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FACULTAD DE CIENCIAS ECONÓMICAS Y EMPRESARIALES (ICADE)  
MASTER IN BUSINESS ADMINISTRATION

**COMMERCIALIZING GENERATIVE AI FOR SMES:  
A BUSINESS PLAN FOR VOICE AUTOMATION  
IN THE SPANISH HOSPITALITY SECTOR**

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# 1 Definition of the Entrepreneurship Goal

The primary objective of this Capstone Project is to design a comprehensive Business Plan for the commercialization of an AI-powered voice automation service.

While the long-term vision is to provide this service to all SMEs, this business plan focuses on the Beachhead Market of the Spanish restaurant industry. We will focus on this niche first to validate the technology and cash flow before expanding to other segments.

Restaurants lose reservations when staff cannot answer phones during busy shifts. The goal of this project is to validate the market demand and monetization strategy for an AI agent that handles these calls. This system will handle natural conversations and integrate with reservation books (e.g., CoverManager) without human intervention.

Therefore, the central research question driving this project is:

*How can a real-time conversational AI solution be successfully marketed to Spanish restaurants to solve customer service inefficiencies through a profitable and scalable business model?*

# 2 Context and Justification

The hospitality sector is a fundamental pillar of the Spanish economy. According to recent data, it contributes approximately 6.7% to the national GDP and employs over 1.6 million people [1]. However, despite its economic importance, the sector is dominated by micro-enterprises that often lag behind in digital adoption.

This creates a specific operational problem. While global leaders are already deploying AI Agents to drive innovation [2], Spanish restaurants face severe labor shortages and struggle to maintain profitability [3]. This situation creates a paradox where the most valuable calls, such as immediate reservation requests, occur during rush hours when staff are too busy to answer. Currently, owners must choose between losing revenue or hiring expensive administrative staff.

From an academic perspective, it aims to connect advanced Generative AI with small businesses. While there is extensive literature on AI for large corporations, there is limited research on how to adapt Agentic AI for non-technical business owners with limited

budgets. This thesis contributes to the field of entrepreneurship by validating a business model that transforms complex technology into a practical tool for the Spanish service economy.

### 3 Definition of Specific Goals

To transform this vision into a real business, the general goal is divided into five specific objectives:

- **Quantify the market opportunity** by calculating the TAM, SAM, and SOM, based on the number of restaurants and our realistic sales capacity.
- **Design a Value Proposition** that distinguishes us from traditional call centers, focusing on simple integration with reservation books (e.g., CoverManager).
- **Validate Product-Market Fit** through interviews with restaurant owners to confirm that they are willing to pay for a solution that solves unanswered calls during peak hours.
- **Formulate a B2B acquisition strategy** that identifies the most effective channels to reach restaurant owners.
- **Assess financial feasibility** by building a financial plan that analyzes costs, pricing, and profitability to ensure the project is sustainable.

### 4 Methodology

This project adheres to the roadmap provided by the **Elevatorfy** platform, applying the *Lean Startup* methodology to prioritize validation over static planning. The workflow is structured into four main phases:

- **Problem Discovery:** Interview restaurant owners to confirm the challenges they face handling calls during busy hours.
- **Solution Definition:** Define the business strategy using the *Value Proposition Canvas* and *Business Model Canvas* to ensure the product fits market needs.

- **Market Validation (MVP):** Build a prototype to see if customers want the product and are willing to buy it.
- **Strategic Planning:** Develop a detailed Marketing and Financial Plan to project growth, resulting in a Pitch Deck.

## 5 Key References and Data Sources

This business plan will be based on high quality sources. The research will rely principally on the following categories:

### Market & Industry Data:

- **Official Statistics (INE):** Macroeconomic data and census statistics to quantify the market size, structure, and economic contribution of the sector.
- **Sector Reports (Anuario de la Hostelería):** Specific insights regarding turnover, employment trends, and digital maturity within the Spanish hospitality industry.
- **Global Tech Research:** Reports from firms such as McKinsey or Gartner to validate the timing and projected growth of Generative AI adoption in enterprise settings.

*Note: The project will probably use additional high quality sources.*

### Strategic & Competitive Context:

- **Competitive Analysis:** Review of pricing models and features from competitors and local Spanish incumbents to identify market gaps.
- **Academic Frameworks:** We will use standard entrepreneurship concepts, such as "*The Lean Startup*" (Ries) for validation and "*Business Model Generation*" (Osterwalder & Pigneur) to design the business model.

## 6 Provisional Title

The proposed working title for the Capstone Project is:

## **Commercializing generative AI for SMEs: A business plan for voice automation in the Spanish hospitality sector**

This title defines the project's scope: applying Generative AI to solve a specific operational problem. By targeting the Spanish hospitality sector, the project focuses on a real market opportunity rather than just the technology.

## **7 Provisional Table of Contents**

The TFM will be structured to show the progression from opportunity recognition to business viability. The provisional structure is defined as follows:

### **1. Executive Summary**

- 1.1. Business Opportunity Overview
- 1.2. The Solution: AI Voice Automation for the Hospitality Sector
- 1.3. Financial Highlights and Investment Ask

### **2. Project Scope and Methodology**

- 2.1. Objectives of the Business Plan
- 2.2. Methodology: Lean Startup and Customer Discovery

### **3. Strategic Analysis and Opportunity Recognition**

- 3.1. Macro-environment Analysis (PESTEL)
- 3.2. Market Analysis: Structural Challenges in Spanish Hospitality
- 3.3. Market Sizing: Filtering TAM to Beachhead Market (Restaurants)
- 3.4. Competitor Landscape: Traditional Staffing vs Automation

### **4. Business Model Definition**

- 4.1. Business Model Canvas
- 4.2. Value Proposition Canvas
- 4.3. Customer Personas: The Independent Restaurant Owner

- 4.4. SWOT Analysis

## **5. Product Strategy and Validation**

- 5.1. Description of the SaaS Solution (The Product)
- 5.2. MVP Definition: Integration with Reservation Systems
- 5.3. Validation Results: Feedback from the Technical Proof of Concept

## **6. Go-to-Market Strategy**

- 6.1. Marketing Plan: B2B Channels and Partnerships
- 6.2. Pricing Strategy (Subscription Tiers and Kit Digital)
- 6.3. Sales Funnel and Customer Acquisition Cost (CAC)

## **7. Operational and Legal Plan**

- 7.1. Corporate Structure and Data Privacy Compliance (GDPR)
- 7.2. Technical Operations and Cloud Costs
- 7.3. Human Resources Plan

## **8. Financial Plan**

- 8.1. Revenue Projections (Year 1 - Year 3)
- 8.2. Cost Structure and Break-even Analysis
- 8.3. Profit and Loss (P&L) and Balance Sheet
- 8.4. Investment Requirements and Valuation

## **9. Conclusions**

## **10. Bibliography**

# **8 Working Schedule**

The project timeline has been designed to align with the Elevatorfy entrepreneurship program itinerary. The work plan is divided into four different phases, running from November 2025 to June 2026.

Phase	Start Date	Module	Key Milestones & Deliverables
<b>Phase 1:</b> Discovery	06/11/2025	<b>1. Welcome</b>	Intro to Elevatorfy, methodologies, and work guidelines.
	14/11/2025	<b>2. Find &amp; Validate</b>	Market Research & Problem Interviews. <b>Del:</b> <i>Project Proposal.</i>
<b>Phase 2:</b> Definition	28/11/2025	<b>3. Define Solution</b>	Value Proposition, Business Model Canvas & Competitors.
	26/12/2025	<b>4. Validate Solution</b>	MVP design & real-user experiments. <b>Del:</b> <i>Validation Results.</i>
<b>Phase 3:</b> Strategy	16/01/2026	<b>5. Marketing</b>	Storytelling (Brand Script) & Marketing Plan.
	06/02/2026	<b>6. Financial Plan</b>	P&L, Cash Flow, & Viability. <b>Del:</b> <i>Full Draft Upload.</i>
<b>Phase 4:</b> Consolidation	06/03/2026	<b>7. Sell your Idea &amp; Academic Defense</b>	Pitch Deck design, Elevator Pitch practice, Final TFM formatting & defense prep. <b>Del:</b> <i>Final Submission &amp; Defense.</i>

## References

- [1] Instituto Nacional de Estadística, *Cuenta de valor añadido bruto y estadística estructural de empresas: Sector servicios*, Data regarding GDP contribution (6.7%) and employment figures (1.6M) in the hospitality sector, 2024. [Online]. Available: <https://www.ine.es>.
- [2] A. Singla, A. Sukharevsky, L. Yee, and M. Chui, “The state of ai in 2025: Agents, innovation, and transformation,” McKinsey & Company, Tech. Rep., Nov. 2025, Report highlighting that 23% of high-performing organizations are scaling agentic AI systems. [Online]. Available: <https://www.mckinsey.com/~media/mckinsey/business%20functions/quantumblack/our%20insights/the%20state%20of%20ai/november%202025/the-state-of-ai-in-2025-agents-innovation-and-transformation.pdf?shouldIndex=false>.
- [3] Hostelería de España, *Anuario de la Hostelería de España 2022*. Madrid: Confederación Empresarial de Hostelería de España, 2022, Analysis of labor shortages, resilience, and digitalization needs in the Spanish hospitality sector. [Online]. Available: <https://www.cetex.es/wp-content/uploads/2022/12/ANUARIO-HOSTELERIA-2022.pdf>.