will exist that makes guests feel that they are staying in different places even if these are in the same resort. Some of the objectives that are considered for the continuous increasing performance of the organization are:

- The development of a solid customer segment that would form the basic income of the organization
- Potential geographic expansion with 3 resorts in the Northern Greece
- Continuous alignment of customers’ needs with the organization’s needs
- Minimization of costs by forecasting accurately the seasonality in the offered services

The idea behind the implementation of this Business Plan is the dynamic market that already exists in Stavros and the potential of the area to be one of the most frequently visited and over-crowded places that tourists may consider for their vacations. Taking this into account, this is the actual reason of building the resort in this area, due to its promising future perspective. In order to assess the current threats and challenges a survey is conducted that provides useful information for the strategy that the management should follow for the success of the plan.

Rakkan™ Exclusive Resort will emphasize in a differentiation strategy with high quality and “one of a kind” services that are not available in the area in order to form a new niche market in the industry that would give a chance to the organization to compete among other already established companies.

The target group will be visitors that have a strong purchasing power and savor amenities in the ease of not commuting for them. Having said that, they enjoy rest and relaxation with their families in the safety of finding everything around the resort’s facilities, such as pools, restaurant, shops, clean and ironed clothes due to the laundry and ironing staff that is going to be employed, various diversified rooms depending on the guest’s preference etc. A main
goal is to exponentially increase the number of unique services that a visitor can find in the place.

Finally, conclusions are reached, and recommendations are made with regards to possible alternative services that may be offered in the future.

The Concept

Rakkan™ Exclusive Resort will provide high quality accommodation and catering services, combining the aspects of Greek hospitality with respect to the Greek nature. The concept includes outstanding room services that would be guest-oriented creating unique accommodation experiences. Every manufacturing and production process within the hotel unit is governed by the principle of the company, "Aim to Please". With the aim of providing services that will fully satisfy the requirements of our customers, the hotel equipment, the quality of the chosen materials is based on international standards and the training of the employees that will be carried out comes from experienced members of the tourism industry. Taking this into account, continuous excellence of our internal processes will ratify the quality of all the services that would be provided by Rakkan™ Exclusive Resort. At the same time, the company develops social responsibility as a first step in the construction of the enterprise, which is based on the origins of bioclimatic architecture and ecological buildings.

The resort it going to be differentiated from any other company that it is active in Stavros Thessalonikis. This differentiation will not only come from the unique services that will be provided but the way that all the stakeholders interact together. The company will strive for pleasuring its visitors in a way that satisfied employees will perform effectively and efficiently in their working environment. Precisely, the staff is going to be separated in groups that will serve specific customers, for example one group is going to serve people that come from Serbia, another that come from Bulgaria etc. By training and differentiating the staff, the provided services of the resort is going to be more personalized, a factor that is very crucial in maintaining a solid loyal customer segment in a competitive and rapidly changing industry.

The training material of the staff is going to be extracted from our databases that would be full of data due to our technology network of Internet of Things. As time passes, we will be able to gather more accurate data leading to more personalized services for our clients.

The unit will be built on a privately-owned land near the coastline of Stavros Thessalonikis. The area to be covered is 4000 m². The structure of the resort will be made up of six buildings in total, of which four are going to accommodate visitors, in the fifth restaurants will exist and provide catering services and in the last one building, visitors will be able to spend their time shopping and purchasing items that are unique in the Greek market, such as traditional products that are produced in the Greek land and are popular about their origin. Each building will be built with different architectural styles inspired by Greek Ancient history. In addition, part of the products that are going to be used in food services will be traditional agricultural products from various regions of Greece, which can be acquired by
customers through the unit, as walk around shops and producers of such products in the sixth building. The unit will have a reception area, a main restaurant, a central bar, a beach bar and a mini market as well as three swimming pools. The company will also serve domestic and international demand with more focus on the latter one.

The season period that we are planning to operate will be 6 months, and these would be the months from May to October where, according to the Institute of SETE, visitors reach their peak, leading to more profits for the tourism industry.

<table>
<thead>
<tr>
<th>Month</th>
<th>Arrivals Number</th>
<th>%</th>
<th>Profit Euro</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>January</td>
<td>606,140</td>
<td>2,6</td>
<td>166,937,970</td>
<td>1,2</td>
</tr>
<tr>
<td>February</td>
<td>509,189</td>
<td>2,2</td>
<td>141,507,500</td>
<td>1,0</td>
</tr>
<tr>
<td>March</td>
<td>613,092</td>
<td>2,6</td>
<td>197,814,000</td>
<td>1,4</td>
</tr>
<tr>
<td>April</td>
<td>934,237</td>
<td>4,0</td>
<td>453,183,000</td>
<td>3,3</td>
</tr>
<tr>
<td>May</td>
<td>1,870,170</td>
<td>7,9</td>
<td>1,179,652,000</td>
<td>8,6</td>
</tr>
<tr>
<td>June</td>
<td>3,032,870</td>
<td>12,9</td>
<td>1,897,000,000</td>
<td>13,9</td>
</tr>
<tr>
<td>July</td>
<td>4,408,555</td>
<td>18,7</td>
<td>2,894,184,500</td>
<td>21,1</td>
</tr>
<tr>
<td>August</td>
<td>4,993,465</td>
<td>21,2</td>
<td>3,367,216,520</td>
<td>24,6</td>
</tr>
<tr>
<td>September</td>
<td>3,649,700</td>
<td>15,5</td>
<td>2,123,788,000</td>
<td>15,5</td>
</tr>
<tr>
<td>October</td>
<td>1,852,679</td>
<td>7,9</td>
<td>834,666,500</td>
<td>6,1</td>
</tr>
<tr>
<td>November</td>
<td>641,459</td>
<td>2,7</td>
<td>227,560,000</td>
<td>1,7</td>
</tr>
<tr>
<td>December</td>
<td>487,900</td>
<td>2,1</td>
<td>202,557,000</td>
<td>1,5</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>23,599,456</strong></td>
<td><strong>100,0</strong></td>
<td><strong>13,686,066,990</strong></td>
<td><strong>100,0</strong></td>
</tr>
</tbody>
</table>

Table 1: Arrivals and Profits for 2015
Source: SETE Intelligence

In the table above, it is clearly stated that the 6-month period with the highest profits is May to October. The percentage of tourists’ arrivals during these months is 84,1% of the total arrivals that Greece has in a year. Moreover, profits follow the same direction as there is a positive correlation between these two variables. Given that, the profits gained in this seasonal time, is 89,8% of the total profits. Operating during these months our company will achieve lower costs, as the fixed cost would be apportioned to more units.
Chart 1 provides a visualization of the seasonality trend in the tourism industry. Promoting other aspects of Greece such as activities that are not only related to the sea and summer time in general, will eventually increase the amount of arrivals in months that are not part of the peak of the season. This will have a positive impact on a complete operating year with more profits and stable income for the company. There is a notable low percentage of arrivals during winter and especially January and December where people schedule their vacations for Christmas celebrations.

**Mission Statement**

Rakkan's Exclusive Resort mission statement is more guest-oriented and focused on accomplishing high levels of amusement for our visitors.

“Our mission is to pleasure and satisfy the needs of our visitors by promoting the Greek accommodation spirit. We are committed to excellence and continuous improvement in order to offer relaxation times to our guests.”

Some of the principles that will be forward us to achieve our mission are:

- Elegant living
- Guest Amusement
- Quality

We intend to be one of the most innovative resorts in the hospitality industry by providing a unique reward system for loyal customers, and by using the latest technological advances such as Internet of Things networks that will give an advantage to our resort and place us among The Ritz-Carlton Luxury Resorts, Hyatt Resorts and Marriott. Our anthropocentric approach will be our pillar in accomplishing our mission. We value our quality of our services
as derived from the quality personnel that is employed to provide our extraordinary services. Satisfying our employees will lead to guest satisfaction. Continuous improvement will be a key figure that is going to be achieved via training. Moreover, in our endeavors to deepen and maintain the relationships with our guests we will provide training programs to our human capital in order to keep it aligned with our organization’s principles.

**Vision Statement**

Rakkan™ Exclusive Resort aims to be placed as one of the first choices that guests are going to have for their accommodation and their vacations. Our goal is to have our doors always open to our visitors, meaning that our customers may be able to visit us whenever they plan in a 12-month period and not only seasonal, and provide our services straight from our heart, making them unique and personalized to each customer’s needs.

“To hold a position among luxurious resorts and maintain a strong brand name”

By exceeding expectations and providing our exceptional services with a direction towards continuous improvement our resort is going to be one of the top resorts in the industry and reflect its superiority to the vacation time of our guests.

**Core Values**

Some of the values that would play a major role in achieving our goals would be the following:

- Teamwork
- Customer Caring
- Delighted Visitors
- Employees’ Satisfaction
- Continuous improvement
- Honesty and Reliability

Owing to the fact that our visitors would evaluate the provided services with much attention in their interaction with our personnel, these core values should be embraced by the human capital of the company and offer services that are deeply aligned with these values. Taking this into account, the services would be of higher quality and help Rakkan™ Exclusive Resort to fulfill its mission.

**Services Description**

As our resort will be designed to satisfy any need that visitors might have with regards to relaxation, entertainment, comfort, etc., we are going to provide a full and unique experience with services that are significant for tourists that visit our place. Not only are ways of living leading to a sense of loss of identity, for many individuals computerized work conditions and everyday roles impose constraining and monotonous routines in which individuals find it difficult to pursue their self-realization (Wang, Ning. "Rethinking authenticity in tourism experience." *Annals of tourism research* 26.2 (1999): 349-370). It is planned to gather all the services and the activities that tourists enjoy in their holidays into our infrastructure, in order to boost the level of customer satisfaction and customer
engagement with our brand by taking advantage of micro-innovative models that would improve the resort’s functionality.

The services that are going to be provided are separated into three categories. Different packages of services will be offered to our clients, depending on their preference, their time period of their stay, and of course their amount of money that they want to spend for their holidays.

**Accommodation**
The most crucial service, that our enterprise is going to offer, is accommodation. The main source of income will stem from this service as many resources and efforts will be allocated to it. Furthermore, because of the fact that many costs derive from this service, our goal is to be focused on satisfying and serving the needs of this target group, and then incentivize them to use our company’s services so as to provide them the uniqueness of a holiday experience.

The total number of rooms and beds will be 41 and 122 respectively. Furthermore, these rooms will be equipped with Smart devices that can be controlled and monitored via Smartphones, leading to a network powered by Internet of Things. An exceptional feature of this would be the personalization of the services that are offered. For example, guest will be able to turn on the lights while they are resting on their beds, turn on the heat while they are away from the room in order to find the place warm, call the room service via their smartphone easily, and place a password to open the door with their mobiles, which will be equipped with a Smart-lock that would have a Digital Key as a way to enter the room. The total of rooms will be divided into 15 Premium Rooms, 12 Superior Rooms, 9 Junior Suites and 5 Deluxe Suites (Maisonette). The three of the four buildings will include three of the four room categories in the hotel. Each room will be equipped with multimedia systems and sensors, state-of-the-art TVs, wireless internet access, air conditioning, mini bar as well as indoor lighting controllers. The characteristics of each room category are:

<table>
<thead>
<tr>
<th>Room Category</th>
<th>Number of beds per Room</th>
<th>Number of Rooms</th>
<th>Number of Beds</th>
</tr>
</thead>
<tbody>
<tr>
<td>Premium</td>
<td>2</td>
<td>15</td>
<td>30</td>
</tr>
<tr>
<td>Superior</td>
<td>3</td>
<td>12</td>
<td>36</td>
</tr>
<tr>
<td>Junior Suite</td>
<td>4</td>
<td>9</td>
<td>36</td>
</tr>
<tr>
<td>Deluxe</td>
<td>4</td>
<td>5</td>
<td>20</td>
</tr>
</tbody>
</table>

- **Premium Rooms**: Each Premium Room will include two beds in an area of 28 m². There will be rooms with single and double beds.
- **Superior Rooms**: Each Superior Room will have three beds in an area of 40 m². It will not include two separate spaces but will be more spacious than Premium with the possibility of hosting an extra person.
- **Junior Suites**: Each Junior Suite will have 4 beds in an area of 60 m². It will include two separate rooms, a living room and a bedroom.
• **Deluxe Suites**: Each Deluxe Suite will have 4 beds in an area of 75m². In particular, it will include two bedrooms and a living room with extra relaxation and comfort areas with the possibility of accommodating more people, if need be.

**Food Services**
The main restaurant of the resort will offer morning and evening meals with influences from a variety of cuisines. However, the core of the flavors served will be inspired by the Greek gastronomy. Customers will have the opportunity to taste Greek local traditional agricultural products from selected regions of Greece as dishes will be created based on these products. This policy is going to cultivate the culinary (or gastronomic) tourism trend and attract visitors that are interested in this kind of experiences and attractions, which is actually a niche market in the industry. In addition, the bar will offer a wide variety of drinks and beverages as well as small meals while the room Service will be available 24 hours a day and could be called with a mobile device.

**Other Services**
Rakkan™ Exclusive Resort will provide other services related to the tourism sector and holiday activities that would be targeted to the completion of a holiday experience.

**Shopping Center**: Another source of income that will flow is going to stem from other services that would be provided into the resort. These services would mainly include any other activity that a visitor does during their period of holiday. It is suggested that the sixth building would be a shopping center and include various shops so that tourists may be able to purchase any kind of product they find useful for them as a memory of their stay in our resort or for future use.

Our resort will reap the benefits both for renting the place to shop owners that want to introduce their products to our customers but also Rakkan™ Exclusive Resort would create a strong brand name that would be related to these quality items that would be sold in our infrastructure.

**Laundry services**: The resort will also provide laundry services to customers. Any customer who wishes to do so will deliver to the Housekeeping department the clothing he wishes for cleaning. This service would be crucial in the evaluation of our resort because tourists anticipate convenience, thus we need to ensure the positive results of this anticipation.

**Relaxation amenities**: The unit is going to provide relaxation amenities such as swimming pools, playrooms, and a mini golf court. Precisely, the hotel will have a central and two auxiliary (which will decorate the outside of the buildings) swimming pools, which customers will be able to enjoy. Playrooms will be created in the resorts where families could spend their leisure time playing with their family members video games and enjoy the unique VR technology excitement that gives to any person that tries it. Additionally, a mini golf court would be available for not only for golf lovers but for people that wish to try a new activity as a trainer would be employed in the assistance of newbie players.

Another innovative service is the supply of discounts and special offers that Rakkan™ Exclusive Resort can obtain for its customers due to extensive collaborations with companies
that may enhance the tourism experience such as car rental companies, maritime centers and clubs that organize excursions to the natural landscapes and attractions of the area. This service is going to be integrated with the usage of the rewarding system that will be developed on a blockchain network that will give the best offers to the most loyal customers. This network is going to give transparency and fair rewards to the clients because the system would be a decentralized one where Rakkan Exclusive Resort would have no authority to corrupt the data records that are stored on it.

**Industry Analysis**

Greece has passed through a significant period of recession and instability. The GDP of Greece has shrunk by 25.9% from 2009 to 2015 and ever since it grows slowly by approximately 1% every year (El.Stat 2017). No one can deny the fact that the pillar that kept Greece alive is the tourism sector, contributing 27.3% of GDP according to the Institute of SETE.

During this period of crisis, companies that are active in the tourism industry, started to behave aggressively towards the international markets. The purchasing power of Greeks is reduced significantly and owing to this, hotels’ strategy is now focused on attracting visitors from the international tourist market who reside in countries with no access to the sea and their income is bigger than Greek citizens (National Bank of Greece, Survey of Greek SMEs, Accommodation sector, 2017).

Greece has been an attraction for international visitors since antiquity for its rich and long history, Mediterranean coastline and beaches (Gerrard, 2014). The country is popular around the world for its beautiful destinations and this is mostly related to Greek islands such as Mykonos, Santorini, Crete, Corfu etc. However, there are more regions that tourism is still developing and attract different target groups. Central Macedonia is a beautiful place that can thrive and contribute to the percentage of the domestic GDP. This region can be approached by all means of transportation as it is near Thessaloniki, the second biggest city of Greece. This place can attract both tourists from neighboring countries that reside in the Balkans can visit the place by car and tourists from other countries as the airport is 70km away.

According to SETE Intelligence, Central Macedonia had the most visits among the other provinces of Greece during the year of 2017.
<table>
<thead>
<tr>
<th>Province</th>
<th>Visits (in thousands)</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Central Macedonia</td>
<td>7262</td>
<td>23.4%</td>
</tr>
<tr>
<td>South Aegean</td>
<td>5841</td>
<td>18.8%</td>
</tr>
<tr>
<td>Attica</td>
<td>5137</td>
<td>16.6%</td>
</tr>
<tr>
<td>Crete</td>
<td>4806</td>
<td>15.5%</td>
</tr>
<tr>
<td>Ionian Islands</td>
<td>2966</td>
<td>9.6%</td>
</tr>
<tr>
<td>Eastern Macedonia and Thrace</td>
<td>1349</td>
<td>4.3%</td>
</tr>
<tr>
<td>Peloponnese</td>
<td>727</td>
<td>2.3%</td>
</tr>
<tr>
<td>Epirus</td>
<td>713</td>
<td>2.3%</td>
</tr>
<tr>
<td>Thessaly</td>
<td>694</td>
<td>2.2%</td>
</tr>
<tr>
<td>Western Greece</td>
<td>563</td>
<td>1.8%</td>
</tr>
<tr>
<td>Central Greece</td>
<td>376</td>
<td>1.2%</td>
</tr>
<tr>
<td>North Aegean</td>
<td>364</td>
<td>1.2%</td>
</tr>
<tr>
<td>West Macedonia</td>
<td>222</td>
<td>0.7%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>31021</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

Table 2
Source: Tourism Enterprise Register - Processing SETE Intelligence

As the picture below indicates, these visitors come from the Balkans as their nationality is mainly Serbian, Fyromian and Bulgarian. There is a great potential for future increase of the visits in the region of tourists with stronger purchasing power. German citizens visit regions around Central Macedonia. No one can deny the fact that German citizens are one of the most highly paid people within the European Union. Taking this into account, the market can grow remarkably if more German people could be attracted.

![Picture 1: The allocation of tourists among regions](source: SETE intelligence)
Furthermore, Stavros is a place that is more accessible for visitors that travel by car because of the Egnatia Highway, this market has a greater competitive advantage over Chalkidiki that sometimes tourists need many hours to approach the region. This competitive advantage may play a vital role for the region’s growth, but it cannot be said that Stavros Thessalonikis is a dominant place for visitors’ preferences as both Chalkidiki and Stavros have different features that separates them in customers perception.

**Competition Analysis**

Competitors can be defined as every company that offers accommodation services in the Greek Market or they are in the same category as our hotel. They can vary from the smallest company that can offer rooms for rent, to every summer resort that can provide services similar to ours. Furthermore, camps are another category that can be placed in the same market. Although these companies have different features, all of them compete to attract customers who enjoy a diversity of services in the tourism sector.

As our 5-star resort is going to be built in the Central Macedonia area, competitors can be found in Chalkidiki as well. A vast majority of tourists diversify their holidays between these two regions, sometimes they separate their vacations period on these two destinations, or sometimes they visit Chalkidiki for one summer and the following summer they visit Stavros, and vice versa. Both destinations are characterized with identical features as they combine mountainous and maritime beauty in a place that it is very near the city of Thessaloniki, giving the opportunity for many summer activities that visitors can be pleased with.

Our analysis will be more focused on the competitors that can directly affect our operations, even if they are not 5-star resorts, but located in Stavros, the area we are planning to offer our services. The market share cannot be specified because of the fragmented market of many companies to be active in the region.

**Archontiko Liamas**

Archontiko, a 3 – star hotel, is one of the main competitors of our resort because of the alike structure to Rakkan™ Exclusive Resort. This resort is marked as the most attractive destination for tourists that want to enjoy a differentiated accommodation experience in the region.

Its infrastructure is similar to our planned facilities, such as pools, restaurant and well – designed rooms. With regards to the accommodation, this hotel has a variety of different kinds of rooms that can accommodate families and friends that come to this place. The restaurant offers traditional Greek tastes that are included in all the meals during the day.

Visitors are prompted to enjoy drinks in the pool bar if they want to enjoy a relaxing moment by the pool. There are other services such as a bike renting service with an additional fee and a playground where parents can bring their children there to play with safety.

**Alexander Inn Resort**

Alexander Inn Resort is one of the most preferred resort in the area, according to Booking.com, because of its high rankings. Visitors are mostly originated from Serbia and
Bulgaria because of the friendly staff that is recruited from these countries and make the guests feel comfortable. It is a modern summer resort with 3 hotel units, that ensures a comfortable, secure and relaxed accommodation in Stavros. There is a plethora of rooms such as Deluxe Suites, Junior Suites, Family rooms and Superior Suites but there is no 24-hour reception service.

A restaurant is also included in the resort, however the tastes offered are limited because the specification of the hotel is the stoned oven which cooks a tasteful traditional Italian pizza. Visitors that want to taste different kind of dishes are not able to do it in Alexander Inn Resort as they may select another restaurant outside the resort in order to taste the traditional gastronomy of Greece.

**Electra Hotel**

Electra Hotel is another 3 – star hotel which can be characterized as one of the competitors that can impact our resort. Some of the amenities that Electra Hotel provides are free WiFi, Pool Bar, free parking spaces and a restaurant.

Guests can enjoy a rich breakfast buffet each morning with traditional homemade products. Coffee and drinks are served in the seating area next to the pool, while the on-house restaurant offers Greek and international cuisine. There are also sold local products such as honey and desserts at the hotel’s store.

Electra Hotel is a resort close to what we are planning to provide, but in a smaller scale. Moreover, there is not so much innovation in the resort, thus it reveals a gap in the market for new entrants that wish to penetrate the market.

**Aelia Living**

Aelia Living is a traditional hotel for visitors that expect a peaceful holiday without many exceptional services. It is located in the beginning of Stavros, 700m. away from the beach and the competitive advantage of this resort is the in-house amenities that are offered to the visitors. The types of rooms are Studios, Standard Studios and Deluxe double Studios that can accommodate families of 2 to 4 people. Every room is equipped with products that will make guests feel comfortable such as slippers, skincare creams and other products such as cosmetics.

A pool and a free parking space are also included as the hotel also offers the chance to transport every individual that wishes to go to the airport in Thessaloniki, which is what makes Aelia Living a competitive resort for our organization.

**Our Competitive Advantage**

It can be noticed that all the competitors offer services similar to the one we want to provide to our customers. This is beneficial for Rakkan™ Exclusive Resort because switching costs are low as tourists do not suffer from any expense when they switch from one hotel to another. Taking this into account, we can penetrate the market easier because our potential clients are already known with the services.

Furthermore, our competitors have not yet reaped the benefits of the technological advances. Our competitive advantage against our competitors would be the technological
integrations in the operations of our resort that would provide more personalized services. A rewarding system powered by the blockchain technology is going to differentiate us in the market. This system will be fair and uncontrolled by any entity, and also it will be more convenient for our customers to access their “Loyalty points” and redeem them by using their credited balance for other services in the hospitality industry such as purchasing a discounted transportation ticket, visit a museum etc. The blockchain network has also a potential to be used in the future as a way of making payments instantly (in a few seconds) in the future. Currently, this payment method is not widely accepted due to the high volatility of the cryptocurrency market.

Moreover, another technological advance that will be integrated in our resort and would give us a competitive advantage is Internet of Things (IoT). For our organization this technology means reduced costs, and optimized hotel experience to our customers. On the guest side of things, IoT will make the stay in our resort more comfortable and customized. This integration is going to provide us useful data about the preferences of our guests and used for long-term development and growth.

It is also noticed that the already established resorts are family companies, that are not tolerant to changes, and reluctant to money spending in order to install systems like Internet of Things systems. The rarely spend more money than they earn (Ward, J. L. (1988). The special role of strategic planning for family businesses. Family business review, 1(2)), 105-117. The imitation of our business model is difficult to happen due to the expensive installation costs that competitors should face in their endeavors to take advantage of these technologies.
Competitors Analysis: Porter’s Five Forces

**Competitive Rivalry:** This force evaluates the current competition that occurs in the marketplace, which is defined by the amount of the existing competitors and what they are able to do in it. Rivalry competition is high in the market of Stavros as customers can choose other companies in order to enjoy accommodation services with little to zero cost. Additionally, many hotels have developed their own customer base which is difficult to disrupt as they are loyal to them. This is an issue that poses a great challenge to our organization. Owning to that, excessive advertising campaigns are necessary for the survival of our resort and the development of a loyalty program that will maintain a stable market share for us, posing a high thread for our business bottom line.

**Bargaining Power of Suppliers:** The bargaining power of suppliers is a high threat for our enterprise. Suppliers are not many as there are few with specialized products that the ones that our resort will need in order to operate.

As our company plans to offer customized services and especially exceptional gastronomy dishes and native Greek products that are rare to find, our organization depends a lot on the suppliers we are going to choose. Long – term partnerships with agricultural cooperatives are essential in order to decrease the risk and the volume of their bargaining power. This can affect the profitability of our company negatively owing to a raise in the prices of the supplies that the resort needs to operate.

**Bargaining Power of Customers:** This force poses a low threat to Rakkan™ Exclusive Resort. Customers visit Stavros in a vast amount from many different countries around the Balkan.
In the high season, between June and August, it is hard to find available rooms for your stay as there is usually full occupancy in the hotels that operate in the area.

Also, it is very rare to find similar services to different resorts. Mostly the services are differentiated, and customers do not have many alternative options between sellers in order to enjoy the same service. The buying power of customers is low as they cannot affect the pricing and the quality of the provided services in the market.

**Threat of New Entrants:** This force examines how easily new companies can join the established market. Due to the recent economic crisis in Greece, many entrepreneurs are cautious in making investments due to the instability that is undergoing during the last years. In the hospitality industry, it cannot be defined that it is very difficult to discourage new entrants of establishing their company.

The services can be imitated easily by just observing what a competitor is doing. However, the costs of developing an organization in this sector are high and as stated above, Greece has an extra barrier, the economic crisis which makes the environment rough. The threat of new companies penetrating the market is low as the risk of an infiltrate the business’s market share is low as well.

**Threat of Substitutes:** The threat of substitutes is low for our organization. This is mainly because Rakkan™ Exclusive Resort offers a new innovative way of accommodation in Stavros area. Currently there is not any other 5-star resort that offers similar services and of this quality.

Our personalized services that would stem from the IoT network and the loyalty program powered by the blockchain technology will give little to zero chances to our customers to select another resort instead of ours. The customized experience that customers enjoy unique value for themselves leading to a different position of Rakkan™ Exclusive Resort in the market from its competitors. Given that, it would not be easy for customers to switch from our business to a competitor due to the fact that competitors are not able to provide the same services and of the same high standards.

Considering all the above, Porter’s five forces analysis conclude to a medium threat for our organization in the market. The higher threats are identified in the existing market and stem from the suppliers and the competitors that are already active in the market.
PEST Analysis

Political
The recent agreement between Greece and FYROM paves the way for a future growth in the tourism sector. Due to the fact that many Balkan nations can approach the sea for their holidays via Greece, as it is the nearest place among others holiday destinations. This end in the dispute between the two countries creates stability in the Balkan region and gives the opportunity for the Greek Tourism to increase their customer segment from these countries.

On the contrary, the political instability associated with future legislation uncertainty makes a negative impact on the industry and lower the reservations and the visits of tourists. The continuous elections and the constant government alteration are one of the biggest domestic hurdles for companies that operate in Greece. These changes have a negative impact on the economic environment and brings uncertainty to visitors that prefer to visit countries that eliminate the risk of such events to happen, that would eventually jeopardize their already planned vacations.

Economic
There are various economic factors that may affect the industry. One of them is that the purchasing power of domestic citizens is decreased significantly. According to the European
Statistical Authority (Eurostat), the Gross domestic product (GDP) per capita in purchasing power standards, is the lowest and it keeps shrinking all these years that Greece has undergo an economic crisis.

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Table 3
Source: Eurostat

This decrease combined with a price reduction of the tourism services lead companies to be more focused on the international market.

A negative aspect that is a hurdle for tourism enterprises to operate is taxation and seasonality. Any income that derives from hotel operation is taxable to a 29% rate. Moreover, seasonality limits hotels to work during a 12-month period, and they are eligible to work only 6-months, resulting to instability of resources as they need to be allocated every year.

Social
The recent terrorist attacks that happened in Europe had a negative effect on tourism as a xenophobic trend has been developed. People are afraid of citizens of different countries especially when they come from nations that reside in the Middle East. This trend may establish a rough environment for companies that are active in the hospitality industry, reasoning even to reservation cancellations to places with high percentages of ethnic diversity.
Another social trend that challenges hotel industry is the accommodation sharing trend. Tourists have started to prefer accommodation sharing services, such as Airbnb, diversifying the market and creating new preferences to the customers when it comes to hospitality.

On the contrary, the rise of the social media platforms has pushed people to search for a need of acceptance and for a feeling that they belong to a high-class group that is differentiated from others (Leary, Mark R., and Roy F. Baumeister. "The need to belong: Desire for interpersonal attachments as a fundamental human motivation." Interpersonal Development. Routledge, 2017. 57-89.). This need boosts their preferences towards luxurious services and products that are used mostly by wealthy people.

**Technological**

Technology is a factor that provides a significant assistance to tourism companies and the hotel industry. Due to technology, many booking platforms are developed that hotels use to promote their services and increase their sales. As reservations are increased because of booking platforms, hotels can forecast the demand and calculate their costs efficiently.

Furthermore, blockchain technology, a distributed network that can store data, is an invention that can be applied in the hospitality industry in the future. One of the applications may be a rewarding system for loyal customers, payment security, ID and customers' preferences tracking.

Another technological advancement that it is noteworthy is the commute improvements that the mankind has accomplished due to technology. Tourists are able to travel safer and faster than due to enhanced means of transportation and advanced infrastructure that has been developed.

**Conclusion**

Summarizing the PEST Analysis, the initial thought that the reader might have is that the environment is not the right one to develop a company. However, technological advances can help Rakkan™ Exclusive Resort to overcome any challenge by making it an opportunity. To be precise, the economic factor is the riskiest of all four, but with the utilization of technologies such as Blockchain and IoT networks, the resort might achieve a cost-efficient model that will provide a competitive advantage for growth and profitability among other competitors in the industry. While competitors find hurdles in their operations due to the harsh economic environment, competition will be more intense for them with the adoption of state-of-art technology in our resort.

Furthermore, the negative social trends and xenophobia can be tackled in the upper future with the education of people and political decisions like the one between Greece and FYROM that gives the opportunity to people to exchange cultures and ideas.

Overall, technology play a vital role in the operations of our organization and assists it in overcoming difficult situations. It is the pillar for coping with a fast-paced environment like the one in the tourism sector and makes a positive impact on political, economic and social fields.
Market Analysis

As Stavros is a market with a strong diversity of tourists that visit this area, an online survey was essential for this Business Plan conduction. Collecting feedback about tourists’ profiles, past experiences and information about their preferences would allow us to form our strategy, analyze the market and discover potential target groups that may be profitable for our organization.

Methodology

For the development of the Market Analysis a questionnaire was formed to investigate and analyze customers’ profiles and preferences. This survey was conducted during August – September 2018, aiming to gather more information from potential but also from existing target groups of the region, such as Balkan countries, domestic visitors and German groups. The respondent rate cannot be clearly defined as the sharing happened massively to tourists that originate from the Balkans.

The questionnaire was distributed randomly via e-mail to tourists and agencies and it was in a Google Form format for better user convenience. The collected sample is of 102 answered questionnaires, which can be characterized adequate to provide the necessary information that can assist in drawing conclusions about the definition of our potential perspectives in the market. In point of fact, the outcome of this survey was very helpful in forming strategies and making decisions about the design of the resort and data taken from the customer analysis in many sectors of this paper.

Findings

In this section, the results of the survey are going to be presented. These results were helpful in the development of the Business Plan, as the visualizations below can provide a more transparent picture of the industry that Rakkan™ Exclusive Resort intents to disrupt. All the graphs of the survey can be found in the Appendix, for the readers that want to find more information.

First of all, the majority of the respondents were actually males with a percentage of 65%. The percentage of the females that was 35% as it is illustrated in the Graph 1 of this analysis. These metrics are associated with the random distribution of the questionnaire among males and females leading to the form of this sample.
Tourists come from different countries but a vast amount of them come from the Balkan region. As it is noticeable in the bar chart (Graph 2), there is a huge influx from Serbian tourists in Stavros. The next market that is also important and should be taken under consideration is Bulgaria, and FYROM following closely. It is already stated, that Balkan is a region with a lot of instability both economic and political. If Serbia or FYROM joins the Eurozone then this will be a positive sign for Stavros, as the purchasing power of the citizens is going to increase due to the eminent economic growth. Also, visitors from Germany approach Stavros but in low volume. It is an opportunity to enlarge this segment and earn more profits as this kind of tourists have a great purchasing power.

It can be concluded from the survey, that the number of tourists that visit Stavros, have a strong preference in staying in rooms for rent (Graph 3). However, there is a trend for Boutique hotels and our organization can take advantage of it. Since people that come in the
region is mostly families, they need convenience during their holiday period. This is the reason why they do not prefer staying in room sharing options and campsites. With a marketing campaign that will promote the benefits that our boutique hotel offers over the rooms for rent and the value added in the tourism experience for the customers that visit the resort, the market share for Boutique hotels may be increased significantly.

The vast majority of visitors approach Stavros by car, 78% and a number of respondents replied that they travel by bus, 18% while a small portion by airplane (Graph 4). This considerable percentage of car travelers indicates that these tourists are mainly originated from the Balkan region. Stavros is approachable by car for people coming from Serbia, Bulgaria and FYROM. Anyone else that does not own a car, they commute by bus.
In Graph 5, the competitive advantage of Stavros is illustrated. It is an undeniable fact that, the accessibility of the area is the most important factor that prompts tourists to visit Stavros. Furthermore, Stavros is the most accessible region for visitors that come from countries that do not have access to the sea. Even for Bulgarian citizens, it is more convenient to travel to Stavros rather than visiting Varna, one of the famous Bulgarian destinations, for holidays near the sea. Moreover, the endless coastline of Strymonikos (123 km) makes Stavros attractive. The location gives the opportunity to spend their holidays and enjoy the amazing view that this long coastline provides and visit other places that are near Stavros, for instance, as daily expenditures.

Additionally, through the survey that is conducted we can extract useful information with regards to seasonality trends that may occur. This will help us with the resources allocation and our pricing policies development. Graph 5 indicates that the working period for organizations that operate in Stavros starts on May and ends on October with a peak in July. The operations seasons can be described as short considering that resorts in other tourism destinations across Greece. This can be ascribed to the fact that there is no resort in Stavros that provides services that can be consumed during days that are not sunny.

This raises a challenge for our organization, as Rakkan™ Exclusive Resort needs to search for ways to expand the period of its operation with more services and conveniences that can be consumed during other seasons like spring and autumn.
Moreover, according to the survey findings, tourists visit Stavros because they want to rest and relax in order to make a different living than their daily routine and their hectic pace of life. Stavros is mainly approached by families due to the family–friendly characteristic of the region. Graph 6 indicates that more than half of the tourists that visit the area, seek for relaxation and peaceful moments with their families. Precisely, 59% of the respondents consider Stavros a quiet and restful place, while 26% comes to Stavros to seek for entertainment. Taking these into account, it is essential that the Rakkan Exclusive Resort needs to be adjusted to these preferences so as to attract a bigger portion of the market share and eventually boost the profits of the organization.

Graph 6

Respondents were also asked about their experience so far with regards to the quality of the hotels that they have previously stayed in Stavros region. Graph 7 gives the results of this question, leading to a consensus that the quality of the hotels is positioned on the average in

Graph 7
customers perception. This means that, even a small increase in the quality of the services that a hotel may provide, it will be considered as high quality automatically by the customers. Rakkan™ Exclusive Resort aims to deliver high quality to the visitors that stay in the resort and it is a great chance to raise the standards of the value-added services that visitors may get as returns.

In addition to Graph 7, Graph 8 adds significant results to it. Tourists were asked about their willingness to stay in a 5-star hotel in Stavros in order to enjoy more conveniences. 80% of people that were asked responded positively, while 20% opposed to a such a facility. This raises the need for a resort development as there is clearly a portion of visitors that their needs are unsatisfied.
The following graph provides information about the other services apart from accommodation, that the resort wants to offer to its customers. Visitors of Stavros find difficulties in spending money for services that are not related to the accommodation. Given that, this may be a thread for our resort as some services may be proven unprofitable. Careful steps should be taken in order to familiarize the customers with the variety of the services that the resort provides and it is rationale that these services would not have high operational costs for the company.

Graph 10

Similar to the amount of money that visitors are willing to pay for other services, is the amount of money they may pay for accommodation services. However, there is a difference as the observations is more dispersed among the different ranges of money. Graph 9 and 10 points the challenge that Stavros region faces. There is a huge market share with tourists from many different countries visiting the area, but their purchasing power is not high. Despite that fact, there are still opportunities for profitable companies which will attract the “spenders” and develop a niche market until countries of the Balkans will face economic growth in the near future.
The attributes of a 5-star hotel were also evaluated in the survey. Respondents were asked to rank four attributes that characterize a resort. These attributes were Quantity of Services, Quality of Services, Amenities, Neatness and Cleanliness. People who responded in the survey value the Quantity of Services as the most important fact in a 5-star hotel, followed by Neatness and Cleanliness. Moreover, the Quality of the Services was ranked 3rd and Amenities is placed low in visitor’s perception considered to the other elements.

A positive impression also is created when there are clean and tidy rooms, and clean places around the resort such as the reception and the restaurant. In addition, tourists value a lot when there are additional services provided by the resort to them such as Spa and fitness centers etc. Also, the survey shows that a friendly staff that is willing to help the guests is a competitive advantage for a resort in the region as it is considered important for a tourist place such as Rakkan™ Resort.

Furthermore, with regards to food services quality of the food comes 1st and Menu variety comes 2nd. Promptness of the Service is also essential and Rakkan™ Exclusive Resort should take it into consideration in developing the strategy in this sector.

Tourists were also asked about other services that are considered important when they visit a resort and they want to have the ease of consuming them. Some of the services that are deemed significant is Laundry and Ironing, a space so that they can park their car, a Spa Center and a Hair Salon where they can visit to change or refresh their hairstyles.

One of the buildings in the resort is thought to be built for accommodating a shopping center. This was the reason that respondents were asked to give their preferences about some elements that are deemed important when visiting a shopping center. Variety of Shops and cleanliness were voted more by people. They also think of the same importance the decoration of the shopping center and the prices of the products combined with a friendly customer service from the staff. Another noteworthy fact is that there is not much interest in the variety of events that can take place there and the payment methods in the point-of-
sale probably because visitors from Balkan countries are still using cash as their main payment method for their purchases.

**SWOT Analysis**

In favor of helping our organization to develop an overview of all the factors involved in our attempt to take better decisions and create our business model a SWOT analysis is essential. The SWOT analysis will allow us to identify our strengths and weaknesses, determine our potential challenges and overcome any threats or turn them into opportunities.

### STRENGTHS
- Diversified services
- Evolving market / Forecasts for traffic increase in the area
- Consumer – Oriented approach
- Continuous employees training

### WEAKNESSES
- Low purchasing power of visitors
- Services might be considered expensive
- Located at a developing market

### OPPORTUNITIES
- Luxurious lifestyle trend
- Greek – FYROM name agreement
- Technology engagement

### THREATS
- Natural Disasters such the recent floods that damaged the region
- Turkish Lira crisis

**Strengths**

A significant strength of Rakkan™ Exclusive Resort is the fact that it provides a plethora of quality services. This range covers the whole services that are needed for a tourist to spend their vacation. These services are going to be food services, laundry & ironing and a parking space.

Furthermore, the market in Stavros is still evolving and there are forecasts that there would be an increase in the inflow of tourists that visit the area due to the efforts of bringing stability to the Balkan region. This creates a new potential market in the existing one that it is already developing. Since, the Balkans are consisted of many countries and many citizens of them come to Stavros it is a strength to have a diversified list of customers.
With regards to the Operations, Rakkan™ Exclusive Resort is going to train its employees and adjust them in different client approaches. We value the customers more than any other element in the industry as it is the life blood of our organization.

Our consumer – oriented approach will lead to personalized services, making a competitive advantage for the organization as services that can be customized based on different preferences are essential for an industry such as the hospitality one.

**Weaknesses**

A major weakness that anyone would characterize as an obstacle is the low purchasing power of the tourists that come from the Balkans even though there are people in the upper class of these countries that have strong purchasing power which may lead to internal operational difficulties for the organization in order to attract guest with higher incomes and keep a balance in the revenues. Additionally to that, a 5-star hotel is not a known and preferred destination for the majority of visitors from the Balkans. Thus, the services that a 5-star resort offers may be considered as expensive for this target group.

It can be thought that, an extensive campaign is going to alleviate the situation and attract visitors from all the different classes and promote that our resort can accommodate all the customers that wish to enjoy our services. This would be considered as a weakness due to the extensive money spending on this, but in the end, it will boost the profits of the organization.

Moreover, another aspect that will have a negative impact on our resort, at least in short-term, is the fact that the resort will be located at a developing market. Stavros is not yet widely known about the hotels and resorts and whatever activities tourists may enjoy by visiting the place. Given that, the market is still developing, and the clients are not familiar with the location. They will hardly choose Stavros for their vacation because there is not any landmark to pinpoint the location as one of the best areas for vacations.

**Opportunities**

The trend of a demand for services of higher quality in the tourism sector raises a noteworthy opportunity for our organization. The advent of the social media has created a trend for seeking quality and luxurious places so as to demonstrate that their lavish living. These facts are favorable circumstances and they pave the way for a creation of a 5-star resort in Stavros that robusts and serves the market that is in need of such luxurious services.

Taking into account the agreement between Greece and FYROM, Rakkan™ Exclusive Resort may gain great momentum in boosting its profits. The end of the name dispute between the neighboring countries can be proved advantageous as it will create a cultivated environment for economic growth. Considering that many visitors are originated from FYROM, their purchasing power is going to be increased as an inclusion in the Eurozone and NATO would develop positive circumstances for an economic upswing.

Also, technology is developing rapidly. The engagement of sophisticated technology with our organization may lead to a boost in the market share and considerable increase in our
profits. It is an undeniable fact that Internet of Things appliances may assist us in monitoring the quality of our services and give us feedback through analyzing data.

Internet of Things (IoT) is the interconnection of computing devices enabling them to receive, send and analyze data. The blockchain technology may assist in developing a loyalty reward scheme for our visitors, help them redeem their loyalty points in purchasing other products and provide an integration solution in monitoring their behavior.

**Threats**
Greece underwent various natural disasters in 2018. Stavros was one of the regions that was hit with floods causing crucial damage to properties and the coastline, resulting to a downfall in the reputation of the place as it was thought that visitors would not be able to spend their holidays in their favorite resorts due to the irreparable damages. The lack of proper infrastructure in Stavros poses a significant threat that may harness Rakkan™ Exclusive Resort with damage the reputation of the area.

Furthermore, as the Turkish Lira has faced a decrease in value compared to USD and EUR, this may cause a negative impact for our company. Many tourists would prefer to visit the Turkish coastline for their summer holidays instead of Stavros, because of the cheaper prices that they might enjoy due to the exchange rate plummeting. As Turkey is a main competitor of Greece, this downfall in the purchasing power of Turkish Lira poses a high threat for our resort owing to the fact that it will cause a significant decrease in our guests considering that planning a trip to Turkey is less expensive than visiting a Greek destination such as our organization.

**Summarizing the SWOT Analysis**
The outcome of the SWOT Analysis provides us a helpful consensus that would be used to develop a better business strategy. It is an undeniable fact that Balkan citizens do not hold high incomes, there are still markets with visitors that are interested in personalized services and they are willing to pay more than the usual prices for enjoying them. These tourists are differentiated from the conventional guests that have had their holidays in the region over the last years. This consumer – oriented approach will be one of the most important features that our resort is going to promote and attract more clients.

Moreover, the threats cannot impact negatively our organization directly. Floods and natural disasters are unknown – unknown risks so they cannot be predicted. However, insurance and protection from natural disasters may be of help both for short and long term.

Furthermore, it is stated that our competitive advantage would be the innovative technologies of Blockchain and Internet of Things networks that will be integrated into the resort. Having said that, we are going to create a loyal customer segment that switching costs for them would be high, leading to a strong, loyal and reliable customer segment with no threat of abandoning their preference for our resort in order to go for their vacations to the Turkish coastline.
Concluding the Market Analysis

Taking all the information in the above parts into account, it can be concluded that Stavros is a dynamic market with a strong market base from the Balkan market. However, there is a big threat for the company as citizens from these nationalities have low income, but they still spending money for their holidays. Political stability in the region is going to increase their incomes so this threat is transformed to an opportunity for our organization. Tourists are also not fully satisfied with the current services and resorts in the region, as they rank as neutral the quality and the satisfaction they have enjoyed during the staying period in Stavros.

Furthermore, citizens approach the region by car with their families and they mostly search for rest and relaxation. They prefer coming to Stavros because the area is accessible and close to their homeland, and they make their reservations mainly via booking.com so Rakkan Exclusive Resort needs to show significant presence in this platform and make it a useful tool for accomplishing sales. Visitors also value considerably clean places, so our competitive advantage should be built on these preferences.

Regarding the other services apart from the accommodation, we need to focus on providing quality services to our clients. For the food services it is important to offer quality food and in-time services as these features are sensitive to our clients and they will create a loyal customer base by managing to cover their needs. This kind of services would be additional to the accommodation so as to not be proven unprofitable due to lack of money spending from the tourists’ side to purchase gastronomy experiences. Both packages that are included in the accommodation package is going to be provided but also those who do not wish to purchase a package would be able to visit the restaurant. With this policy the demand of food may be controlled leading to profits for the company.

Additionally, to all these services, an interesting consensus is reached with regards to the shopping center. In order to increase the number of visitors to the shopping center efforts need to be put in developing a strong portfolio of shops that will be hosted in the building. Variety of shops along with decoration, accessibility and prices are elements that should be taken into consideration and if results are not appropriate, we should need to try to enhance the experience of the customers by improving one of these factors or a mix of them.
Operations & Facilities

Hotel Operations: As the core service of our resort would be the accommodation services; the hotel operations should be treated with the utmost dedication and knowledge. From the first minute till the last one that a guest will stay at our resort, unique experience should be offered to them. By the time they enter the lobby, a navigation around the resort would take place in order to familiarize the visitors with the place, get them acquainted with what we offer and prompt them indirectly to try our services. Welcome presents, such as native Greek products that are special to the international market, are going to be given to every individual to make them feel members of our community.

The main goal of our hotel operations is that with our commitment to excellence, we’ll keep our organization running smoothly and guests satisfied.

Restaurant Operations: The dishes that are going to be served would promote Greek traditional tastes from all over Greece. The kitchen would have a wall of glass so that customers would be able to see how our top-class chefs are going to give them beautiful tastes. Moreover, Customers would have the chance to experience of demonstration of the “Dish of the Day” which will be proposed every day and offered in a better price combined with other side dishes and wines.

Customers that are accommodated in our resort will be offered a 15% discount in every restaurant visit, in an endeavor to reward our clients for their loyalty and preference. As our restaurant aim is to attract customers outside of our hotel, they would have the option to reserve a table by using our website and access the daily menu that will be posted every day in the Menu tab of the website.

Retail Stores Operations: One of the buildings will be constructed so that it will accommodate shopping lovers. In this place shops from popular brands would be gathered to give visitors a unique shopping experience.

The personnel that would be employed in these retail stores would be trained by members of the HR department of the resort to share same values and align the behavior of every employee that is active in the resort even between different sectors and expertise. Given that, the services of the retail stores would be homogenized with any other service that may take place in the Rakkan™ Exclusive Resort.

Customers would be able to shop without using cash or credit/debit cards. They would be able to shop with the smart card that would be given to them during the check in process and any amount would be credited to their total amount that they will have to pay in the end of their vacation period.

Hotel Design and Facilities: Rakkan™ Exclusive Resort will try to promote the Greek culture and accommodation spirit to our visitors. Taking this into account, they should feel that they are in Greece in every minute of their stay. For this reason, each building of the resort is going to have a different architectural style, which will be related to the Greek ancient history. The architectural styles would be Mycenaean, Byzantine, Archaic, Classical, Hellenistic, Minoan and each building would describe one of them.
**Reservations Management:** The software that it is going to be used to facilitate the reservations management would be Opera Enterprise Solution (OES) for Hotel Management, which is a full-featured, integrated and scalable suite that will assist the company in controlling the reservation process.

OES will not only provide a great solution for the reservations system but also it would be the output of a better sales programme that it is based on information that would be retrieved from the information system that is integrated in the company.

**Marketing Strategy**
The marketing strategy will allow us to reach the potential customers, describe our company’s value proposition and key features, and inform about how visitors will be approached in order to develop a solid competitive advantage in the market.

**Pricing:** The pricing strategy is built on the different levels of fees that are allocated on the different types of rooms that the hotel will provide. Given that, Rakkan™ will provide quality services to any visitor, eliminating the distinction of them based on their income.

The pricing strategy will be based on forecasting according to the seasonality trend that is already established in Graph 6. The 6-month season will be split into 3 periods of two months, meaning that period A will be consisted of July and August where the most arrivals are expected, period B will be May and June and period C will be September and October. The pricing of each room for the different categories and periods would be as indicated in the table below:

<table>
<thead>
<tr>
<th></th>
<th>Period A</th>
<th>Period B</th>
<th>Period C</th>
</tr>
</thead>
<tbody>
<tr>
<td>Premium</td>
<td>70€</td>
<td>55€</td>
<td>40€</td>
</tr>
<tr>
<td>Superior</td>
<td>80€</td>
<td>65€</td>
<td>50€</td>
</tr>
<tr>
<td>Junior Suites</td>
<td>250€</td>
<td>225€</td>
<td>200€</td>
</tr>
<tr>
<td>Deluxe</td>
<td>600€</td>
<td>450€</td>
<td>300€</td>
</tr>
</tbody>
</table>

Moreover, as the resort will provide more services, an Upselling strategy is going to be included in order to encourage our customers to spend more money in their existing booking, such as visiting the pool bar or the restaurant. For example, the Upselling event would give the chance to the clients to pay a 10% fee based on their room reservation and enjoy free drinks at the pool bar every afternoon.

**Promotion/Advertising:** Public figures that are promoting a luxurious way of living will be approached by the management team to give to them incentives (discounts / free packages) and prompt them to visit our resort. An aggressive promotion strategy will be launched as well, differentiating Rakkan™ Exclusive Resort from any other similar company in the area. The visitors who spend their vacation in our resort will be prompted to snap their favorite memories in our resort and upload it with the hashtag #RakkanTravelDiary and discounts will be offered to the Top 3 photographs with the most likes.
Another strategy that will boost our visibility to our targeted markets would be advertising. Advertisements will be published, not only in local and international media, but also to other platforms associated with the hospitality industry such as booking.com, trivago.gr, that would promote the Greek Philoxenia spirit and illustrate the specialized services that can be found in our resort.

**Digital Presence:** Social media is a great channel that would help us promote our services. Prompting visitors to engage with our company through various social media platforms (Tripadvisor, Facebook, Instagram, Twitter) may lead to increasing popularity in our resort internationally. Social pages with positive reviews and beautiful pictures that are shared in social media platforms would be a promotion that would stem from guests’ experiences, with no actual expenditure for our company.

Pages all over the platform will be created with great importance to be given to TripAdvisor where clients’ reviews will be a valuable feedback for the management and for potential clients, and also Instagram where guests will be able and prompted to upload pictures of their vacations time in order to earn gifts that would be associated with our promotion & advertising strategy.

**Agricultural Alliances:** As local agricultural products will be served through the food services of our resort, strong agricultural alliances with quality producers would enrich the general impression of the accommodation experience. A key cooperation that is considered vital would be with the agricultural alliance of Thassos. The island of Thassos is one of the Greek places where famous Greek products are produced, and tourists are interested in them. Some of them are:

- Olive oil
- Honey
- Wine
- Ouzo
- Jams with local sweets
- Various species of fish
- Herbs
- Cheese

The main goal of this alliance would be to achieve high levels of quality native Greek products that will amplify word-of-mouth alluring visitors interested in culinary attractions to visit our resort.

**Location:** The location of the unit will be close to the sea so as visitors can easily approach it. The unit will also be placed outside of the center of the village of Stavros around 2 km away. This is going to boost the sales of other services as it will be more convenient to guests to shop from the internal shops rather than commute to a farther distance for their purchases.

The marketing strategy will be developed to intensify the unique selling proposition. In addition, it would promote that they will enjoy our services in a convenient way with
warmth, friendliness and punctuation in a supreme endeavor to build a good relationship with customers. Thus, the company will reap the benefits of these tools with low risks and costs, maximizing the gains of this strategy and increase the brand awareness of the provided services.

Management Plan

The organizational chart below, depicts the proposed organizational structure, the main interactions among different departments of the resort. In order to take advantage of simplicity, protection and ease of use, Rakkan™ Exclusive Resort is going to form a Limited Liability Company (LLC). This structure will give us an opportunity to combine the characteristics of a partnership or a corporation to a hybrid entity. Moreover, as it is not an option for the organization to be publicly listed, this decision is the best to choose among all the alternatives. Below the major departments of the organization structure are illustrated.

![Organizational Chart](image)

The company will be structured in 8 departments, the major ones and as the company grow more will be added. The CEO will be in close cooperation with the Managing Director as the later will be in charge of monitoring and reporting everything in the operation framework that occurs. As technology plays a vital role in our organization, a CTO and an IT administrator will be essential to monitor and maintain the systems. These positions need to be covered by the most skilled and educated employees as they will provide us the competitive advantage of our resort which stems from technological advances.

Furthermore, as we value a lot the personalized services that we offer, we need to train our employees and align them with our goals and the preferences of our customers. The HR department will be not only responsible for payrolls, recruiting and handling conflicts among the employees, but also for the learning and development procedures of the staff.
The influx of products that are going to flow around our resort will be handled by the Logistics Department. Also, the sales department will be very crucial in the hotel operations as they need to assure that the resort will be fully booked during the holiday period.

Moreover, due to the fact that a huge portion of profits will stem from the restaurant and food services, a Food and Beverages Manager will be needed. The Manager will be leading the F&B team and be responsible for delivering an excellent guest experience. A restaurant and a kitchen manager will work closely with the F&B Manager in order to keep the quality of the service at the highest level.

Lastly, external partners are going to be employed as well. A lawyer firm will be responsible for handling legal issues that come up and also a team of Advisors that will provide useful guidance about the future growth of our organization, with regards to marketing and public relations issues, will be essential for the harmonic operation of Rakkan™ Exclusive Resort.

**Financial Plan**

The financial plan of the company during the early stages of the investment will be based on four axes: (a) the private participation of the partners / owners, (b) a part of financing the investment will come from government financial resources related to investments in the tourism sector, (c) bank financing to meet short-term working capital needs and (d) favorable credit terms achieved with suppliers to repay our obligations to them within six months of the commencement of the business cycle. The time for the implementation of the investment is estimated at 12 months starting in April of the year 2019 with scheduled completion before the start of the tourist season of year 2020.

According to the National Bank of Greece, from 2014 till 2017, there is a steady increase in the balance of payments regarding the tourism industry with a correspondent increase in the influx of travelers of 10.8% for 2017 (Border Survey of the Bank of Greece, 2017.). This finding combined with the study of Sete Intelligence for the prospects of inbound tourism to Greece in 2018, positive outlooks of the major markets of Stavros promise an amelioration in arrivals of tourists in the following years.

Taking this into account, we assume that for the first year of operation we will achieve a completeness rate of 70% for the period B (May and June), 80% for period C (September and October) and 100% for period A (July and August). Based on these rates we calculate our revenue and costs for the fiscal year of 2020. After that year, our profits are going to rise by 7.5% every year with a subsequent increase at costs and expenses of 5% and 4% respectively.
Table 5 - Income Statement, Fiscal years 2019, 2020, 2021

In the first fiscal year the organization will suffer losses as the investment is realized and there are negative balances to suppliers from which materials are purchased to complete the investment. This stems from the fact that it is assumed that the liquidity of the company will be limited due to the already capital expenditure that will occur in the initiation of the investment. Additionally, a part of the short-term borrowing is also paid to the financial institution. Repayment of the borrowings is planned to eventuate as soon as possible because the current interests of loans are high, and a long-term repayment may lead to an unaffordable expense.

Furthermore, during the second fiscal year and according to the demand forecast, the company is profitable, due to the reservations of the rooms during the months of operation of the hotel unit. The correct costing of expenses gives a chance to the organization for the creation of a high gross profit margin that enables the borrowing to be repaid and a reserve to be created. According to the financial plan no dividend will be distributed to the shareholders.
In the third fiscal year a 7.5% increase in revenue will be noticed and an increase in the cost of services rendered at 5% assuming that an increase in labor and energy costs will occur, that directly and indirectly impact costs. Thence, profitability is high, increasing significantly the company’s cash reserves that allow the management of the company to form a new investment plan to increase the capacity of the tourism unit.

With regards to the cash flow statement, we make a key assumption for the tax paid account that gives us the possibility of making a conservative calculation in our cash flows. For the fiscal year of 2020 we pay 915,570,19 € to the tax authorities and 2,890,994,99 € for 2021 respectively. The payment that occurs in advance at the fiscal year of 2020 for the following year is 210,000 € and we estimate another payment that will happen in advance of 1,822,614,35 € for liability taxes in 2022.

This assumption about the taxes that will be paid is made due to the instability of the economic environment in Greece during the years of the crisis. Tax policies from the
government are unpredictable and taking this into account Rakkan™ Exclusive Resort a priori.

<table>
<thead>
<tr>
<th>Rakkan Exclusive Resort Cash Flow Statements</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>OPERATING ACTIVITIES</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Profit before tax</td>
<td>- €</td>
<td>2.713.731,50 €</td>
<td>4.109.156,30 €</td>
</tr>
<tr>
<td>Depreciation/Amortisation and other</td>
<td>- €</td>
<td>210.000,00 €</td>
<td>184.000,00 €</td>
</tr>
<tr>
<td>Increase/Decrease in Inventories</td>
<td>- 250.000,00 €</td>
<td>100.000,00 €</td>
<td>-30.000,00 €</td>
</tr>
<tr>
<td>Accounts receivable</td>
<td>- €</td>
<td>-100.000,00 €</td>
<td>-50.000,00 €</td>
</tr>
<tr>
<td>Accounts payable</td>
<td>300.000,00 €</td>
<td>-150.000,00 €</td>
<td>-50.000,00 €</td>
</tr>
<tr>
<td>Cash generated from operations</td>
<td>50.000,00 €</td>
<td>2.773.731,50 €</td>
<td>4.163.156,30 €</td>
</tr>
<tr>
<td>Tax paid</td>
<td>- €</td>
<td>-915.570,19 €</td>
<td>-2.890.994,99 €</td>
</tr>
<tr>
<td>Other</td>
<td>- €</td>
<td>- €</td>
<td>- €</td>
</tr>
<tr>
<td><strong>Net cash generated from operating activities</strong></td>
<td>50.000,00 €</td>
<td>1.858.161,31 €</td>
<td>1.272.161,31 €</td>
</tr>
<tr>
<td><strong>INVESTMENT ACTIVITIES</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Land investment</td>
<td>- 1.400.000,00 €</td>
<td>0,00 €</td>
<td>0,00 €</td>
</tr>
<tr>
<td>Property, Plant and equipment</td>
<td>- 1.600.000,00 €</td>
<td>0,00 €</td>
<td>0,00 €</td>
</tr>
<tr>
<td>Purchase of tangible assets</td>
<td>- 250.000,00 €</td>
<td>0,00 €</td>
<td>0,00 €</td>
</tr>
<tr>
<td><strong>Net cash (used in) provided by investing activities</strong></td>
<td>- 3.250.000,00 €</td>
<td>- €</td>
<td>- €</td>
</tr>
<tr>
<td><strong>FINANCIAL ACTIVITIES</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Share Capital</td>
<td>2.000.000,00 €</td>
<td>0,00 €</td>
<td>0,00 €</td>
</tr>
<tr>
<td>Borrowings</td>
<td>1.000.000,00 €</td>
<td>-256.000,00 €</td>
<td>0,00 €</td>
</tr>
<tr>
<td>Other</td>
<td>200.000,00 €</td>
<td>-200.000,00 €</td>
<td>3.040.775,68 €</td>
</tr>
<tr>
<td><strong>Net cash provided by (used in) financing activities</strong></td>
<td>3.200.000,00 €</td>
<td>- 456.000,00 €</td>
<td>3.040.775,68 €</td>
</tr>
<tr>
<td><strong>CASH AND EQUIVALENCES, end of period</strong></td>
<td>- €</td>
<td>1.402.161,31 €</td>
<td>4.312.936,99 €</td>
</tr>
</tbody>
</table>

Table 7 - Cash Flow Statement

This metric gives an insight about the healthy of the entity during the first years of operations. The accumulation of cash will be used for future investments or infrastructure improvements that will make the resort more competitive in the market.

**Suggestions and Recommendations for Future Development**

Some suggestions are presented to improve the procedures of our resort and increase the demand and the flow of tourists in the region.

**Transportation Infrastructure Enhancement**

First of all, the infrastructure around the region can be improved further and attract more customers in the Central Macedonia. The Central Macedonian area has a great potential to face growth because of the increased attraction of the Balkan region citizens. Given that, a highway that connects the destination with places where tourists come from are crucial for their faster transportation. It would be, also, recommended to the authorities to build a marina bay where people would be able to approach the place with their boats and yachts. There is a big coastline that a bay can be built so that people who enjoy travelling by their yacht in the summer can approach the region. No one can deny the fact that these people
are placed in upper class because they own a yacht. They are a target group that can spend a lot of money to the area, leading to more profits for the companies that operate in Stavros.

Furthermore, an improvement in the current infrastructure would be beneficial for the company. An investment in the creation of a Massage & Spa Center will attract a new market and maintain the current one as more amenities would be included in their accommodation experience, due to the fact that feelings of relaxation, healing and recovery would be the stimuli to empower the brand awareness and loyalty of our guests as these types of relieves would be strongly associated with our company. This phenomenon is described as Episodic Memory. “Episodic memory is a neurocognitive (brain/mind) system, uniquely different from other memory systems, that enables human beings to remember past experiences” (Tulving, Endel. "Episodic memory: From mind to brain.” Annual review of psychology 53.1 (2002): 1-25.). In other words, every time that people would feel relaxed, they will remember their time of their holidays that was spent in Rakkan™ Exclusive Resort.

**Theme Parks and Museums**

Furthermore, another suggestion is the creation of theme parks and museums. The strategy needs to be focused on giving reasons that can increase their period of staying and spend more time in the area. Outdoor parks and attractions will provide another way of amusement and entertainment. Through meticulous planning a perfect atmosphere can be created that will provide unique experiences in one location. Due to the fact that many visitors come to Stavros with their families, these parks can be a beneficial place where they can enjoy happy moments with their members of their family.

Apart from amusement parks, museums will develop the tourism sector not only in Stavros Thessalonikis, but also in Greece in general. The Macedonian heritage could be presented and illustrated to visitors that are interested in learning about the history of this civilization. It is also suggested that the local authorities build sights all around the Macedonian land in order to attract visitors and increase their spending time in the region as well. Sightseeing trips would, not only help the tourism growth by bringing an inflow of visitors that are interested in Greek history, but also they would develop stronger bonds and collaborations among companies in the tourism sector.

**Implementation of New Technologies**

In addition, innovative technologies may enhance our resort in many ways. One of the technologies that are gaining great momentum is the blockchain technology.

As Don & Alex Tapscott, authors Blockchain Revolution (2016) state, “The blockchain is an incorruptible digital ledger of economic transactions that can be programmed to record not just financial transactions but virtually everything of value.”

This technology creates a decentralized distributed database where data can be stored effectively and not be duplicated in any way, creating a new type of internet. Companies in the tourism industry can be more competitive in the sector by using this ingenious invention.
A hotel can take advantage by using this technology in order to store data of their customers that will be useful not only for analyzing, forecasting the demand and the preferences of them but for rewarding them through loyalty reward schemes.

Loyalty reward schemes can be achieved easier with the blockchain technology by removing the complexity of the process by giving the ability to customers to access their loyal points and eventually redeem them. Moreover, loyalty programs are crucial in the hotel industry in order to maintain your customer segment and provide positive experiences to guests. With a blockchain technology system, data such as, total nights stayed, total money paid, transportation used to approach our hotel, room category that the client prefer etc., can be stored in the distributed ledger. Given that, a ranking of loyal customers can be created and then these clients will be rewarded with points (or tokens) based on their rank which they can redeem them for hotel stays, as well as flights, rental cars, and other vacation packages.

The reason that this rewarding system should be built on the blockchain is the fact that it gives the characteristic that data is available to anyone. This can create a competitive behavior to the clients, making them try to be placed higher in the loyalty ranking in order to get more loyalty points than other guests in the resort. Eventually, this will behavior will result to more profits for our company as the consumption of services within our resort will be increased.

Moreover, another transformative technological innovation that would be omnipresent in the coming years is the Internet of Things (IoT). The advent of the Internet has opened doors to a vast amount of technologies that can be developed on top of it and IoT is one of them. Internet of Things refers to the connection of devices to the Internet (apart from computers and smartphones) such as cars, home appliances etc. By using Internet of Things, Rakkan™ Exclusive Resort would be enabled to analyze data in a more efficient way and provide solutions and services that would be more personalized to our visitors. Given that, decision making process is going to improve and a more customer-oriented approach would be established within the organization.

Adopting new technologies gives a competitive advantage to any enterprise which leads the industry towards this adoption. Any technology that is innovative and directly related to data is going to be noteworthy for our company’s growth and the tourism industry in general.
## Appendix

### Financial Plan 1st year of the Balance Sheet (Quarterly)

#### Rakkan Exclusive Resort CONSOLIDATED BALANCE SHEETS Fiscal Years-Ended 2019

<table>
<thead>
<tr>
<th>Assets</th>
<th>1st Quarter</th>
<th>2nd Quarter</th>
<th>3rd Quarter</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Current Assets</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash</td>
<td>- €</td>
<td>- €</td>
<td>- €</td>
<td>- €</td>
</tr>
<tr>
<td>Temporary Investments</td>
<td>- €</td>
<td>- €</td>
<td>- €</td>
<td>- €</td>
</tr>
<tr>
<td>Accounts Receivables</td>
<td>- €</td>
<td>- €</td>
<td>- €</td>
<td>- €</td>
</tr>
<tr>
<td>Inventory</td>
<td>- € 180,000,00 €</td>
<td>70,000,00 €</td>
<td>250,000,00 €</td>
<td></td>
</tr>
<tr>
<td><strong>Total Current Assets</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Fixed Assets</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Land</td>
<td>1,400,000,00 €</td>
<td>- €</td>
<td>- €</td>
<td>1,400,000,00 €</td>
</tr>
<tr>
<td>Land Improvements</td>
<td>- €</td>
<td>- €</td>
<td>- €</td>
<td>- €</td>
</tr>
<tr>
<td>Buildings</td>
<td>480,000,00 €</td>
<td>800,000,00 €</td>
<td>320,000,00 €</td>
<td>1,600,000,00 €</td>
</tr>
<tr>
<td>Equipment</td>
<td>- € 100,000,00 €</td>
<td>150,000,00 €</td>
<td>250,000,00 €</td>
<td></td>
</tr>
<tr>
<td>Accum Depreciation</td>
<td>- €</td>
<td>- €</td>
<td>- €</td>
<td>- €</td>
</tr>
<tr>
<td><strong>Total Assets</strong></td>
<td>1,880,000,00 €</td>
<td>1,080,000,00 €</td>
<td>540,000,00 €</td>
<td>3,500,000,00 €</td>
</tr>
<tr>
<td><strong>Current liabilities</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Notes payables</td>
<td>- €</td>
<td>- €</td>
<td>- €</td>
<td>- €</td>
</tr>
<tr>
<td>Accounts Payables</td>
<td>- €</td>
<td>- €</td>
<td>50,000,00 €</td>
<td>50,000,00 €</td>
</tr>
<tr>
<td>Interests Payables</td>
<td>- € 200,000,00 €</td>
<td>- €</td>
<td>- €</td>
<td>200,000,00 €</td>
</tr>
<tr>
<td>Taxes Payables</td>
<td>- €</td>
<td>- €</td>
<td>- €</td>
<td>- €</td>
</tr>
<tr>
<td>Supplies</td>
<td>- € 180,000,00 €</td>
<td>70,000,00 €</td>
<td>250,000,00 €</td>
<td></td>
</tr>
<tr>
<td><strong>Total Current Liabilities</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Long Term Liabilities</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Notes payables</td>
<td>- €</td>
<td>- €</td>
<td>- €</td>
<td>- €</td>
</tr>
<tr>
<td>Bonds payables</td>
<td>- €</td>
<td>- €</td>
<td>- €</td>
<td>- €</td>
</tr>
<tr>
<td><strong>Total Long Term Liabilities</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Stakeholders equity</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Common Stock</td>
<td>1,880,000,00 €</td>
<td>120,000,00 €</td>
<td>- €</td>
<td>2,000,000,00 €</td>
</tr>
<tr>
<td>Reserves</td>
<td>- € 580,000,00 €</td>
<td>420,000,00 €</td>
<td>1,000,000,00 €</td>
<td></td>
</tr>
<tr>
<td>Profit/Loss</td>
<td>- €</td>
<td>- €</td>
<td>- €</td>
<td>- €</td>
</tr>
<tr>
<td><strong>Total Liabilities and Shareholders’ Equity</strong></td>
<td>1,880,000,00 €</td>
<td>1,080,000,00 €</td>
<td>540,000,00 €</td>
<td>3,500,000,00 €</td>
</tr>
</tbody>
</table>

### Hotel Questionnaire

Rakkan Exclusive Resort will provide high quality accommodation and catering services, combining the aspects of Greek hospitality. The concept includes outstanding room services that would be guest-oriented creating unique accommodation experiences. This questionnaire is about researching Strengths and Weaknesses in the Stavros tourism market in order to gather information to develop a unique resort that is going to offer quality services that fits the market.

#### 1. Age

- [ ] 18-24
- [ ] 25-34
- [ ] 35-44
- [ ] 45-54
- [ ] 55-64
□ 65+

2. Gender
□ Male
□ Female

3. Nationality
________________________

4. What is approximately your annual income?
□ <10000€
□ 10000-15000€
□ 15000-30000€
□ >30000€

5. Do you have any children?
□ Yes. Number____
□ No

6. Which is your education level?
□ Secondary school
□ High school
□ Bachelor’s degree
□ Master’s degree
□ PhD

7. What is your current employment status?
□ Unemployed
□ Self-employed
□ Student
□ Retired
□ Employee in a private company
□ Employee in the public sector

8. What is your marital status?
□ Married
□ Divorced
□ Separated
□ Widowed
□ Not married

9. Which type of accommodation do you prefer?
Rooms for rent
Boutique hotels
Campsites
Friends’ houses
Room sharing (Ex. Airbnb)
Other____

10. How many times have you visited Stavros?
  - none
  - 1-2
  - 3-5
  - >5

11. What is your main form of transportation to Stavros?
  - Airplane
  - Auto
  - Bus
  - Other____

12. What do you like the most about Stavros?
  - I like the location
  - I like the entertainment
  - I like the accessibility of the area
  - I like the room rates
  - I like the facilities
  - Other____________

13. How many days does your holiday period last?
  - <5
  - 5-10
  - >10

14. In which month do you usually have for your vacation?
  - May
  - June
  - July
  - August
  - September
  - October
  - Other_____
15. How many people do you travel with?
   - 0
   - 1
   - 2
   - 3
   - 4
   - 5
   - +5

16. With whom do you mostly travel?
   - Family
   - Friends
   - Other ____________

17. With which platform are you most familiar in booking your room?
   - booking.com
   - trivago.gr
   - tripadvisor.com
   - Hotelwebsites
   - Other____

18. What are the main reasons you consider in order to visit a hotel?
   - Rest and relaxation
   - Culture
   - Entertainment
   - Business reasons
   - Religious reasons
   - Health
   - Other____

19. In case you have been in Stavros before, are you satisfied with your past hotel experience?

<table>
<thead>
<tr>
<th>Totally dissatisfied</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>Totally satisfied</th>
</tr>
</thead>
</table>
20. How can you rate the quality of the hotels you have stayed before in Stavros?

<table>
<thead>
<tr>
<th>Low quality</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>High Quality</th>
</tr>
</thead>
</table>

21. Would you be willing to stay in a 5-star hotel in Stavros order to enjoy more benefits?

☐ Yes
☐ No

22. How much is your daily spending during your holiday period in this specific area? (cost of accommodation is not included)

☐ <100€
☐ 100-300€
☐ 300-500€
☐ >500€

23. How much would you be willing to pay for a 5-star hotel in Stavros per day?

☐ <80€
☐ 80-200€
☐ 200-300€
☐ 300-600€
☐ >600€

24. Please rank the attributes of a 5-star hotel as per your preference:

<table>
<thead>
<tr>
<th></th>
<th>1st</th>
<th>2nd</th>
<th>3rd</th>
<th>4th</th>
<th>5th</th>
</tr>
</thead>
<tbody>
<tr>
<td>Quantity of Services</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Quality of Services</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cost of Services</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Amenities</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Neatness and Cleanliness</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

25. Please rank the attributes of food services of a 5 star hotel as per your preference:

<table>
<thead>
<tr>
<th></th>
<th>1st</th>
<th>2nd</th>
<th>3rd</th>
<th>4th</th>
<th>5th</th>
</tr>
</thead>
<tbody>
<tr>
<td>Menu Variety</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>--------------</td>
<td>---</td>
<td>---</td>
<td>---</td>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td>Value for price paid</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Promptness of Service</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Quality of food</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Quality of beverage</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Quality of service</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cleanliness</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

26. Which other services are important to you in selecting a 5-star hotel?

<table>
<thead>
<tr>
<th>Service</th>
<th>Totally disagree</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
<th>Totally agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Children’s club</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hair salon</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fitness center</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bar</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Own parking space</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Laundry &amp; Ironing</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pet keeping</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Theater</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Spa Center</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sightseeing trips</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

27. How important are the elements listed below when you choose a hotel?

<table>
<thead>
<tr>
<th>Element</th>
<th>Completely unimportant</th>
<th>Unimportant</th>
<th>Neutral</th>
<th>Important</th>
<th>Very important</th>
</tr>
</thead>
<tbody>
<tr>
<td>Clean and tidy hotel (reception area, restaurant, etc)</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>Clean and tidy rooms</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>Staff is willing to help guests</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>Staff can be trusted</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>Staff is friendly</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>Staff understands the specific needs of the guests</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>Additional activities offered</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
</tbody>
</table>
by the hotel (entertainment, fitness centers, etc)

<table>
<thead>
<tr>
<th>Additional activities offered in the local area (possibilities for excursions,</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
</table>

28. What are the reasons that prompt you to visit a shopping center?

<table>
<thead>
<tr>
<th>Reason</th>
<th>Completely unimportant</th>
<th>Unimportant</th>
<th>Neutral</th>
<th>Important</th>
<th>Very important</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accessibility</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>Variety of shops</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>Decoration</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>Prices</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>Friendly staff</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>Variety of events</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>Cleanliness</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>Variety of payment methods</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
</tbody>
</table>

Questionnaire Results

Age

102 respondents

- 18-24: 31.4%
- 25-34: 9.8%
- 35-44: 10.8%
- 45-54: 8.6%
- 55-64: 31.4%
- 65+: 9.8%
Gender
102 respondents

- Female: 64.7%
- Male: 35.3%

Nationality
102 respondents

- Bulgarian: 31 (30.4%)
- FYROM: 23 (22.5%)
- German: 4 (3.9%)
- Greek: 5 (4.9%)
- Serbian: 36 (35.2%)

What is approximately your annual income?
102 respondents

- <10000€: 28.5%
- 10000-15000€: 13.7%
- 15000-20000€: 38.2%
- 20000-30000€: 21.6%
- >30000€:
Do you have any children?
102 answers

- Yes: 24.5%
- No: 75.5%

If yes, how many?
77 answers

- 1: 39 (50.6%)
- 2: 25 (32.5%)
- 3: 11 (14.3%)
- 4: 2 (2.6%)

Which is your education level?
102 answers

- Secondary school: 30.4%
- High school: 50%
- Bachelor's degree: 10.8%
- Master's degree: 10.8%
- PhD: 0%
What is your current employment status?

102 answers

- Unemployed: 44.1%
- Self-employed: 9.8%
- Student: 8.8%
- Retired: 28.4%
- Employee in a private company: 6.2%
- Employee in the public sector: 0.9%

What is your marital status?

102 answers

- Married: 70.6%
- Divorced: 9.8%
- Separated: 2.0%
- Widowed: 0.9%
- Not married: 17.7%

Which type of accommodation do you prefer?

102 answers

- Rooms for rent: 46.1%
- Boutique hotels: 35.3%
- Campers: 8.8%
- Friends' houses: 0.9%
- Room sharing (i.e. Airbnb): 0.9%
How many times have you visited Stavros?

- None: 25.5%
- 1-2: 36.3%
- 3-5: 38.2%
- >5: 5.0%

What is your main form of transportation to Stavros?

- Airplane: 17.6%
- Auto: 78.4%
- Bus: 4.0%

What do you like the most about Stavros?

- I like the location: 38.2%
- I like the entertainment: 27.5%
- I like the accessibility of the area: 12.7%
- I like the room rates: 10.8%
- I like the facilities: 10.8%
How many days does your holiday period last?

102 answers

- 54.9% <5
- 17.6% 5-10
- 27.5% >10

In which month do you usually have for your vacation?

102 answers

- 23.5% May
- 26.5% June
- 14.7% July
- 29.4% August
- 31.4% September
- 31.4% October

How many people do you travel with?

102 answers

- 0 people: 31.4%
- 1 person: 15.7%
- 2 people: 18.6%
- 3 people: 31.4%
- 4 people: 5%
- 5 people: 5%
- >5 people: 5%
With whom do you mostly travel?

- Family: 25.5%
- Friends: 74.5%

With which platform are you most familiar in booking your room?

- booking.com: 31.4%
- trivago.gr: 9.8%
- tripadvisor.gr: 54.9%

What are the main reasons you consider in order to visit a hotel?

- Rest and relaxation: 26.5%
- Culture: 56.8%
- Entertainment: 9.8%
- Business reasons: 31.4%
- Religious reasons: 54.9%
- Health: 25.5%
In case you have been in Stavros before, are you satisfied with your past hotel experience?

102 answers

<table>
<thead>
<tr>
<th>Rating</th>
<th>Count</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>5</td>
<td>4.9%</td>
</tr>
<tr>
<td>2</td>
<td>13</td>
<td>12.7%</td>
</tr>
<tr>
<td>3</td>
<td>27</td>
<td>26.5%</td>
</tr>
<tr>
<td>4</td>
<td>41</td>
<td>40.2%</td>
</tr>
<tr>
<td>5</td>
<td>16</td>
<td>15.7%</td>
</tr>
</tbody>
</table>

How can you rate the quality of the hotels you have stayed before in Stavros?

102 answers

<table>
<thead>
<tr>
<th>Rating</th>
<th>Count</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>12</td>
<td>11.8%</td>
</tr>
<tr>
<td>2</td>
<td>16</td>
<td>15.7%</td>
</tr>
<tr>
<td>3</td>
<td>36</td>
<td>35.3%</td>
</tr>
<tr>
<td>4</td>
<td>26</td>
<td>25.5%</td>
</tr>
<tr>
<td>5</td>
<td>12</td>
<td>11.8%</td>
</tr>
</tbody>
</table>

Would you be willing to stay in a 5-star hotel in Stavros order to enjoy more benefits?

102 answers

- Yes: 80.4%
- No: 19.6%
How much is your daily spending during your holiday period in this specific area? (cost of accommodation is not included)

How much would you be willing to pay for a 5-star hotel in Stavros per day?

Please rank the attributes of a 5 star hotel as per your preference:
Please rank the attributes of food services of a 5 star hotel as per your preference:

Which other services are important to you in selecting a 5-star hotel?

How important are the elements listed below when you choose a hotel?

What are the reasons that prompt you to visit a shopping center?
References