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green travel
 agency
we care about you

RED TEAM

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1 Executive summary

“Green Travel Agency“ is a new limited company, in the tourism and service sector, that will organize sustainable congresses for big and small companies from all over Europe. These business meetings will be combined with ecological trips, including sport activities and relaxation, to make businesswomen and businessmen aware of the environment. There will be five different programs in Germany, Italy, Austria, Spain, France and Portugal. The customers will stay in sustainable hotels, that use natural energy, recycle their waste, use environmental products etc. and who are recommended by “Green green world”. These programs will be explained further in the business plan.

The core mission of “Green Travel” is to present a new work program experience to the world. By using agency's services the clients take part for a charity project. The company's clients will receive a certificate and they will be allowed to put the company's logo on their website to prove their efforts on sustainability. For the clients we offer the opportunity to have their own congresses, have a vacation, learn about the environment and make their own company more sustainable through travelling with us. And because 50 % of the profit that the company makes goes for its own charity project the clients are doing charity at the same time. The company's office will be situated in Voralberg in Austria, because of its beautiful environment and Austria is known as a wealthy country with a high leveled industry. “Green Travel” will use half of its profits to support an own project. The company will buy photovoltaic panels and install them on the roof of local schools to provide them natural energy and teach children about the environment.

The company doesn't have any direct competitors, because it has an innovating business idea, but it has many indirect competitors. These are congress centers, sustainable hotels, travel agencies, etc. That's why it needs a good marketing plan to convince the customers to use their services instead of those of their competitors. The marketing plan consists of direct marketing, mailings to all the big companies, articles in online and business magazines in different countries, a website, newsletters, gifts with the company's logo, a little video on Youtube, a blog on Myspace about sustainability, etc. The establishers are six businesswomen who will finance the company together with 200.000euro of their own money and they will still need a loan of 300.000 euros.

The Agency's business plan consists of the strategies, marketing plan, risk analysis, financial part and all the important facts and figures.

2 Business Idea

The business idea of the “Green Travel Agency” is to organise meetings/guided tours combined with nature information for small and big companies. And at the same time the agency will include business people in nature guiding tours organised by them. 50 % of the money the agency will earn is going into its own charity project named “Green Classroom”.

3 Current Situation

3.1 Basic corporate information

The name of the business is “Green Travel Agency”, it is located in Vorarlberg (Austria). The address of the business is Lustenauerstrasse 56, in 6850 Dornbirn (Vorarlberg). The business sustain the status of an organisation and cooperation.

To set up the agency the six establishers will put some of their capital resources into the business. The head office will be in Voralberg and is lead by Margot Weber and Janika Nurminen. The agency consists of ten business people. For detailed business information and the contingent of the “Green Travel Agency” people will get the possibility to visit the agency’s website: www.GreenTravelAgency.at.

3.2 Mission of the Green Travel Agency

“Green Travel Agency” is going to present the business world a new work program experience. The agency is offering businesswomen and businessmen the opportunity to develop their individual skills and take part in organized nature trips. It is a combination between working, getting to know the environment, relaxing and giving profit to a good cause “Green Classroom Project” at the same time.

The agency “Green Travel Agency” will organize meetings and conferences for different kinds of companies. Enterprises only have to contact the “Green Travel Agency” and will be informed about five locations where the agency is going to organize meetings for them, including time shedules and information about several nature guided tours.

The conferences will be set up in hotels recomended by “Green Green World”. Green Green World provides sustainable eco-friendly hotels all over the world like New Zealand, Asia, Bahamas, Australia and Europe, etc.. These hotels / logings take care of the environment because they use environment friendly products and serve organic food.

The whole organisation is working in an eco-friendly way. From the office equipments to the transportation vehicles. Clients of the organisation will be picked up by cars with less emission output. Driving back and forth to the airports and the hotels, people will be picked up by environment friendly cars and while they fly they will sit on special seats called “Greenseats”.

The agency built up an own project called “Green Classroom” . 50% of the profit that the agency makes during its business is put into photovoltaic panels. The travel organistaion will instal the photovoltaic panels on the roof of schools in whole of Austria . The idea behind the project is to achieve a better way of producing electricity and support the schools in thinking more environment friendly. In Austria there are more than 706 schools and the organisation know that themes like electricity and nature aren’t that popular in schools. Foster schools will help to reduce the output of fuel, and schools will produce clean electricity out of sun energy. That is helping the nature and schools will also get the possibility to save money for other important thinks, such as school materials.

3.3 Vision of the “Green Travel Agency”

The vision of the business is to become the best known Charity-Travel Organisation in the European zone during the next ten years. During the first years the “Green Travel Agency” concentrates on the European countries. Later, in the future, the agency will spread its services to other countries in the world.

“Green Travel” is going to make European companies and their employees aware of the nature and the human impact of it. And to make them clear that the world they live in will never be the same if human beings don’t take care of it. The “helping hand” of the company is to install and deliver photovoltaic panels to schools in Austria.

Investing in a project like the “Green Classroom” is a huge value of the company. With this “helping hand function” the agency is able to give a sign to others, and to start a communication process in Austria. Inhabitants of Austria including students, teachers and parents will become aware of the environnemt and figure out solutions how they can save it.

With a winning profit in every further year “The Green Travel Agency” is able to invest in future projects and innovations. The agency wants to reach a sustainable profit after the third year. The agency expects a profit of around 50.000 Euro after the third year.

3.4 Value of the “Green Travel Agency”

The agency is going to co-operate with two other businesses. With these two co-operators the agency wants to share a huge success in the Tourism and Service market. The business is looking forward to work together with these companies because they almost have the same philosophy as the agency.

What is important for the agency is that they keep a friendly work-climate, and that the people stay behind their idea namely to make the world more environment friendly. The agency wants to share their business vision with their clients. The agency promises their clients that the guided tours won't destroy the nature. And the food the hotels will serve is free of any preserving substances and poison substances. The agency wants to bring people and nature closer to each other. The agency's philosophy and slogan is: “We care about you!”.

3.5 Goal of the “Green Travel Agency”

The benefits “Green Travel” offers to their clients are that those will have a reputation when participating in the program. They will also widen their social responsibility and their business skills. At the end of the program they will get a “Nature Certification” by supporting the project.

The idea behind the guided tours is to present different characteristics of the nature like three of the four elements of the world; water, earth and air.

While participating in this program clients will merge with the nature. They will participate in tours where they go through new and unique nature experiences.

3.6 History of the “Green Travel Agency”

“Green Travel Agency” is a LTD company, which is in a starting-up situation. The agency is established by Margot Weber and Janika Nurminen, other members and establishers as well of the “Green Travel Agency” are Chloé Hantson, Patricia Felicissimo, Klaudia Naporka and Ina Ertel. Because the agency is a LTD company the two establishers will put 20.000 Euro into the business and the other members and establishers will give 10.000 Euro. The starting capital resources of the agency will be 200.000 Euro. The Agency is going to co-operate with five hotels and Mr. Gino Delmotte a Charity Event manager from Belgium. All together will give the agency 120.000 Euro. The six establishers are responsible and reliable for the business. Further employees of the business are four guiding tour leaders called Timo Neumeyer, Lisa Berling, Andreas Thiessen and Benjamin Vlinder. Ms. Margot Weber and

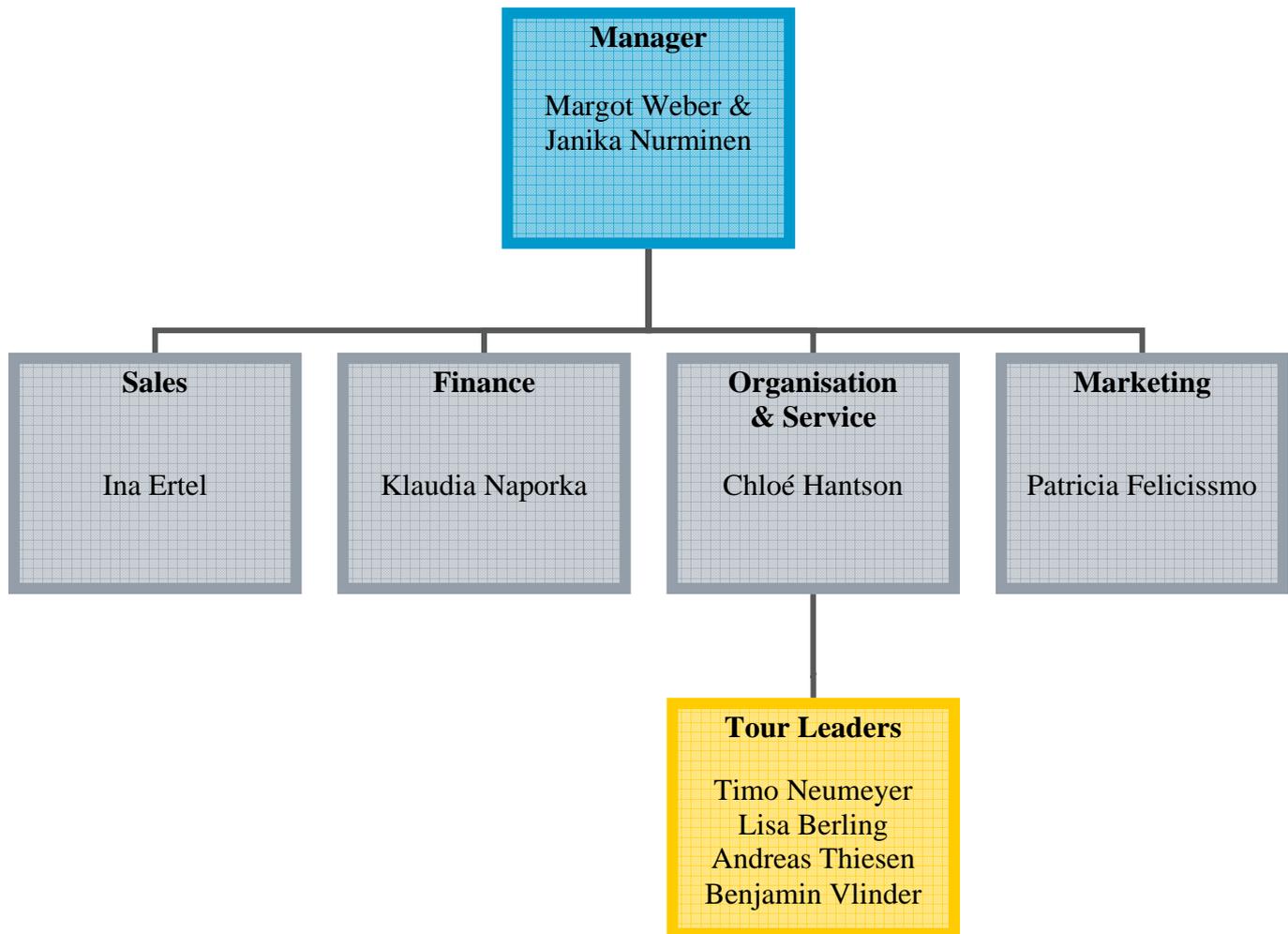
Ms. Janika Nurminen present the head of the agency. Both women will be responsible for the workflow and work routine within the company. With only ten employees “Green Travel Agency” is a very small business.

3.7 Business organization of the “Green Travel Agency”

Although the “Green Travel Agency” is a really small organisation, the organisation of the agency is structured as a “Top-Down organisation”, This business-structure will offer the organisation important advantages due to the fact that being orginzed helps to stay sustainable for a longer period of time and their work will be more effective in the end. The structure “Top-Down” involves less flexibility for the employees, because descisions will be made by the head of the agency (Margot Weber and Janika Nurminen). Although new ideas have to be signed by the head of “Green Travel Agency”.

The agency includes five departments which will be lead by each of the establishers. The departments will be; Head of border, Sale, Finance, Marketing, and Organisation and Service. The last department, Organisation and Service will stay in regular contact with the sub-department Tour Leader.

Organigram of the “Green Travel Agency”



3.7.1 Function of the departments of the “Green Travel Agency”

Management

Responsible for the management are Janika Nurminen and Margot Weber they have to have the task to oversee every step their team is making. Both businesswomen must have strong leading and business capacities.

Sales

Ina Ertel is in charge of Sales. Her task is to identify and satisfy customers needs. She also provides the agency with a significant competitive advantage.

Finance

Klaudia Naporka will be responsible for Finance. She is in charge of keeping the money together. She closely has to stay in contact with the management. She is the one who has the overview over spending and earn money. Ability skills are numbers and calculations.

Organisation and Service

In charge of this task will be Chloé Hantson. She stays in regular contact to the agency's clients and co-operation partners, and the tour leaders. She is responsible for the organisation of the meetings and tours. She must be stress resistant and contain the skill of organisation two or four things at one time.

Marketing

Patricia Felicissimo is the woman who is leading the marketing department. She is responsible for the agency's website. She also is the one who is creating new innovations and marketing strategies for the agency. She is the creative head of the business.

3.7.2 Co-operation partners of the "Green Travel Agency"

The "Green Travel Agency" is closely working with two other companies. One of these partners is the web provider "**Green Green World**". The webpage is offering "Green Travel" several owners of environment friendly hosts, hotels and lodgings for their business idea. The other partner is an Austrian wholesaler "**Elektro-Korkisch**" **Gerhard Korkisch Gesellschaft m.b.H.** that is located in Vienna (Austria). This company is providing and installing the photovoltaic panels for the charity project "Green Classroom" at Austrian schools, for the agency.

3.8 Services of the "Green Travel Agency"

The "Green Travel Agency" is offering a complex package to its clients. The agency's task is to find out fitting hotels for their customers, where these can hold presentations and meetings with and for their clients. Here the clients will learn about new products, pharmaceuticals or business changes. It's important the agency won't be responsible for the contents of the meetings. It will only arrange hotels which are environment friendly and care about the nature.

The second service the agency will offer to its clients makes the agency unique and special. "Green Travel Agency" is going to organise Nature Guided Tours for businesspeople who participate in the arranged meetings.

"Green Travel" is offering following different guided tours:

3.8.1 Gain Valley Nature Tour Place Austria

This tour is organised in Austria. The clients of the companies will stay in the hotel named “Schlank Schlemmer Hotel Kürscher”. The hotel is settled in Gain Valley.

This tour the “Green Travel Agency” has organised is very rurally moulded and full of experiences. The agencies tour leader will bring the people to a port called “Jewel of the South Tyrol” this port is 324 m long. Here the people will see a beautiful setting where the three valleys of Vinschgau, Etsch and Passier come together. This location offers a mild Mediterranean climate and enables a wide variety of colourful, sub-tropical plants. After this location the group is going to see a wonderful view from the mountains they will walk up to. Some tough people can also get the possibility to do a rock climbing experience in the mountains of Fragsburg. In the mountains around Meran the wanderer will meet cool mountain becks and the tour leaders will show them some deep-blue mountain lakes.

3.8.2 Tondula Nature Tour Place Portugal

Hotel la Quinta de Bisbos is located in Tondula. It is surrounded by beautiful environment and mountains. This gives great opportunity for mountain and other outdoor activities.

For the Green Travel Agency’s clients this hotel offers adventure tour including mountain biking with informational knowledge about the fresh mountain air and how to maintain it fresh. The advernture includes hiking through the forest with information about trees and how people can be more sustainable with trees.

There’s also the possibility for horseback riding with information about optional vehicles for a car. And for the beach lovers the Green Travel Agency can arrange a day trip with hyprid cars to the nearest beach which includes information about sea-pollutions.

3.8.3 Nature Sport and Beach Tour

Place Spain

The people will be staying in the hotel Guayrapa that is situated at 850 m high in the Mountains of Prades in Reus, in the beautifull region of Andalucia. This hotel is a peacefull and harmonious place managed by the Guayrapa Cultural Association. It’s facing the sea what gives it a spectacular view. The day will start at 6:00 with a Yoga class of an hour in the garden of the hotel to get the perfect start of a congress day. At 9:30 there will be hiking possibilities in the green Mountains of Prades or mountain biking, for the very sportive ones. In the afternoon there is the possibiltiy to do birdwatching in the Planis of Pagès, the imposant forest near the hotel. This interesting day will end with a campfire and a party on the Alcanar-beach.

3.8.4 Nature Spa Pyrenees Tour

Place France

The hotel Villas des Goelands is situated in St-Jean de Luz in the Midi Pyrenees. It's one of the coast's original establishments and is situated in two adjoining villas. The Pyrenees region is very beautiful and combines mountains and seas in one region.

In the morning there will be fishing classes in the Dordogne river near the hotel. Visitors will get taught by one of the agency's guides why rivers and lakes are so important for the environment and animals.

In the afternoon the customers will have the possibility to do hiking or cycling in the dazzling pyrenees mountains.

In the evening the clients will be able to relax by making a walk on the beach d'Erromardie and enjoy a magnificent sunset.

3.8.5 Old fashion nature Tour

Place Germany

The agency's customers will stay at Hotel Alter Wirt in Gruenwald in the Bavarian Region. It is situated near Munich in a green environment. The hotel has a beautiful calming apple orchard, the conference room is decorated with pebbles of the River Isar and they even have an organic shop in. In the morning the customers will go for a nature trail in the amazing Bavarian Alps that are situated at a few kilometers from the hotel.

In the afternoon there will be a cycling activity in the amazing surroundings of the hotel.

This day will end in beauty by a nightly dinner in the apple orchard of the hotel.

4 Law regulations

4.1 Starting up a business in Vorarlberg (Austria)

In the beginning the "Green Travel Agency" gets forms for establishing the company from the chamber of commerce. To establish a company the agency needs a proof certificate of competence. After filling in the papers the company can open up a bank account which has to have at least 35.000 Euros as a limited company. In this case the agency already possesses 200.000 Euros. After that the company takes the forms into the Board of Trade. Before starting a business the company needs to have a commercial register which has been signed by the agency's limited company contact at the notary. The agency "Green Travel" keeps to the European National Security rules.

4.2 Subsidies

On 12.5. 2008 the establishers of the agency will participate in the “AdventureX2008 Competition” created by the firm V:Starts. When the jury likes the business plan of the agency it will get supported by them with 12.000 Euro.

4.3 European Union

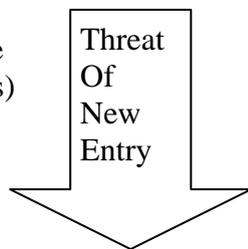
The owners are all over the europe and the staff is also from different countries trough Europe. For that we have law within Eu that allows people to work in other countries just like the citizens of the specific country. The law is called Agreement on the European Economic Area. Protocol 15 on transitional periods on the free movement of persons. And in addition to that there is on Agreement on the European Economic Area - Protocol 16 on measures in the field of social security related to transitional periods on the free movement of persons. That ensures the employees of ‘Green Travel Agency’ to have social security when working abroad in Europe.

5 Business strategy

5.1 Five Forces

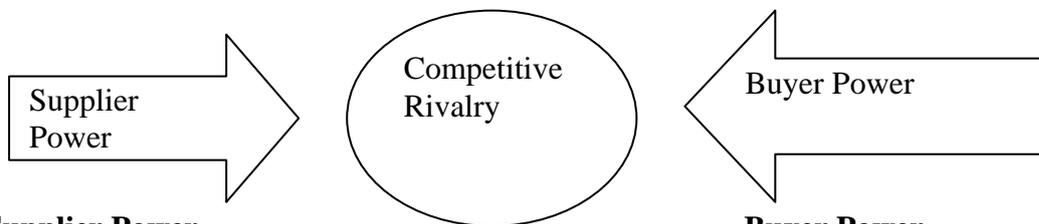
Threat of New Entry

- Time long (getting the co-operation companies)
- Cost cheap
- Need of specialist for environment
- Difficult for new Entries to get as innovative



Competitive Rivalry

- Zero exactly the same
- Hundreds of travelling agencies
- Couple environmental friendly agencies
- Loyal customers



Supplier Power

- Green green world (big)
- Many potential
- Electro-Korkisch

Buyer Power

- Lot's of companies european wide
- possibility to get big volumes

Threat of Substitution

- Difficult to make cheaper

- Change of hotels/
New more environmental
friendly hotels

5.2 Sixth force: The government

Austria has a very good social state. They have no wars. The public is satisfied and they are part of the European Union. Their currency is Euro. Euro makes it easier for customers all over the world to buy the services of the “Green Travel Agency”.

5.3 Reliability

The Company “Green Travel Agency” is reliable because they are working for a good cause. 50 % of the profit goes into a charity project. The clients can rely on that because the profit is used on photovoltaic panels which are installed on schools in Austria for them to be able to use environmental friendly energy. The clients can see pictures of these panels in our catalogues or go and see them themselves. Companies internetpages are made professionally what gives the clients the picture of a reliable company. All of the marketing shows the agency’s professionalism which also shows how reliable the company is.

5.4 Growth plan

The company offers clients packages that make their employees more aware of the environment. As a conclusion to that the whole company is more social responsible and because of the charity project they get the certificate for helping a good cause. After a couple of years there are going to be companies with the certificate telling other companies about that and they want to combine fun, benefits and charity aswell. Year after a year the company reaches more and more clients from different areas and countries through companies who have already worked with it.

They are also spending money for effective marketing to reach a higher level of knowing the company. After they have conquered Europe they can move further to Asia and North America and maybe some day to the whole world. The European countries can tell their cooperation companies all over the world about the company to. In time it can also increase its project to several other countries by having more profit.

The plan for the next five years is to get its name known by the big European companies. It will start with Austria but by the time, its name should be on everybody’s lips. Within the project it will try to provide photovoltaic panels for at least 70 schools.

5.5 Customers

We try to reach big European corporations. At the beginning we concentrate more on the Austrian companies – both small and big ones – but further on our services are open for all European countries.

The companies that have used it ones can use it many times more after the first one. By seeing how well organized and usefull it is, they want to take more and more of their employees to our trips. Among that, the companies tell about our enterprise to their co-operationing companies and as a result they will want to use us too. Because every day new companies are established we have the opportunity to achieve more and more clients. Companies are getting even more aware of the environment and that's why they feel even more important to use our services.

What makes “Green Travel” better than competitors?/ key success factors

Not only that travelling trough it is environmental friendly, the clients employees get more information about nature. And in addition to that they also work for a good cause because the profit goes to the project. When the clients are choosing between the company and its competitors they can see the project and the certificate that they get as a competitive advantage. Because their prices are pretty much the same than those of their competitors the clients will choose them because by using them they can help environment and get a certificate to show that they are also socially responsible.

5.6 Geographical location

The company is located in Voralberg Austria. The location is chosen for its environment and possibilities to arange trips to the the beautiful areas near. Austria is known as a wealthy country with all the high leveled industry. By placing the company into a country such as Austria the company gets a good reputation.

Also there are many big companies at the area of Voralberg so we immediately have a big group of potential clients in the area. It is easier for a beginning company to start with the clients in its own surroundings. The expenses are not too high and all the schools that they help with their Green Class project at the beginning are in Austria.

5.7 Developing targets

Because its a new company its name is not known at the beginning. The companies don't know about its project and about its selection.

Some companies may not have interest in putting effort into environmental friendly travelling and getting their employees aware of the enviromental friendly way of living

so it might be hard to get those companies as clients

5.8 Developing programs

At the beginning they put a lot of effort into marketing. Through marketing and advertising we try to get the potential clients to get to know their strategy and the benefits that they get by using them.

The agency's tries to make the potential clients to understand the importance of environmental travelling and that by getting the certificate because they help the project and at the same time they can show that they are also socially responsible.

6 The Project

All the profit of the company is used for The project 'Green Classroom'. Within the project the Company provides photovoltaicpanels for schools. This way the schools are able to use environmental friendly energy and the children get more aware of the environment.

At the beginning when the company doesn't achieve profit, it always uses put a certain amount of the total price that its clients pay, for the project.

The clients get a certificate for helping this project because the profit provided by them is used for this good cause. The project has its own logo which can be seen in the posters and advertising.

The company gets the photovoltaicpanels for this project through www.korkisch.at. Because they order lot's of photovoltaic panels from them they will get discount. They are consider as a co-operation company.

The Agency's charity prohect is supported by the Eu through the LIFE organization. LIFE is the EU's financial instrument supporting environmental and nature conservation projects throughout the EU, as well as in some candidate, acceding and neighbouring countries. Since 1992, LIFE has co-financed some 2,750 projects, contributing approximately €1.35 billion to the protection of the environment.

7 Certificate

For The Green Class project the company will use accreditation. Organizational certification, such as the environmental and sustainability certification, is usually referred to as accreditation. The differentiation in terms is especially relevant with regards to the National Commission for Certifying Agencies (NCCA), which is a body that accredits certifying organizations. Organizations that issue credentials or certify third parties against official

standards are themselves formally accredited by the standards bodies; hence they are sometimes known as "accredited certification bodies". The accreditation process ensures that their certification practices are acceptable, typically meaning that they are competent to test and certify third parties, behave ethically, and employ suitable quality assurance. The project will be presented to National Commission for Certifying Agencies to get a certificate. By buying our services and taking part for our project in that way, our clients get the certificate.

8 Marketing plan

8.1 Concept

Sustainable tourism is an industry which attempts to make a low impact on the environment and local culture, while helping to generate new employment, and the conservation of local ecosystems. (It's responsible tourism that is both ecologically and cultural sensitive). It's important to have education; training programs to improve and manage heritage and natural resources should be established.

The company "Green Travel" has innovating services that will change the mind of their customers. It wants to make people aware of environmental problems such as pollution.

"Green Travel" offers relaxing moments after a tiring congress with walking, cycling, bird watching, organized walking, climbing, mountain bike, swimming, tennis, wellness, diving and ski in some countries. The customers will stay in the best sustainable hotels in Germany, Spain, Italy, Austria and Portugal. People from all over the world could contact "Green Travel" to organize their congress in one of the five countries where the agency work in."Green Travel" would like to extend its market to other countries in five to ten years. The "Green Travel Agency" wants to provide quality employment to its community residents and a link between the local business and tourism. It's important for the company to help people in need. It will help the school of Voralberg in Austria by buying and installing photovoltaic panels, to make them more sustainable and conscious.

8.2 STP

8.2.1 Segmentation

"Green Travel Agency" is a services section which implements the best sustainable tourism in Europe. This company will be build up in Austria and will work with other countries such as Italy, France, Portugal, Germany and Spain.

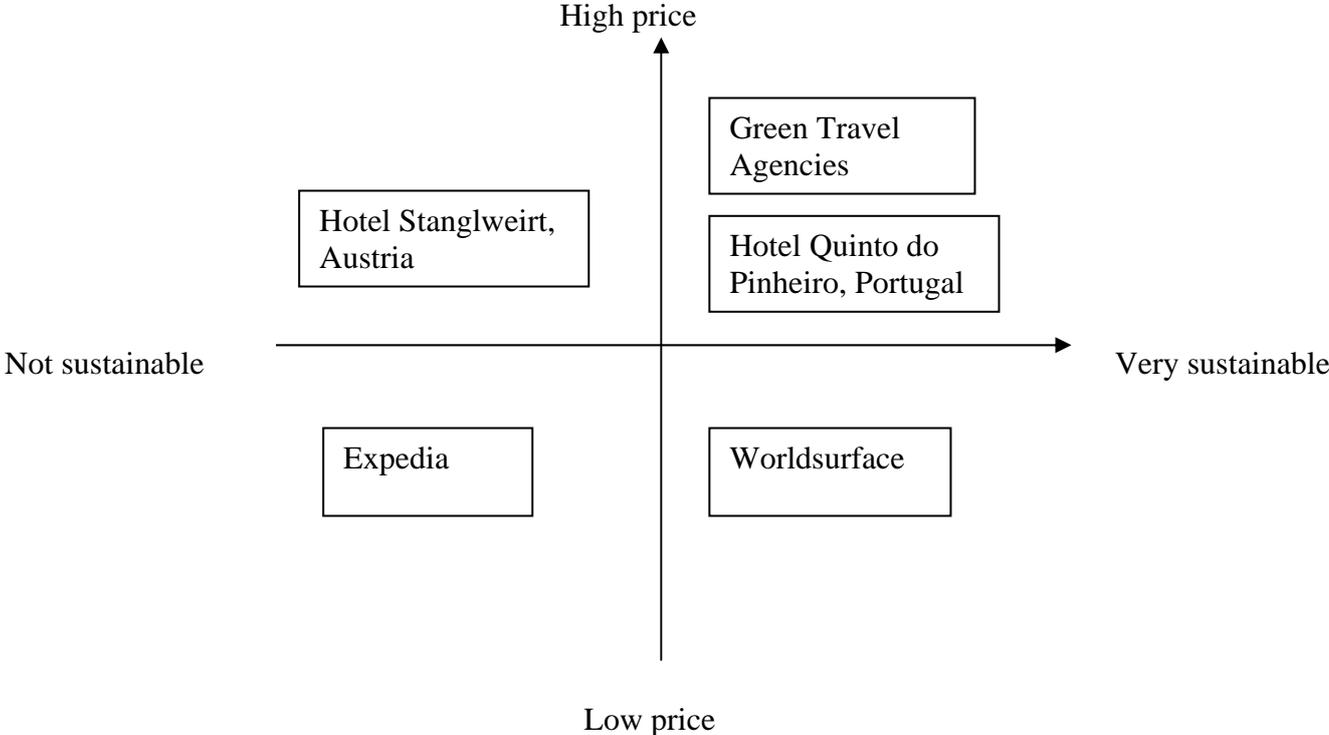
8.2.2 Target

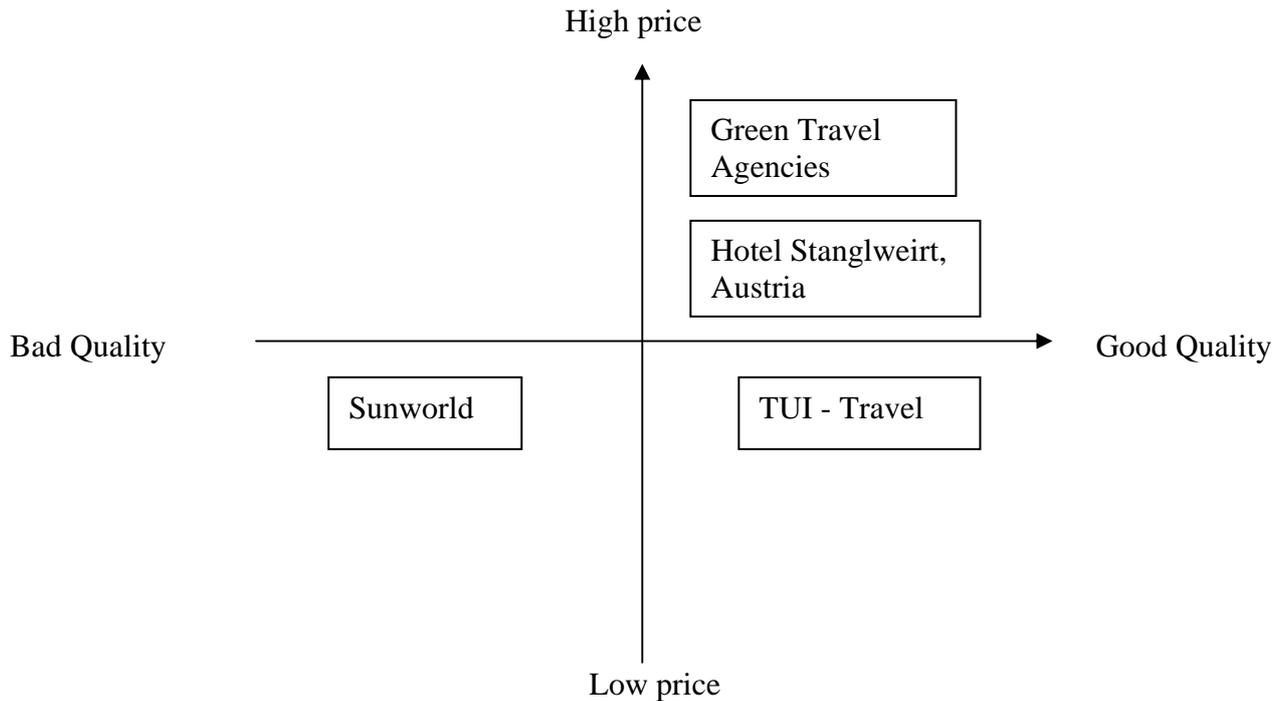
The company wants to attract big and small corporations all over Europe who want to support the environment and relax after a congress. It will have a very active program for the age

group of 20 to 40 years old people. For an older public there will be more relaxing activities than for the younger ones, such as wellness or an ecological trip with a sailing boat.

8.2.3 Positioning

“Green Travel Agency” wants to change the world’s way of thinking. It’s the first European business that links working, the environment and wellness. Customers who choose to travel by airplane should help the environment with ‘Greenseat’. The conservation and management of natural resources is also important for the agency. The “Green Green World Hotels” temporize water, and have a lot of windows to have natural light, a lot of green places to relax. In the next 5 years “Green Travel Agency” wants to be the first and best tourism service all over Europe and become one of the market leader.





8.3 Competitors

Direct competitors: Not known by the agency, because at the moment there are no direct competitors

Indirect competitors: The agency knows about indirect competitors like the Travel agencies **Quinta do Pinheiro, Eco Resort** (Porto/Portugal), **Biohotel Stanglweirt** (Austria, Tirol): Stanglweirt is a big hotel with conference facilities: They offer a lot of sport activities and relaxation the agency also wants to offer. The location of this hotel is in Tirol, that is not so far away from the "Green Travel Agency" business office. They could be a big competitor for "Green Travel", because they will have to convince people to come to their more sustainable hotel instead of theirs.

8.4 Marketing Objectives

The objective of the company is to make it sustainable by itself. In the first year our expectations need to cover all expenses to satisfying customer needs. During the first year there's going to be 55 trips/companies. Every year the number of clients rises with approximately 10 because of the effective marketing and the clients like our services so they come back to us again.

2009	2010	2011	2012	2013
1 st year	2 nd year	3 rd year	4 th year	5 th year
55 trips	60 trips	70 trips	79 trips	87 trips

8.5 Communication Objectives

There are three important objectives in communication (to know, to like and to do). First of all the business needs to present its company, so that it would get known by their future clients. If their advertisement is successful people will start to like their offer and travel with them.

8.6 Marketing Mix

8.6.1 Price

The Prices will be between 390 €- 420 € per person for whole week, which includes fullboard hotel, with activities and spa. If companies need to travel by plane the costs will be between 540 – 570 €. The Agency has to spend money to photovoltaic panels from “KORKISCH” which costs 3.490€

8.6.2 Product

The term “product” refers to tangible, physical product as well as services. In this case, “Green Travel” consists of sustainable services business which is directed for the big and small companies. The main objective of the “Green Travel Agency” is to change the conscience of their customers so that they appreciate more the world they live on. This enterprise offers the possibility to clients to organize, regionally, European or world-wide meetings in one of their hotels and so they can exercise the body and the mind. Green Travel Agency’s partner is a set of hotels that is called “Green Green World”. The provider “Green Green World” offers hotels with special services such as: Diving, Ski, Tennis, Golf, Spa, Swimming, Mountain biking and meeting rooms. The provider “Green Green World” guarantees 100% quality performances in services supporting, everything what will be possible.

8.6.3 Place

Place is about getting the products to the customers. The distribution of the “Green Travel Agency “ is going to be done through the Internet, sending mailings to present and future clients in the whole world. In Austria, the agency is going to build up its office. The agency’s

employees are going to communicate straightly with several enterprises to spread out their services through promoters.

8.6.4 Promotion

In the context of the marketing mix, promotion represents the various aspects of marketing communication, which is the communication of information about the product with the goal of generating a positive customer response. The “Green Travel Agency” will do promotion to make sure that all its services will get known. The company starts to communicate in the first year by doing some advertising, direct marketing, merchandising, Public Relations and promotions. Five years later, the “Green Travel Agency” could support events about sustainability, as a Patron.

8.7 Promotion mix

“Green Travel Agency” will make communication below the line in order to use some of the means of communication mix for example: merchandising offering some gifts, advertising with banners on the internet and some announcements in magazines, public relations in travel/tourism events, direct marketing with direct mail, cultural sponsorship to help in some cultural events on sustainability.

8.8 Logo



The Agency choose this logo for its colours. The colours green and brown reflect the nature, the earth. The flower in the logo is a sign for the environment. The company wanted to keep it simple so that people could recognize the business and the idea easily.

8.9 Slogan

We care about you

The slogan of the agency is representing the concern of three important elements. Personal human care, the caring of the nature and its also includes the service the agency promise their clients. The word “we” stays for the Agency and the word “you” stands for the care of the future life on the world and the clients needs.

8.10 Advertising

Banners on the internet

In some companies, MySpace, e-mails accounts, online magazines and newspapers and travel agencies’ websites.

8.10.1 Direct Marketing

Direct mailing to the big companies all over the world to give information about the company during the whole year.

8.10.2 Magazines

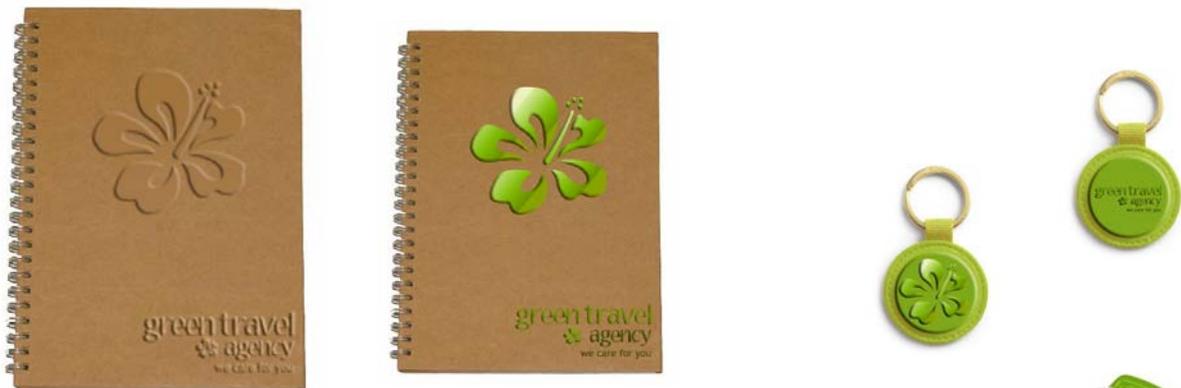
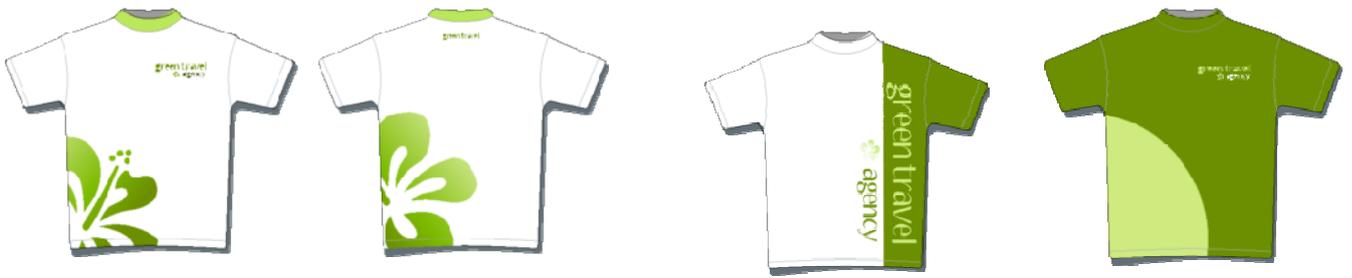
To communicate, the company will make some announcements in magazines, tourism offices, so that the company and their services would get known. These are some examples of magazines that the business will announce during the first year of existence.

Portugal	“Exame” and “ Negócios e Francising”
Italy	“It-biz”
Germany	“Manager magazin”
French	“ France mag”
England	“ The Business”
Áustria	“ Trend” and “ Profile”
Spanish	“Actualidad Economic”

8.10.3 Merchandising/gifts

On the “Green Travel Agency” website merchandise will be offered. In the first month after the business is set up, the agency will offer some gifts to their clients with the subscriptions. “Green Travel Agency” is also producing its own catalogue where its going to present its tours and discribes the hotels to its clients. Later the “Green Travel Agency” will go to

tourism events and will have a stand to provide information and offer also some gifts, such as **door keys**, memory sticks, laptop bag, t-shirts and other things.



8.10.4 Direct marketing

The “Green Travel Agency” does direct mailing to big companies of all European countries. The agency is going to make a database of some companies it finds all over the world.

8.10.5 The Website

The Website of the business will get the name “www.greentravelagency.at”

“Green Travel” also has a website to show the concept, the mission and the objectives of the company, giving details of the hotels and services provided by its own.

It is possible to do the internet registration and payment of service after a confirmation of the company. The site will provide photos of the places that will offer the services and a newsletter to inform customers about our events, news and future services.

8.10.5.1 Youtube

The company will also have a movie about the sustainable services business in the website youtube.

8.10.5.2 Myspace

“Green Travel” has its own blog on “Myspace” about its company and sustainable tourism. In this direct marketing step the business sees a huge opportunity to attract and communicate with new clients.

8.11 Public Relations

Go to market events “ExCeL” in London- UK (9-12 November 2009) and Berlin fairs – “the World’s leading travel trade show” (11-15 March 2009)

8.12 Communication plan for 2009

Month		Date	Place
January	<p>Promotions to get known</p> <p>Mailings for big and small companies all over Europe. Describing the company and the promotion (10% discount)</p> <p>We will inform Austrian companies about the dinner that Green Travel will organize in February, to present the website.</p>	During the whole month	Green Travel Agency
February	<p>Dinner to present the company and the website, offering some gifts and show a movie with the activities and the hotels that we will provide.</p> <p>Communication in Portuguese, Italian, Austrian, German and Spanish magazines</p> <p>Communicate our participation to the "Berlin Fairs" in banners.</p>	<p>Saturday: 07-02-2009</p> <p>During the whole month (monthly magazines)</p> <p>During the whole month</p>	<p>Kulturhaus Austria</p> <p>" Exame"</p> <p>"it-biz"</p> <p>"Trends""Profile"</p> <p>"German magazin"</p> <p>"actualidad económica"</p>
March	<p>"Berlin fairs - the World's leading travel trade show" we'll have a stand to get known our business</p>	11-15 march 2009	Berlin, Germany

April	Direct mail for our customers and the newspaper offices to wish them a Good Easter and inform them of other services.	Wednesday: 04/04/2009	Green Travel Agency
May	Green Travel Agency will go to the school of Haselstauden in Austria to speak about Sustainable Development and ask the children what they want to do to change the world. We will play some games about sustainability with them.	19/05/2009	Volkschule- Haselstauden Austria
June	Communication in French magazines	Whole month	“ French mag”
July	Communication in British magazine	Whole month	“ The Business”
August	NO COMMUNICATION	HOLIDAYS	
September	Communication in Portuguese, Italian, Austrian, German, Spanish magazines	Whole month	“Negócios&franchising” “it-biz” “Trends””Profile” “German magazin” “actualidad económica”
October	Send invitations to some companies about the “World Travel Market”	12/10/2009	Austrian companies
November	Travel fairs “World Travel Market”	9 to 12 /11/2009	ExCeL London- UK
December	Christmas event with our customers and their children to plant flowers to take home and we will do a play about the environment. Offering gifts	5/ 12/2009	Einkaufszentrum Messepark in Austria

	from Santa Claus		
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9 Risk analysis

9.1 SWOT-analyse

<p><u>Opportunities</u></p> <ul style="list-style-type: none"> • New business which incorporate work, wellness and nature all in one; • Higher interest about sustainable development 	<p><u>Threats</u></p> <ul style="list-style-type: none"> • Many travel agencies competitors; • Lack of places with all natural resources and spa; • A lot of indirect competitors, the agency has to convince companies to organize congresses with them and not with their competitors.
<p><u>Strengths</u></p> <ul style="list-style-type: none"> • When the agency will get popular it can expand their trips to outside Europe • Good conditions for costumers, everything is prepared by Green Travel Agency • Costumers from all over Europe should/could use ‘Green Travel’ services; • Possibility to practice cultural and sports activities; • Employee’s motivation: to be able to guarantee an environmental protection, in form to guarantee an environment management orientated. • Good prices; 	<p><u>Weakness</u></p> <ul style="list-style-type: none"> • Only 5 hotels in European countries to work with; • Maybe not enough vacancies in the hotels; • The first 2 or 3 years the agency won’t have a lot of profits to use for their project. • People don’t believe the money will be used for good cause. • The clients will have to pay for a greenseat and this is a little bit more expensive.

<ul style="list-style-type: none"> • A lot of activities for costumers; • The agency don't have to built sustainable hotels, because they will make use existing once. 	
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The Company Green Travel Agencies possesses much more strengths and opportunities than weaknesses and threats. This is very positive for its growth. It will probably make a good profit and will be able to develop itself.

One of the main strengths of the company is that it tries to reach people all over Europe. In a few years it will even organize trips all over the world. Another one is that clients will have the possibility to practice many relaxing and sportive activities while they are getting aware of natural beauty. The customers of 'Green Travel' will not have to worry about organizing their trips or reserving hotels, etc. because the company will take care of everything, for a reasonable price. Last but not least: the firm will use existing sustainable hotels of the hotel group 'Green green hotels'. These are hotels that score very well on sustainability: they use natural energy produced by photovoltaic panels, recycle their waste, reuse the water, serve organic food and so much more. 'Green travel' will not have to build new hotels what reduces the attack on nature and save some money as well.

The customers will have to pay an extra fee above the airplane fee, to help reducing the pollution. This fee is called a 'Greenseat'. With the money the Greenseat company collects, they plant trees to purify the air. This extra cost might bother some people because airplane tickets are already very expensive and they will not want to pay more. Another weakness of 'Green Travel' can be that a lot of charity groups already exist. This is a good thing, but the risk is that a lot of people don't believe these groups really use the money they've collected for a good cause. The company wants to buy photovoltaic panels and install them on the roof of local school in order to supply green energy. A weakness is that they will not have a lot of profit the first few years, and will not be able to buy many panels. After a few years the agency hopes to have enough profit to start a 'tree planting project' as well.

Because Green Travel will rent rooms of existing hotel their might be a vacancies problem. The hotels might have less vacant rooms so that reservations have to be made in advance.

Another weakness in the beginning: is that the company will only work with five different countries, it hopes to expand it in 5 to 10 years.

One of the opportunities of 'Green Travel' is that it is a new business which incorporates work, wellness and nature in one unique concept. It is probably the only congresscenter that also wants to offer their customers peace for their body, mind and soul.

The company has many indirect competitors such as sustainable travel agencies, congresscenters and sustainable hotels, but it doesn't have any real direct competitors because a company with the same concept doesn't exist yet. Clients might not see the added value of organizing congresses with 'Green Travel'. Its marketing strategy must be very effective to convince the customers.

9.2 Critical success factor

In this work, the Critical success factors for sustainable tourism services which can be requested through the Internet, by phone or in the company were identified and ranked. Nowadays one knows, a lot of companies do so many events outside their business, which can be a form of entertainment, relaxation or working without stress. For 'Green Travel' Agency this is a big Critical success factor because it brings more opportunities to be successful. Very important for all human beings is that they keep in mind to be concerned for the environment. This is another critical factor of success for the company.

To have successful business you need the 5 R's (relevance, recognition, receptivity, responsiveness and relations). First something about Relevance: The 'Green Travel Agency' has the services that their costumers need to relax and work. Recognition is about being different and unique for our costumers, therefore the 'Green Travel Agency' is the only market company doing a sustainable tourism travel. Because of this, it can become closer and offer them good conditions in the hotels and a lot of activities. The third R is Receptivity that means that 'Green Travel Agency' has to know where their clients are, and how they could communicate with them. For this agency the best way to do it is in magazines, through direct mailings, a movie on "Youtube" and also blog on "My space" because the business wants to take care of their clients with special attention. With Responsiveness, the other critical success factors, the agency got to do some commercial contacts with our clients, to tell about the prices, conditions and a lot of other things. The last topic for the business success is about, Relationships between the costumers and the company, sending e-mails to them, give them some news, answered their questions, invite them for events or fairs is the best way to get a good and lasting relationship between the customers and the company.

10 Financial analysis

10.1 Capital spending

The capital invested in the company is 100000 €

The capital consist of the contributions of each of the joint owners, 5 cooperated with us hotels and our teacher, Mr. Gino. There are six joint owners, two of them invest 20000€ four of them invest 10000€ each of hotels invest 10000€and our teacher invest 20000€ We plan to take a credit of 50000€ which we will invest in our company, realization of new challenges and increasing number of our customer.

10.2 Important assumptions

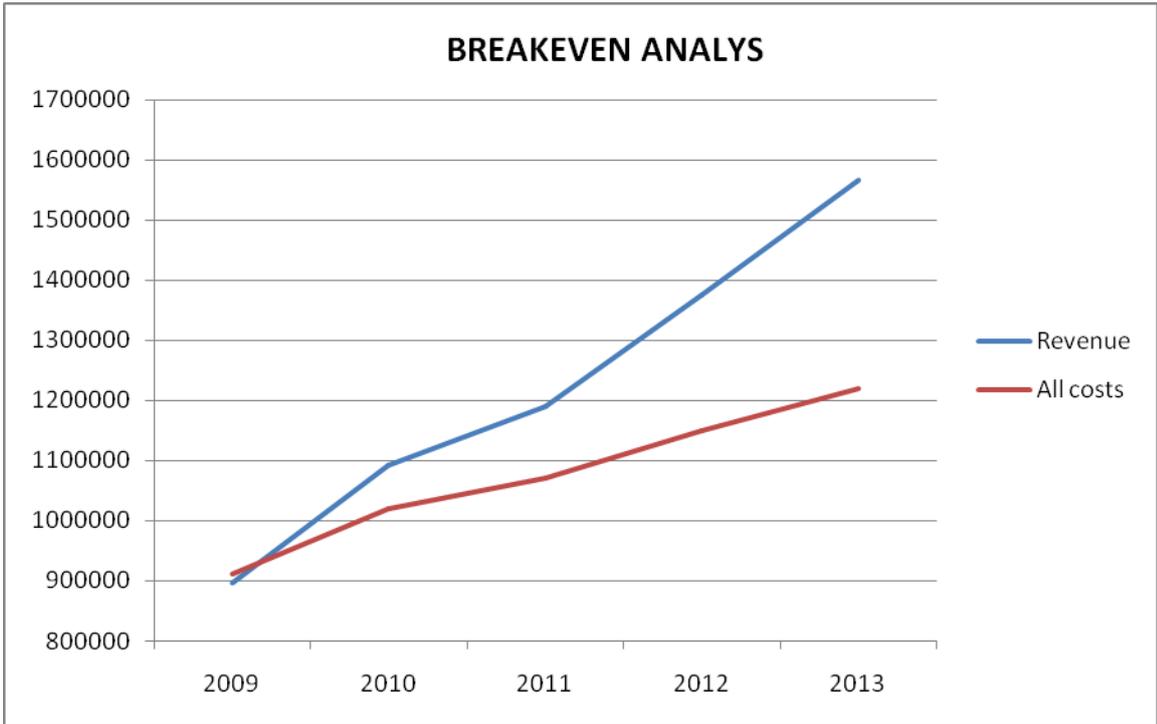
The accompanying table list our main assumptions for developing our financial projections.

	2009	2010	2011	2012	2013
Tax Rate	25 %	25 %	25 %	25 %	25 %
Long-term Interest Rate	7%	7%	7%	7%	7%
Amortization Rate	20%	20%	20%	20%	20%
Collections Days of Receivables	14	14	14	14	14
Collections Days of Payables	30	30	30	30	30

10. 3 Break-even Analysis

Our company will make profits in the second years of its operation. This is due to the investments we devote to the promotion of our product thanks to which our services will be well known and recommended. Very important for us is steady cooperation with customer.

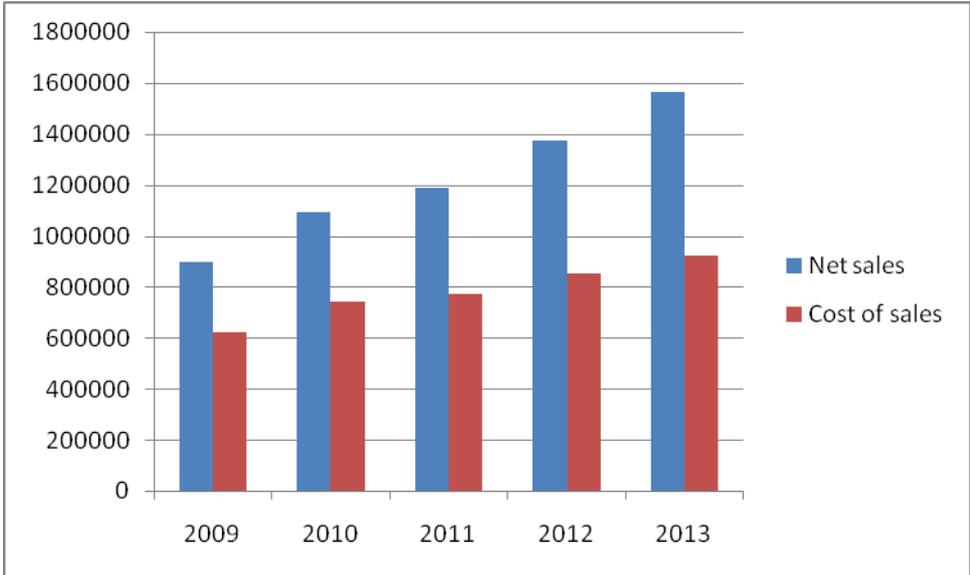
	2009	2010	2011	2012	2013
Revenue	896500	1092000	1190000	1374600	1566000
All costs	911886	1019680	1070396	1150270	1219748



10. 4 Sales projections

We expect to sell more and more of our trips. Our offer will be good balanced, we will adapt our products to customer`s expectations and we will offer competitive prices. Thanks t the fact of good promotions our sales will be increasing during the next five years. The present and future focus on ecology, saving of energy and cooperation only with friendly environments hotels and realization our own ecological project we expect, that customers will value our company and our idea of improving the world.

	2009	2010	2011	2012	2013
Net sales	896500	1092000	1190000	1374600	1566000
Cost of sales	621500	741000	770000	853200	922200



10. 5 Costs

We expect that the costs will systematically grow, this is because related to the increase of sold trips. In the first year it will amount to approximately 911886€

COSTS	2009	2010	2011	2012	2013
Cost of sales	621 500 €	741 000 €	770 000 €	853 200 €	922 200 €
SG&A	269 200 €	267 200 €	289 200 €	286 200 €	287 200 €
Amortization	8 638 €	8 680 €	9 096 €	9 470 €	9 648 €
Total interest & financial costs	12 548 €	2 800 €	2 100 €	1 400 €	700 €
Total	911 886 €	1 019 680 €	1 070 396 €	1 150 270 €	1 219 748 €

	2009	2010	2011	2012	2013
amount	55	65	70	79	87
price (for 20 people)	815	840	850	870	900
costs of trip	565	570	550	540	530
revenue	896500	1092000	1190000	1374000	1566000
costs of sales	621500	741000	770000	853200	922200

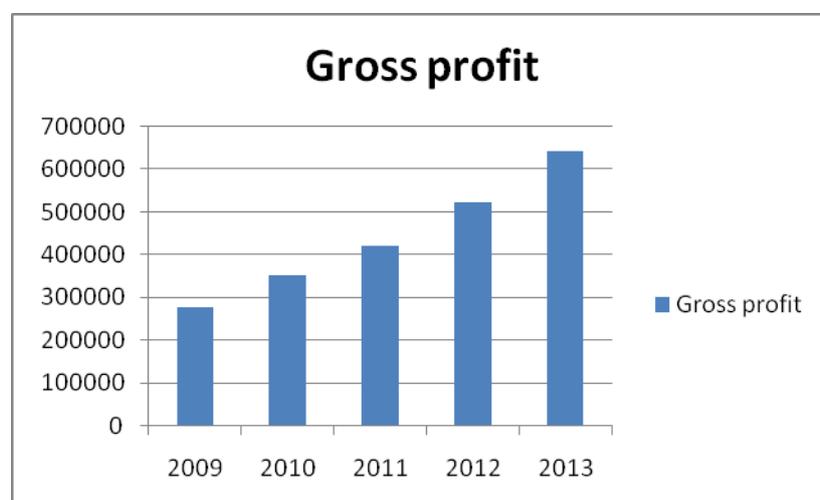
	2009	2010	2011	2012	2013
rent office	18000	18000	18000	18000	18000
bills, ...	6000	6000	6000	6000	6000
promotion	40000	33000	50000	37000	30000
salary	205200	210200	215200	225200	233200
project	0	15000	30000	50000	70000
SG&A	269200	282200	319200	336200	357200

10. 6 Projected Profit and Loss

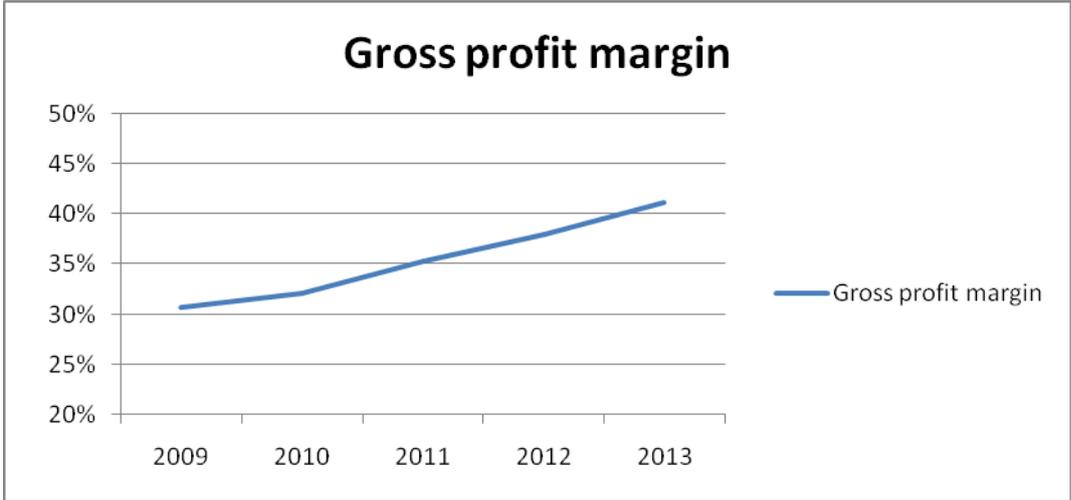
We do expect a significant increase in profitability during the next 5 years, because we will try to gain new customer from Austria and if it will be possible from abroad. We will want also cooperate direct with our fixed customer, and we will do everything to maintain our relations.

	2009	2010	2011	2012	2013
Net sales	896500	1092000	1190000	1374600	1566000
Cost of sales	621500	741000	770000	853200	922200
Gross profit	275000	351000	420000	521400	643800
GROSS PROFIT margin	31%	32%	35%	38%	41%
SG&A	269200,00	267200,00	289200,00	286200,00	287200,00
EBITDA	5800	83800	130800	235200	356600
EBITDA margin	1%	8%	11%	17%	23%
Amortization	8638	8680	9096	9470	9648
Operating income	-2838	75120	121704	225730	346952
EBIT margin	0%	7%	10%	16%	22%
Long term interest	3500	2800	2100	1400	700
Other financial costs	9048,00	1248,00	1248,00	1248,00	1248,00
Total interests& financial costs	12548	2800	2100	1400	700
Income before taxes	-15386	72320	119604	224330	346252
EBT margin	-1,72%	6,62%	10,05%	16,32%	22,11%
Taxable income	-15386	72320	119604	224330	346252
Taxes	0	18080	29901	56083	86563
Net income(profit, earnings)	-15386	54240	89703	168248	259689
Net income margin	-1,72%	4,97%	7,54%	12,24%	16,58%

	2009	2010	2011	2012	2013
Gross profit	275000	351000	420000	521400	643800



	2009	2010	2011	2012	2013
Gross profit margin	31%	32%	35%	38%	41%



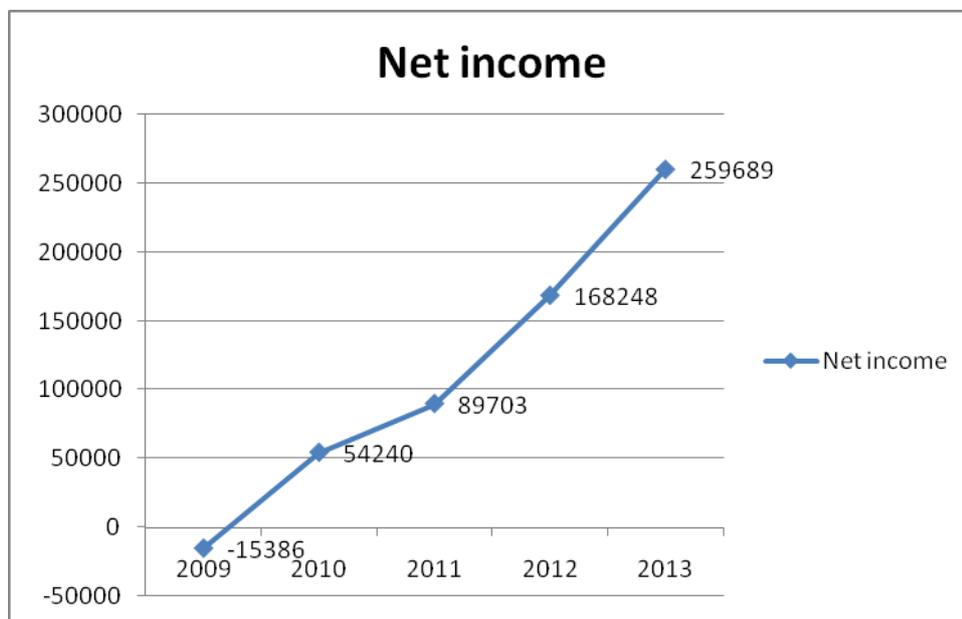
10. 7 Projected Cash Flow

Although we expect to be profitable since 2010, we will still have some problems with the cash flow. We need increase our net working capital and we have to regulate the changes in receivables, which are not sustainable.

	2009	2010	2011	2012	2013
Net income	-15386	54240	89703	168248	259689
Amortization	8638	8680	9096	9470	9648
Operational cash	-6748	62920	98799	177718	269337
Changes in receivables	-34864	-7603	-3811	-7179	-7443
Other currently assets	-2000	100	-300	-400	-200
Changes in payables	51792	9958	2417	6933	5750
Net working capital	-16928	-19283	-17889	-17643	-15950
Net cash flow from operations	8179,78	65375,56	97104,56	177071,94	267443,67

NPV 463569,45

	2009	2010	2011	2012	2013
Net income	-15386	54240	89703	168248	259689



10. 8 Balance sheet

	2009	2010	2011	2012	2013
ASSETS					
Receivables	34864	42467	46278	53457	60900
Other currently assets	2000	1900	2200	2600	2800
Fixed long term assets	40192	40500	42780	44700	45740
Intangible assets	3000	2900	2700	2650	2500
Excess financing	156349	202837	278765	434497	681403
Total assets	236405	290604	372723	537904	793343

	2009	2010	2011	2012	2013
LIABILITIES					
Payables	51792	61750	64167	71100	76850
Long term debt	50000	40000	30000	20000	10000
Paid-in capital	150000	150000	150000	150000	150000
Retained earnings	-15386	38854	128557	296804	556493
Shareholders equity	134614	188854	278557	446804	706493
Total Liabilities	236405	290604	372723	537904	793343

Conclusion

The Red Tourism and Service Team is thinking that the Business Plan they created really will become a huge success in the next five to ten years. The girls were working in groups of two on different subject like Current Situation of the made up agency called “The Green Travel Agency”, Marketing and Financial Plan.

The girls got an image of an international project and made the experience that it can be at some points really hard to make oneself understandable. The biggest problem the group had to deal with was the financial part.

The Business Plan for the “Green Travel Agency” includes a detailed marketing strategy and and of course a lot of information over important financial facts.

We learned a lot about how many things you actually have to think of if you want your company really to be sustainable. It was really interesting for the studens from other countries to get more information about the country where our company would be established.

We honestly think that it would be great for big companies to give some of their profit to help environment. The alternative energy for schools is on our opinion a good way to show the children the importance of the environment and have the possibility to use sun energy in their schools. Thank you for letting us participate this project.

Appendix

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