

A Work Project presented as part of the requirements for the Award of a Masters Degree in
Management from Nova School of Business and Economics

Integrated Work Project in Strategy
Small and Medium Enterprise Competitiveness

The internationalization of Abotoa/Skypro
to the European market

Exhibits

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A Project carried out on the SME competitiveness – internationalization strategy field lab,
under the supervision of:
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Exhibits

Exhibit 1: Evolution of Abotoa Sales

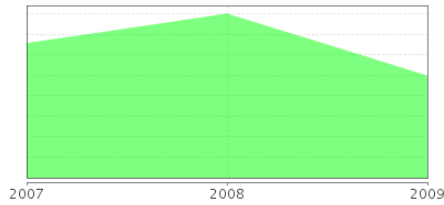


Exhibit 2: Air transport's economic and social benefits in 2007

	EMPLOYMENT Direct ('000s)	GDP Direct (US\$bn)
Africa	158	4
Middle East	143	6
Asia-Pacific	1,177	62
Europe	1,617	134
Latin America/ Caribbean	226	8
North America	2,333	212
Global	5,655	425

Source: Oxford Economics

Exhibit 3:

The Portuguese Footwear Industry

The footwear industry is the second more important industry in Portugal, immediately after the tourism and is the more internationalized sector of the Portuguese economy. It includes more than 1 300 companies and is also one of the most important sectors, in terms of the number of people employed, around 33 000.

However, the Portuguese footwear sector is very fragmented, it is mainly constituted by small and medium enterprises and there is a strong geographic agglomeration of this industry in the north of the country, with two clusters:

- Felgueiras and Guimarães;
- Feira, São João da Madeira and Oliveira de Azemeis.

Portugal has focused on the production of leather shoes with high added value, especially for women. In general, the Portuguese shoes are sold to the external market at a high price, only Italian shoes are priced above.

The Portuguese footwear industry exports approximately 95% of the total production (1 300 000€/year) to 132 different countries, in the 5 continents. But, the exports are highly concentrated in geographic terms. In 2009, 96% of the exports were directed to the European continent. Even within Europe, the exports are concentrated, 80% go to France, Germany, Spain, Netherlands and UK.

The entry of China in this sector as well as the end of the barriers to the international trade and the adoption of euro were some factors that have been conditioned the Portuguese exports recently.

“The economic downturn and the decline in consumers’ purchasing power have a noticeable impact on the performance of the Portuguese footwear industry” and on the way the foreign markets see Portugal and the Portuguese.

The future of the national footwear industry requires a constant innovation of the product, model business and technology used. In other words, Portugal has to assert itself in international markets by their ability to create fashion and not based on its merits as a producer, like in the past.

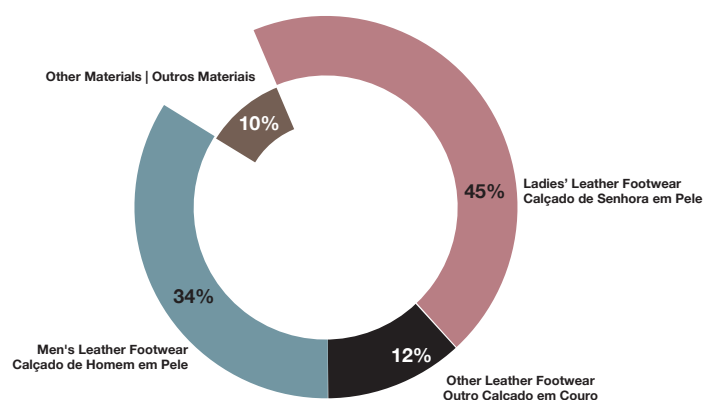
Statistics from the footwear industry in Portugal

	1974	1984	1994	2004	2005	2006	2007	2008	2009	2010**
Industry Indústria										
Companies Empresas										
number número	673	971	1 635	1 432	1 481	1 448	1 424	1 407	1 346	1 354
Employment Emprego										
number número	15 299	30 850	59 099	40 255	37 836	36 221	36 366	35 398	32 510	32 738
Production Produção										
thousand pairs milhares de pares	15 000	48 000	108 866	84 897	72 313	71 643	75 067	69 101	67 044	61 543
Gross Production Value Valor bruto de produção*										
thousand euros milhares de euros	12 330	318 891	1 620 001	1 471 214	1 307 357	1 338 555	1 336 979	1 397 617	1 417 509	1 376 381
Foreign Trade Comércio Externo										
Exports Exportações										
thousand pairs milhares de pares	5 200	31 100	89 368	75 159	64 344	63 784	71 830	64 651	63 346	68 133
thousand Euros milhares de Euros	3 093	164 060	1 283 867	1 273 252	1 138 195	1 166 116	1 268 401	1 290 991	1 232 027	1 295 531
Imports Importações										
thousand pairs milhares de pares	2 800	200	15 005	33 154	39 212	41 209	55 646	50 900	54 418	67 612
thousand Euros milhares de Euros	324	738	97 086	271 125	285 473	318 277	396 724	431 662	401 157	430 021
Trade Balance Balança Comercial										
thousand pairs milhares de pares	2 400	30 900	74 362	42 005	25 131	22 575	16 184	13 751	8 927	520
thousand Euros milhares de Euros	2 769	163 321	1 186 781	1 002 126	852 722	847 838	871 677	859 329	830 870	865 511
Apparent Consumption Consumo Aparente*										
thousand pairs milhares de pares	12 600	17 100	34 503	42 892	47 181	49 069	58 882	55 350	58 117	61 023
thousand Euros milhares de Euros	9 561	155 570	433 220	469 088	454 635	490 716	465 302	538 288	597 003	542 981
Coverage rate (value) Taxa de Cobertura (valor)	955%	22224%	1322%	470%	399%	366%	320%	299%	307%	301%
Share of Imports in Apparent Consumption (value)										
Peso das Importações no Consumo Aparente (valor)	3,4%	0,5%	22,4%	57,8%	62,8%	64,9%	85,3%	80,2%	67,2%	79,2%
Share of Exports in Production (value)										
Taxa de Exportação (valor)	25,1%	51,4%	79,3%	86,5%	87,1%	87,1%	94,9%	92,4%	86,9%	94,1%

Source: APICCAPS- monografia 2011

Production by type of footwear (value) 2010

Production by type of footwear (value), 2010
Produção por tipo de calçado (valor), 2010

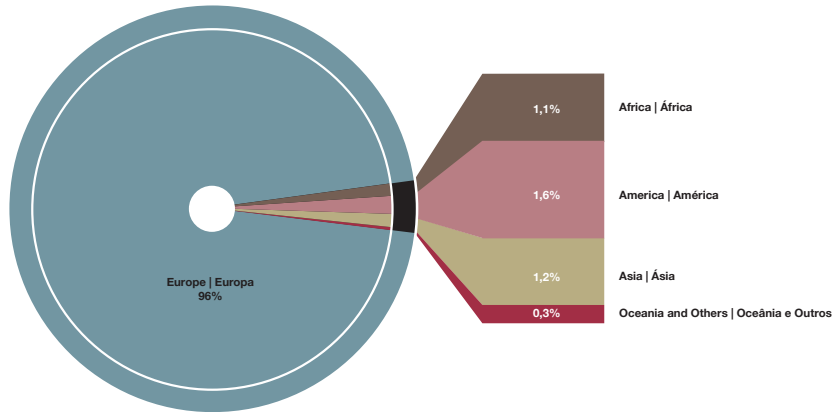


Source: APICCAPS- monografia 2011

Destination of Portuguese footwear exports (value) 2010

Destination of Portuguese footwear exports (value), 2010
Destino das exportações portuguesas de calçado (valor), 2010

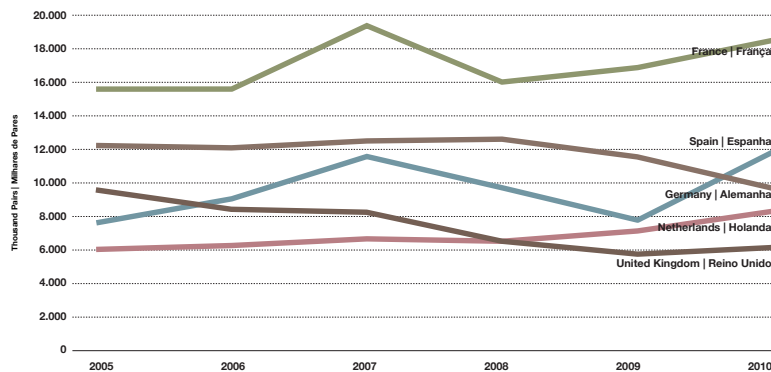
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Source: APICCAPS- monografia 2011

Five main markets for Portuguese footwear exports (quantity) 2005-2010

Five main markets for Portuguese footwear exports (quantity), 2005-2010
Cinco principais mercados das exportações portuguesas de calçado (quantidade), 2005-2010



Source: APICCAPS- monografia 2011

The Portuguese Airline Industry

In 2010, the 12 Portuguese airlines and the 6 ground handling companies carried about 10.5 million passengers and employed a total of 11 300 collaborators, divided in two categories air (5 577) and ground staff (5 723).

Number of people employed on the airline industry in Portugal in 2010

Quadro V.1 - Pessoal ao serviço, por categorias

2010-12-31 Unidade: N°

Categorias	Pessoal	Total	Homens	Mulheres
TOTAL		11 300	6 874	4426
Pessoal de navegação		5 577	3 329	2248
Técnico de bordo		2 273	2 206	67
Comandantes e pilotos		2 273	2 206	67
Outro pessoal técnico		0	0	0
Complementar de bordo		3 304	1 123	2181
Comissários		878	878	0
Hospedeiras		1 788	0	1788
Outro Pessoal complementar		638	245	393
Pessoal de terra		5 723	3 545	2178
De manutenção e técnico		2 457	2 181	276
Afecto às vendas e tráfego		1 501	633	868
Outro pessoal de terra		1 765	731	1034

Fonte: Inquérito às Empresas de Transporte Aéreo (INAC/INE)

Source: INE – Estatísticas dos Transportes 2010

Airline Companies in Portugal

Airline Companies	Main Base
Aero Vip	Portimão(PRM)
Airline Portugal	Lisbon(LIS)
Euroatlantic Airways	Lisbon(LIS)
Hifly	Lisbon(LIS)
LuzAir	Lisbon(LIS)
Omni Aviação e Tecnologia	Lisbon(LIS)
Orbest	Lisbon(LIS)
PGA - Portugália Airlines	Lisbon(LIS)
SATA Air Açores	Ponta Delgada(PDL)
SATA International	Ponta Delgada(PDL)
TAP Portugal	Lisbon(LIS)
White Airways	Lisbon(LIS)

Ground handling companies in Portugal

Ground Handling Companies	Main Base
Ground Force ONE	Tires
Ground Force Portugal	Lisbon
Portway Handling de Portugal SA	Lisbon
SATA Air Azores	Ponta Delgada
Servisair Portugal	Lisbon
TRIAM - Maderia Handling Services	Santa Cruz

Exhibit 4:

a) TAP interview

1. To which TAP employees are supplied footwear?

Footwear is only supplied to female employees from several categories- board assistants and land assistants that do client attendance. Although the pilots (male and female) use uniform, the footwear is not part of their kit.

2. Why did you choose SKYPRO as your footwear supplier?

The actual supplier was selected through market research, being chosen by having the product with best price/quality relation.

3. What are the characteristics taken into consideration on the choice of the footwear supplier?

The company image, comfort and durability of the product in function of an accessible price and also special characteristics for aviation, as for example have not materials that do the alarm whistling on the airports checkpoints.

4. Does the company do satisfaction surveys to the employees about the shoes quality?

There is an internal commission that controls the quality of all uniforms and does the monitoring of complaints.

5. When TAP launches a new tender for shoe suppliers, which companies tend to compete?

The selection criteria are variable and confidential. However, we can say that in the last tender a participation invitation was addressed to the companies included on the list received by APICCAPS – Associação Portuguesa dos Industriais de Calçado and also to the companies that are on the TAP suppliers file.

6. What is the average footwear quantity that TAP buys for year? And how much increase the number of flight attendants/pilots on the summer and Christmas? Do Tap supply footwear to these temporary employees?

Approximately 4000 pair/year. There is not data available about the increase of board personal on those seasons. The temporary employees also receive a uniform kit, although the quantity of pieces is limited.

b) White Airways interview

1. How did you know Skypro?

Through our uniform company, Imagem & Companhia, which provided us Skypro shoes. Later, we started to commercialize directly with Skypro to facilitate the process.

2. To which White employees are supplied footwear?

No, White only provides shoes for flight attendants, stewards and for some ground personal.

3. On average, how many pairs of shoes White purchases per year?

About 150 to 200 pairs: 2 pairs of shoes/year for women and 1 pair of shoes/year for men

4. Besides the shoes, White purchases other Skypro products?

Yes, belts, globes and lady bags.

5. How long Skypro provides shoes for White?

Directly, Skypro is our shoe supplier since 2009/2010.

6. How do you classify Skypro shoes? Comfortable?

The quality of the shoes is good as well as the leather. Furthermore, we value the fact of the treatment be more personalised and the ability to easily make changes. It is a little bit subjective, but in general the collaborators like the shoes.

7. In terms of the price, do you consider Skypro shoes more expensive than the other shoes? If yes, it compensates to pay more, for more quality?

There is not much difference in price. Quality is important, but the price is the preponderant factor that we take into account on the choice of our shoe supplier

8. Do you know other shoe suppliers for aviation professionals?

No.

9. Do you have any contract with Skypro?

No, we usually make the order one month in advance, which is the time that we have to wait to receive the shoes.

Exhibit 5: Luz air interview

1. Does your company provide footwear to its employees?

Each employee buys its footwear, according to a model/pattern, color and value chosen by the company. That value is reimbursed subsequently to collaborators.

We take this option because our collaborators give extremely importance to footwear, but they have different needs and requirements, and each one values different characteristics in their shoes. For experience, it is very difficult to find an ideal footwear to collaborators that work aboard on an aircraft, mainly for women. The time that a flight attendant spends wearing its shoes, the pressure inside the planes, its preferences, possible problems of posture and/or spine, are important factors that our collaborators take into account.

2. Does your company know SKYPRO SHOES brand?

Yes, we were already addressed by one representative of the brand.

3. Are you a client of this brand? If not, who is your footwear suppliers/brand?

We don't have a specific supplier.

4. Does that supplier is the same for men and women?

Answered in question 1.

5. Before being supplied by the actual brand, which was your previous supplier?

Our uniforms supplier, Decomoda.

6. How much are you willing to pay for a comfortable shoe with technical characteristics?

less than 50€

between 50€ and 80€

between 80€ and 100€ ✓

between 100€ and 200€

more than 200€

7) In average, how many pairs of shoes do you buy per year?

80 for men and 80 for women.

8) Who is your uniform supplier? What is the footwear brand that she/he suggests you?

Our uniform supplier is Decomoda. The footwear brand used is answered in question 1.

Exhibit 6: Capital Structure of Abotoa:

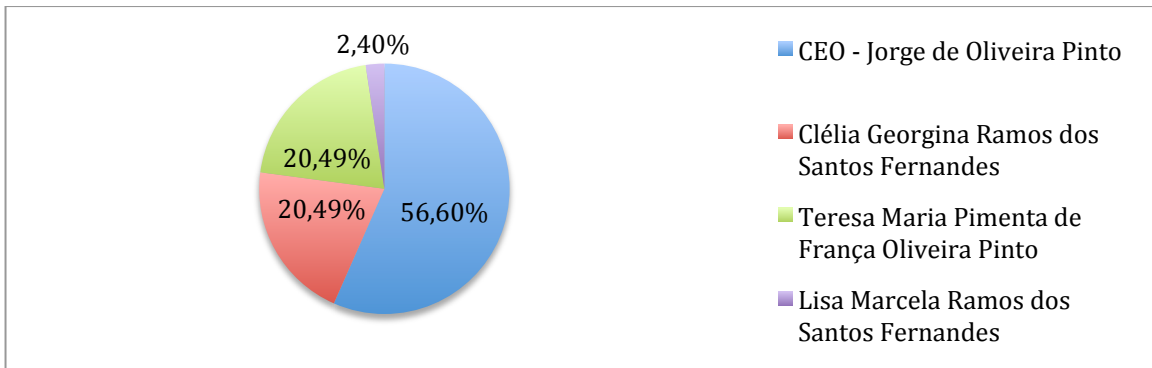


Exhibit 7: List of collaborators

Person	Skypro	Muffins	Wage
CEO - Jorge Pinto	50%	50%	2 500 €
CCO - Ricardo Oliveira	90%	10%	1 200 €
Designer - Vera Silva	40%	60%	1 300 €
CHRO and CAO - Lisa Fernandes	25%	75%	1 000 €
Client Manager	100%	-	800 €

Exhibit 8: List of Skypro Suppliers

Supplier	Purchases	Products
HMC - Indústria de Calçado Lda	153 483,45 €	Women shoes
CORT GIN-Indústria de Cortes e Sapatos de Ginástica Lda	126 519,30 €	Women shoes
Zilam - Fábrica de Arigos de Marroquinaria Lda	86 547,70 €	Bags and belts
Francisco Alves Barbedo & Filhos, Lda	30 793,50 €	Gloves
Fabrica de calçado da Mata. Lda	12 637,55 €	Men shoes
Iva Oliveira Unipessoal Lda.	7 432,80 €	Gloves and Belts
Luismor Lda	464,98 €	Belts

Shoe Suppliers of Abotoa (Muffins and Skypro)	Products
Cortgine, HMC, Identidade Clássica and Mestra	Woman shoes
Fábrica de calçado da Mata, Centenário and Valuni	Man shoes

Exhibit 9: List of Skypro Clients

Company	Country	Status
TAP	Portugal	Client
TAAG	Angola	Client
Euro Atlantic	Portugal	Client
Portway	Portugal	Client
Groundforce	Portugal	Client
BH air	Bulgaria	Client
Orbest	Portugal	Client
Transaero Russia	Russia	Client
Air 26	Angola	Client
White Airways	Portugal	Client
Whitejets	Portugal	Client
PGA	Portugal	Client
Brussels airlines	Belgium	Client
Amiri flight	Qatar	Client with order
Air Astana	Kazakhstan	Client with order
Aegean Airlines	Greece	Client with order
RoyalAir Jordania	Jordan	In negotiations
Australian Airlines	Australia	In negotiations
Ethiopia Airlines	Ethiopian	In negotiations
Kenya Airlines	Kenya	In negotiations
Qatar Airlines	Qatar	In negotiations

Exhibit 10: Two alternative ways of delivering the shoes

Ex-works: “the seller delivers the goods at his or her own place of business. All other transportation costs and risks are assumed by the buyer.”

CIF: “Cost, Insurance and Freight – means that the seller delivers when the goods pass the ship’s rail in the port of shipment. The seller must pay the costs and freight necessary to bring the goods to the named port of destination but the risk of loss of or damage to the goods, as well as any additional costs due to events occurring after the time of delivery, are transferred from the seller to the buyer. However, in CIF the seller has also to procure marine insurance against the buyer’s risk of loss of or damage to the goods during the carriage.”

Obviously, if clients require the delivering of the shoes on their business place, Skypro assures the distribution, but it will charge a higher price to cover the transportation costs and risks.

Exhibit 11: Quality management process

All SKYPRO products pass through a quality control process divided in 5 stages:

I. Raw materials control – In this first stage we control the stock levels of all raw materials, quality and give the approval of usage for production. Everything is checked with the exception of the leather.

II. Leather quality and colour match control – This second stage check is meant to control the quality of the leather (thickness, imperfections, tanning, elasticity, softness etc.), colour and brightness check, at the moment of arrival to the factory.

III. Cut & Stitching quality control – In this quality check is evaluated the efficiency and quality of the leather cutting and stitching process, as well as if all the production frame schedules are being met.

IV. Assembly quality control – In this check phase are controlled all the steps of assembly. The objective is to track very early in the assembly phase any problems that would result in an uneven or unbalanced product, or a less resistant product.

V. Trim and packaging control – This is the final check of the production, therefore we incremented a very rigorous control, meant to check again all the prior checked details and also, fitting, glue excesses, stains, packaging and labelling specifications.

Exhibit 12: Assumptions

Due to the lack of Skypro financial data, the estimation of the percentages in the value chain was made taken into account the importance and the average costs of each activity for the company.

More relevant activities (70%):

- Production (35%) - The production costs represent the Skypro main costs and they are around 25€ per pair
- R&D (15%) - As the company sells a differentiated product, there is a constant need to innovate in order to introduce in the market something new
- Outbound logistics (10%) - Skypro has a cost of approximately 7€ per each per of shoe shipped to Europe and 20€ per each pair of sample shipped
- Sales and marketing (10%) - Promotion of the brand, promotional journeys, improvement of the new forms of communication, advertisement on exclusive zones for staff in the airports, distribution of catalogs and flyers, display corners, showcasing the brands and the shoes

Less financially demanding activities (15%):

- HRM (3%) – it is not relevant – 1 collaborator

- Inbound logistics (2%)– It will depend on the contract celebrated with the supplier. With a good contract, the goods can be stored on the manufacturers facilities until be distributed to the clients
- Procurement (2%)– Skypro already collaborates with various producers, there is no need to find more
- Firm infrastructure (3%)– financing and commercial department; accounting (outsourced) – 2 collaborators
- Customer service (2%)– costs with changes and returns
- Quality management (3%) – it’s essential for the success of the company, but actually, it only involves 1 Skypro collaborator, part of the control quality is assured by producers

Margin: 15%

Exhibit 13: Porter’s five forces

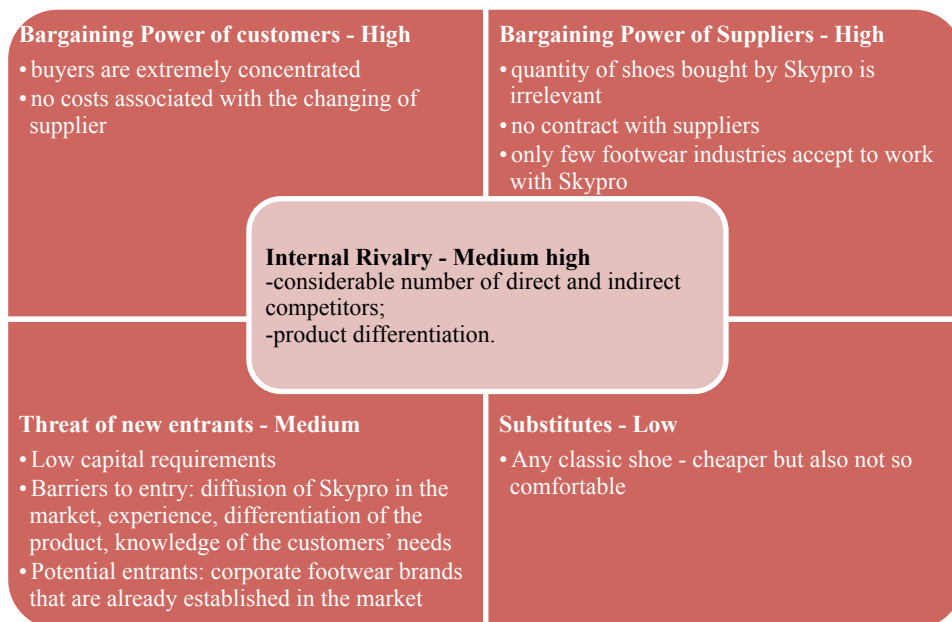


Exhibit 14: SWOT

<p>Strengths (S)</p> <ul style="list-style-type: none"> • Differentiated product • Leader in Portugal • High markup • Low fixed costs (no stocks, no investment in factories) • Customization • Market knowledge • After sales service • Partnerships with CTCP • Make to order Process 	<p>Weaknesses (W)</p> <ul style="list-style-type: none"> • Low control on the delivering time • Dependency of factories • Low capacity for financing • No contracts with suppliers • No product patent • Default surveys to collect feedback from clients • Few business partners
<p>Opportunities (O)</p> <ul style="list-style-type: none"> • E-commerce • Seasonality of industry New niche markets: uniforms; shoes to maritime, railroad, casinos, hotels • New forms of communication (Facebook, twitter) • Duty free shops • Dimension of potential clients • Duration of uniforms: 15-20 years • Advertising in restricted areas to the staff in airports • Contracts with shoe producers 	<p>Threats (T)</p> <ul style="list-style-type: none"> • Being easily copy or danger of vertical integration • New players in this niche market • Substitute products • Global crisis • Exchange rate risk • Barriers to the entrance of products in the boundaries of the countries (outside Europe) • Mergers and acquisition process in the market

Exhibit 15: Shares of direct employment in air transport in world total

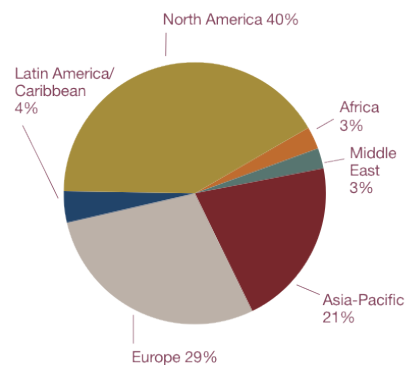
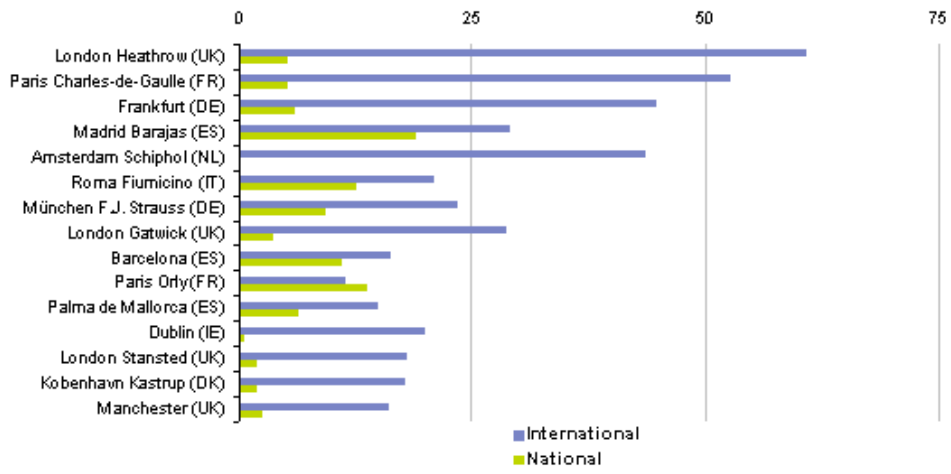


Exhibit 16: Economic information about the countries in analyze

Region/Country	Population	%	# Airports +15000 passengers	Air passengers	Monthly minimum wage	Number of airlines	GDP
EU (27 countries)	502519978	1		796 362 804			24 400
EU (17 countries)	331996617	66%		561 882 122			26 400
Spain	46152926	9%	42	153 386 749	748,30 €	29	24 500
France	65075373	13%	63	123 020 665	1 365€	17	26 100
Italy	60626442	12%	43	109 170 164	1 000€	22	24 500
Netherlands	16655799	3%	5	48 616 883	1 435,20 €	11	32 600
Portugal	10636979	2%	3	25 732 352	485 €	12	19 800

Exhibit 17: European airports with more traffic



Source: Eurostat (avia_paca)

Exhibit 18: Airlines in Spain

Airline	Main Base	Telephone	Mail	Start	Employees	Offer shoes
Aerodynamics Malaga	Malaga	+34 637 87 34 16	chartersales@aerodynamics.es	2001	500	
Aeronova	Valencia (VLC)	+34 96 166 5402	chartersales@aeronova.com	1996		
Air Europa	Palma (PMI)	+34 971 178 105	recepcion.globalia@air-europa.com	1984	3 000	Yes (Kolfles)
Air Nostrum (Iberia)	Valencia (VLC)	+34 96 196 0200	direccion@airnostrum.es oaguar@airnostrum.es	1994	2 000	
Alaire	Madrid (MAD)	+34 91 485 0127	jalbinana@alaire.aero	2001		
Alba Star	Palma (PMI)	+34 971 575 072	info@albostar.es	2010		
Binter Canarias	Las Palmas (LPA)	+34 928 579 601	dirgeneral@bintercanarias.es	1989	406	
Bravo Airlines	Madrid (MAD)	+34 917 454 970		2004	400	
Calima Aviation	Las Palmas (LPA)	+34 928 70 60 21		2008		
Gadair European Airlines	Madrid (MAD)	+34 91 301 0234	info@gadair.com	2007		
Gestar Airlines	Madrid (TOJ)	+91 91 312 3000	info@audeli.es	1977	1 500	
Gestair Cargo	Madrid (MAD)	+ 91 91 312 3060	info@cygnusair.es	1994		
Hola Airlines	Palma (PMI)	+34 971 491 419	info@holairlines.com	2002	35	
Iberia	Madrid (MAD)	+34 91 587 8787	infoibl@iberia.es j.perez@iberia.es	1927	20 671	Yes(Uniform company Iturri)
Ibertrans Aérea	Madrid (MAD)	+34 91 485 0127	sales@ibertrans.net	1991		
Iberworld Airlines	Palma (PMI)		iberworld@iberworld.com paz.ortega@iberworld.com	1998	533	
IMD Airways			info@imdairways.com	2009		
Islas Airways	Tenerife (TFN)	+34 922 389 933	info@imdairways.com	2003		
NAYSA	Las Palmas (LPA)	+34 902 100877	naysa@naysa.es	1969		
Orionair	Valencia (VLC)	+34 96 347 1882	info@orionair.es	2006		
PAN Air (TNT)	Madrid (MAD)	+34 91 312 0422	jpanair@tnt.com	1988		
Privilege Style	Palma (PMI)	+34 971 40 8900	privilegestyle@privilegestyle.com	2003		
Pronair Airlines	Valencia (VLC)	+34 90 220 2575	samia@pronair.es	2007		
Pullmantur Air	Madrid (MAD)	+34 91 418 8700	pullmanturair@pullmanturair.com	2003	53	
Pyrenair	Huesca	+34 902 106 400		2007		
Saicus Air				2009		
Spanair	Palma (PMI)	+34 971 745020	spanair@spanair.es sespinosa@spanair.com	1988	2 665	Yes(El corte inglés, Aeromoda, Alberana, 400 pairs)
Swiftair	Madrid (MAD)	+34 91 748 0760	swiftair@swiftair.com	1986	400	
Vueling Airlines	Barcelona (BCN)	+34 93 378 7878	info@vueling.com elias.aguilar@vueling.com	2004	1 405	No

Exhibit 19: Airlines in France

Airline	Main Base	Telephone	Mail	Start	Workforce	Offer shoes
Aigle Azur Transportes Aériens	Pairs Orly (ORY)	+33 1 41 51 00 00	info@azurplus.fr	1970	697	No
Air Corsica	Ajaccio (AJA)	+33 4 95 29 05 00	ccmvoyages@ccm-airlines.com	2010	671	
Air France	Paris (ORY/CDG)	+33 1 41 56 78 00	mail.internet.afc@airfrance.fr phpoinas@airfrance.fr mabravo@airfrance.fr sedenost@airfrance.fr julegaudu@airfrance.fr	1933	58 485	Yes
Air Méditerranée	Tarbes-Lourdes (LDE)	+33 5 34 48 20 00	operations@air-mediterranee.fr	1997	400	
Airlinair	Paris (ORY/CDG)	+33 1 45 12 17 17	airlinair@airlinair.com	1999	400	
Atlantique Air Assistance	Nantes (NTE)	+33 2 40 84 37 37	contact@atlantique-aviation.com	1989		
Brit Air (Air France)	Morlaix (MXN)	+33 2 98 62 10 22		1973	1 257	
Corsairfly	Pairs Orly (ORY)	+33 1 49 79 49 79	servicegroupe@corsairfly.com	1981	1 612	
Europe Airpost	Paris (CGD)	+33 1 48 17 75 66		1991	520	
Finist' Air	Brest	+33 2 98 84 64 87	info@finistair.fr	1981		
Hex' Air	Le Puy (LPY)	+33 4 71 08 62 28	a.rouchon@hexair.com	1991		
OpenSkies	New York (JFK)	+33 (0) 3 60 74 20 04		2008		
Pan Européenne Air Service	Chambery Aix Les Bains	+33 4 79 54 42 68	contact@paneuropeenne.com	1977		
Régional (Air France)	Nantes Atlantique (NTE)	+33 2 40 13 53 00	contact@regional.com	2001		
Transavia France (60% Air France)	Pairs Orly (ORY)			2007		
Twin Jet	Marseilles (MRS)	+33 4 42 90 12 14	infolignes@twinjet.net	2001	60	
XL Airways France	Paris (CGD)	+33 1 70 03 19 79		1995	476	

Exhibit 20: Airlines in Netherlands

Airline	Main base	Telephone	Mail	Start	Employees	Offer shoes
AIS Airlines	Lelystad (LEY)	+31 320 268 799	sales@aisairlines.nl	2010		
Amsterdam Airlines	Amsterdam (AMS)	+31 206 586 172	info@amsterdam-airlines.com	2007		
Arkefly	Amsterdam (AMS)	+31 20 892 1400	info@arkefly.nl	2005		No(miscellaneous)
Denim Air	Amsterdam (AMS)	+31 297 230 690	info@denimair.nl	1996	242	
Interstate Airlines	Maastricht (MST)	+31 43 308 8120	info@interstateairlines.com	2005	25	
Jet Netherlands		+31 (0)20 40 56 600		2001		
KLM	Amsterdam (AMS)		margolin.de.nood@klm.com smartsat.nl@sodexo.com jeroen.stok@sodexho-nl.com	1920	28383	No (Uniform company - Sodexo)
KLM Cityhopper	Amsterdam (AMS)			1991		
Martinair (KLM)	Amsterdam (AMS)	+31 20 601 1222	charter@flymartinair.com	1958	1900	
SolidAIR				2002		
Transavia Airlines (KLM)	Amsterdam (AMS)	+31 20 604 6555	info@transavia.com	1966	1911	

Exhibit 21: Airlines in Italy

Airline	Main Base	Telephone	Mail	Start	Employees	Offer shoes
Air Dolomiti (Lufthansa)	Verona (VRN)	+39 045 860 5211	info@airdolomiti.it	1989	602	
Air Italy	Turin (TRN)	+39 0331 211 011	info@airitaly.it	2005	700	
Air One (Alitalia)	Milan (MXP)	+39 06 656 811	info@airone.in	1983	2100	
Air Vallée	Rimini (RMI)	+39 0165.303303	info@airvallee.com	1987		
Alidaunia	Foggia (FOG)	+39 0881 617961	info@alidaunia.it	1976		
Alitalia	Rome (FCO)	+39 06 65 621	cantagallo.simone@alitalia.it	1946	14154	
Alitalia Express	Rome (FCO)	+39 06 65 621	segretaria.ad.xm@alitalia.it	1997		
Blue Panorama Airlines	Rome (FCO)	+39 06 487 71318		1998		
Blu-Express	Rome (FCO)	+39 06 60 21 4577	marketing@blu-express.com	2005		
Cargo Italia	Milan (MXP)	+39 0331 6638	cargoitalia@cargoitalia.it	2005		
Easy Islands	Palermo			2002		
eVolavia	Ancona			2002		

Fly Wex	Brescia (VBS)	+39 030 281 1188		2001	
Itali Airlines	Pescara (PSR)	+39 085 430 8215		2003	100
Link Air Express	Milan (LIN)	+39 02 95000		2006	10
Meridiana Fly	Olbia (OLB)	+39 0789 52801		2010	1414
MiniLiner	Bergamo (BGY)	+39 03 531 6865	info@miniliner.com	1981	90
Mistral Air	Rome (CIA)	+39 067 90451	mistralsales@posteitaliane.it	1984	
Neos	Milan (MXP)	+39 0331 232 890	neos@neosair.it	2001	330
On Air	Pescara (PSR)	+39 085 4322238	info@flyonair.it	2006	
Volare Airlines	Milan (LIN)	+39 0331 713 111		1998	
Wind Jet	Catania (CTA)	+39 095 723 2063		2003	

Exhibit 22:

Survey

1. Gender

Gender	Number	%
Female	63	0,84
Male	12	0,16
Total	75	1



2. For which company do you work?

Company	Number
TAP	34
Portway	4
British airways	5
White	1
Brussels airlines	1
Turkish airlines	2
Aigle-azur	3
Spring events	1
Airpass	3
SPDH	1
TAAG	2
KLM	1
lufthansa	3
SATA	2
Air Moldova	2

Air Europe	3
Air France	3
Olympic air	1
Easy Jet	1
Thomson Airways	1
Emirates	1

3. Does your company provide shoes to collaborators? If yes, which one? If not, which brand do you buy?

Does your company provide shoes to collaborators? If yes, which one? If not, which brand do you buy?	Number	%
yes	54	0,72
No	21	0,28
Total	75	1

4. Do you know the brand Skypro Shoes?

Only the ones who use the shoes, knows the brand.

5. What are the characteristics of shoes that you value more? Classify in a scale from 1 to 5:

▪ Comfort	X
▪ Anti-Skid	
▪ Anti-Static	
▪ Temperature Control System	
▪ Alarm-free (do not whistle in airport)	
▪ Others. Which? _____	

Comfort was the most valued characteristic in all the questionnaires done.

6. How much are you willing to pay for corporate shoes?

How much are willing to pay for corporate shoes?	Number	%
less 50€	44	0,59
50-80€	19	0,25
80-100€	12	0,16
100-200€	0	0
more than 200€	0	0
Total	75	1

7. Are you willing to buy shoes from on-line stores?

Are you willing to buy shoes from on-line stores?	Number	%
yes	29	0,39
no	46	0,61
Total	75	1

Opinions from the ones who use Skypro shoes:

“Uncomfortable”, “to narrow on the front”, “the new model is much more comfortable”, “the shoes enlarge with the usage”, “Bad shoes (they should be larger and the heel must be lower)”, “Not comfortable but not bad”, “the shoes should be larger on the front”, “they are more or less comfortable”, “they whistle on the airports metal detectors”, “comfortable and good design”, “finishes poorly made”, “bad control temperature system”, “paint socks”.

Other brands mentioned on the questionnaires:

Rubrica, Aerosoles, Prww, Hush Puppies, Era, Bata, Charles, Gabor (Amsterdam airport), Ara, Aldo, Kolflex, Helio, Comodus, Via uno, Geox, Derby, Tescos and Baossro.

Exhibit 23: Money

	Abotoa	Weight of Skypro	Skypro	Muffins
Actual clients	1 170 015,99 €	40%	468 006,40 €	702 009,59 €
COGS	703 000,09 €	40%	281 200,04 €	421 800,05 €
R&D	100 000,00 €	60%	60 000,00 €	40 000,00 €
Training	10 000,00 €	50%	5 000,00 €	5 000,00 €
Rents	84 948,75 €	17%	14 158,13 €	70 790,63 €
Gas, Water, Electricity, Telephone	16 806,20 €	17%	2 801,03 €	14 005,17 €
Travels and Accomodations	6 800,00 €	70%	4 760,00 €	2 040,00 €
Wages	212 117,84 €	20%	42 423,57 €	169 694,27 €
Promotion	25 119,28 €	70%	17 583,50 €	7 535,78 €
Transport of goods	7 265,61 €	60%	4 359,37 €	2 906,24 €
Send of samples	0,00 €	0%	0,00 €	0,00 €
			35 720,77 €	-31 762,55 €

	Base	# cities	# visits	Spain	France	Holland	Italy
Travel	300	1200	3600	3600	900	900	1800
Accomodation	300	600	2400	7200	1800	1800	3600
Samples	34	4	136	816	544	544	408
Total				11616	3244	3244	5808

E-commerce	Costs
Creation	4000
Stocks	25000
Total	29000

Assumptions:

- Average cost per shoe: 25 €
- Number of visits per city: 3 visits/semester
- Number of days per city: 2 days/ journey
- Stocks: 10 models, 10 numbers (size: 35-45), 10 pairs = $10 \times 10 \times 10 \times 25 = 25\ 000\text{€}$
- Price of each journey: 300€
- Dairy costs – food, accommodation, dinner with clients: 300€
- Weight of Skypro
 - Rents, Water, Gas, Electricity and Telephone
 - 2 offices (Muffins + Skypro) + 4 Mufins stores $\approx 1/6 \approx 17\%$
 - Travels and accommodation = 70% because Skypro is the only brand internationalized
 - Wages
 - Abotoa has 15 employees, 5 work on Skypro project, but also allocate a % of their work to Muffins, so $3/15 = 20\%$
- For simplification, and taking into account that these costs were from 2010, lets assuming that there is no shipment of samples, because Skypro only starts the internationalization process on that year
- The Weight of sales, COGS, R&D, training, promotion, travels and accommodation and transport costs were estimated taking into account information given by the company