



Executive Summary

Máster en Energías Renovables y Mercado Energético
International Master in Sustainable Development and Corporate Responsibility

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Executive Summary

What is E-Wrist?

E-wrist is a project created to provide innovative solutions and improve the experience of live music festivals. Our products are wristbands supported by NFC technology and a mobile App, to facilitate access control and payment logistics during music festivals. Our bracelets are produced with recycled materials.

Our services also include maintenance and data monitoring to create a database to help to our clients improve the logistics and their marketing efforts.

Mission

Our mission is to improve the experience of live music festivals and events for both attendees and event organizers through the new technologies.

Vision

Our vision is to become a reference in the market for our innovative technological solutions in the music festivals industry, both nationally and internationally.

What is the problem?

The main problem in music festivals are Logistics. However, we are going to differentiate between the problems for the final users (or attendees) and for the organizers (our clients):

For attendees	For organisers
<ul style="list-style-type: none">• Dissatisfaction due to long lines wait when they want to enter the festival and to consume• Old fashioned payment way. Final users have to carry cash money to consume in the precinct. This fact cause unsafe feelings and it could be very uncomfortable carry the wallet while they are enjoying the event	<ul style="list-style-type: none">• Problems with control access• They do not have a reliable method to create data which could be used to improve the logistic.

What are they doing about these issues?

Some music festivals are already using NFC Technology, but many are not. So they are using wristbands without NFC just to identify the attendees. Therefore, these wristbands do not have the functionalities our product has.

When organizers want to obtain data about the logistic as could be the stock level or the earnings in real time, they do not have an automatic system which store the information in a data basis, ss our product perform.

What is our proposal?

Our solution is to implement NFC wristbands in music festivals. Our product solves the problems presented before, for both the final users and organizers. All functionalities are broadly explained in the final paper, but here is a summary:

For attendees	For organisers
<ul style="list-style-type: none"> • Cashless payment system; • Prevents money loses or thefts; • Reduces waiting time. 	<ul style="list-style-type: none"> • Easier access control; • Big Data (capacity, sales control in real time...) • Cashless payment system. • No connectivity needed, works with a internal network to avoid failures with the internet connectivity; • Customized wristbands;

Our Target

a) Music Festivals Organizers, Event Planners & Music Industry Businesses

- Concerns about the event logistics, access control, hiring staff and monitoring performance, controlling the points of sales incomes;
- Worries about not having enough liquidity when making purchases or hiring suppliers during the organization of the event.

b) Final Users

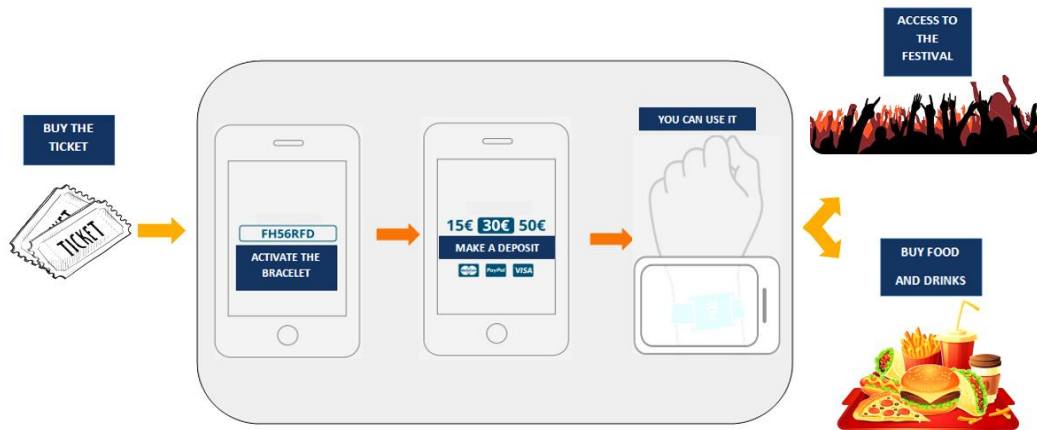
Although Final Users do not pay for our products or services, we must also consider them when assessing and planning our marketing strategies.

- Has had negative experiences carrying the wallet to Festivals and prefers other cashless means of payment;

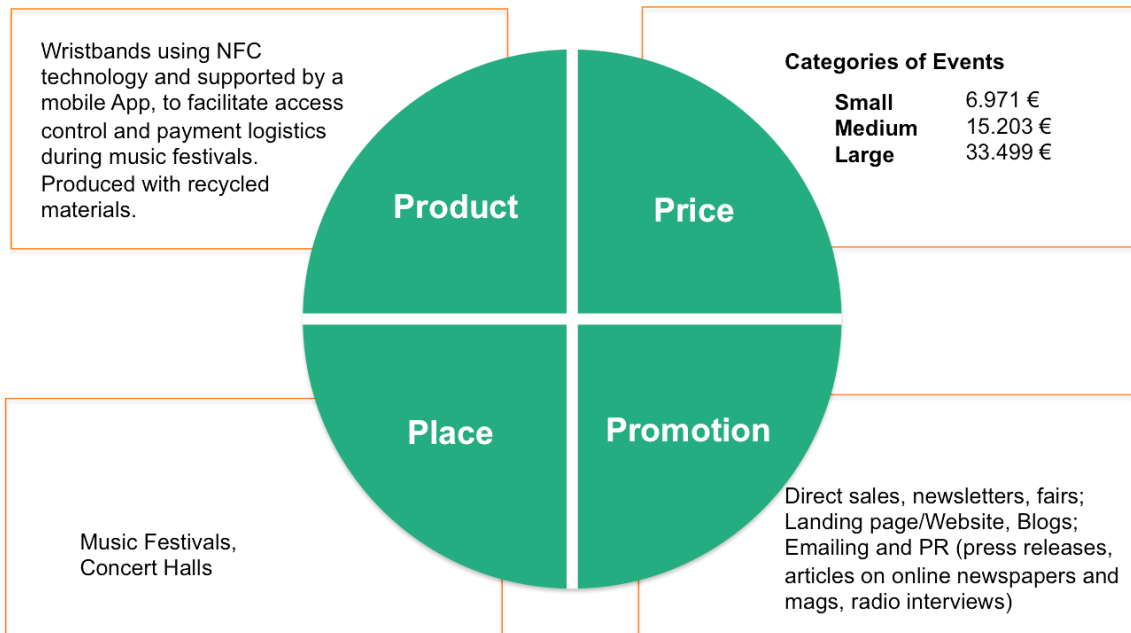
- Finds it frustrating to wait in long lines to access the events, buy food and beverages or to use the services.

Customer Journey

To develop the customer journey we focused on the experience of the Final User instead of our client, because this allows us to explain better how our product works and how it interacts with the users.



Marketing Mix



Distribution Channels

Although Marketing is fundamental, during the first year we will not make a large investment in this area. Over the years the marketing investment may increase, becoming more dependent on sales. This investment design allows an initial minimum investment, when even sales have not grown too much. To reach our potential customers, we will use different communication channels depending on our two audiences:

- **B2B Channels** (Music Festivals Organizers, Event Planners & Music Industry Businesses)
- **B2C Channels** (Final Users)



Financial Plan

The product we are selling will be a logistic service based on the optimization of the payment method and the access to the enclosure. The service will have both a fixed and variable cost.

The variable cost will directly depend on the number of assistants, and the fixed one, on the size of the event. We will work with three different sizes: Small (>5.000 assistants), Medium (5.000 – 50.000 assistants) and Large (>50.000).

We have taken into account three festivals as examples to develop the financial plan. A small festival, a medium one and a large one. On the following table, we can observe the price at which we will be selling each package and, also, the range we will be obtaining:

	Nº of assistants	Fixed price	Variable price	Total price	Profit
Small	4.000	3.650 €	3.321 €	6.971 €	1.500 €
Medium	20.000	5.750 €	9.453 €	15.203 €	2.000 €
Large	50.000	11.200 €	22.299 €	33.499 €	3.700 €

The only expected expenses will be our salaries which will get up to 96.000€ per year, considering Social Security and, also, Régimen Especial de Trabajadores Autónomos

On the second year, we will hire a person because of the need of support with the increase of the business. This will imply an expense of **18.000€ raw**.

The sales plan consists on increasing the number and size of the managed festivals. This way, at the end of the first exercise (October 2018-September 2019), we expect to have invoiced **303.000€**, which correspond to: 12 small festivals, 10 medium ones and 2 large ones. On the second exercise, we expect an increase on the sales by raising up to **503.000€**.

However, the associated costs are very important, so the actual profit **by the end of the first exercise will be 4.300€ and 50.000€ by the end of the second one**. This increased from year to the next is due to the proper take off of the business.

The **net heritage** (given by us as an initial investment) will be **7.800€**.

After the financial analysis, **we have detected the need of an external finance of 55.000€**. This will help avoid a negative balance on the liquidity. This number is equivalent to 7 months of our salary.

It is important to note that the indebtedness will be that of 84.7% during the first exercise. Also, some data of interest are: **2.09 years of Payback, 35.6% of ROE (Return On Equity) and 10.5% of ROI (Return On Investment)**.

E-Wrist Team



Jessenia Elizabeth Bello Castro, CMO (Chief Marketing Officer) and CSO (Chief Sustainability Officer). Publicist by profession, with a Master degree in Sustainability and Corporate Social Responsibility. Her life has always been linked to creativity, leadership and social service. She has experience organizing corporate events and building relationships with clients from the private, public and non-profit sectors. These qualities added to her business trajectory and communication skills are a differential factor to position herself as a relevant person within E-Wrist, as CMO and Sustainability Executive.



Pablo Miguel Martínez Cárdenas, CTO (Chief Technology Officer). Electrical Engineer, with a Master degree in Renewable Energies and Energy Market. Current consultant at Arcadis, international building consultancy. Pablo is used to work hard, and has a good communication and technological skill thanks to the experience gains though the university and working time. This features are perfect to develop the position as CTO. Responsible of the design and management of the software development and mobile phone app, big data analysis and preparation of predictive models.



Álvaro Monterde Ortega, CFO (Chief Financial Officer). Energy Engineer, with a Master degree in Renewable Energies and Energy Market. Currently he is working at Gesternova, S.A. as electrical market analyst. Álvaro is a very methodical worker and has good analytical skills. He is the responsible of the finance study of the project. Due to the business studies he has passed through, he is very capable of optimizing the financial structure.



Virginia Méndez García, responsible of purchase management of the wristbands and equipment renting. Mechanical Engineer, with a Master degree in Renewable Energies and Energy Market. Virginia has a good analytical and communicative skill. She manages the transport logistics of the wristband and the equipment between our office and the event