



# **Nautical Masters**

## **GLOBAL BACHELOR IN SPORT MANAGEMENT**

### **TRABAJO FIN DE GRADO: PLAN DE EMPRESA**

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## Abstract

This Final Degree Project (TFG) presents Nautical Masters, a pioneering business plan whose objective is to create an inclusive, sustainable, and multidisciplinary nautical sports event that integrates competitive water sports with cultural, musical, and gastronomic experiences. With the rich maritime heritage and extensive coastline of Spain and Portugal as a backdrop, the event aims to revolutionize the way nautical competitions are organized and experienced. By uniting disciplines such as sailing, paddle surfing, and kayaking within a structured festival format, Nautical Masters not only addresses a gap in the current landscape of sporting events but also taps into the growing demand for experiential and environmentally responsible tourism.

The project is structured in several phases, including market research, event conceptualization, marketing and promotional planning, operational logistics, and financial feasibility assessment. The event is designed to appeal to a broad audience, from professional athletes to amateurs, families, and corporate partners, through a differentiated value proposition based on accessibility, technological integration, and social impact. Emphasis is placed on building public-private partnerships, adapting to sustainability frameworks, and complying with national and EU regulations on sport and tourism events.

Financial projections demonstrate a positive return on investment, with a payback period of 3.84 years and an internal rate of return of 17.82%. The proposed initiative also contributes significantly to the local economy through job creation and tourism, while enhancing social cohesion through inclusive programming and community engagement. In addition, the project's Corporate Social Responsibility (CSR) strategy, encapsulated in the "Blue Horizon Plan," outlines clear environmental and educational objectives aligned with the United Nations Sustainable Development Goals (SDGs).

Nautical Masters is positioned not only as a sporting event but as a transformative platform that combines competition, sustainability, and culture, with the aim of leaving a positive legacy in each host city and inspiring a new generation of marine sports enthusiasts.

**Keywords:** Blue economy, community engagement, eco-friendly events, marine conservation, nautical sports, sport tourism, sustainable development.

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## 1. Introduction

Nautical sports are of fundamental importance in Spain, a country blessed with an extensive coastline, a favorable climate, and a rich maritime tradition. With over 8.000 kilometers of coastline and a strategic location between the Mediterranean and the Atlantic, Spain has established itself as a global leader in sailing, paddle surfing, kayaking, and other water sports. These disciplines are not only a source of entertainment and passion for thousands of people but also play a key role in the country's economic, social, and environmental development (García, 2024).

From an economic perspective, nautical sports have a significant impact on sectors such as tourism, hospitality, and the maritime industry. The sector generates around 12,000 million euros annually, contributing between 0.6% and 1% of Spain's GDP. Events such as the Copa del Rey de Vela or the Barcelona World Race attract thousands of visitors each year, generating revenues that can range from 10 to 50 million euros per edition. Recently, the organization of the America's Cup 2024 in Barcelona had an economic impact of more than € 1.000 million, generating over 12,800 jobs and attracting 1.8 million people to the event and boosting local economies, and creating jobs in coastal regions. Each major event can generate between 10 and 50 million euros in direct and indirect revenue. Additionally, the rise of sports like paddle surfing and kayaking has made nautical activities more accessible to people of all ages and skill levels (America's Cup, 2025; Anen, 2018; Anuario De Estadísticas Deportivas 2024, 2024).

The nautical sports industry is responsible for creating more than 100.000 direct jobs and 200.000 indirect jobs across Spain. This includes employment in areas such as boat manufacturing, equipment rental, tourism services, coaching, and event organization. In recent years, there has been a 30% increase in the registration of recreational boats, leading to a greater demand for services and professionals in the sector. The growing popularity of paddle surfing and kayaking has further stimulated job creation, particularly for instructors and rental businesses (Cardona, 2024; Landaluce & Asociación Nacional de Empresas Náuticas (ANEN), n.d.).

On a social level, nautical sports promote values such as teamwork, personal growth, and respect for the environment. Sailing clubs and schools across Spain encourage the practice of these sports among young people and adults, contributing to an active and healthy lifestyle. More than 1.5 million Spaniards practice nautical sports regularly, and many clubs offer inclusive programs for youth and people with disabilities. Furthermore, large-scale nautical events serve as platforms for inclusion, integrating categories for women, youth, and disabled athletes (“Hábitos Deportivos En España,” 2024).

At the environmental level, water sports can become a powerful tool for raising awareness and protecting the oceans. Initiatives such as the adoption of the “Clean Marina” protocol, the elimination of single-use plastic, and partnerships with NGOs to restore reefs and coastal ecosystems reflect the industry's commitment to sustainability. Many competitions and sailing clubs are adopting sustainable practices, such as waste reduction, the use of renewable energy, and environmental education initiatives. This commitment to sustainability not only protects marine ecosystems but also raises society's awareness of the importance of caring for our oceans (Fundación Ecomar, 2025; Las Embarcaciones Deportivas De Recreo Dentro Del Turismo Náutico Marítimo, n.d.).

In this context, Nautical Masters emerges as an innovative project aimed at revolutionizing the management of nautical competitions in Spain and beyond. The general idea is to organize a week-long nautical festival that brings together the best clubs and athletes from different regions in a single port. The event will be structured into regional conferences (Catalonia, Mediterranean, Atlantic, Andalusia, Canary Islands, and Portugal), where participants will compete in three main disciplines: sailing regattas, paddle surfing, and kayaking. The champions of each conference will face off in a final tournament, crowning the best in each category. Additionally, the event will go beyond sports, incorporating live music by local bands, themed parties, and cultural activities, making Nautical Masters a meeting point for sea, sports, and entertainment enthusiasts.

This Final Degree Project (TFG) aims to design, plan, and evaluate the feasibility of Nautical Masters. To achieve this, a structured methodology will be followed, including:

1. **Market Research:** Analysis of the demand for nautical events in Spain and a study of the competition.
2. **Project Design:** Define the event structure, select venues, and create a detailed schedule.
3. **Logistical Planning:** Organization of resources, permits, and collaborations necessary for the event's execution.
4. **Marketing Strategy:** Development of a promotional campaign to attract participants, spectators, and sponsors.
5. **Impact Assessment:** Analysis of the economic, social, and environmental benefits of the project.

Through this TFG, the goal is not only to demonstrate the feasibility of Nautical Masters but also to contribute to the development of nautical sports in Spain, promoting their practice in an inclusive, sustainable, and appealing way for all audiences. This project represents a unique opportunity to combine passion, innovation, and commitment to the sea, creating a legacy that inspires future generations of nautical sports enthusiasts.

## **2. Project Definition and Identification**

### **2.1 Why did the idea arise?**

The idea for Nautical Masters emerged from a combination of factors that highlighted both opportunities and gaps in the nautical sports sector in Spain. First and foremost, Spain's extensive coastline, favorable climate, and rich maritime tradition make it an ideal location for nautical activities. However, despite these advantages, there was a noticeable lack of large-scale, inclusive events that brought together different nautical sports under one umbrella. Most existing events focused solely on sailing, leaving other disciplines like paddle surfing and kayaking underrepresented (García-Fernández et al., 2022).

According to the report of the Universidad Complutense de Madrid, recreational boating in Spain generates a significant economic impact, with more than 82.000 jobs and an effective production that exceeds 4.8 billion euros. Events such as the America's Cup in Barcelona have demonstrated the potential of nautical sports to attract tourism and generate substantial economic benefits (Abay Analistas Económicos et al., 2018; Suriñach et al., 2025).

Additionally, the growing popularity of these sports, particularly paddle surfing, presented an opportunity to create an event that catered to a broader audience. At the same time, the economic potential of nautical tourism was underutilized in many coastal regions. Nautical Masters aimed to address this by creating a festival that not only promoted sports but also boosted local economies through tourism and business opportunities (Deportes Acuáticos Con Mayor Crecimiento En España, n.d.).

Another driving factor was the increasing global emphasis on sustainability. Nautical Masters was conceived as an eco-friendly event that would raise awareness about marine conservation while promoting sustainable practices in the nautical industry. Finally, the idea was rooted in the desire to foster community engagement and inclusivity, bringing together people of all ages, genders, and skill levels to celebrate their shared passion for the sea.

## **2.2 How did the idea came out?**

The idea for Nautical Masters came about through a combination of personal experiences, professional interests, and a desire to innovate in the nautical sports sector. Every summer, I go sailing with my family, and I am also a big fan of paddle surfing. I have always been deeply connected to the sea and nautical activities. These personal experiences gave me first-hand insight into the joy and excitement that these sports bring, as well as the potential to bring people together.

Initially, my idea was to create an organization focused solely on paddle surfing, as it is a sport that I am passionate about and one that has seen significant growth in recent years. However, as I delved deeper into the concept, I realized that combining multiple nautical sports (sailing, paddle surfing, and kayaking) would create a more dynamic

and inclusive event. My studies inspired this shift in Gestión de Alojamientos Turísticos (Tourism Accommodation Management), which gave me a strong understanding of the tourism industry and its growth potential.

My passion for nautical tourism, particularly sailing, also played a key role in shaping the idea. Despite their world-class infrastructure, I saw how marinas and ports in Spain were often underutilized in hosting large-scale events. This inspired me to think about how these spaces could be transformed into hubs of activity, not just for sports but also for entertainment, culture, and community engagement.

The idea evolved further as I began to envision a week-long nautical festival that would bring together athletes, tourists, and local communities. I wanted to create an event that would not only showcase the beauty and excitement of nautical sports but also highlight Spain's potential as a global leader in nautical tourism. By combining my passion for sailing and paddle surfing with my knowledge of tourism management, I developed the concept of this project

### **2.3 When did the idea come up?**

The idea arose last summer during a family trip that included sailing and watching the Olympic Games, where Spain successfully competed in sailing. I envisioned how to transform a simple sports competition into a cultural festival to boost local tourism in the cities and increase participation in nautical sports. Therefore, I am fortunate to have the opportunity to focus my TFG on this topic.

### **2.4 Canvas Model**

Table 2 (see Annex 1) outlines the Business Model Canvas. This table provides a view of the key components of the project. The table will be presented in Annex 1.

### **2.5 Mission**

The mission of Nautical Masters is to consolidate itself as the most influential and sustainable nautical multisport event in Spain and Europe, uniting disciplines such as sailing, paddle surfing, and kayaking in a competitive and cultural festival that boosts local economies, encourages social inclusion, and promotes the protection of the

marine environment. Our purpose is to contribute to the growth of sustainable sports tourism in coastal areas, and on the other hand, to bring water sports to new audiences through accessible, technological experiences with high emotional value. In addition, we seek to position the event as a development platform for young talents, nautical schools, and local clubs.

This mission is aligned with the principles of sustainable sports tourism as defined by the World Tourism Organization, which emphasizes the need for sporting events to contribute to local development, environmental conservation, and social cohesion (Sports Tourism, n.d.).

## **2.6 Vision**

The vision of Nautical Masters is to become the European benchmark in nautical sporting events through a replicable and scalable model that combines high-level competition, technological innovation, sustainability, and entertainment.

We aspire to:

- Be a permanent part of the international calendar of nautical events (in the style of SailGP or Red Bull Cliff Diving).
- Establish a European inter-port league with itinerant venues in different coastal cities.
- Generate an educational, sporting, and environmental legacy in each host city.
- Integrate certified sustainability practices such as ISO 20121 and the COE Sustainable Sport Event Seal.

This vision responds to the European Commission's focus on the role of sport as a driver of social and ecological transformation, especially in the field of the blue economy and coastal tourism (European Commission et al., 2023).

## **2.7 Values**

Nautical Masters is governed by a set of values that guide each phase of the project, from its conception to its execution:



- Sustainability: We are committed to the protection of the oceans and coastal ecosystems, adopting eco-responsible practices and promoting environmental education. We apply the principles of the “Blue Horizon Plan”, aligned with SDGs 6, 12, 13, and 14 of the United Nations.
- Inclusion: We promote the participation of people of all ages, genders, and physical abilities. We collaborate with clubs, schools, and local NGOs to ensure equal access to sports, including adapted categories.
- Innovation: We incorporate digital solutions such as interactive apps, streaming, GPS maps, and gamified experiences to enrich the user experience and increase the visibility of the event.
- Passion for the sea: We foster a love for maritime culture, nautical tradition, and respect for the marine environment as key elements of our identity.
- Community Engagement: We establish partnerships with artisans, musicians, local gastronomy, and businesses so that the event acts as a platform to boost the host communities.

These values reflect the principles recommended for sustainable sporting events by the International Olympic Committee (IOC) and the 2030 Agenda for Sport (International Olympic Committee & Prince Albert II of Monaco, 2021; Sport as a Catalyst for Sustainable Development: The Ball Is Now in Our Court, n.d.)

## **2.8 Entrepreneurial Profile**

This project is led by me, Jorge Asiaín, an aspiring sports industry professional with a background in hospitality, tourism management, and global sports event management. With a passion for sailing and water sports, I recognize the potential to expand Spain’s presence in the international sailing scene and make nautical sports more inclusive and engaging for all audiences.

With a background in tourism, accommodation management, and hospitality, I understand what makes an event attractive to visitors and how to optimize logistics for a smooth experience. My experience in hospitality and events allows me to have communication skills that can work to negotiate with potential sponsors.

My passion and interest in sailing and paddle surfing drive authenticity in the organization and event, ensuring it aligns with the interests and needs of athletes and casual practitioners.

I have limited experience in high-budget sports events management, so I will collaborate with experienced event organizers and seek mentorship from professionals in the sports tourism industry.

### **3. Strategic Analysis**

Table 1 (see next page) provides a detailed overview of the primary and secondary activities involved in nautical sports event management. The primary activities include logistics, operations, marketing, and customer service, while the secondary activities cover infrastructure, human resources, technological development, and procurement. This structure helps identify the key components necessary for the efficient and sustainable development of such events.

**Table 1.**

*Value Chain Analysis.*



*Notes: From own elaboration.*

### 3.1 PESTEL

#### Political Factors:

- Spain in the last decade is seen as one of the countries with biggest volume in annual events. According to ICCA (International Congress & Conventions Association), more than 20.000 annual grand-scale events.
- Spanish tourism board is trying to make more sustainable events and tourist activities, creating a platform called Spain Talks: *“Spain Talks is an event aimed at the tourism sector of the different key outbound markets in Spain’s promotional strategy, which, with this event, seeks to attract professionals and industry leaders committed to sustainability and the future of tourism. The event offers a unique opportunity for representatives of airlines, travel agencies, tour operators, hotels, destinations, tourism experience providers and other entities in the tourism ecosystem to exchange ideas, learn about the latest trends in sustainable tourism and establish collaborations”* (Spain Talks, n.d.).
- COE (Spanish Olympic Committee) is awarding sustainable events with the Sello Evento Deportivo Sostenible, giving global visibility to all sustainable events in Spain (Comité Olímpico Español (COE), n.d.).
- Spain is one of the leading countries in the organization of international sporting events. In 2023, it hosted more than 20.000 events, positioning it among the five countries with the highest volume in Europe (“ICCA Rankings 2023 Released,” 2024).
- Turespaña actively promotes tourism sustainability through initiatives such as Spain Talks, aimed at attracting projects committed to innovation and the environment.
- Sustainable Sports Event Seal (COE): The Spanish Olympic Committee awards this recognition to events that meet ecological and positive social impact criteria, offering additional visibility and support.

- Democratic and regulatory stability: Spain is a politically stable country, a member of the European Union, with legal certainty for investors and promoters of sporting events.
- The project must comply with the Sports Law (Law 10/1990), the Maritime Captaincy regulations, and the technical regulations of the Royal Spanish Sailing Federation and World Sailing.
- Through programs such as NextGenerationEU, Interreg, or Blue Economy EU Funds, there are grant opportunities for sustainability and innovation projects in coastal areas.

**Economic Factors:**

- The sport tourism market in Spain in 2024 reached USD18.135,6 million in 2024 and is expected to reach USD 64.341,3 million by the end of 2034.
- Growth of sports tourism: Sports tourism in Spain reached €18.135 million in 2024 and is projected to reach €64.341 million in 2034 (Das & Das, 2025).
- More than 2.7 million foreign tourists practiced nautical sports in Spain in 2023, generating more than 3.7 billion euros (López, 2025).
- Direct and indirect economic impact: Events such as the Barcelona America's Cup generated an impact of over €1 billion and the creation of 12.800 jobs (Badia et al., 2025).
- Inflation (CPI) can affect the cost of equipment, logistics, salaries and fuel, so flexible financial planning is recommended.
- The average expenditure of a tourist is 1.400€ per month and 184€ per day (INE - Instituto Nacional de Estadística, n.d.).

- Spain is getting stronger in sports like cycling, water sports, tennis, and Formula One. Receiving tourists from specific regions to attend these events.
- The expenditure of visitors in 2024 was USD 12,62 million, which means an interannual growth of 12,7%.
- A potential rising cost of equipment, salaries, venue rentals, and logistics can affect the accountability of the organization (Hábitos Deportivos En España, 2024).
  1. According to Encuesta de Hábitos Deportivos en España 2024:
    - More than 2.500 million euros spent by Spanish residents in nautical sports
    - More than 2.700.000 foreign tourists enter in Spain to practice nautical sports, spending more than 3.700 million euros, spending on each visitor around 1.600 euros.

**Social Factors:**

- According to Encuesta de Hábitos Deportivos en España 2024:
  - More than 2.700.000 foreign tourists enter in Spain to practice nautical sports.
  - Spain has more than 18.000 active federated sailors
  - More than 146 federated clubs
- Since COVID-19, more females are entering nautical sports and sailing.
  1. Nautical sports are the first tourist activity in coastal regions.
  2. Foreign visitors feel attracted to practicing nautical sports cause of the weather and hours of light in Spain.
  3. Spain is also the second most visited country in the world. Last year, there were more than 95 million visitors.
  4. Spain is the most visited country in the world during the summer.

**Technological Factors:**

- The continued growth of streaming websites and apps helps our organization to cover the event.
- Numerous Spanish startups are creating technology and safety systems for kayaks and boats.
- The significant impact of sports event content on young people can help us create an attractive proposal for those unfamiliar with the sport.
- Continued development of digital systems to track consumer activities.

**Environmental Factors:**

- Nautical competitions generate waste and emissions, and affect the environment if not properly managed.
- Collaboration with entities such as Ecomar Foundation, WWF or Surfrider Europe for beach cleaning and environmental training.
- Applying standards such as ISO 20121 for the sustainable management of events guarantees a positive impact and facilitates access to sponsorship (ISO 20121:2024, n.d.).
- Actions taken by SailGP: a 70% reduction in single-use plastics, an electric support fleet, waste recycling initiatives, and awareness campaigns (Blazeby, 2022).
- The EU promotes projects that integrate economic activity with marine protection and climate adaptation, where nautical sports play a key role.

**Legal Factors:**

- Compliance with Spanish regulations for sporting events.
- In addition to the three aforementioned laws, there are other texts of different legal and thematic rank that must be considered when organizing a sporting event:
  - *Order of December 22, 1998, regulating the Organizational Control Units for the prevention of violence in sporting events.*
  - *Organic Law 15/1999, of December 13, 1999, on Personal Data Protection.*
  - *Law 23/1992, of July 30, 1992, on private security.*

- *Regulations specific to the Autonomous Communities and, therefore, of limited application to that territorial scope.*

- Ensure compliance with contract and working conditions regulations.
- Compliance with consumer data regulations and rights.

### **3.3 Competitor Analysis (Benchmarking table):**

For this analysis, we are going to compare Nautical Masters with different nautical sports events. These events will be America's Cup, Red Bull Cliff Diving, SUP World Championship, ICF Canoe Sprint World Championship, Sail GP, Copa del Rey MAPFRE and Les Voiles de Saint-Tropez

We are going to analyze the type of event, main location, target audience, sponsorship, revenue sources, technology and innovation, sustainability, environmental commitment, global recognition, spectator experience, marketing, social media strategy, ticket pricing, competitive advantage and challenges. The Benchmarking table will be presented in Annex 2 (Tables 3 and 4).

### **3.4 SWOT Analysis**

The swot analysis analyzes the strengths, weaknesses, opportunities and threats of Nautical Masters. The SWOT will be developed in Annex 3 (Table 5).

### **3.5 CAME Analysis**

The CAME Analysis is a SWOT response plan. It is responsible for correcting weaknesses, adapting to threats, maintaining strengths and exploring opportunities. The CAME Analysis will be presented in Annex 3 (Table 6).

### **3.6 Strategic Objectives**

Table 7 outlines the main strategic objectives of the project using the SMART criteria: Specific, Measurable, Achievable, Relevant, and Time-bound. This framework ensures that each goal is clearly defined, realistic, and aligned with the broader mission and timeline of the company.



**Table 7.**

*SMART*

SPECIFIC	MEASURABLE	ACHIEVABLE	RELEVANT	TIME BOUND
<ul style="list-style-type: none"> <li>• Position Nautical Masters as an inclusive nautical sports festival with music, food, and local culture.</li> <li>• Promote sailing, paddle surf, and kayak through clinics and school partnerships.</li> <li>• Build alternative revenue sources via ticketing, VIP packages, and merchandising.</li> <li>• Secure institutional and brand partnerships for financial and operational support.</li> <li>• Expand across Europe with a traveling competition format.</li> </ul>	<ul style="list-style-type: none"> <li>• Attract 400+ participants and 15,000+ attendees by year 3.</li> <li>• Reach 90%+ satisfaction in post-event surveys.</li> <li>• Secure €500,000 in sponsorships and local funding in year 1.</li> <li>• Generate 50% of revenue from ticketing, VIP, and merchandising by year 3</li> <li>• Achieve 50K+ web visits and 10K+ social followers pre-launch.</li> </ul>	<ul style="list-style-type: none"> <li>• Partner with nautical, tourism, and eco-conscious brands.</li> <li>• Collaborate with coastal cities, marinas, and sport federations.</li> <li>• Pilot the event in a major city like Barcelona or Lisbon before expanding.</li> <li>• Use digital ticketing and solar-powered infrastructure.</li> <li>• Offer VIP and premium hospitality to boost profitability.</li> </ul>	<ul style="list-style-type: none"> <li>• Aligns with Spain and Portugal's maritime heritage and tourism strategy.</li> <li>• Raises visibility for paddle surf and kayak in the sports ecosystem.</li> <li>• Supports CSR, sustainability, and local community engagement.</li> <li>• Stimulates regional economies through coastal tourism.</li> <li>• Offers a fresh and unique event model for water sports.</li> </ul>	<ul style="list-style-type: none"> <li>• 0–1 year: Launch brand, secure funding, permits, and host first edition.</li> <li>• 1–3 years: Reach 15,000+ attendees, host events in 3 cities, go green-certified.</li> <li>• 3–5 years: Become a leading international nautical event, with 300K+ followers.</li> <li>• Shift 50% of total revenue to direct consumer channels (ticketing, merch, VIP).</li> </ul>

*Note: The following table summarizes the main objectives of the project. From own elaboration.*

## **4. Marketing Plan**

### **4.1 Introduction and Market Overview**

As we mentioned previously in this project, sports tourism has grown very much in the last decade in Spain. The industry is projected to reach 64.341,3 million Dollars by 2034. Spain contributes around 5% to global sport tourism participation (Travel & Tour World, 2025).

On the other hand, as previously mentioned, the Nautic sports are growing very fast, and it is an opportunity for Spain and Portugal to take advantage of their 8.000 km of coastline. Sailing in Spain is very well positioned, and Spain is getting recognized for hosting the most important sailing events (Sail GP and America's Cup). Those countries have adequate facilities in almost every important city, and the weather is perfect for hosting outdoor events at almost any time of the year.

Sports tourism, especially nautical tourism, represents a strategic opportunity for coastal regions. According to the World Tourism Organization (2022), active tourism has experienced an 18% annual growth in Europe, with a marked preference for experiences in natural spaces. Spain and Portugal, with more than 400 operating marinas and favorable weather conditions during 10 months of the year, are positioned as natural leaders in this segment.

The main target audience for our organization will be divided into 4 groups:

- Nautical sports practitioners and fans: People, whether amateur or professional, who regularly practice these sports. We include people who usually do activities such as paddle surfing or kayaking only during vacations or summer, which is an essential activity in their leisure time.
- Casual visitors and festivalgoers: This group includes people who typically attend events, such as sporting, cultural, or musical events. These people are in the age range between 25 and 50 years old (millennials), who fit perfectly with our target. We also include in this group people who are fans of attending

musical events and festivals lasting more than one day. This type of audience is in the 21-35 age range. Attracting these types of audiences is essential to generate profit in merchandising, food and beverage, and day-long tickets. These are also attractive to potential sponsors.

- **Families:** Families are a key element of tourism on the Spanish and Portuguese coasts. Being one of the predominant groups with higher consumption expenditure. 45% of the families in Spain choose the coasts of the peninsula every year, making 1-2 trips per year. Since our event will be in the coastal cities, it is an incredible opportunity to attract this public. Activities for children, affordable food and drink, music, games, and entertainment will be key to attracting this group.
- **Corporate and networking groups:** This group includes personnel and managers from companies and brands looking to establish agreements with each other and our organization. Sailing has always been associated with high-class consumers, so luxury brands such as watches, upscale clothing, wine, and finance view water sports as an opportunity to enhance their visibility. Creating VIP and corporate areas where they can showcase their booths and products to the rest of the attendees is essential for attracting this group.

## **4.2 Product and Service**

Nautical Masters offers multidisciplinary, inclusive, and sustainable sports and cultural events, combining sports competitions in sailing, paddle surfing, and kayaking during a week, live music, gastronomy, cultural and regional exhibitions, and social events. This event will be carried out with eco-friendly initiatives and adapted for disabled athletes and visitors.

Some key differentiators of our events are the mix of professional and amateur competitions, making it accessible for all people to participate in the event. The creation of interactive fan zones for all age groups, athlete meet and greets, activations and games from the sponsors, exhibitions, and access to premium zones, yacht hospitality lounges, and corporate networking areas.

The event is not the only product/service offered by Nautical Masters. Our company also offers the selling of branded apparel and merchandising, live event streams, behind-the-scenes and documentaries, naming rights, experience and activations, VIP and hospitality zones.

#### **4.3 Price Strategy**

Our price strategy will be centered on the selling of tickets, VIP and Hospitality, corporate packages, sponsorships, merchandise, and digital sales.

For the ticketing strategy, we are going to differentiate the types of tickets. The Price strategy will be presented in Annex 4 (Table 8).

#### **4.4 Place**

The events will take place in different coastal cities of Spain: There will be first regional events and tournaments, and the best classified will compete in the final tournament in one coastal city.

As an organization, we will oversee all logistical aspects and construct stands and infrastructure to facilitate the event, utilizing the marina's existing infrastructure. It is also important to have easy access to beaches, where we will also hold the event.

We will display transport services for athletes and spectators, and encourage the assistants to use public transport for easy access.

Our sales channels will include the official website, the app, and popular ticket sales companies like Ticketmaster. Additionally, we will have a presence in online travel agencies such as Expedia, Civitatis, and GetYourRide.

We will be selling event passes and experience packages to local retailers and tourism agencies, and offices in the cities.

Despite the main idea of the event being to take place in Spain and Portugal, if the company performs well, we have a plan to expand to other European and Mediterranean coastal cities, and in the future, create an international league with numerous countries competing.

#### **4.5 Promotion**

As a part of the promotional marketing campaign, we will develop a series of messages to get to know our philosophy and attract athletes and spectators. We advocate for inclusivity, innovation, sustainability, culture, and entertainment messages.

- First multi-nautical sport event
- Open to all: no matter skill level, age, or capacities.
- 100% Eco-friendly event, with ocean conservation initiatives.
- Not only a sports event, is a cultural festival with music, gastronomy, and social activities.

For the promotion of the event and merchandise, we will develop different marketing campaigns:

- Digital and Social Media: Collaboration with sports influencers, as well as with people with high visibility, when attending events. Targeted-oriented social media ads on Instagram, X, Facebook, TikTok, and YouTube. Articles in sports media about the nautical sport culture, event information, interviews, and behind-the-scenes. Professional video content and live streaming.
- Media Coverage: Distribute the events through major sports media outlets. Collaborate with journalists, sports analysts, and newspapers to promote the events. Create a podcast discussing sports, sailing, and adventure sports.
- Sponsorships Activations: The sponsors will have branded lounges, areas to present their products, and zones with interactive games and mini shops. We will engage professional athletes to promote the event. We must align with sustainability-focused brands.

- Local Community and CSR: We will launch beach clean-ups and ecological initiatives at all our events, partnering with local NGOs. Collaboration with schools and universities to encourage youth participation, we will train the students. We will collaborate with local artisans, food and beverage vendors, and musicians to create an event that showcases the city to the world.
- Event day: Live commentary and interactive activities, like bingos, DJs, and fireworks, to maintain the public engagement. Through the app, people can track races, vote for the best athletes, and view exclusive content.

#### **4.6 Activation – Sunset Catamaran Experience**

The Sunset Catamaran Experience will be one of the Nautical Masters' most distinctive premium experiences. It will consist of a sunset catamaran outing during the competition days, aimed at VIP attendees, influencers, sponsors, press, and select spectators. Each day, 500 tickets will be offered for this experience, of which 400 will be free for raffle winners, collaborators, and prominent attendees, while the remaining 100 will be sold as premium tickets, generating direct revenue. Onboard, tastings of carefully selected local products, live concerts with local artists, narration of best practices in marine sustainability, and pop-up brand experiences will be offered, all in an exclusive and relaxed setting.

This activation seeks not only to increase revenue through ticketing and sponsorships but also to position the event as a benchmark in quality, sustainability, and emotional connection with the marine environment. Furthermore, the experience provides a privileged environment for networking among brands, institutions, and influential figures in sports and tourism.

- Activation Objectives: The main objectives of the activation include creating unforgettable experiences for key event attendees and strengthening satisfaction and loyalty to the Nautical Masters brand. The event also aims to maximize the event's visibility in the media and social networks through user-generated content, influencers, and specialized press. From an economic

perspective, the goal is to generate a revenue stream through premium ticket sales and commercial collaborations.

- Key Performance Indicators (KPIs): To evaluate the impact of this activation, more realistic KPIs adapted to the context are defined. In terms of attendance and engagement, a total participation of 2.500 people is projected over five days, with a satisfaction target of over 85% according to post-event surveys. It is expected that at least 40% of the sponsors involved will express interest in repeated participation. In terms of digital visibility, the goal is to generate a minimum of 75 posts validated by media outlets or influencers and achieve between 150.000 and 250.000 impressions on social media. The creation of at least 25 reusable audiovisual assets is planned.

From an economic perspective, considering the sale of 100 tickets per day at an estimated price of 25€, total ticket revenue is estimated to be around 25.000€. Regarding sustainability, the goal is to ensure that 75% of the products offered on board are locally sourced, that 100% of the emissions generated by the event's logistics are offset, and that the post-event environmental assessment does not record any major incidents

We also offer the option for sponsors to get the rights to this activation.

- Selling Naming Rights: Instead of "Sunset Catamaran" offer brands exclusive title sponsorships; for example, Heineken Sunset Experience.
- Companies can set up mini pop-up stores. For example, sunglasses and energy drinks brands can put a mini store inside the catamaran to sell their products.
- Also, we are offering the catamaran to sponsors in case they want to create exclusive content and influencer collaborations.
- For example, RayBan creates content in the catamaran with influencers and uploads content in social media to encourage people to come to the catamaran and sell their sunglasses in the mini store they also paid for.

With this activation, sponsorships can win visibility, positioning their brands as luxury brands offering this experience. They can also position themselves as brands in the nautical sports and sailing world, with the possibility of selling their products in the same activation.

On the other hand, we are offering free experiences for the attendees who complete surveys for us, and exploiting the ticket sales to be part of this experience with VIP tickets. There is an explanation of different price options for the activation in Annex 5 (Table 9).



## 5. Plan of Operations

Nautical Masters' plan of operations will define the infrastructure and elements necessary for the proper execution of the business and events to be held, as well as ensure the long-term stability of the entity.

As a company specialized in nautical sports, our operations strategy will be based around optimal headquarters location, a strong online presence, and a structured logistics plan.

### 5.1 Location of Headquarters

Our headquarters will be in Barcelona. It is a city with a great tradition in hosting events and nautical sports such as The America's Cup or The Barcelona Boat Show. Barcelona, is also one of the most important ports in Europe, the ninth largest in Europe and the most important in Spain in terms of flow of goods and cruises. It also serves as an international hub of innovation for the development of business and practices related to maritime activities (Menon, 2024).

Our company headquarters will be located at the World Trade Center Barcelona. Moll de Barcelona, Edificio Este, 08039 Barcelona, Spain.

The offices will be situated inside the World Trade Center, a business hub adjacent to the Port of Barcelona. The World Trade Center is a 15-minute drive from El Prat airport and is well-connected to metro lines L2 and L3, providing access to iconic city sites in less than 20 minutes.

Located in the World Trade Center Barcelona, we have access to an ecosystem of nautical companies, tourism boards, and corporate partners, which are crucial for securing sponsorships, attracting investors, and fostering long-term business growth.

Our offices will occupy about 200 square meters, distributed as follows: an elegant and modern area to welcome clients, sponsors, and collaborators; spaces dedicated to the management and administrative team, equipped with state-of-the-art technology; soundproof rooms for meetings accommodating up to 10 people, featuring interactive screens and videoconferencing; a flexible area for the operational team

with adjustable desks and workstations; and a space designed for producing promotional material, recording interviews, and editing videos for social networks. The visual content of the location of the Nautical Master's headquarters and the World Trade Center Barcelona will be shown in Annex 6 (Figures 1 and 2).

The monthly price of an office in the World Trade Center Barcelona is 6.59 €/sqm/month. So the total monthly cost will be 1.318€ (JLL, n.d.).

Annex 7 (Figures 3 and 4) and Annex 8 (Figures 5 and 6) present a visual representation of the offices within the World Trade Center. The photos correspond to the office size and price selected by Nautical Masters. Figure 7 shows a map of the World Trade Center's common areas.

**Figure 7.**

*World Trade Center Common Areas*



*Notes: Map showing the services offered by World Trade Center Barcelona.*

*Sources: <https://www.wtcbarcelona.com/es/servicios/>*

## 5.2 Logistic and Equipment Storage

Nautical Masters requires a centralized storage facility to house essential event materials such as buoys, race beacons, flags, signage, safety equipment, and event branding materials. These items will be stored in a dedicated warehouse near the main marina or operational headquarters. This warehouse will be strategically located near major transportation hubs to facilitate distribution to the various event venues. The facility will be designed with adequate climate control for sensitive materials and a security system to prevent loss or damage.

For on-site event storage, temporary storage units will be deployed near the competition areas to store frequently used materials. These units will include portable storage containers and secure tents, ensuring accessibility for event staff and organizers. Essential equipment such as radios, life jackets, and rescue equipment will be stored in these areas for rapid deployment.

The question of whether participants bring their boats or use boats provided by the event varies depending on the type of competition. In the case of sailing regattas, professional teams and experienced sailors will bring their boats, which will require specific berths and storage areas. Nautical Masters will work with marinas to arrange moorings where participants can safely store their boats before and after the regattas. Storage fees may apply, but sponsorship or collaboration with local marinas may help offset costs for participants.

For amateur-level competitions and one-design regattas, the organization will provide standard sailing boats to ensure a level playing field. These boats will be stored at the event venue and transported to the competition venues as needed. Similarly, for the paddle-surf and kayak races, Nautical Masters will have a fleet of paddleboards and kayaks available for participants who do not bring their own equipment. These items will be stored on racks within the main event storage area and transported on trailers to designated race locations. The purchase of sailing boats, paddleboards, and kayaks will take place after the second event. For the first two events, they will be rented at the event site. This is done to analyze and detail the cost and risk of the investment. This is detailed in the financial plan.

To streamline logistics, Nautical Masters will implement a just-in-time inventory system, ensuring that equipment is delivered to event sites only when needed to reduce unnecessary storage costs. A fleet of transport vehicles will be used to move regatta material, boats, and safety equipment efficiently. These will include trucks for large sailing equipment and vans for smaller equipment such as life jackets, paddles, and signage. Coordination with local logistics providers will ensure timely deliveries, and a digital inventory system will be used to track materials in real time.

The cost of storage services may vary by location. Later in the Income and Expenses section, this will be reflected as Other Operating Cost.

### **5.3 Digital Platform and Online Presence**

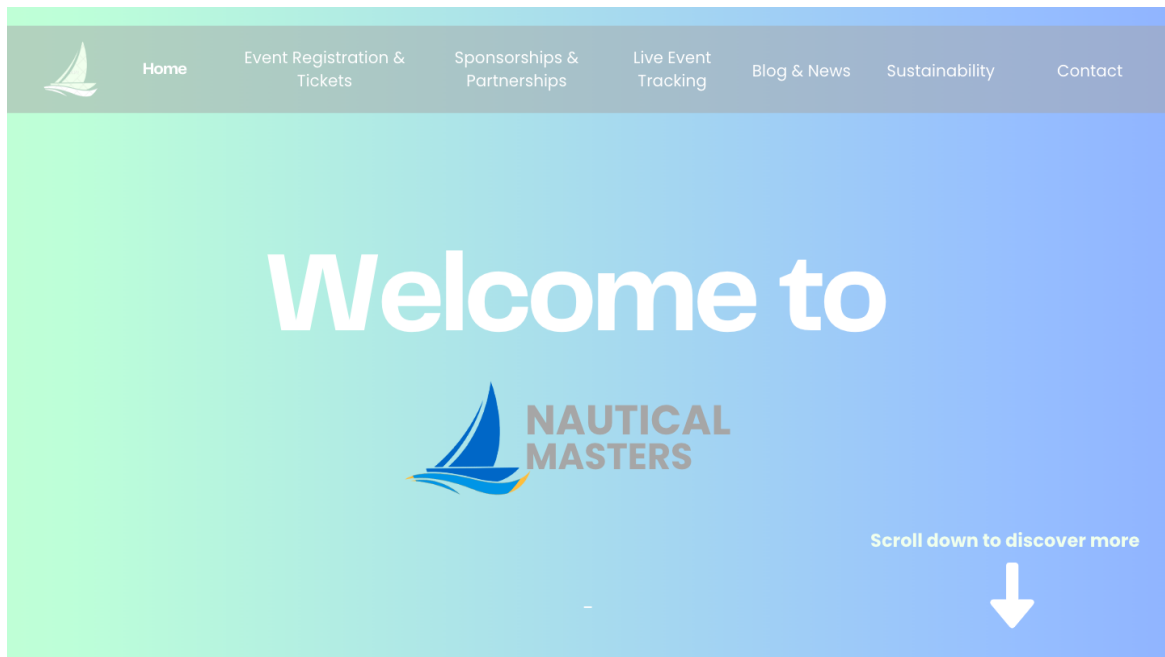
The Nautical Masters website will have different sections that can be accessed from the main menu. The website will have different uses and will be connected to various departments of the company.

Through the website, users will be able to register to compete in events, purchase tickets, or acquire VIP passes. Brands and companies can explore collaboration options. People will be able to follow events via streaming or by following statistics in real time, and they will also be able to view the history of events. People and businesses will be able to learn about the events' eco-friendly practices and sustainability certifications through the website. There will also be a section for contacting our company and a blog, and a news section for the nautical sector.

Figure 8, on the following page, presents a representation of what the Nautical Masters website would look like.

**Figure 8.**

*Nautical Masters Website, Main Page.*



*Notes: Rendering of what the Nautical Masters homepage would look like. From own elaboration.*

Our social media presence will drive engagement, brand awareness, and ticket sales.

The strategy will follow a platform-specific approach: Instagram and TikTok will target younger audiences with high-quality event videos, behind-the-scenes content, and influencer collaborations. LinkedIn and Twitter will engage corporate sponsors, partners, and industry professionals through business insights and event updates. YouTube will showcase past event highlights, interviews with professional sailors, and educational content about nautical sports. On the other hand, Twitch and YouTube will be the platforms for live streaming. Meanwhile, Facebook will focus on ticket sales and connecting with an older demographic interested in sailing experiences.

To boost visibility, we will launch event-specific hashtag campaigns, such as #NauticalMasters2025. Additionally, we will collaborate with professional sailors and marine lifestyle influencers to enhance brand credibility and reach.

Nautical Masters will develop a dedicated mobile app to enhance user engagement. Key features will include live event tracking with GPS race maps, push notifications for real-time updates and weather alerts, VIP access to exclusive behind-the-scenes content, and interactive challenges for attendees.

To attract a global audience, we will implement a targeted digital marketing strategy. This includes Google Ads and social media advertising aimed at adventure travelers, nautical sports athletes and fans, and corporate sponsors. We will also optimize our website for SEO, using high-ranking keywords to ensure strong visibility for nautical sports-related searches. Finally, personalized email marketing campaigns will keep subscribers informed about event updates, exclusive offers, and sponsorship opportunities.

## **5.4 Company Processes**

The company's short, medium, and long-term procedures will be presented and detailed in a conceptual map in Annex 9 (Figures 9, 10, and 11)

### **5.4.1 Strategic Processes**

- Business development and sponsorship attraction: One of the mainstays of Nautical Masters is its ability to attract corporate sponsorships, government funding, and partnerships with tourism boards. This process involves identifying potential sponsors aligned with brand values, especially those interested in ecotourism, lifestyle, and sports. Relationships are made through presentations, industry contacts, and sustainability-focused incentives.
- Brand positioning and strategic marketing: It is crucial to position Nautical Masters as a modern, inclusive, sustainable boating festival. Strategic marketing includes trend analysis, understanding customer behavior, and creating campaigns that highlight the unique value proposition: multi-sport events (sailing, paddle-surf, kayaking), live entertainment, and cultural engagement. The strategic team also ensures brand consistency across all platforms.
- Strategic Partnerships and Location Development: Forming partnerships with coastal municipalities, regional tourism organizations, and marina operators is essential for securing event and infrastructure locations. These strategic



partnerships also support local economic development and environmental goals. Each location is chosen based on accessibility, natural beauty, and community engagement.

- Environmental Strategy and Corporate Social Responsibility (CSR): Nautical Masters integrates sustainability into its core values. This involves reducing carbon footprint, minimizing plastic use, and promoting awareness of ocean conservation. Strategic CSR objectives comprise obtaining green certifications (Sello Evento Deportivo Sostenible, awarded by the Spanish Olympic Committee) and collaborating on green initiatives with local NGOs.

#### **5.4.2 Operational Processes**

- Planning and permitting: All events start with planning: setting objectives, defining the schedule, selecting locations, applying for the necessary maritime and municipal permits, and confirming compliance with local and national safety regulations. This also includes the involvement of the port captaincy, the coast guard, and the environmental departments to ensure safety and legality.
- Logistics and equipment coordination: This process includes transporting, setting up, and storing equipment for the event, such as buoys, brand promotion material, tents, and catering equipment. Coordination is key between logistics teams, equipment rental companies, and local suppliers. Pre-event inventory checks, delivery scheduling, and post-event audits are critical to ensure that nothing is lost or damaged.
- Event execution and on-site management: During the event, operations focus on execution. This includes: managing the flow of the competition (race starts, timing, etc.), crowd management and ticket sales, catering coordination, supervision of security and medical staff, and volunteer coordination. Each team has a team leader, and they will communicate with each other.
- Participation of participants and spectators: Both professionals and amateurs participate in the event. Registrations are online, and participants bring their boats

for the sailing and kayaking competitions (although rental options are available for amateur athletes). The company ensures adequate docks, rest areas, and equipment inspection points. For spectators, the company designs a flow of activities such as music, food trucks, and catamaran rides to maximize their experience.

- Post-event analysis and feedback: After each event, the operational team conducts a report. This includes surveying attendees and sponsors, checking financial indicators, reviewing logistical issues, and making improvements for future events. The data collected helps refine marketing messages and identify future host cities.

#### **5.4.2 Support Processes**

- Human Resources Management: Human Resources is responsible for recruitment (full-time staff, freelancers, and volunteers), training, and retention. Each event may require between 40 and 60 on-site staff. Staff are trained on sustainability protocols, hospitality, and emergency procedures.
- Financial and administrative support: Budget management, accounting, fiscal reporting, and legal compliance are essential. The finance team manages the event budget, vendor payments, and sponsorship agreements.
- IT systems and digital platform management: The company manages a web platform for event registration, tickets, and merchandise sales. The IT team is also responsible for CRM systems, internal communication tools, and analytical dashboards to track participation.
- Communication and content creation: A dedicated content team manages social media, public relations, and influencer partnerships. This process supports both strategic marketing and day-to-day event visibility. Content includes video production, photography, and community engagement.



### **5.5 Description of key processes**

In this section, we will discuss some examples of processes that both employees and customers should perform. Annex 10 (Figures 12, 13, and 14) shows processes such as Event Registration, On-site Logistics Plan, and Sponsorship Management. Annex 11 (Table 10) shows process sheets and tasks that different employees/departments must perform.

## **6. Human Resources Plan**

The human structure of Nautical Masters is built around five main departments, each with a clear set of responsibilities and specialized personnel to ensure the successful planning and execution of our nautical events. The company's organizational model is designed to support both short-term event execution and long-term growth, while maintaining an agile but clearly structured team. In Annex 12 (Figure 15), there is a visual organizational chart that shows the company structure.

The first main department is Event Operations. This department oversees the planning, coordination, and execution of all nautical events. Its main functions consist of managing logistics, such as equipment installation, maritime safety coordination, regatta or exhibition scheduling, and on-site event flow. It is also responsible for the coordination of volunteers, ensuring that all human resources involved during the event are properly trained and managed. The department has 6 members, including an Event Manager, an Event Assistant, a Volunteer Coordinator, a Volunteer Assistant, a Logistics and Operations Coordinator, and an Equipment Technician.

The Marketing and Communications Department plays a vital role in ensuring the visibility of the brand and the attractiveness of Nautical Masters events. This team is responsible for developing the overall marketing strategy, managing social media channels, public relations, online presence, and designing visual materials such as flyers, brochures, and digital campaigns. It also liaises with external agencies and media outlets to expand the event's reach. The department has three employees: the Director of Marketing and Communications, a Social Media Coordinator, and a Graphic Designer. Together, they ensure that the events have a strong public

presence and that communication with participants and the general public is engaging and consistent.

The Partnerships and Sales Department focuses on securing sponsorships, establishing commercial partnerships, and increasing revenue through ticket and merchandising sales. This team is responsible for developing sponsorship proposals, contacting potential partners, and managing the delivery of benefits to sponsors. In addition, it oversees the structuring and sale of hospitality packages, vendor space, and VIP experiences during the event. The department consists of four employees: a Director of Sponsorships and Partnerships, a Sales Coordinator, a Partnerships Associate, and a Sales Assistant.

Another essential pillar of the organization is the Finance and Administration Department, which handles budgets, financial reporting, payment systems, and administrative support. The finance team ensures that all resources are allocated efficiently, and that each department operates within its budget. This department is responsible for analyzing event costs, developing financial projections, managing invoices, and ensuring legal and tax compliance. It comprises two roles: the Financial Manager and the Financial Analyst.

Finally, the Human Resources and Information Technology Department supports the company from two angles. The HR section deals with recruitment, employee welfare, policy implementation, and training programs. It is essential in hiring temporary staff, managing team development, and fostering a healthy internal culture. The IT section manages the entire technology infrastructure, including event software, internal communication systems, and on-site digital support during events. This department consists of four professionals: the HR Director, an HR Assistant, the IT Director, and an IT Support Specialist. This dual-focused department ensures the smooth running of internal systems and full technical and professional support to the team.

In total, the company's structure includes 19 specialized team members, each of whom contributes to the smooth running of events under the direction and guidance of the General Manager.

## **6.1 Recruitment and selection of employees**

The recruitment process will be managed by the HR Director, who will work closely with department heads to ensure that hiring decisions are aligned with both current operational needs and long-term strategic objectives.

Recruitment will follow a structured process, starting with the definition of job requirements and profiles. These job descriptions will be posted on our website, on professional networking platforms such as LinkedIn, and job boards specializing in sporting and nautical events. Initial screening will include evaluation of resumes and preliminary interviews via video call. Final candidates will undergo in-person interviews and practical skills assessments where necessary.

To ensure that a pool of trained substitutes is always available, Nautical Masters will also maintain a list of pre-qualified professionals and freelancers who can step in temporarily. This contingency plan is essential, especially in functions such as event management, technical operations, and customer service, where last-minute replacements may be needed due to illness, travel, or emergencies.

## **6.2 Job performance analysis and training**

Performance evaluations will be conducted on a semi-annual basis. Key performance indicators, such as quality of project execution, team coordination, innovation in problem solving, and customer satisfaction, will be used to evaluate employee effectiveness. Each employee will receive feedback, and a professional development plan tailored to their role.

Nautical Masters will invest in continuous training. This includes mandatory onboarding training, first aid certifications, environmental sustainability protocols, customer service workshops, and software training for tools such as event management platforms and CRM systems. Training sessions will be delivered by in-house specialists or outsourced to accredited training companies. In addition, staff in managerial roles will undergo development programs focused on conflict resolution, communication, and decision making.

### **6.3 Types of Contracts**

Nautical Masters will employ a combination of labor and commercial contracts, depending on the role and duration. Key team members (e.g., HR Director, Event Director, Marketing Director, Finance Director) will have permanent employment contracts, providing stability and retaining key talent. Operational support functions, such as seasonal logistics coordinators, event assistants and hospitality staff, will be hired on temporary or internship contracts, particularly in high season.

Some technical or specialized roles, such as sound engineers, graphic designers, or drone photographers, can be hired through commercial arrangements as freelancers.

### **6.4 Salaries and Social Security**

All Nautical Masters' salaries are defined according to Spanish sporting events industry standards. Entry-level positions, such as logistics coordinators or volunteers, will earn approximately €21.000 to €24.000 gross per year. Mid-level management positions, such as marketing, HR, and sales coordination, range from €30.000 to €38.000 per year. Senior positions, such as event managers or department heads, will have gross salaries of around €45.000 to €60.000, depending on experience and performance.

The Spanish social security system imposes a company contribution of approximately 30% of gross salary. For example, for a gross salary of €32.000 per year, the company would contribute an additional €9.600 per year to cover pensions, healthcare, and other benefits. Trainees working under academic internship agreements will receive stipends ranging from €400 to €700 per month, depending on hours and responsibilities, and their social security contributions will follow the specific rules for training contracts.

### **6.5 Law Regulations**

It is necessary to comply with the Law on the Regulation of the Exercise of Sports Professions (Law 3/2008, in the case of Catalonia, and its adaptations in the other autonomous communities). Any position directly related to physical instruction, such as sailing instructors or competition coaches, must have the relevant certifications, as

defined by national or regional legislation. These typically include qualifications from the Sailing Sports Technician framework or titles recognized by the CSD - Consejo Superior de Deportes.

The event will ensure that all personnel involved in sports instruction, training, or ensuring the safety of participants during water activities are certified and duly registered where necessary.

## **6.6 Outsourced Services**

Nautical Masters will strategically outsource specific services to ensure quality, optimize costs, and focus internal efforts on core activities. Catering services will be provided by local hotel partners, ensuring flexibility and adaptation to regional culinary preferences. Cleaning and environmental waste management will be handled by certified companies to meet hygiene and sustainability goals. Audiovisual and sound production, crucial to the event's branding and entertainment, will be contracted to agencies with experience in nautical events.

Web development, cybersecurity maintenance, and ticketing systems will also be handled by IT service providers. On-site security for large-scale events will be coordinated with accredited companies to ensure compliance with security regulations. These external partners will be carefully selected based on their reputation, client base, and alignment with Nautical Masters' values.

## **7. Legal Plan**

### **7.1 Choice of Legal Form of Incorporation**

Nautical Masters will be established as a Sociedad de Responsabilidad Limitada (S.L.), the Spanish equivalent of a Limited Liability Company (LLC). This legal form has been selected because it offers significant benefits for a small-to-medium enterprise operating in the events and tourism sector.

The limited liability company structure limits partners' liability to their capital contributions, which is crucial in an industry like nautical events, which can face

operational risks related to weather, equipment, or external contractors. It also offers flexibility in the distribution of ownership and allows for gradual business growth.

The minimum capital requirement is €3.000, a manageable amount sufficient for the initial incorporation and operational phase. Our company also fosters the potential for future investment, as new partners can be added and capital increased.

## **7.2 Legal Affairs Requirements for Opening and Fiscal or Financial Aid**

To operate legally in Spain, especially in the events, sports, and tourism sectors, Nautical Masters must comply with various legal obligations and sector regulations. These include:

- Registration in the Commercial Registry: This is mandatory for all companies to operate legally, providing transparency and legal recognition.
- Obtaining a CIF (Tax Identification Code) from the Tax Agency.
- A Declaration of Economic Activity specifies the scope of activity and applicable tax obligations.
- Licenses and permits are required depending on the municipality where the company is headquartered or where the events are held. These include possible permits for sound, large public gatherings, water use rights, and health and safety authorizations.

Regarding tax assistance, Nautical Masters are eligible for:

- Grants from regional or national tourism and sports development programs, particularly from the Spanish Tourism Institute (Turespaña) and the CSD.
- EU funds through programs such as Erasmus+ Sport, the Blue Economy funds, and NextGenerationEU, especially for innovation, youth employment, or environmental sustainability projects in nautical tourism.
- Entrepreneur support programs such as ENISA, ICO loans, and Chamber of Commerce grants are aimed at promoting entrepreneurship and internationalization.

- To qualify for this assistance, the company must be up to date with its tax and social security obligations and submit project proposals when necessary.

### 7.3 Formalities for Incorporation and Start-Up

The incorporation of Capitanes Náuticos will follow the legal procedures established in Spain. These steps are:

- Certification of the company name: A unique company name must be requested and approved in the Central Commercial Registry.
- Opening of a bank account and deposit of a minimum capital of €3.000. A certificate of deposit will be required during the notarial incorporation.
- Drafting and signing of the Public Deed of Incorporation before a notary. This document describes the corporate purpose, capital distribution, administrative structure, and bylaws.
- Registration of the company's registered office in the Provincial Commercial Registry. Following this procedure, the company will obtain full legal personality and its own Tax Identification Number (NIF).
- Registration with the Tax Agency to declare the business activity and comply with tax obligations, such as VAT and Corporate Tax.
- Registration of the company and its employees with Social Security. Nautical Captains must register as employers and enroll their employees in the appropriate schemes.
- Municipal Licenses and Permits: For physical offices or event locations, Nautical Masters must comply with town planning regulations and obtain the necessary local permits.
- Occupational Risk Prevention (PRL, Plan de Prevención de Riesgos Laborales) is necessary to ensure workplace safety in accordance with Spanish labor law.
- Compliance with data protection and consumer legislation: Since the company will collect customer data and potentially sell tickets or promotional items, it must comply with the GDPR (EU General Data Protection Regulation) and Spanish consumer protection legislation.

## **8. Economic-financial plan and viability**

### **8.1 Initial Investment**

The initial investment strategy will include office supplies, event materials, and marketing and branding materials. In the following table, the initial investment for the first two events will be presented. To the initial investment, we will add the office rent, which will be 1.318€ per month.

For the first two events, kayaks, sailboats, and paddle boards will be rented from a local company. At the end of the first and second events, we will get feedback from the participants to see if the sailboats, kayaks, and paddle boards are adequate and have worked well or not (we will rent different brands in the second event).

Once the feedback has been analyzed, we will buy the best performing boats for the next events. This will be done in order not to make such a big investment in these three elements and then not give the expected performance.

The initial investment plan will be presented in Annex 13 (Table 11).

### **8.2 Balance Sheet**

The balance sheet will be presented and developed in Annex 14 (Table 12).

### **8.3 Revenues and Expenses in 1 year of operation**

To carry out the analysis of the first year of operation of the company, we have to consider that the event season will be from April to September. Sponsorships will be signed between February and March and will be charged in March (most of them) and some local sponsorships during the event months.

As we have a staff of 19 employees and 1 CEO, to calculate an approximate value of the salary cost of the staff, we have taken an average salary of 35.000€ per year and multiplied it by the number of employees. This calculation will be valid between April and September; during the months when there are no events, the service of the entire staff and volunteers will not be required, only the department managers. The



calculation estimates 700.000€ over 12 months, which will be 58.333€ of monthly expenses during the event months.

For the food and beverage concessions, we have estimated a 10% profit for us of what the vendor could generate.

The table includes loans, operational and event costs, office rent, and ticket sales.

To calculate an approximate value of what we could generate in ticket sales, we have done this by taking out possible percentages of spectators paying for each type of ticket. We have set a scenario in which from April to June, 3000 spectators attend the event and from July to September, 5000. This will be detailed in the following Annex 15 (Tables 13, 14, and 15).

#### 8.4 Financial ratios and viability

In Annex 16 (Tables 16, 17, 18, 19, and 20), a detailed table of project feasibility and profitability over the next 5 years is shown under optimistic, pessimistic, and realistic assumptions. Ratios of viability are shown in the Table 21.

**Table 21.**

*Ratios of viability*

Ratios of Viability	
NPV	299.521,27 €
IRR	17,82 %
Recovery Period	3,84 YEARS

*Notes: From own elaboration*

Based on the projected cash flows and financial metrics, the investment plan is financially viable. The project yields a Net Present Value (NPV) of 299.521,27€, which indicates a positive return after accounting for the cost of capital. Furthermore, the Internal Rate of Return (IRR) is approximately 17,82% annually.

The investment recovery period is 3,84 years, meaning the initial investment of 1.003.000€ will be fully recovered before the end of year 4, specifically around October of that year. This timeline reflects a relatively quick recovery for a project of this scale.

## 9. Corporate Social Responsibility

Sustainability plan: “Blue Horizon Plan”.

Nautical Masters is firmly committed to sustainability as a fundamental pillar of its operations. Recognizing the direct link between our activities and the marine environment, our company has developed a Corporate Social Responsibility (CSR) initiative entitled “Blue Horizon Plan”. This program integrates environmental, economic, and social sustainability into the heart of our business model, ensuring that our nautical events leave a positive and measurable impact on the environment and the communities we serve. The Blue Horizon Plan aligns directly with the United Nations Sustainable Development Goals (SDGs), in particular SDG 6 (Clean Water and Sanitation), SDG 8 (Decent Work and Economic Growth), SDG 12 (Responsible Consumption and Production), SDG 13 (Climate Action) and SDG 14 (Life Under Water).

### 9.1 Environmental sustainability: Ocean Protection and Water Conservation

Nautical Masters' environmental strategy is based on the protection of marine ecosystems, the responsible use of resources, and the prevention of pollution. The “Blue Horizon Plan” outlines several tangible actions in this area:

All marinas and event venues we manage will conform to Clean Marina standards. This includes the use of biodegradable and marine-safe cleaning products, spill prevention and fuel containment kits, and strategically placed waste sorting and recycling points throughout the event venue. This initiative supports SDGs 6 and 14.

All vendors, staff, and participants are required to eliminate single-use plastics. Reusable, recyclable, or compostable alternatives are required. This measure significantly reduces marine debris associated with public events and supports SDG 12.

Through our collaboration with marine NGOs and environmental experts, we deploy divers and aquatic drones after the event to remove any possible floating or underwater debris. Drone surveillance is also used to monitor environmental

conditions before and after the event, contributing to a clear and measurable impact report. This contributes directly to SDG 14.

**Blue Reef Restoration Program:** From the second year onwards, a portion of our profits will be allocated to coral and seagrass restoration projects in collaboration with local marine biology institutes, in line with SDGs 13 and 14.

## 9.2 Social Sustainability: Community and Educational Engagement

Nautical Masters believes that sustainable impact requires community integration and long-term educational investment. The Blue Horizon plan incorporates the following social contributions:

We will create a team of trained community volunteers called the “Blue Patrol Community Program”. These individuals are dedicated to shoreline cleanup, event sustainability management, and public education. They receive sustainability training and are incentivized with products and exclusive access to events.

During events, we will set up temporary educational zones focused on marine conservation and boating safety for children and youth. Workshops include virtual reality simulations of marine ecosystems, interactive challenges on ocean protection, and basic notions of navigation with special emphasis on eco navigation. This supports SDG 4 (Quality Education).

Nautical Masters prioritizes the hiring of local staff and local suppliers and service providers for each event. This boosts the regional economy and strengthens relationships with local communities, contributing to SDG 8.

We will implement equal opportunity policies and work with local NGOs to engage underrepresented groups in sailing and marine education programs, in line with SDG 5 (Gender Equality).

### 9.3 Goals

#### Year 1 Goals (Short-Term)

- Environmental Goals: Implement Clean Marina Protocols at 100% of event venues, ensuring marine-safe operations and infrastructure. (SDG 6, SDG 14). Ensure 90% compliance in eliminating single-use plastics among vendors and staff. (SDG 12). Collect and divert at least 3.000 kg of waste (land and underwater) during and after events. (SDG 14). Deploy water quality monitoring tools (drones and partner labs) to track marine health post-event. (SDG 6, SDG 13).
- Social Goals: Engage 1.000+ young people in educational workshops on marine literacy and sustainability during events. (SDG 4, SDG 14). Train and deploy 100 community volunteers under the Blue Patrol initiative to assist in sustainability operations. (SDG 11, SDG 17). Ensure 50% of event staff and management roles are filled by local workers from each hosting region. (SDG 8, SDG 10)

#### Medium-Term Goals (3–5 Years)

- Environmental Goals: Expand the Blue Reef Restoration Program to support 5+ restoration sites, focusing on coral, seagrass, and biodiversity regeneration. (SDG 13, SDG 14). Implement zero-waste pilot events through circular economic strategies and material reuse. (SDG 12). Reduce total carbon emissions by 30% across all events via renewable energy, low-emission transport, and certified offsetting. (SDG 13)
- Social Goals: Scale up the Blue Patrol volunteer base to 500+ members, with expanded training and regional chapters. (SDG 11, SDG 17). Launch a scholarship program for marine sciences in collaboration with local universities and marine research centers. (SDG 4, SDG 14). Develop inclusive access programs, including adaptive sailing activities and subsidized entry for underserved communities. (SDG 10, SDG 5).
- Economic Goals: Achieve ISO 20121 certification for sustainable event management, ensuring compliance with international standards. (SDG 9, SDG 12)

## **10. Timeline To-Start**

The following section describes the initial implementation timeline for the launch of Nautical Masters. This timeline includes the key preparatory phases required to organize the first edition of the event, such as administrative setup, partnership development, marketing implementation, and logistical coordination. It provides a chronological overview of the project initiation process, from its strategic foundation to on-site execution.

A detailed Gantt chart with specific tasks, their duration, and those responsible is available in Annex 17 (Tables 22 and 23).

## **11. Conclusions**

The development of Nautical Masters as a Final Project represents not only a business plan for a water sports festival but also an innovative vision for the future of sustainable and inclusive sports tourism in coastal regions. Through an overarching strategic framework, the project brings together sport, culture, sustainability, and innovation to create an experience that adds value to local economies while promoting social and environmental responsibility.

One of the key contributions of this work is the combination of sailing, paddle surfing, and kayaking with live music, gastronomy, and cultural activities; Nautical Masters offers a new model of event management that caters to a broad and diverse audience. The project also contributes to the advancement of sustainable event practices by aligning with global standards such as ISO 20121 and incorporating CSR initiatives through the “Blue Horizon Plan”.

The project's main strengths include its sound market logic, well-defined target segments, realistic financial modeling, and its alignment with current trends in ecotourism and experiential consumption. The project demonstrates its economic viability with a positive NPV and a payback period of less than four years. The operational plan provides clear and feasible steps to get the project off the ground, and the marketing strategy leverages modern digital tools and influencer networks to build brand awareness and engagement.

However, the project also faces several constraints. Its success is highly dependent on favorable weather conditions, complex logistical coordination across multiple sites, and the cooperation of public and private stakeholders. In addition, while financial forecasts are sound, they are based on assumptions about sponsorship acquisition and ticket sales that may vary significantly in actual execution. Another limitation is the current lack of experience in managing large-scale international events, which I recognize and intend to mitigate through strategic contracting and partnerships.

Nautical Masters will require the formation of a committed founding team, seed capital, and the establishment of formal agreements with marinas, municipalities and sponsors. Early phases should focus on pilot events to test the format, public reception, and logistical feasibility. Compliance with legislation and regulations must also be ensured, especially in terms of maritime activity permits and safety standards.

Nautical Masters not only responds to an unmet need in the current sports tourism landscape, but it does so with a forward-looking, inclusive, and sustainable vision. With proper execution and stakeholder support, this initiative could become a flagship event for the European blue economy and serve as a reference for future hybrid sport and cultural festivals.

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### 13. Annexes

#### Annex 1. Business Canvas Model

This table presents the Business Model Canvas, summarizing the strategic framework for the nautical sports event.

**Table 2.**

*Canvas Model.*











*Note: Development of the Canvas model from own elaboration.*

## Annex 2. Benchmarking Table

This table provides a benchmarking comparison between various nautical sports events at national and international levels.

**Table 3.**









*Benchmarking Table.*

Benchmarking Table		Event type	Main Location	Target Audience	Sponsorships & Revenue Sources	Global Recognition
	America's Cup	Oldest and most prestigious race event	Rotates between champions	Elite sailors, Billionaire team owners, Sailing professionals	Top Brands: Louis Vuitton, Omega, Emirates, Coca - Cola	Most prestigious sailing competition. Since 1851
	Red Bull Cliff Diving	Extreme diving competition from heights of 20-27m	Global (Iconic waterfront locations such as Italy, USA, Australia, France)	Extreme sports fans, Red Bull audience, young people, casual tourists	Sponsored entirely by Red Bull (branding, media rights, merchandise), host city funding. Also a partnership with MIDO (watches company)	Strong brand association with Red Bull, high visibility in extreme sports
	SUP World Championship	Stand-Up Paddle (SUP) & paddleboard racing world championship	Varies each year, this year in Abu Dhabi	Paddlesurf athletes, recreational paddleboarders, beach tourists	Sportswear & equipment brands, coastal tourism boards, athlete sponsorships	Growing recognition within the water sports industry
	ICF Canoe Sprint World Championship	Canoe sprint competition featuring Olympic & world-class athletes	Hosted in different countries each year	Olympic sports fans, rowers, national teams	National Olympic Committees, water sports federations, government funding	Olympic-level competition with high reputation in professional canoeing
	Sail GP	High-speed competitive sailing league	Rotating cities	Competitive sailors, sports fans, boat technology enthusiasts	Corporate sponsorships: Rolex, Oracle, Emirates, DP World	Fast-growing, high-speed sailing league gaining global viewership
	Copa del Rey MAPFRE	Elite Mediterranean yacht race	Real Club Nautico Palma, Palma de Mallorca, Spain	Luxury yacht owners, elite sailors, sports fans	Title sponsors (MAPFRE), luxury brand partnerships, private sponsorships	Highly prestigious Mediterranean yacht race
	Les Voiles de Saint-Tropez	Classic and modern yacht regatta	Saint-Tropez, France	Yacht owners, classic sailing fans, lifestyle audience	Tourism and luxury sponsors, ticket sales, hospitality packages	Prestigious European sailing event with a historic legacy
	Nautical Masters	International sailing, paddle surfing, and kayaking festival	Spain and Portugal (Multiple coastal regions)	Sailing fans, water sports lovers, tourists, families, casual attendees	Sponsorships, tourism partnerships, ticket sales, merchandise, VIP hospitality	Emerging event aiming for international prestige

*Note: Competitor analysis is broke down in a benchmarking table. From own elaboration.*

**Table 4.**

*Benchmarking Table II.*

Benchmarking Table	Sustainability & Environmental Commitment	Spectator Experience	Marketing & Social Media Strategy	Ticket Pricing	Competitive Advantage	Challenges
 Americas's Cup	Innovations in boat technology that can be better for ecology, not too much.	Luxury VIP experiences, exclusive access to teams, large-scale fan events	High-production-value content, partnerships with global media outlets	€300–€2,000+ (VIP packages available); Options to watch from your boat.	Unparalleled prestige, cutting-edge boat design, billionaire-backed teams	Very high entry barriers (costs, technology), limited accessibility for non-elite teams
 Red Bull Cliff Diving	Minimal direct impact on the environment, focus on clean event operations	Spectacular cliffside locations, free access, energetic atmosphere, close proximity to the athletes	Red Bull-backed media, viral content, extreme sports appeal, high engagement on YouTube and TikTok	Free general admission, VIP areas at some locations but not in all.	Free-to-attend, highly visual and thrilling sport, strong brand association with Red Bull	Relies heavily on Red Bull funding, fewer direct revenue streams
 SUP World Championship	Plastic-free initiatives, focus on ocean health awareness	Beachside festival atmosphere, free access, live music & food areas	Athlete-driven social media, live event streaming, beach & lifestyle branding	Mostly free, VIP packages at select events	Casual & professional athlete participation, beach locations attract beachgoers	Still growing in global popularity, needs stronger commercial backing
 ICF Canoe Sprint World Championship	Uses eco-friendly equipment, river conservation efforts	Stadium-style viewing, energetic competition environment	Federation-led promotions, Olympic partnerships, social media engagement	Varies, often free for general public with VIP seating options	Olympic-level competition attracts national pride and sponsorships	Less media exposure compared to mainstream Olympic sports
 Sail GP	Fully carbon-neutral event, sustainable technology, electric chase boats	Stadium-style viewing areas, high-speed racing close to shore, VIP lounges	High-speed highlights, tech-driven content, behind-the-scenes on social media	Tickets start at 80€	High-speed, action-packed format appealing to younger audiences	Requires constant innovation, high technical requirements
 Copa del Rey MAPFRE	Limited sustainability efforts (focus on luxury & tradition)	Exclusive social events, networking opportunities, on-site restaurants & bars	Luxury brand partnerships, targeted promotions in high-end magazines	Tickets starts at €50 and can reach more than €300	Strong luxury and elite network, Mediterranean prestige	Exclusivity limits mass-market appeal
 Les Voiles de Saint-Tropez	Some sustainability efforts, but mainly a heritage event	Elegant social gatherings, beachside viewing, premium hospitality	Prestige-focused marketing, classic sailing photography, limited digital campaigns	Average ticket more than 1.000€	Mix of classic and modern sailing, lifestyle-oriented	Dependence on tradition, risk of stagnation
 Nautical Masters	Zero-waste event policies, eco-friendly boat materials, ocean conservation efforts	Interactive fan zones, live music, food & drink areas, athlete meet & greets, sailing simulators, kids games zone and simulators	Digital presence (Instagram, TikTok, YouTube), influencer collaborations, live streaming	Cheapest entrance 15€, 15€-100€	Multi-sport competition, combines competition with tourism and entertainment, interactive spectator and experiences	Gaining international recognition, attracting non-sailing audiences

*Note: Competitor analysis (Part 2) is broke down in a benchmarking table. From own elaboration.*



### Annex 3. External Analysis

This annex presents a strategic analysis of the project through a SWOT matrix, followed by a CAME strategy table.

**Table 5.**

#### SWOT.

##### STRENGTHS

- It is not just a traditional sailing event; this event combines paddle surfing, kayaking, and sailing. On the other hand, it is a competition where professionals and amateurs can compete. It is more inclusive than existing nautical events.
- Spain has a strong nautical culture, very well-equipped marinas, and a very strong interest in social and outdoor activities.
- The incorporation of live music, food and drinks, cultural activities, and social events make this event more attractive.
- The promotion of eco-friendly practices will help us to get more visitors and sponsorships.
- It is an inclusive event for young people and with adaptive competition for disabled people.
- Lots of sponsorship potential; not only for sports brands but also for tourism boards.

##### OPPORTUNITIES

- Paddle surf and kayak are sports that are continuously growing.
- Other sailing events like America's Cup and Sail GP have positioned Spain as a sailing hub.
- Spanish coast cities benefit from nautical tourism incentives which can lead to government funding.
- The growing influence of influencers and content creators for the people who want to assist events.
- In order to have a very good Corporate Social Responsibility, organizations, and brands are investing in eco-friendly events.
- Hosting corporate sailing experiences, networking lounges, and premium packages can attract a high-end audience.

##### WEAKNESSES

- With high operational costs, this event will require of boat rentals, permits, safety measures, logistics and staff that increase financial needs.
- Managing a multi-location competition adds operational difficulties.
- Financial success will depend on sponsorships and ticket sales, is unpredictable.
- Initial marketing efforts in the first years, to position in the sports event industry.

##### THREATS

- Existing, well-known events like America's Cup, MAPFRE Copa del Rey, and Sail GP can overshadow us.
- In recession and crisis situations there will be a decrease in sponsorships and funding.
- Potential laws restricting ocean activities and marine traffic could impact the event.

*Note: SWOT development. Based on own elaboration.*

**Table 6.**

**CAME.**

### **CORRECT WEAKNESSES**

- High Operational Costs: Seek public-private funding through sponsorships and government incentives. Partnerships with marinas and material rental companies.
- Multi-location: Digital management tools, softwares and make an affordable calendar to make management easier.
- Financial success: Creation of diverse revenue streams, VIP experiences and merchandise.
- Initial Marketing: Collaborate with influencers, athletes and brand awareness with digital campaigns.

### **MAINTAIN STRENGTHS**

- Multi-sport format: We will continue promoting accessibility and diversity and offering competition for different age categories. We must partner with nautical academies to increase grassroots participation.
- Spain's strong nautical culture: We will establish partnerships with top marinas, tourism boards and hospitality companies to boost economic impact.
- Festival-style experience: We will expand entertainment offers by securing high-profile local artists and celebrities and create digital recompilations of the event, like documentaries and interviews.
- Eco-friendly attracts visitors and sponsors: Launch an eco-friendly certification for participating brands and continue talking about them after the event.
- High sponsorships potential beyond sports: Expansion of sponsors categories to travel, wellness, sustainability and technology.

### **ADAPT THREATS**

- Differentiate from other sailing events: We will attract diverse attendees, centering efforts in amateur athletes, families and young people. Highlighting the festival aspect.
- Recession and crisis: We will secure long-term sponsorship contracts. Offer low-priced ticket options and develop digital content monetization.
- Legal restrictions: We will work closely with local authorities, environmental agencies and nautical federations to ensure compliance with the local regulations in the creation of events in the zone.

### **EXPLORE OPPORTUNITIES**

- Growth of Paddle surf and Kayak: Organization of pre-event community races and free training sessions to attract new participants.
- Spain as a sailing hub: Align with Spain's national sports strategy, gaining potential funding from federation and local governments.
- Tourism incentives lead funding: Application for grants with tourism boards to promote host coastal cities. Develop accommodation packages with hotels, transport, airlines, etc.
- Influencer and content creators' impact: We must collaborate with influencers and YouTubers and offer exclusive content access.
- Eco-friendly trends encourage sponsorships: Position us as a green event and make it more attractive for sponsors.

*Note: CAME analysis in response to SWOT. Based on own elaboration.*



## Annex 4. Price strategy

This annex outlines the pricing strategy designed to ensure accessibility, revenue generation, and alignment with the target market.

**Table 8.**

*Price strategy table.*

	TYPE	DURATION	INCLUDED
15 €	Single	1 day	1 Person Acces to the event.
40 €	Family	1 day	4 People Acces to the event.
25 €	Single + Drink + Meal Option	1 day	1 Person Acces to the event, including one drink and one free meal option.
10 €	Student or Senior	1 day	1 Person Access to the event with reduced price.
FREE	Disabled	1 day	1 Person Acces to the event for free.
FREE	Kids	1 day	1 Person Acces to the event for free.
3.000 €	Corporate	1 day	Acces to the event for corporate companies. Include branded equipment, networking lounge, yacht access and catering. Up to 30 people.
90 €	VIP and Premium Hospitality	1 day	Access to event and VIP zones with catering and unlimited applicable drinks (soft drinks, beer and wine).
60 €	Single	All Week	1 Person Acces to the event.
150 €	Family	All Week	4 People Acces to the event.
100 €	Single + Drink + Meal Option	All Week	1 Person Acces to the event, including one drink and one free meal option.
40 €	Student or Senior	All Week	1 Person Access to the event with reduced price.
12.000 €	Corporate	All Week	Acces to the event for corporate companies. Include branded equipment, networking lounge, yacht access and catering. Up to 30 people.
360 €	VIP and Premium Hospitality	All Week	Access to event and VIP zones with catering and unlimited applicable drinks (soft drinks, beer and wine).

*Note: Pricing strategy developed. From own elaboration.*

## Annex 5. Activation Strategy

This table presents the pricing tiers and justification for the Sunset Catamaran Experience.

**Table 9.**

*Activation price strategy table.*

	<b>Price</b>	<b>Number of tickets</b>	<b>Service</b>	<b>Revenue</b>
Free Experience	Free	400	Access to 1.30h trip with welcome cocktail and free tapas	No Revenue
VIP Experience	100 €	75	Premium seating, cocktails, gourmet food, meet & greet with sailing pros.	7.500,00 €
Ultra VIP Experience	180 €	25	Exclusive seating, unlimited drinks and exclusive merchandise.	4.500,00 €
Corporate Experience	5.000 €	Full Catamaran	Full catamaran for brands, networking, premium catering. Maximum 3 Companies per day	15.000,00 €

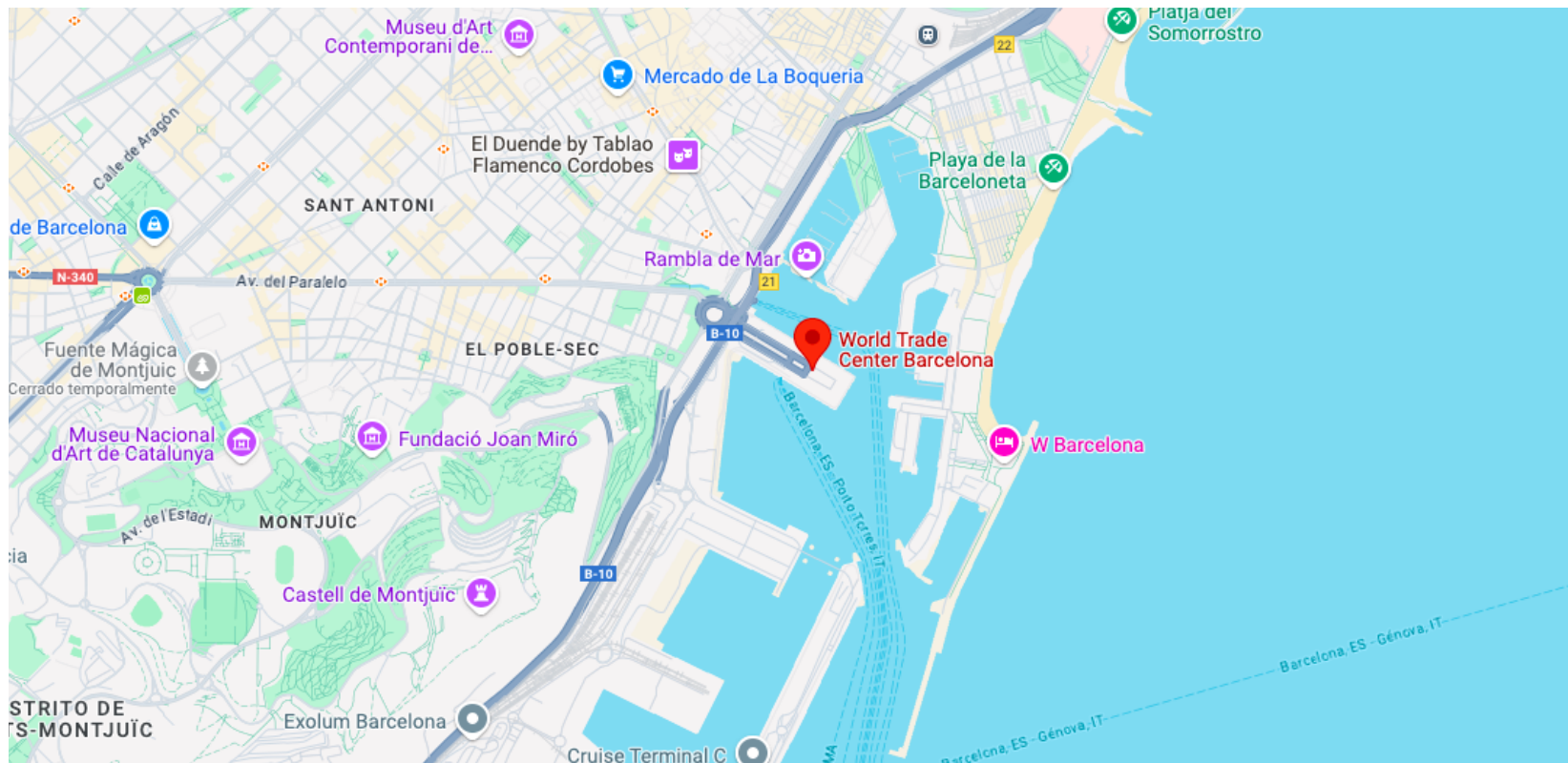
*Note: Sunset Catamaran activation pricing strategy developed. From own elaboration.*

## Annex 6. Location and visual display of headquarters.

This annex presents the designated location and visual representation of the headquarters.

### Figure 1.

*Location of headquarters.*



*Note: Image extracted from the location in Google Maps.*

*Source: Google Maps, World Trade Center Barcelona.*



**Figure 2.**

*World Trade Center Barcelona.*



*Note: Exterior plan of World Trade Center Barcelona, where our headquarters are located.*

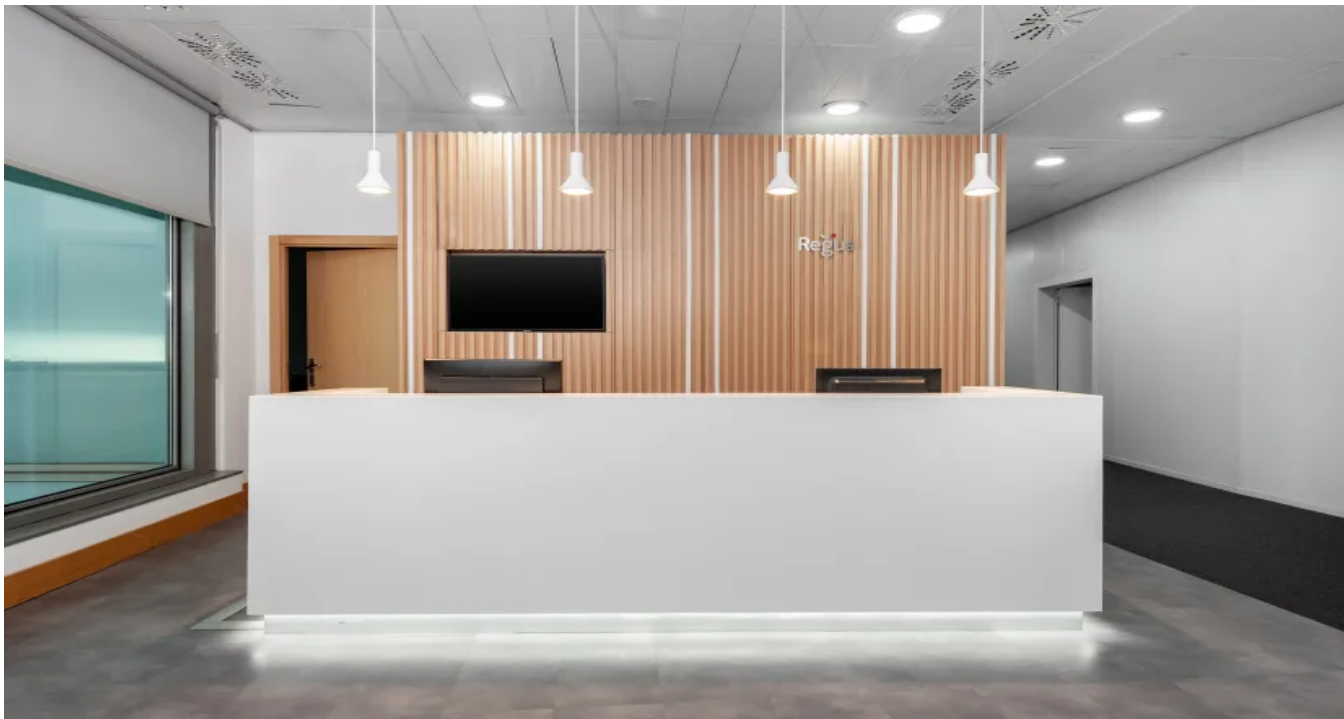
*Source: Ingescio.com. <https://www.ingescio.com/en/case-studies/world-trade-centre-barcelona>*

## Annex 7. Offices of Nautical Masters

This annex provides a visual layout of the offices assigned for the operational and administrative teams involved in the nautical sports event.

### Figure 3.

*Main entrance of the office.*



*Note: Visual display of a World Trade Center office.*

*Source: <https://www.wtcbarcelona.com/en/spaces/>*

**Figure 4.**

*Office work area.*



*Notes: Visual display of a World Trade Center office.*

*Source: <https://www.wtcbarcelona.com/en/spaces/>*



## Annex 8. Shared areas World Trade Center Barcelona

This annex provides a visual reference of the auditorium and meeting room located at the World Trade Center Barcelona,

### Figure 5.

*Auditorium.*



*Notes: Auditorium with a capacity of 430 people.*

*Source: <https://www.wtcbarcelona.com/es/events/>*

**Figure 6.**

*Meeting room.*



*Notes: Meeting room, up to 100 people.*

*Source: <https://www.wtcbarcelona.com/es/events/>*

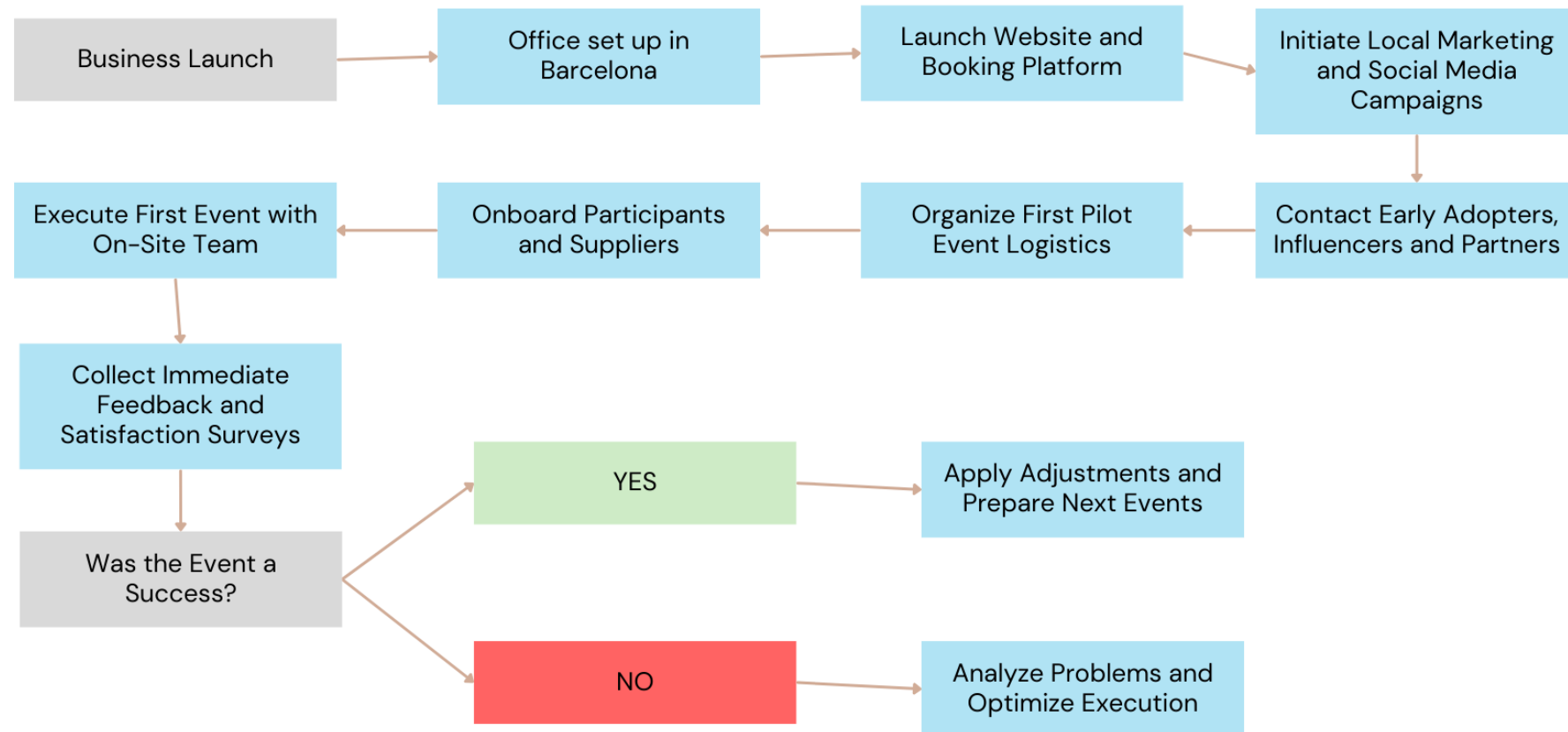


## Annex 9. Company Procedures

This annex outlines the operational and strategic procedures planned for the company at different stages of development.

### Figure 9.

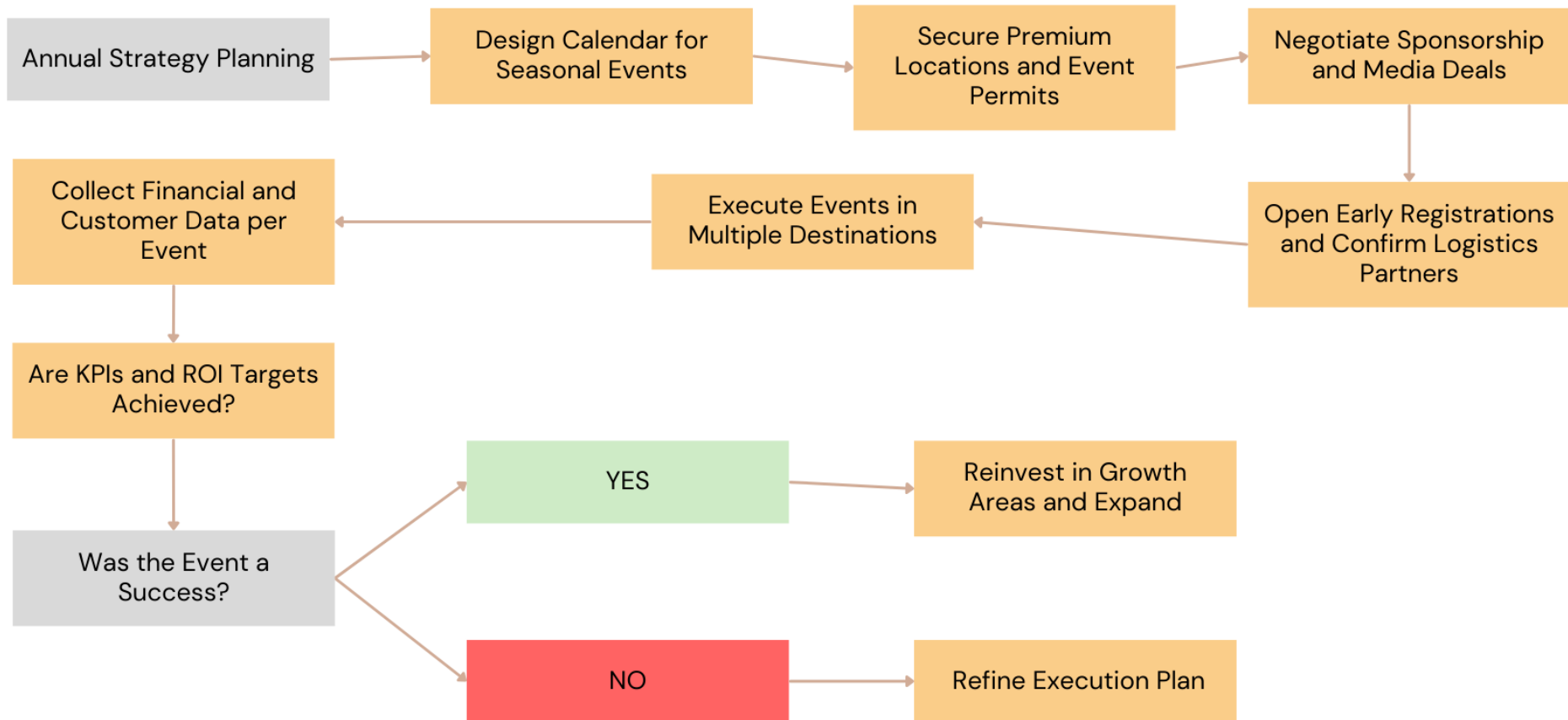
*Short - Term Company Procedures. 0-12 months.*



*Notes: Presentation of short-term company procedures. From own elaboration.*

**Figure 10.**

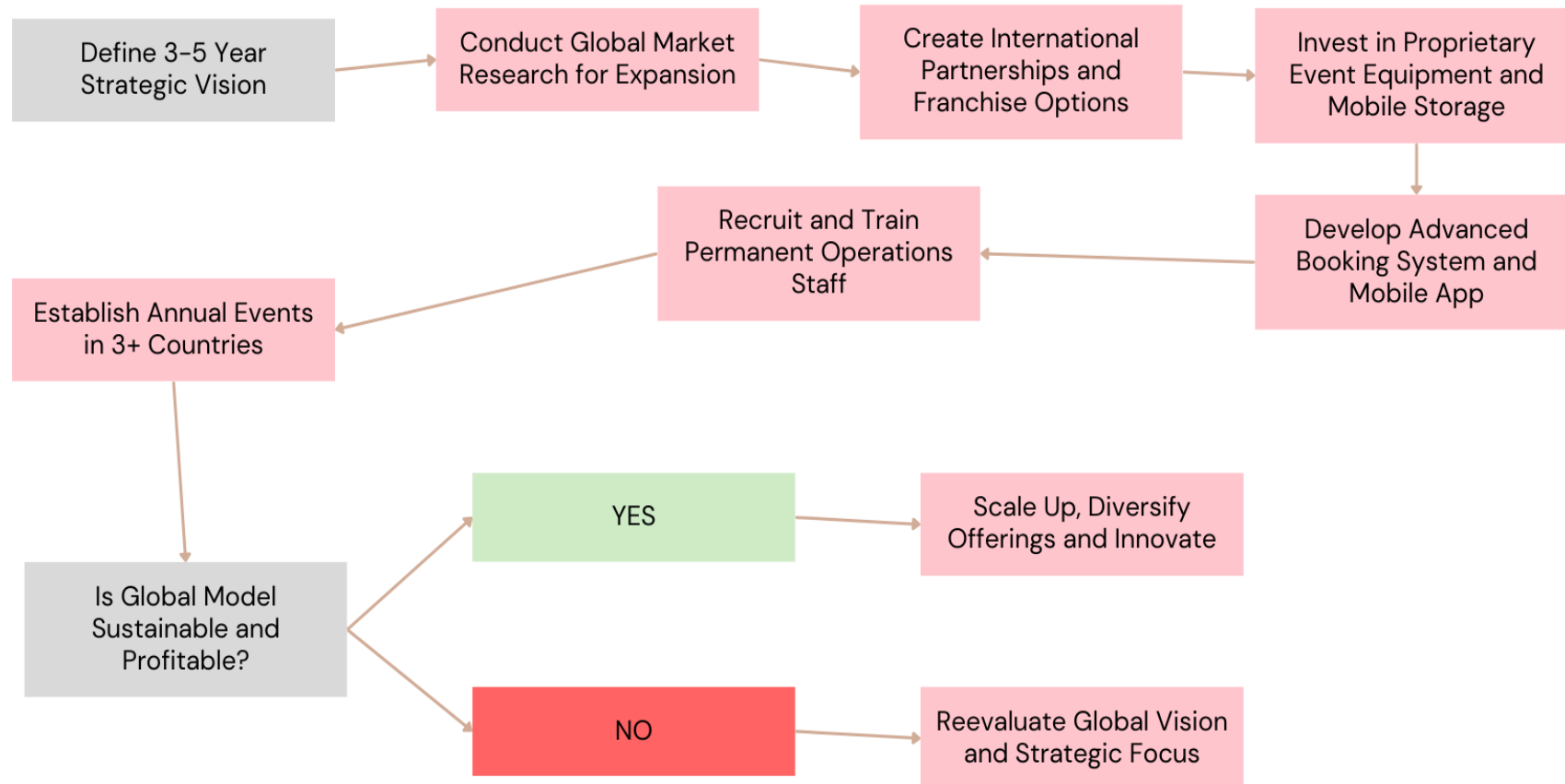
*Medium - Term Company Procedures. 1-3 years.*



*Notes: Presentation of medium-term company procedures. From own elaboration.*

**Figure 11.**

*Long - Term Company Procedures. +3 years.*



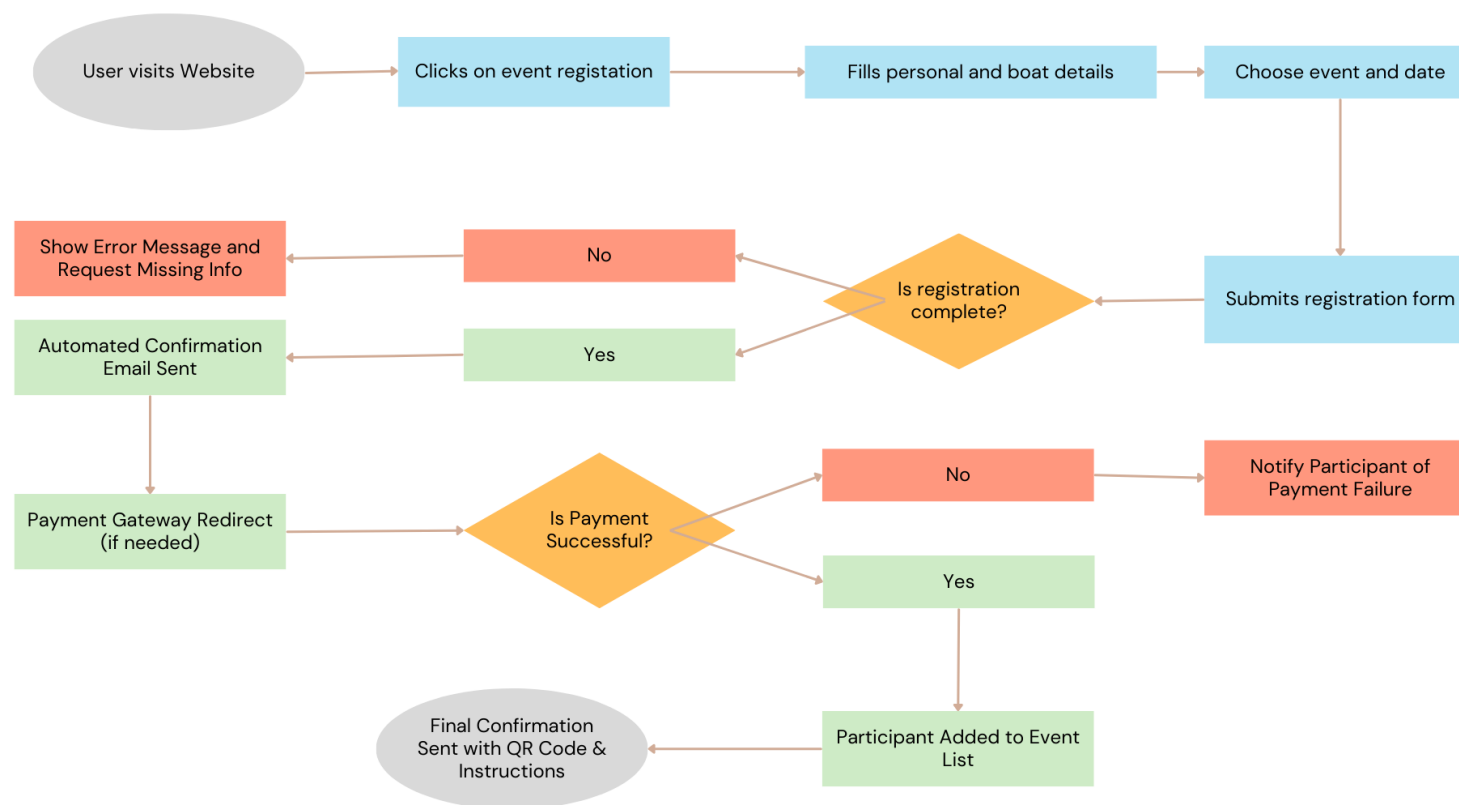
*Notes: Presentation of long-term company procedures. From own elaboration.*

## Annex 10. Description of Key Processes

This annex details the key operational processes that ensure the successful planning, execution, and evaluation.

**Figure 12.**

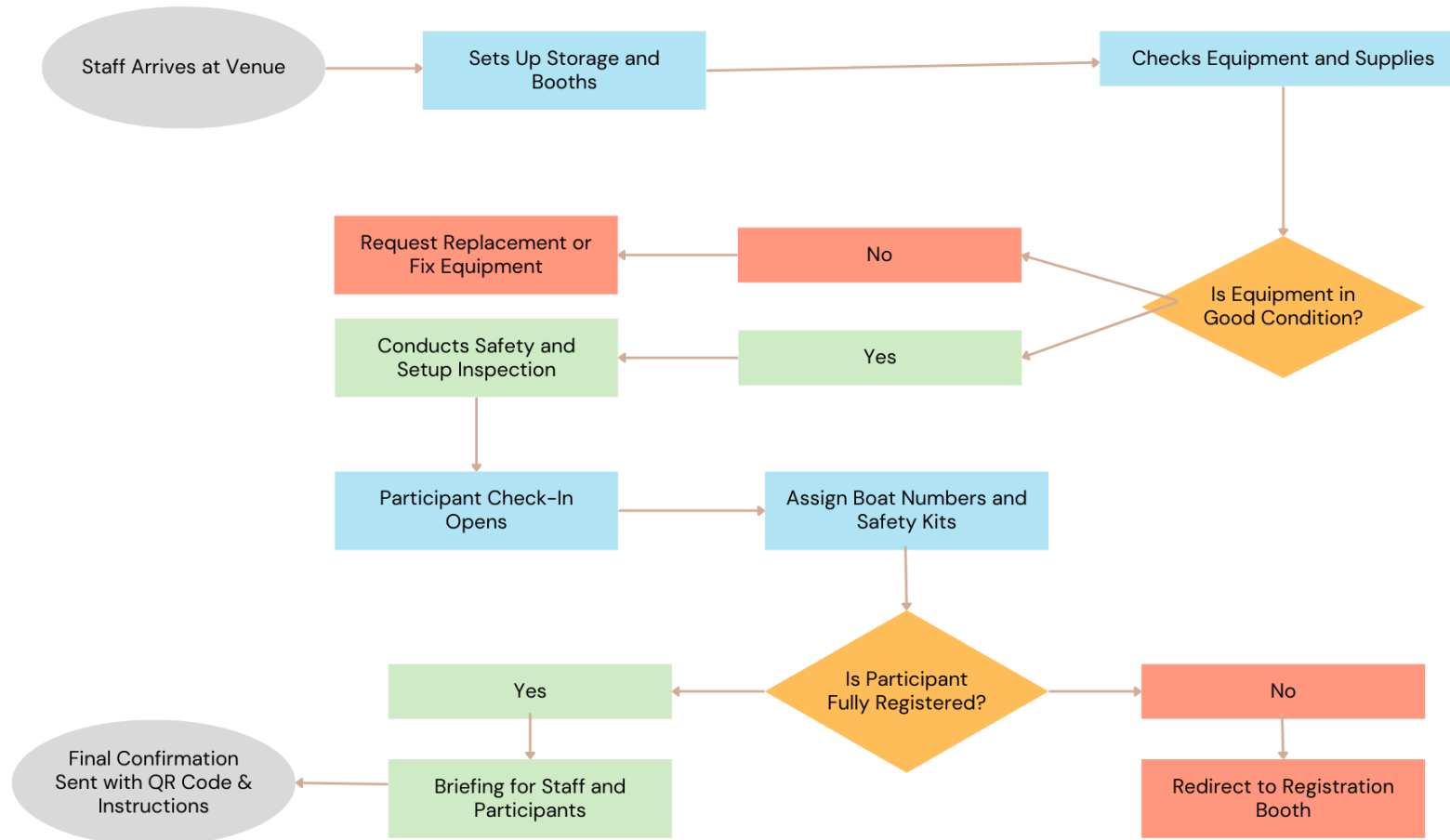
*Event registration process.*



*Notes: Step-by-step explanation of the Event Registration Process. From own elaboration.*

**Figure 13.**

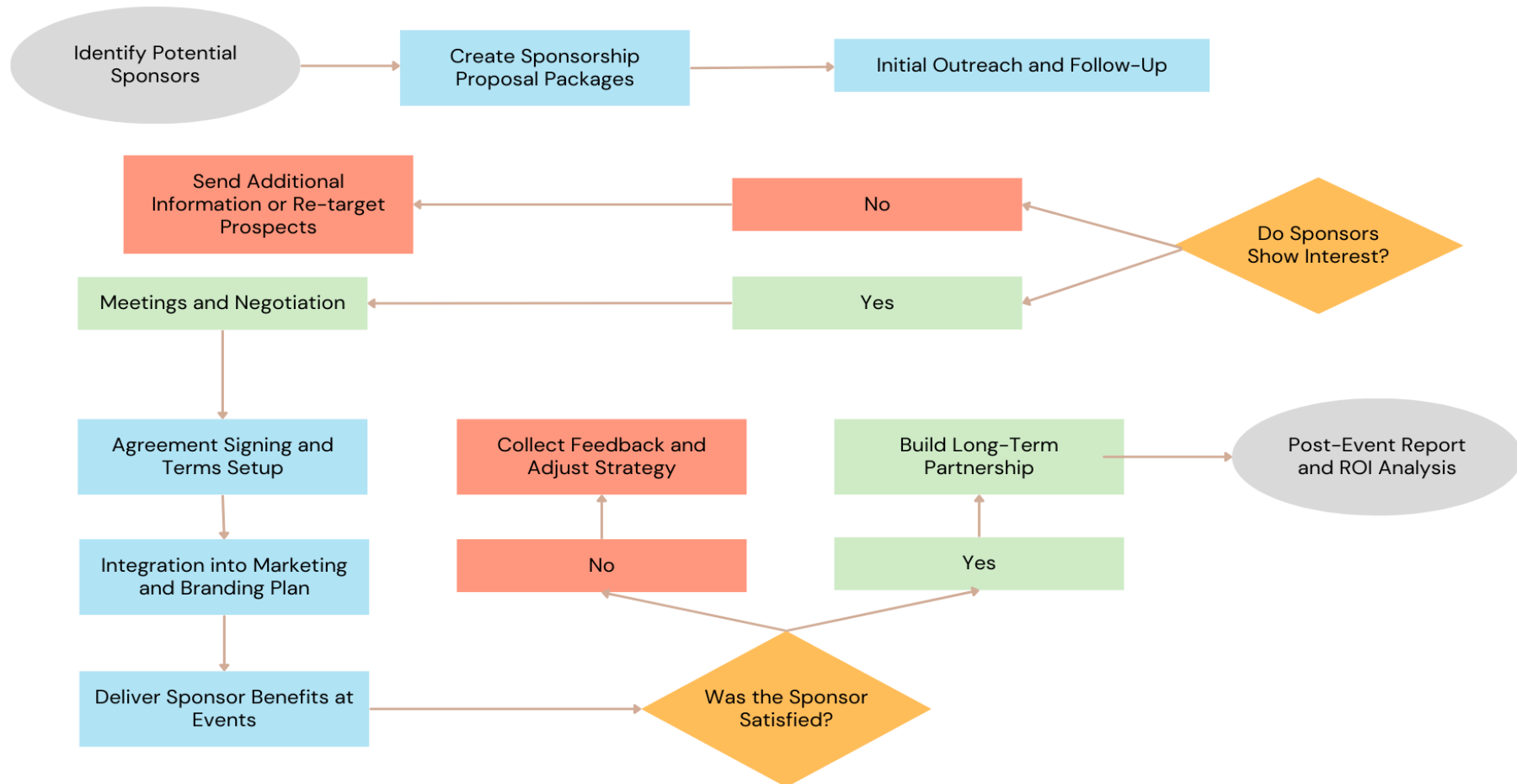
*On-site logistics flow.*



*Notes: Step-by-step explanation of the On-site logistics flow. From own elaboration.*

**Figure 14.**

*Sponsorship management flow.*



*Notes: Step-by-step explanation of the Sponsorships Management Flow. From own elaboration.*

## Annex 11. Job profiles.

This annex outlines the essential job profiles required for the planning, execution, and evaluation of the nautical sports event.

**Table 10.**

*Event director.*

<b>POST TITLE</b>	Event Director
<b>MISSION</b>	Plan, supervise, and execute all aspects of nautical events ensuring quality, safety, participant satisfaction, and alignment with Nautical Masters' goals.
<b>HIERARCHICAL DEPENDENCE</b>	Reports directly to the General Manager / CEO
<b>POSITIONS IN YOUR CARE</b>	Event Managers, Operations Assistants, Logistics Coordinators, Safety Officers
<b>SPECIFIC FUNCTIONS</b>	
1. Design and oversee the full event lifecycle, from planning to debriefing.	3. Supervise on-site operations, logistics, permits, safety, and timing.
2. Manage relationships with venues, suppliers, and service providers.	4. Coordinate post-event feedback, reporting, and quality improvement processes.
<b>RESPONSIBILITIES</b>	
1. Ensure that each event meets quality, budget, and scheduling expectations.	3. Maximize participant and sponsor satisfaction through flawless execution.
2. Guarantee safety compliance and risk management protocols.	4. Maintain smooth communication between departments and third parties.
<b>ACADEMIC RESOURCES</b>	
Bachelor's in Event Management, Sports Management, or Hospitality. Master's in Project Management or similar preferred.	
<b>OTHER REQUIREMENTS</b>	
Minimum 3 years of experience managing large-scale outdoor or nautical events. Knowledge of maritime regulations and safety standards.	
<b>COMPETENCES</b>	
1. Leadership and decision-making.	6. Attention to detail and multitasking.
2. Budgeting and financial oversight.	7. Contract negotiation.
3. Conflict resolution and crisis management.	8. Communication and interpersonal skills.
4. Time and resource management.	9. Technical understanding of nautical operations.
5. Stakeholder coordination.	10. Project planning tools and software proficiency
<b>INDICATORS</b>	
1. Event delivery on-time and within budget.	6. Efficiency of logistics setup and teardown times.
2. Participant satisfaction survey results.	7. Quality of team coordination during event days.
3. Number of safety incidents or disruptions.	8. Post-event report completeness and analysis depth.
4. Sponsor and partner feedback.	9. Success rate
5. Percentage of returning participants or teams.	10. Growth in number and scale of events over time.

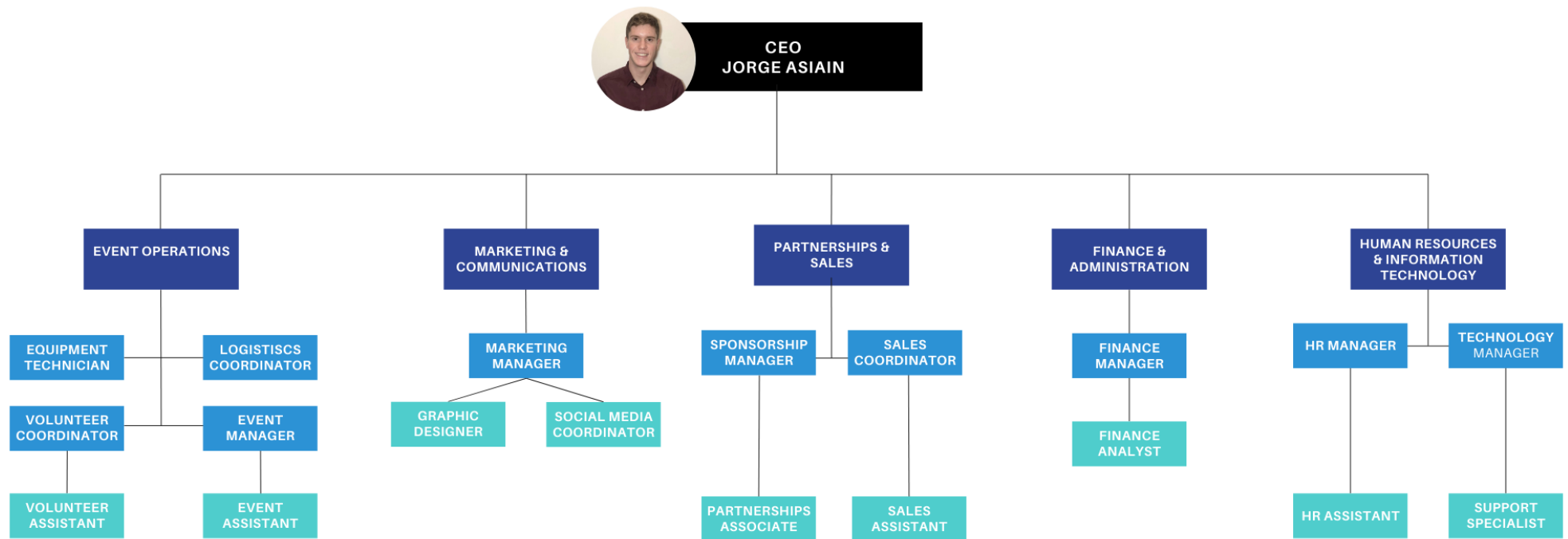
*Notes: Event Director profile. From own elaboration.*

## Annex 12. Organizational Chart.

This annex displays the hierarchical structure of the event management team, identifying the key departments and reporting relationships.

**Figure 15.**

*Organizational Chart.*



*Notes: Company's organizational chart. From own elaboration.*



## Annex 13. Initial Investment

This annex presents a detailed breakdown of the initial investment required to launch the project.

**Table 11.**

*Initial Investment Plan.*

Category	Item	Quantity	Unit Cost (€)	Total Cost (€)	Useful Life (Years)	Annual Amortization (€)
Office Equipment	Computers and Laptops	8	2.000,00 €	16.000,00 €	5	3.200,00 €
Office Equipment	Printers and Scanner	1	5.000,00 €	5.000,00 €	5	1.000,00 €
Office Equipment	Office Furniture	1	5.000,00 €	5.000,00 €	10	500,00 €
Office Equipment	Conference Room Setup	1	15.000,00 €	15.000,00 €	8	1.875,00 €
Office Equipment	Office Software and Licenses	1	10.000,00 €	10.000,00 €	3	3.333,00 €
Office Equipment	Online registration platform	1	20.000,00 €	20.000,00 €	5	4.000,00 €
Event Equipment	Inflatable Buoys and Markers	50	50,00 €	2.500,00 €	5	500,00 €
Event Equipment	Race Starting Arch	1	3.000,00 €	3.000,00 €	5	600,00 €
Event Equipment	Lifeguard Equipment	1	4.000,00 €	4.000,00 €	5	800,00 €
Event Equipment	Sound Equipment	1	6.000,00 €	6.000,00 €	5	1.200,00 €
Event Equipment	LED Screens	3	4.000,00 €	12.000,00 €	5	2.400,00 €
Event Equipment	Walkie Talkies	20	100,00 €	2.000,00 €	5	400,00 €
Event Equipment	Drones	4	2.000,00 €	8.000,00 €	5	1.600,00 €
Event Equipment	Transport Vans	2	25.000,00 €	50.000,00 €	6	8.333,00 €
Event Equipment	Transport Trailers	5	2.000,00 €	10.000,00 €	6	1.667,00 €
Event Equipment	Race Timing System	1	50.000,00 €	50.000,00 €	10	5.000,00 €
Marketing & Branding	Pop-up Tents	10	300,00 €	3.000,00 €	5	600,00 €
Marketing & Branding	Banners and Flags	20	200,00 €	4.000,00 €	3	1.333,00 €
Marketing & Branding	Merchandise Tent Setup	1	3.000,00 €	3.000,00 €	8	375,00 €
<b>TOTAL INITIAL INVESTMENT</b>				<b>228.500,00 €</b>		<b>38.716,00 €</b>
Event Equipment	Kayaks	30	400,00 €	12.000,00 €	6	2.000,00 €
Event Equipment	Paddle Boards	50	100,00 €	5.000,00 €	5	1.000,00 €
Event Equipment	Sailing Boats	15	40.000,00 €	600.000,00 €	10	60.000,00 €
<b>TOTAL INVESTMENT AFTER SECOND EVENT</b>				<b>1.003.000,00 €</b>		<b>126.524,00 €</b>

*Note: Initial Investment Plan. From own elaboration.*

## Annex 14. Balance Sheet.

This annex shows the projected balance sheet for the first fiscal year of the nautical sports event project.

**Table 12.**

*Balance Sheet.*

Category	Amount (€)
<b>Non-Current Assets</b>	
Office Equipment	71.000,00 €
Event Equipment	147.500,00 €
Marketing & Branding	9.000,00 €
<b>Total Non-Current Assets</b>	<b>227.500,00 €</b>
Accumulated Depreciation	- 38.716,00 €
<b>Net Fixed Assets</b>	<b>188.784,00 €</b>
<b>Current Assets</b>	
Cash on Hand	3.400,00 €
<b>Total Current Assets</b>	<b>3.400,00 €</b>
<b>TOTAL ASSETS</b>	<b>192.184,00 €</b>

Category	Amount (€)
<b>Short-Term Liabilities</b>	
Office Rent (1 year)	15.600,00 €
Event Rentals & Logistics (1st edition)	93.500,00 €
<b>Total Short-Term Liabilities</b>	<b>109.100,00 €</b>
<b>Long-Term Liabilities</b>	
Bank Loan	70.000,00 €
<b>Total Liabilities</b>	<b>179.100,00 €</b>
<b>Equity</b>	<b>Amount (€)</b>
Founder's Capital	100.000,00 €
Retained Earnings	- 86.916,00 €
<b>Total Equity</b>	<b>13.084,00 €</b>
<b>TOTAL LIABILITIES + EQUITY</b>	<b>192.184,00 €</b>

*Notes: Balance Sheet. From own elaboration.*

## Annex 15. Revenue and Expenses in 1 year of operation.

This annex provides a summary of the projected revenues and operating expenses during the first year of activity.

**Table 13.**

*Income generated from ticket sales.*

Type of Ticket	Ticket Price	% Purchasing this ticket	Assistants	Total Ticket sales
Single	15,00 €	35%	1750	26.250,00 €
Family	40,00 €	25%	1250	50.000,00 €
Single + Meal	25,00 €	20%	1000	25.000,00 €
Student	10,00 €	20%	1000	10.000,00 €
Corporate	3.000,00 €	0%	10	30.000,00 €
<b>TOTAL</b>		<b>100%</b>	<b>5010</b>	<b>141.250,00 €</b>

*Notes: The table represents income generated from ticket sales, in the case of receiving 5000 assistants.*

**Table 14.**

*Income generated from ticket sales, receiving less assistants .*

Type of Ticket	Ticket Price	% Purchasing this ticket	Assistants	Total Ticket sales
Single	15,00 €	35%	1050	15.750,00 €
Family	40,00 €	25%	750	30.000,00 €
Single + Meal	25,00 €	20%	600	15.000,00 €
Student	10,00 €	20%	600	6.000,00 €
Corporate	3.000,00 €	0%	6	18.000,00 €
<b>TOTAL</b>		<b>100%</b>	<b>3000</b>	<b>84.750,00 €</b>

*Notes: The table represents income generated from ticket sales, in the case of receiving 3000 assistants.*

**Table 15.**

*Revenue and Expenses after 1 year of operation.*

	January	February	March	April	May	June	July	August	September	October	November	December	TOTAL YEAR
<b>Income</b>													
Ticket Sales	- €	- €	- €	84.750,00 €	84.750,00 €	84.750,00 €	141.250,00 €	141.250,00 €	141.250,00 €	- €	- €	- €	678.000,00 €
Sponsorships	- €	- €	40.000,00 €	5.000,00 €	10.000,00 €	10.000,00 €	10.000,00 €	10.000,00 €	10.000,00 €	- €	- €	- €	95.000,00 €
Grants/Loan	70.000,00 €	- €	- €	- €	- €	- €	- €	- €	- €	- €	- €	- €	70.000,00 €
Concessions	- €	- €	- €	6.000,00 €	8.000,00 €	12.000,00 €	12.000,00 €	12.000,00 €	12.000,00 €	- €	- €	- €	62.000,00 €
Merchandising	- €	- €	- €	1.000,00 €	2.000,00 €	2.800,00 €	2.800,00 €	2.800,00 €	2.800,00 €	- €	- €	- €	14.200,00 €
<b>TOTAL</b>	<b>70.000,00 €</b>	<b>- €</b>	<b>40.000,00 €</b>	<b>96.750,00 €</b>	<b>104.750,00 €</b>	<b>109.550,00 €</b>	<b>166.050,00 €</b>	<b>166.050,00 €</b>	<b>166.050,00 €</b>	<b>- €</b>	<b>- €</b>	<b>- €</b>	<b>919.200,00 €</b>
<b>Expenses</b>													
Salaries	20.000,00 €	20.000,00 €	20.000,00 €	58.333,00 €	58.333,00 €	58.333,00 €	58.333,00 €	58.333,00 €	58.333,00 €	20.000,00 €	20.000,00 €	20.000,00 €	469.998,00 €
Rent Office	1.300,00 €	1.300,00 €	1.300,00 €	1.300,00 €	1.300,00 €	1.300,00 €	1.300,00 €	1.300,00 €	1.300,00 €	1.300,00 €	1.300,00 €	1.300,00 €	15.600,00 €
Logistics/Event Operations	- €	- €	- €	80.000,00 €	80.000,00 €	25.000,00 €	25.000,00 €	25.000,00 €	25.000,00 €	- €	- €	- €	260.000,00 €
Other Operations	2.000,00 €	2.000,00 €	2.000,00 €	4.000,00 €	4.000,00 €	4.000,00 €	4.000,00 €	4.000,00 €	4.000,00 €	2.000,00 €	2.000,00 €	2.000,00 €	36.000,00 €
Insurance	500	500	500	500	500	500	500	500	500	500	500	500	6.000,00 €
Maintenance	0	0	0	2000	2000	2500	2500	2500	2500	0	0	0	14.000,00 €
Licenses	0	0	0	1000	1000	1000	1000	1000	1000	0	0	0	6.000,00 €
Hospitality	0	0	0	3000	4000	8000	8000	8000	8000	0	0	0	39.000,00 €
Merch Cost	0	0	0	500	500	500	500	500	500	0	0	0	3.000,00 €
<b>TOTAL</b>	<b>23.800,00 €</b>	<b>23.800,00 €</b>	<b>23.800,00 €</b>	<b>150.633,00 €</b>	<b>151.633,00 €</b>	<b>101.133,00 €</b>	<b>101.133,00 €</b>	<b>101.133,00 €</b>	<b>101.133,00 €</b>	<b>23.800,00 €</b>	<b>23.800,00 €</b>	<b>23.800,00 €</b>	<b>849.598,00 €</b>
EBITDA	46.200,00 €	- 23.800,00 €	16.200,00 €	- 53.883,00 €	- 46.883,00 €	8.417,00 €	64.917,00 €	64.917,00 €	64.917,00 €	- 23.800,00 €	- 23.800,00 €	- 23.800,00 €	69.602,00 €
Amortization	3.226,33 €	3.226,33 €	3.226,33 €	3.226,33 €	3.226,33 €	3.226,33 €	3.226,33 €	3.226,33 €	3.226,33 €	3.226,33 €	3.226,33 €	3.226,33 €	38.716,00 €
EBIT	42.973,67 €	- 20.269,75 €	12.973,67 €	- 57.109,33 €	- 50.109,33 €	5.190,67 €	61.690,67 €	61.690,67 €	61.690,67 €	- 27.026,33 €	- 27.026,33 €	- 27.026,33 €	30.886,00 €
NOPLAT	32.230,25 €	- 20.269,75 €	9.730,25 €	- 42.832,00 €	- 37.582,00 €	3.893,00 €	46.268,00 €	46.268,00 €	46.268,00 €	- 20.269,75 €	- 20.269,75 €	- 20.269,75 €	23.164,50 €
Operation Cash Flow	46.200,00 €	- 23.800,00 €	16.200,00 €	- 53.883,00 €	- 46.883,00 €	8.417,00 €	64.917,00 €	64.917,00 €	64.917,00 €	- 23.800,00 €	- 23.800,00 €	- 23.800,00 €	69.602,00 €
Free Cash Flow	35.456,58 €	- 17.043,42 €	12.956,58 €	- 39.605,67 €	- 34.355,67 €	7.119,33 €	49.494,33 €	49.494,33 €	49.494,33 €	- 17.043,42 €	- 17.043,42 €	- 17.043,42 €	61.880,50 €
<b>Accumulated Cash Flow</b>	<b>35.456,58 €</b>	<b>18.413,17 €</b>	<b>31.369,75 €</b>	<b>- 8.235,92 €</b>	<b>- 42.591,58 €</b>	<b>- 35.472,25 €</b>	<b>14.022,08 €</b>	<b>63.516,42 €</b>	<b>113.010,75 €</b>	<b>95.967,33 €</b>	<b>78.923,92 €</b>	<b>61.880,50 €</b>	<b>123.761,00 €</b>

*Notes: Revenue and Expenses after one year of operation. From own elaboration.*

## Annex 16. Different Scenarios in 5 years.

This annex presents a 5-year financial projection under three strategic scenarios: Optimistic, Realistic, and Pessimistic.

**Table 16.**

*Realistic Scenario.*

	YEAR 0	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
<b>INCOME</b>						
Ticket Sales		678.000,00 €	745.800,00 €	820.380,00 €	902.418,00 €	992.659,80 €
Sponsorships		95.000,00 €	101.650,00 €	108.765,50 €	116.379,09 €	124.525,62 €
Grants/Loan		70.000,00 €	70.000,00 €	70.000,00 €	70.000,00 €	70.000,00 €
Concessions		62.000,00 €	65.100,00 €	68.355,00 €	71.772,75 €	75.361,39 €
Merchandising		14.200,00 €	14.910,00 €	15.655,50 €	16.438,28 €	17.260,19 €
<b>TOTAL</b>		<b>919.200,00 €</b>	<b>997.460,00 €</b>	<b>1.083.156,00 €</b>	<b>1.177.008,11 €</b>	<b>1.279.807,00 €</b>
<b>EXPENSES</b>						
Salaries		469.998,00 €	480.807,95 €	491.866,54 €	503.179,47 €	514.752,60 €
Rent Office		15.600,00 €	15.958,80 €	16.325,85 €	16.701,35 €	17.085,48 €
Logistics/Event Operations		260.000,00 €	265.980,00 €	272.097,54 €	278.355,78 €	284.757,97 €
Other Operations		36.000,00 €	36.828,00 €	37.675,04 €	38.541,57 €	39.428,03 €
Insurance		6.000,00 €	6.138,00 €	6.279,17 €	6.423,60 €	6.571,34 €
Maintenance		14.000,00 €	14.322,00 €	14.651,41 €	14.988,39 €	15.333,12 €
Licenses		6.000,00 €	6.138,00 €	6.279,17 €	6.423,60 €	6.571,34 €
Hospitality		39.000,00 €	39.897,00 €	40.814,63 €	41.753,37 €	42.713,69 €
Merch Cost		3.000,00 €	3.069,00 €	3.139,59 €	3.211,80 €	3.285,67 €
<b>TOTAL</b>		<b>849.598,00 €</b>	<b>869.138,75 €</b>	<b>889.128,95 €</b>	<b>909.578,91 €</b>	<b>930.499,23 €</b>
Initial Investment	1.003.000,00 €					
<b>TOTAL PROFIT</b>	<b>-1.003.000,00 €</b>	<b>69.602,00 €</b>	<b>128.321,25 €</b>	<b>194.027,05 €</b>	<b>267.429,20 €</b>	<b>349.307,77 €</b>
<b>EBITDA</b>		<b>69.602,00 €</b>	<b>128.321,25 €</b>	<b>194.027,05 €</b>	<b>267.429,20 €</b>	<b>349.307,77 €</b>
Amortization		38.716,00 €	38.716,00 €	38.716,00 €	38.716,00 €	38.716,00 €
<b>EBIT</b>		<b>30.886,00 €</b>	<b>89.605,25 €</b>	<b>155.311,05 €</b>	<b>228.713,20 €</b>	<b>310.591,77 €</b>
<b>NOPLAT</b>		<b>23.164,50 €</b>	<b>67.203,93 €</b>	<b>116.483,29 €</b>	<b>171.534,90 €</b>	<b>232.943,83 €</b>
Operation Cash Flow		69.602,00 €	128.321,25 €	194.027,05 €	267.429,20 €	349.307,77 €
Free Cash Flow		61.880,50 €	105.919,93 €	155.199,29 €	210.250,90 €	271.659,83 €
<b>Accumulated Cash Flow</b>		<b>61.880,50 €</b>	<b>167.800,43 €</b>	<b>322.999,73 €</b>	<b>533.250,62 €</b>	<b>804.910,45 €</b>

*Notes: Realistic Scenario. From own elaboration.*

Table 17.

*Optimistic Scenario.*

	YEAR 0	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
<b>INCOME</b>						
Ticket Sales		678.000,00 €	793.260,00 €	928.114,20 €	1.085.893,61 €	1.270.495,53 €
Sponsorships		95.000,00 €	109.250,00 €	125.637,50 €	144.483,13 €	166.155,59 €
Grants/Loan		70.000,00 €	90.000,00 €	90.000,00 €	70.000,00 €	70.000,00 €
Concessions		62.000,00 €	68.200,00 €	75.020,00 €	82.522,00 €	90.774,20 €
Merchandising		14.200,00 €	15.620,00 €	17.182,00 €	18.900,20 €	20.790,22 €
<b>TOTAL</b>		<b>919.200,00 €</b>	<b>1.076.330,00 €</b>	<b>1.235.953,70 €</b>	<b>1.401.798,94 €</b>	<b>1.618.215,54 €</b>
<b>EXPENSES</b>						
Salaries		469.998,00 €	480.807,95 €	491.866,54 €	503.179,47 €	514.752,60 €
Rent Office		15.600,00 €	15.958,80 €	16.325,85 €	16.701,35 €	17.085,48 €
Logistics/Event Operations		260.000,00 €	265.980,00 €	272.097,54 €	278.355,78 €	284.757,97 €
Other Operations		36.000,00 €	36.828,00 €	37.675,04 €	38.541,57 €	39.428,03 €
Insurance		6.000,00 €	6.138,00 €	6.279,17 €	6.423,60 €	6.571,34 €
Maintenance		14.000,00 €	14.322,00 €	14.651,41 €	14.988,39 €	15.333,12 €
Licenses		6.000,00 €	6.138,00 €	6.279,17 €	6.423,60 €	6.571,34 €
Hospitality		39.000,00 €	39.897,00 €	40.814,63 €	41.753,37 €	42.713,69 €
Merch Cost		3.000,00 €	3.069,00 €	3.139,59 €	3.211,80 €	3.285,67 €
<b>TOTAL</b>		<b>849.598,00 €</b>	<b>869.138,75 €</b>	<b>889.128,95 €</b>	<b>909.578,91 €</b>	<b>930.499,23 €</b>
Initial Investment	1.003.000,00 €					
<b>TOTAL PROFIT</b>	<b>-1.003.000,00 €</b>	<b>69.602,00 €</b>	<b>207.191,25 €</b>	<b>346.824,75 €</b>	<b>492.220,03 €</b>	<b>687.716,32 €</b>
EBITDA		69.602,00 €	207.191,25 €	346.824,75 €	492.220,03 €	687.716,32 €
Amortization		38.716,00 €	38.716,00 €	38.716,00 €	38.716,00 €	38.716,00 €
EBIT		30.886,00 €	168.475,25 €	308.108,75 €	453.504,03 €	649.000,32 €
NOPLAT		23.164,50 €	126.356,43 €	231.081,57 €	340.128,02 €	486.750,24 €
Operation Cash Flow		69.602,00 €	207.191,25 €	346.824,75 €	492.220,03 €	687.716,32 €
Free Cash Flow		61.880,50 €	165.072,43 €	269.797,57 €	378.844,02 €	525.466,24 €
<b>Accumulated Cash Flow</b>		<b>61.880,50 €</b>	<b>226.952,93 €</b>	<b>496.750,50 €</b>	<b>875.594,52 €</b>	<b>1.401.060,76 €</b>

Notes: Optimistic Scenario. From own elaboration.



**Table 18.**

*Pessimistic Scenario.*

	YEAR 0	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
<b>INCOME</b>						
Ticket Sales		678.000,00 €	711.900,00 €	747.495,00 €	784.869,75 €	824.113,24 €
Sponsorships		95.000,00 €	97.850,00 €	100.785,50 €	103.809,07 €	106.923,34 €
Grants/Loan		70.000,00 €				
Concessions		62.000,00 €	62.000,00 €	62.000,00 €	62.000,00 €	62.000,00 €
Merchandising		14.200,00 €	14.200,00 €	14.200,00 €	14.200,00 €	14.200,00 €
<b>TOTAL</b>		<b>919.200,00 €</b>	<b>885.950,00 €</b>	<b>924.480,50 €</b>	<b>964.878,82 €</b>	<b>1.007.236,57 €</b>
<b>EXPENSES</b>						
Salaries		469.998,00 €	488.797,92 €	508.349,84 €	528.683,83 €	549.831,18 €
Rent Office		15.600,00 €	16.224,00 €	16.872,96 €	17.547,88 €	18.249,79 €
Logistics/Event Operations		260.000,00 €	270.400,00 €	281.216,00 €	292.464,64 €	304.163,23 €
Other Operations		36.000,00 €	37.440,00 €	38.937,60 €	40.495,10 €	42.114,91 €
Insurance		6.000,00 €	6.240,00 €	6.489,60 €	6.749,18 €	7.019,15 €
Maintenance		14.000,00 €	14.560,00 €	15.142,40 €	15.748,10 €	16.378,02 €
Licenses		6.000,00 €	6.240,00 €	6.489,60 €	6.749,18 €	7.019,15 €
Hospitality		39.000,00 €	40.560,00 €	42.182,40 €	43.869,70 €	45.624,48 €
Merch Cost		3.000,00 €	3.120,00 €	3.244,80 €	3.374,59 €	3.509,58 €
<b>TOTAL</b>		<b>849.598,00 €</b>	<b>883.581,92 €</b>	<b>918.925,20 €</b>	<b>955.682,20 €</b>	<b>993.909,49 €</b>
Initial Investment	1.003.000,00 €					
<b>TOTAL PROFIT</b>	<b>-1.003.000,00 €</b>	<b>69.602,00 €</b>	<b>2.368,08 €</b>	<b>5.555,30 €</b>	<b>9.196,61 €</b>	<b>13.327,08 €</b>
<b>EBITDA</b>		<b>69.602,00 €</b>	<b>2.368,08 €</b>	<b>5.555,30 €</b>	<b>9.196,61 €</b>	<b>13.327,08 €</b>
Amortization		38.716,00 €	38.716,00 €	38.716,00 €	38.716,00 €	38.716,00 €
<b>EBIT</b>		<b>30.886,00 € -</b>	<b>36.347,92 € -</b>	<b>33.160,70 € -</b>	<b>29.519,39 € -</b>	<b>25.388,92 € -</b>
<b>NOPLAT</b>		<b>23.164,50 € -</b>	<b>27.260,94 € -</b>	<b>24.870,52 € -</b>	<b>22.139,54 € -</b>	<b>19.041,69 € -</b>
Operation Cash Flow		69.602,00 €	2.368,08 €	5.555,30 €	9.196,61 €	13.327,08 €
Free Cash Flow		61.880,50 €	11.455,06 €	13.845,48 €	16.576,46 €	19.674,31 €
<b>Accumulated Cash Flow</b>		<b>61.880,50 €</b>	<b>73.335,56 €</b>	<b>87.181,04 €</b>	<b>103.757,50 €</b>	<b>123.431,81 €</b>

*Note: Pessimistic Scenario. From own elaboration.*

**Table 19.**

*Growth in realistic and optimistic scenario.*

REALISTIC				
INCOME	YEAR 2	YEAR 3	YEAR 4	YEAR 5
Ticket Sales	10%	10%	10%	10%
Sponsorships	7%	7%	7%	7%
Grants/Loan	Maintain equal	Maintain equal	Maintain equal	Maintain equal
Concessions	5%	5%	5%	5%
Merchandising	5%	5%	5%	5%
EXPENSES				
Salaries	2,30%	2,30%	2,30%	2,30%
Rent Office	2,30%	2,30%	2,30%	2,30%
Logistics/Event O	2,30%	2,30%	2,30%	2,30%
Other Operations	2,30%	2,30%	2,30%	2,30%
Insurance	2,30%	2,30%	2,30%	2,30%
Maintenance	2,30%	2,30%	2,30%	2,30%
Licenses	2,30%	2,30%	2,30%	2,30%
Hospitality	2,30%	2,30%	2,30%	2,30%
Merch Cost	2,30%	2,30%	2,30%	2,30%

OPTIMISTIC				
INCOME	YEAR 2	YEAR 3	YEAR 4	YEAR 5
Ticket Sales	17%	17%	17%	17%
Sponsorships	15%	15%	15%	15%
Grants/Loan	20.000	20000	Maintain equal	Maintain equal
Concessions	10%	10%	10%	10%
Merchandising	10%	10%	10%	10%
EXPENSES				
Salaries	2,30%	2,30%	2,30%	2,30%
Rent Office	2,30%	2,30%	2,30%	2,30%
Logistics/Event Op	2,30%	2,30%	2,30%	2,30%
Other Operations	2,30%	2,30%	2,30%	2,30%
Insurance	2,30%	2,30%	2,30%	2,30%
Maintenance	2,30%	2,30%	2,30%	2,30%
Licenses	2,30%	2,30%	2,30%	2,30%
Hospitality	2,30%	2,30%	2,30%	2,30%
Merch Cost	2,30%	2,30%	2,30%	2,30%

*Notes: Growth in realistic and optimistic scenario in the coming years.*



**Table 20.**

*Growth in a pessimistic scenario.*

PESSIMISTIC				
INCOME	YEAR 2	YEAR 3	YEAR 4	YEAR 5
Ticket Sales	5%	5%	5%	5%
Sponsorships	3%	3%	3%	3%
Grants/Loan	No loans	No loans	No loans	No loans
Concessions	Maintain equal	Maintain equal	Maintain equal	Maintain equal
Merchandising	Maintain equal	Maintain equal	Maintain equal	Maintain equal
EXPENSES				
Salaries	4,00%	4,00%	4,00%	4,00%
Rent Office	4,00%	4,00%	4,00%	4,00%
Logistics/Event O	4,00%	4,00%	4,00%	4,00%
Other Operations	4,00%	4,00%	4,00%	4,00%
Insurance	4,00%	4,00%	4,00%	4,00%
Maintenance	4,00%	4,00%	4,00%	4,00%
Licenses	4,00%	4,00%	4,00%	4,00%
Hospitality	4,00%	4,00%	4,00%	4,00%
Merch Cost	4,00%	4,00%	4,00%	4,00%

*Notes: Growth in pessimistic scenario.*

**Table 22.**

*Timeline to start year of the company's creation.*

			JANUARY				FEBRUARY				MARCH				APRIL				MAY				JUNE				JULY				AUGUST				SEPTEMBER				OCTOBER				NOVEMBER				DECEMBER																			
Activity	Responsible	Duration	W1	W2	W3	W4	W1	W2	W3	W4	W1	W2	W3	W4	W1	W2	W3	W4	W1	W2	W3	W4	W1	W2	W3	W4	W1	W2	W3	W4	W1	W2	W3	W4	W1	W2	W3	W4	W1	W2	W3	W4																								
Company legal registration (S.L.)	Legal Advisor	30 DAYS																																																																
Sponsorship outreach	Sponsorship & Partnerships	90 DAYS																																																																
Website & app development	IT Department	45 DAYS																																																																
Tax ID (CIF), Social Security, permits	Legal Advisor	30 DAYS																																																																
Office setup in WTC Barcelona	General Manager	40 DAYS																																																																
Banking, insurance, contracts	Finance Department	40 DAYS																																																																
Internal software, CRM, ERP systems	IT Department	40 DAYS																																																																
Core team hiring (19 people)	HR Department	70 DAYS																																																																
Government & marina agreements	General Manager	75 DAYS																																																																
Port authority, environmental, safety	Legal Advisor	75 DAYS																																																																
VIP experiences & pricing setup	Marketing Department	60 DAYS																																																																
Social media campaign launch	Marketing Department	210 DAYS																																																																
Insurance & event liability setup	Legal Advisor	35 DAYS																																																																
Warehouse & equipment sourcing	Logistics & Operations	50 DAYS																																																																
Media partnerships & influencer deals	Marketing Department	180 DAYS																																																																
Volunteer recruitment and training	HR Department	35 DAYS																																																																
Boats/kayaks/paddleboard rentals	Logistics & Operations	80 DAYS																																																																
Event logistics, storage, transport	Logistics & Operations	35 DAYS																																																																
Activations (Sunset Catamaran, etc.)	Event Experience Team	40 DAYS																																																																
Staff & volunteer final training	HR Department	40 DAYS																																																																
First edition Nautical Masters	Event Operations Team	30 DAYS																																																																
Post-event analysis & reporting	Event Operations Team	50 DAYS																																																																

*Notes: This timeline represents the company's activities before any event, in year 0. From own elaboration.*

**Table 23.**

*Timeline first year of events.*

			JANUARY				FEBRUARY				MARCH				APRIL				MAY				JUNE				JULY				AUGUST				SEPTEMBER				OCTOBER				NOVEMBER				DECEMBER			
Activity	Responsible	Duration	W1	W2	W3	W4	W1	W2	W3	W4	W1	W2	W3	W4	W1	W2	W3	W4	W1	W2	W3	W4	W1	W2	W3	W4	W1	W2	W3	W4	W1	W2	W3	W4	W1	W2	W3	W4	W1	W2	W3	W4								
Sponsorship renewals & location confirmation	Legal Advisor	60 DAYS																																																
Permits & legal compliance for all regions	Sponsorship & Partnerships	65 DAYS																																																
Venue agreements & marina coordination	IT Department	65 DAYS																																																
Warehouse & equipment inventory prep	Legal Advisor	65 DAYS																																																
Digital campaign setup & influencer deals	General Manager	70 DAYS																																																
Ticket platform updates & launch	Finance Department	30 DAYS																																																
Event 1: Catalonia Regional Qualifier	IT Department	15 DAYS																																																
Event 2: Galicia/Atlantic Coast Qualifier	HR Department	15 DAYS																																																
Event 3: Andalusia Qualifier	General Manager	15 DAYS																																																
Event 4: Portugal Qualifier	Legal Advisor	15 DAYS																																																
Event 5: Canary Islands Qualifier	Marketing Department	15 DAYS																																																
Event 6: Grand Final (Barcelona or Lisbon)	Marketing Department	15 DAYS																																																
Content creation & streaming for all events	Legal Advisor	6 MONTHS																																																
Hospitality & VIP experience setup	Logistics & Operations	6 MONTHS																																																
Volunteer recruitment & training	Marketing Department	6 MONTHS																																																
Environmental & sustainability planning	HR Department	6 MONTHS																																																
Post-event analysis & reporting	Logistics & Operations	45 DAYS																																																
Strategic planning for Year 3	Logistics & Operations	45 DAYS																																																

*Notes: This timeline represents the company's activities during a year that includes all the events. From own elaboration.*