Concierge

Case Western Reserve University
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International Business
Travelers Group

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Special thanks to Scott Dailey for his contributions.

April 26, 2012

Design in Management
Concepts & Methods of Practice
MIDS 420
R. Buchanan
K. Buchanan
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For many decades, Cleveland has faced challenges with population decline and economic stagnation. Traditionally, the local government and businesses have not focused on international travelers. A significant amount of international travelers come to Cleveland for a variety of reasons. Local organizations are starting to make efforts to reach out to travelers in order to reap the cultural and economic benefits that these individuals bring to the region.

International travelers face a variety of issues while traveling to Cleveland. These issues occur before the traveler arrives in Cleveland, while traveling and staying in Cleveland, and after the traveler departs Cleveland. The most important issues include access to information, access to services, cultural barriers, and navigating the city. It is important for international travelers to: (1) experience Cleveland in a limited amount of time; (2) have a comprehensive experience of Cleveland within a five mile radius; and (3) experience Cleveland before their arrival and after their departure. The main problem for international travelers is that Cleveland does not maximize their practical, aesthetic, and intellectual experience before, during, and after their visit.

Positively Cleveland and Global Cleveland are two organizations that have made significant achievements by reaching out to international and domestic travelers and improving their experiences in Cleveland. But there is a pressing need to improve the experiences of a certain demographic of traveler – the international business traveler. Our group proposes a solution that will drastically improve the international business traveler’s experience in Cleveland.

The Cleveland Concierge and Cleveland Passport will engage the international business traveler before arriving in Cleveland and provide customized, preferential during their stay in Cleveland. The Cleveland Concierge and Cleveland Passport program features human interaction with someone that is culturally sensitive to the traveler’s needs and familiar with the resources in Cleveland that can best serve the traveler’s needs. At any moment throughout the international business traveler’s experience, he or she can have a one-on-one conversation with a person to ensure that Cleveland feels more like home. The idea of the Cleveland Concierge is to create a customizable, rich experience for international travelers. A local company can sponsor a traveler through the Cleveland Passport card and concierge service. The concierge service is available for travelers to give them way to navigate the city and provide personalized, culturally sensitive recommendations for their stay in Cleveland. The service gives the traveler human-to-human interaction that helps them enjoy a customized, rich Cleveland experience in the short amount of time they are here. The Cleveland Passport program is akin to an airline rewards card; however, it is a loyalty card for the entire city of Cleveland. The Cleveland Passport program directs members to participating hotels, restaurants, transportation, and attractions that have met a level of training and service set forth by the Cleveland Passport program. This will ensure that the people who interact most with travelers have the ability to provide the best possible service and impression of the city. Successful implementation of these programs will create a positive international reputation among the frequent travelers within the international business community, which is vital for the cities future outlook.
Many decades ago, Cleveland was a hugely prosperous industrial city that attracted immigrants and travelers from all over the world. Since the decline of Cleveland’s main industries, the city’s focus has been on economic development. International business travel has fallen out of focus. Recently, local organizations, businesses, and educational institutions have begun to realize the benefits of attracting international travelers to the Cleveland area. These travelers bring money, intellectual power, and cultural diversity; the same qualities that immigrants brought to the city during the 20th century. Increasing and facilitating international business travel to Cleveland could re-invigorate the city. International business travel can help Cleveland’s economy as well as raise its national and world profile, benefiting the entire Cleveland community as well as local businesses.

Cleveland has qualities that differentiate it from other cities that compete for international business. Cleveland is smaller and its neighborhoods are more accessible than many of these other cities. The downtown area is easily walkable. Restaurants and attractions on both sides of the metro area are easily accessible by car and certain forms of public transit. While Cleveland offers world class amenities in a much smaller, more intimate atmosphere, some feel this limits its appeal to international business travelers because there is an assumption that international business travelers enjoy traveling to larger, better known cities. We aim to embrace and market Cleveland’s unique characteristics by creating a better experience for international business travelers.

Compared to other mid-sized U.S. and Great Lakes cities, Cleveland’s cultural institutions are well-supported and thrive – despite the economic downturn. Cleveland also has several mechanisms, such as Bioenterprise, to attract investment in new ideas and development for potential for growth. With growth generated by a booming health care and education sector, Cleveland is in a position to attract more international business travelers to the area. We seek to harness and foster this potential.

Cleveland must change its focus and present an inviting door to guests, followed up by friendly hospitality. By widening its marketing focus to include international travelers, Cleveland can better compete with other cities, impose measures that make businesses friendlier, and create better access to information. Cleveland is currently focusing on infrastructure and attractions to help its visibility among other cities but can do better by adopting a broader vision to accomplish its goals.
In order for International business travelers to have a great experience in Cleveland they need to experience Cleveland the same way a Clevelander experiences Cleveland. International business travelers must receive special treatment in order to make the city seem familial and accessible. These travelers are often accustomed to special treatment through being preferred members of airlines and hotels. Cleveland needs to make a strong effort to connect with international business travelers in order to communicate to an international audience that Cleveland is a world-class city. Cleveland must create a positive experience for these travelers not only during the Cleveland visit, but also before and after. International business travelers need special treatment so they remember their experience. After travelers leave Cleveland, their experience becomes memories and are heavily influenced by a range of experiences, emotions, and artifacts. Cleveland needs to make sure that there is a high level of pleasant and unique experiences, so the traveler’s eventual memories are positive.

There must be a physical artifact that links the international business traveler to Cleveland. Also, there is a strong benefit of the international business traveler receiving the artifact before their visit and retaining the artifact after they leave Cleveland. The physical artifact, if properly linked to positive experiences in Cleveland, will trigger positive memories of the international business traveler’s experiences. This can create a cycle of positive energy that will encourage the international business traveler to return to Cleveland and prompt the international business traveler to recommend the city to friends and others in the business community. The physical artifact that accompanies the International business traveler’s travel experiences must be packaged and designed in such a way that instantly creates a positive, memorable experience when the International business traveler receives the artifact.

The International business traveler’s host company must be the gatekeeper for the International business traveler’s access to the artifact. This control ensures that only International business travelers who are hosted by certain companies receive special treatment. The International business traveler must receive the artifact before arriving in Cleveland, in a packaging or format that engages the International business traveler – possibly with confusion, awe, mystique curiosity. There needs to be a positive human experience that allows the international business travel to feel as if they are a native Clevelander. In order to get the best experience, the International business traveler must feel welcome and familial. The International business traveler must have access to a network of individuals who can describe and give suggestions of Cleveland’s accommodations in the International business travelers own native language. The descriptions and suggestions for the accommodations and services must be custom-tailored to the International business traveler’s native and tracked in such a way as to allow constant improvement and customization.
In order to make Cleveland a better place for international travelers, our team originally looked at the many different types of reasons that international travelers visit Cleveland. These reasons include business, health care, tourism, education, and family. We addressed the different ways in which Cleveland reaches out to these different categories of travelers, and discovered that there was a need for Cleveland to actively engage International business travelers.

After identifying the problem, it is important to see how the problem is currently being addressed by other local tourism boards. Obviously, we do not want to tackle the problem in a way that is already being addressed by currently operating entities. After all, we are all have the goal of promoting tourism in Cleveland, so we don’t want to be in direct competition. We identified two primary entities that promote local tourism.

Positively Cleveland – Positively Cleveland is the local tourism and events commission, there leadership is largely from the local athletic commission. This leads them to have a culture that is event and venue driven. They focus on focusing on bringing domestic, mostly leisure travel, to Northeast Ohio through attractions and large events and conventions. They are largely supported by the local government and businesses.

Global Cleveland – Global Cleveland is a relatively new group that was founded by the local Jewish community as a means of attracting their children to stay or, in some cases, return to Cleveland. This has led them to have the driving principal of increasing Cleveland’s population by 100,000 people by the next census. They believe this can be done by creating desirable jobs in Cleveland that will attract former residents to return while keeping current residents. One focus of the company is to try and attract internationals to come to live in Cleveland and provide resources for international residents to more easily integrate into our community.

The focus of these established services are tailored towards a very particular type of traveler.

Positively Cleveland: Domestic, Short Term, Leisure
Global Cleveland: International & Domestic, Long Term, Business

We wanted our solution to not interfere with what was already done to better the Cleveland experience. Although we could provide a different experience for the people already catered to by positively Cleveland and global Cleveland we could make a better impact by focusing an unaddressed traveler.
Our research showed that the international, short-term business traveler was a common traveler but was not a focus of many of the current tourism associations. This solution borrows elements from the focus of both Positively Cleveland and Global Cleveland, but when combined finds the whitespace for a distinct, impactful solution. We decided to develop a solution that combines the business aspect of Global Cleveland as well as the short term focus of Positively Cleveland. However, we decided to add in an element that focuses exclusively on international travelers. Combining these three elements find a whitespace in which to develop a powerful solution that will not interfere with established programs in Cleveland. We feel that this focus will not only benefit both Positively Cleveland and Global Cleveland by creating a better overall travel experience, but it will also create a positive international reputation among the frequent travelers within the international business community.

The idea of the Cleveland Concierge is to create a customizable, rich experience for international travelers. A local company can sponsor a traveler through the Cleveland Passport card and concierge service. The concierge service is available for travelers to give them a way to navigate the city and provide personalized, culturally-sensitive recommendations for their stay in Cleveland. The service gives the traveler human-to-human interaction that helps them enjoy a customized, rich Cleveland experience in the short amount of time they are here.

The Cleveland Passport program is akin to an airline rewards card; however, it is a loyalty card for the entire city of Cleveland. The Cleveland Passport program directs members to participating hotels, restaurants, transportation, and attractions that have met a level of training and service set forth by the Cleveland Passport program. This will ensure that the people who interact most with travelers have the ability to provide the best possible service and impression of the city. We want to create a large network of Cleveland ambassadors who forge positive personal interactions with travelers throughout their stay in Cleveland. The card will carry basic information about the traveler to allow the partners to greet the traveler by name and know basic information about the traveler. Additionally, the card will act as a way to track the traveler’s usage in the city. There will also be an initial survey to give us data and gain a preference profile to customize travel recommendations.

A portion of the funds put forward by the sponsor company will go toward preferential treatment at our partners as well as present pleasant surprises that will elicit a strong emotional response (Referred to as gifting). For example, based on the traveler’s preferences, they will get such benefits as surprise bottles of wine or VIP seating at restaurants. This will create the pleasant, unexpected service that results high customer satisfaction. All in all, the Passport and the Concierge will give international business travelers an unprecedented level of preferential treatment that will create memorable and positive experiences in Cleveland.
Product in Action

In order gain a clear understanding of the product, it helps to illustrate it with an example. The international traveler, “Mr. Morimoto” from Japan, will be coming to Cleveland to visit a large local paint company. The company wants Mr. Morimoto to have a great experience in Cleveland and wishes to sponsor him. He will receive his Cleveland Passport card in the mail before his trip. When he arrives in Cleveland, he contacts the concierge who gets him a partner taxi. The taxi driver has the training to help Mr. Morimoto find his way around the city and give him information about landmarks. The Hotel will greet Mr. Morimoto by name and give him express check-in. When Mr. Morimoto goes out to eat at a partner restaurant, he does not have to wait for a table and has a complementary bottle of his favorite wine at the table. The next night when he wants to try barbeque and does not know where to go, he contacts the concierge who not only helps him choose, but sets up transportation for him. When Mr. Morimoto leaves Cleveland, he keeps his card as a souvenir from his trip. Also, he can access his account and see where he went during his trip. This allows him to connect with Cleveland even when he is back home in Japan.

Argument

The Cleveland Concierge service is a way to create a better experience for International business travelers. First and foremost, it engages International business travelers, a particular type of person that is not currently the focus for any established organizations, in a way that they are accustomed through preferential treatment. The concierge has an international focus that will allow them to have culturally sensitive experiences in Cleveland. The card also serves as an important artifact that engages the traveler before they arrive and gives them an anchor to re-experience Cleveland after they leave. It is a solution that will help the other established organization such as Global Cleveland and Positively Cleveland. It will also help local businesses have higher volume of customers and gives sponsor companies a way to differentiate themselves from other companies that host international travelers.

Purpose

The purpose of the product is to create a positive emotional experience while traveling internationally to Cleveland. Throughout the entire travel process, the traveler is provided with an experience that is unique to Cleveland and will provide a lasting positive impression. The service will help to differentiate Cleveland from other cities as one that is disproportionately friendly to international travel. Indirectly, the product pushes money into locally-owned businesses, but it also forces those businesses to elevate their standards. Furthermore, It will give Cleveland’s locally owned businesses an international audience and give a way for international travelers to experience parts of the city that are exclusively Cleveland. Altogether, the product will create a buzz for Cleveland internationally. The spillover effect will also impact Cleveland’s market for domestic travelers. Altogether, the product will drive international business travelers back to Cleveland for repeat visits.
Features

The Cleveland Concierge and Cleveland Passport program features human interaction with someone that is culturally sensitive to the traveler’s needs and familiar with the resources in Cleveland that can best serve the traveler’s needs. At any moment throughout the international business traveler’s experience, he or she can have a one-on-one conversation with a person to ensure that Cleveland feels more like home. Similarly, the traveler feels as though they are receiving preferential treatment – they are the quintessential guest in Cleveland (as they should be treated!). Another key feature of the program is loyalty – international business travelers are rewarded with frequent, repetitive visits to Cleveland and their recurring participation. This provides an incentive for the traveler to return to the city and refer other business travelers to come to Cleveland and partake in the program. Additionally, the product has great potential to expand as it could be offered to domestic travelers, or the concept could easily be scaled to other cities after any initial success in Cleveland as well as different customer segments.

Embodiment

The concrete embodiment of the product includes two things: 1) the human interaction with the Concierge service and 2) the physical artifact of the card. The human interaction between the international business traveler and the concierge is what makes the travel experience positive and memorable. One of our goals is to make international business travelers feel as if they can experience the city the same way that a Clevelander experience the city. This is achieved through a network of individuals that can provide prompt, intelligent, and custom-made advice that suits the needs of the specific traveler. The card is a tangible item that belongs to the traveler. Before the traveler arrives in Cleveland and after the traveler leaves Cleveland, he or she carries a piece of the city. Assuming the traveler keeps the card in his or her wallet or simply keeps it as a souvenir, it represents a key to the preferential treatment that is a concrete embodiment of the Cleveland experience.

Business Case

The Cleveland Concierge and Cleveland Passport program is dedicated to improving the experience of the international business traveler. Bettering the experience of the international business traveler will in turn benefit Cleveland in several significant ways. The local economy will improve by forcing partners of the program to step up their services and meet the high standards that international business travelers are accustomed to. This will result in a spillover effect. The increased level of services in the city and the effort of local businesses to market itself at an international level will grab the attention of domestic travelers. Cleveland’s reputation internationally and nationally will improve. Likewise, host companies that participate in the program will differentiate themselves from other companies that do not participate because participating company’s guests will be given preferential treatment.
The whole business model comprises various sponsors participating in the program as well local businesses in Cleveland. Cleveland concierge positions itself as an intermediate between the sponsors and the local businesses. Sponsors will likely include various financial institutions, giants from the manufacturing industry, and other institutional biggies like Global Cleveland and Positively Cleveland. On the local economy front there will be various participating businesses such as hotels, restaurants, theaters and transportation entities within Cleveland.

The whole idea is twofold: first, to increase the attractiveness of the local economy as per the international standards and second, to invite more people from the international business arena for the investment purposes. Due to various business entities (both large scale and small scale) involved in the business relationships, cash exchanges hands at various levels to form a continuous stream of cash flows. In essence, various sponsors of our Cleveland Concierge service invite international business giants from across the globe to invest in the city. At the same time these sponsors will pay us to provide the Cleveland Concierge service to the international business people for making their trip memorable. To paraphrase, sponsors outsource the job to make the business travelers’ stay a memorable life experience while simultaneously providing an impetus for them to invest in the Cleveland economy.

These international business travelers in turn will use the services rendered by the local economic entities and pay them for the use of service. Cash comes in from participating sponsors from one end and fuels local economic growth on the other end. This results in increased capital expenditure.

Our business model segments the costs on the basis of fixed and variable costs. Fixed costs consist of rent expenses, wages and salaries for labor, a fixed, annual charge for website maintenance, and marketing expenses. Charges like card manufacturing cost, brochure cost and mailing cost of card and brochures to international cities are dependent on the number of potential customers of the Cleveland Concierge. In addition to all these costs, we also considered some of the initial investments like program promotion charges, website and database maintenance and product design charges.

We divided the pricing aspect of the business in terms of the duration of the stay. For example, we can have a business traveler for a week or maybe for more than a month. Depending on the duration, we divided the fee structure in terms of concierge charge per day and the one time Elite pass fare. Again, based on the duration of the stay we expect our profit margins to be different. Depending on the profit margins we calculate the total revenue from the program.
Risks

Sponsor does not want to pay for it

Since sponsors are the primary source of income for the program, a lack of interest by local businesses would destroy the program as it is currently conceived. However, we could search for other sources of funding such as local government or a model of small donations by partner businesses. Additionally, we would have to change the gifting structure of our product.

Travelers use the card in the same way multiple times

The goal is to create a unique experience that has pleasant surprises. If travelers use the card in the same way then it may no longer be special. We would have to develop methods to change how or where they use the card so they can have a better Cleveland experience.

Too many cards are issued

The service would lose its aura of exclusivity. The preferential treatment may become the norm and the service no longer provides the advantages. The program would need to bring in more restaurants and attractions to allow the solution to more effectively scale up.

Pricing Risk

We must charge the host company the proper price where the traveler gets good benefits but the cost structure still can support itself. If we charge too much, no one will want the service and if we do not charge enough our service will be unsustainable.

Macro-Economic Factors

This is the type of program that could be viewed as discretionary spending for companies. If the economy falters, our program may be dropped by host companies. It is advisable for the program to build up cash reserves to combat this.

Lack of people with international experience and language proficiency

Cleveland may not offer the people, at reasonable salary, that have the right language skills and international sensitivity to provide the high level of service needed for the concierge?
Method

We began the process with a significant amount of research. Research included census data, economic and crime statistics, pertinent websites, and personal interviews. This provided us a concrete basis upon which we could begin to focus on the issues faced by international travelers.

During the process of research, we began to map out the travel process for an international traveler. We quickly realized that the travel process began before the traveler departed his or her home country. The personal interviews were particularly helpful in identifying all of the steps within the travel process. After we had a rough idea of all the steps, we mapped out the physical process on a diagram and noted all of the steps in significant detail. This allowed our group to begin the process of identifying the issues within the international traveler’s experience. We noticed that the issues fell into several groupings that were not mutually exclusive of one another. We placed the issues into three groups that dealt with time, space, and experience:

1. How do you have an experience like a Cleveland in a limited amount of time?
2. How do you have a comprehensive Cleveland experience within a five mile radius?
3. How can you experience Cleveland before your arrival and after your departure?

After careful thought and significant debate, we were able to formulate a clear problem statement that tied together the three issue statements:

“Cleveland does not maximize the International Business Traveler’s practical, aesthetic, and intellectual experience before, during, and after their visit.”

We decided to focus our project on the international business traveler because we felt there was a gap in the efforts made by Global Cleveland and Positively Cleveland. Based on our research, these two organizations focused on different types of travelers and did not present an adequate solution to our problem statement.

Once we were able to wrap ourselves around the key problem facing international business travelers in Cleveland, we focused our attention on formulate a variety of potential solutions. These solutions included:

1. Strategically placed kiosks
2. An international music festival
3. A concierge service
4. A smart-phone app
5. An elite traveler program
6. A re-visualization of the city
7. Cleveland Ambassadors
We began consolidating the solutions in regard to the main problems that they solved. The strongest grouping of these solutions was the concierge service with the elite business traveler program and the smart phone app with strategically placed kiosks. We felt these broad solutions would be the most practical to implement and achieve the greatest success. Also, we believed these solutions to be novel ideas that have not been adequately explored in Cleveland or other large metro areas that attempt to court international business travelers.

At this stage, our group once again assessed our issues, problem statement, and solutions. We needed to make sure, in circumspect, we could tie our final solution back to our initial issues and make a clear connection between the traveler’s experience and our solution. We eventually chose our final solution to be the Cleveland Concierge program because we felt it was unique and best served the needs of international business travelers. It is important that Cleveland provide special treatment to international business travelers in such a way that sets the city apart and provides a lasting impact on the traveler. The Cleveland Concierge program achieves this goal.

The final step of our process was creating strong visuals and a persuasive paper that clearly defines our work. We created a three paneled poster board visual that ties together with presentation we will deliver to the board of Global Cleveland. This visual walks through the process of international travel to Cleveland, issues faced by the international traveler, the need to resolve the traveler’s problems, and proposes the Cleveland Concierge service as the solution. The paper speaks for itself.

Conclusion

Our group was given the very difficult task of bringing more international travelers to our city. There are many reasons why people travel and there is any number of ways to make the city more attractive. We decided to focus on the capturing the heart of the Cleveland experience and communicating it to people from diverse cultures. We feel that we have created a solution that will provide a more pleasant experience for international business travelers. Our group cares about this city and we believe that our solution will help to make Cleveland a center for international business and help the city grow and prosper in the years to come.
The Business Model

The diagram shows the relationships between the international business traveler and the different components of the business model.

Host Company
- Promote international business in CLE
- Create lasting experience for international guests
- Stand out from competitors

Partnerships
- Locally owned and operated businesses
- Meet service and quality requirements
- High interaction point with travelers
- Key impression point for Cleveland

Concierge
- Cleveland expertise
- Cultural intelligence
- Potentially multi-lingual
- Customized CLE experience
- Customer intimacy
- Business traveler preferences
- Understanding of CRM

Constraints
- Accidents
- Health issues
- Altercations
- Work related issues

Exhibit 1

Exhibit 2
Cash flows

Increased attractiveness of International Businesses.

Increased attractiveness of Cleveland economy.

Exhibit 5
### Initial Investment

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<th>Item</th>
<th>Cost</th>
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<tr>
<td>Promotion</td>
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</tr>
<tr>
<td>Website and database setup</td>
<td>30,000</td>
</tr>
<tr>
<td>Products design</td>
<td>90,000</td>
</tr>
<tr>
<td>Other</td>
<td>20,000</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>240,000</strong></td>
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### Fixed costs

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<td>Building and rent</td>
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</tr>
<tr>
<td>Wages and salaries</td>
<td>460,000</td>
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<tr>
<td>Website and database maintaining</td>
<td>6,000</td>
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<tr>
<td>Marketing and advertisement</td>
<td>20,000</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>492,000</strong></td>
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### Variable costs

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<td>Brochure</td>
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<td>Box</td>
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<td><strong>Total per card</strong></td>
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### Pricing

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<th>Concierge fee/day</th>
<th>Elite pass fee</th>
<th>Percentage</th>
<th>Revenue</th>
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<td>Less than 7 days trip</td>
<td>89</td>
<td>159</td>
<td>40%</td>
<td>119,414</td>
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<td>Less than 14 days trip</td>
<td>69</td>
<td>149</td>
<td>30%</td>
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<td>139</td>
<td>20%</td>
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<td>More than 90 days trip</td>
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<td>119</td>
<td>5%</td>
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<tr>
<td><strong>Total Revenue</strong></td>
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<td><strong>506,874</strong></td>
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### Breakeven

| Number of travelers per year | 425 |

Exhibit 7
### Exhibit 7

<table>
<thead>
<tr>
<th>Research</th>
<th>Pre-travel</th>
<th>Travel</th>
<th>Arrive in U.S.</th>
<th>Transportation</th>
<th>Arrive at Lodging</th>
<th>The Stay</th>
<th>Preparation</th>
<th>Departure</th>
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<tbody>
<tr>
<td>Look into attractions</td>
<td>Gather and compile paperwork</td>
<td>Arrive at airport</td>
<td>Get off plane</td>
<td>Taxi</td>
<td>Rent car</td>
<td>Arrive at hotel, apartment, dorm, friend or family’s home, or hospital</td>
<td></td>
<td></td>
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<tr>
<td>Climate</td>
<td>Obtain visa and/or passport</td>
<td>Check in bags</td>
<td>Pick up bags</td>
<td>Hotel or airport shuttle</td>
<td>Meet with family</td>
<td>Meeting with family, business obligations</td>
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<tr>
<td>Lodging</td>
<td>Make travel arrangements</td>
<td>Customs</td>
<td>Customs</td>
<td>Renting relative/business pickup</td>
<td>Dining</td>
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<td>Government Documentation</td>
<td>Complete medical requirements</td>
<td>Security checkpoint</td>
<td>Security checkpoint</td>
<td>Renting car</td>
<td>Shopping</td>
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<tr>
<td>Transportation</td>
<td>Pack and verify luggage</td>
<td>Want to board flight</td>
<td>Want to board transfer flight</td>
<td>Getting a sense of direction</td>
<td>Sightseeing</td>
<td>Sightseeing</td>
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<tr>
<td>Medical Immunizations</td>
<td></td>
<td>Rest/restrap during flight</td>
<td>Rest/restrap during flight</td>
<td>Internet access</td>
<td>Medical Treatment</td>
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<tr>
<td>Finances</td>
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<td>Access to finances</td>
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</tr>
<tr>
<td>Cell Phones/Communication</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Mental stress - Lessens as more steps are completed</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Issues**
- Travel anxiety
- Hunger/thirst
- Travel fatigue
- Preparation of documents
- Language barriers
- Security of belongings

**Mental stress** - Increases as more steps are completed

**Physical stress** - Lessens as more steps are completed