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**MARKETING PLAN OF THE HOTEL&SPA
PENISCOLA PLAZA SUITES**

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1. EXECUTIVE SUMMARY

The Hotel&Spa Peñíscola Plaza Suites is a large hotel belonging to the ZTHoteles chain located in the coastal town of Peñíscola. This hotel offers a wide range of services for satisfying the needs of the different types of clients that can be accommodated all year round

Due to the current health crisis caused by Covid-19, the hotel and tourism sector is one of the most affected. We are facing businesses closing as a result of the measures imposed by the government, severe capacity and opening hours limitations, alarming data on the risk of contagion, all of which have led to a huge drop both in demand and supply.

I believe that a business restructuring is necessary to be able to compete properly. In addition, the country is on the verge of an economic recession also as a result of the global pandemic, creating a climate of uncertainty. Fortunately, the situation is changing and restrictions are being more flexible, hence bringing a return to a new normality.

The following marketing plan aims to study the future of this large hotel, its adaption to new trends of all kinds, especially the rise of ICT, the Internet and useful marketing tools, as well as changes in consumer and legal regulations. Thus, it is expected to detect opportunities to exploit, threats to take into account and the strengths and weaknesses that the hotel currently has.

After analysing the situation in which we find ourselves, the objectives that the company will try to achieve will be set, aimed at increasing profit, greater customer loyalty and an increase in new bookings. Based on these, the most appropriate marketing strategies will be established, those that the hotel is currently following and the new approaches.

Finally, 13 marketing actions have been created. Various marketing tools will be used, as well as increasing the role of digital marketing, all in a way that is coherent with the company and its values. Finally, an organisational schedule, a budget and a control plan will be established to ensure that these actions are carried out optimally.

2. SITUATION ANALYSIS

2.1 Internal Analysis

2.1.1 Presentation of the Company

The Hotel&Spa Peñíscola Plaza Suites is a family holiday complex belonging to the ZT Hotels hotel chain.

To explain the hotel's history we need to go back 50 years. In the 1970s the first hotel belonging to the current ZT Hotels was founded in Vinaròs, the Hotel-Restaurant Europa, although at that time the chain as it is known today had not yet been formed. This was a small hotel run entirely by the Zaragoza family, where each member was in charge of specific tasks, management, reception, cleaning and restaurant service. (Figure 1)

Figure 1. Hotel-Restaurant Europa



Source: ZT Hotels

Over the years, the founder's sons decided to leave the hotel in Vinaròs behind. They expanded the business and together with more partners founded the Hoteles Mediterráneo chain, consisting of four aparthotels in Peñíscola. Finally, these partners decided to separate, and the family kept two of the aparthotels: Jardines del Mar and Acuasol.

The project that brought the ZT Hotels chain to life was the creation and construction of the Hotel&Spa Peñíscola Plaza Suites in 2002 in Peñíscola. The building was built from scratch on what was formerly a campsite and was completely designed to offer a different kind of accommodation, full of services and amenities. Together with the new hotel and the two aparthotels, the name was given to the chain and later on, the chain obtained the temporary concession of various hotels in the city, such as the Papa Luna or the Don Carlos, and even the creation of another in Almería.

The ZT Hotels chain currently manages two hotels in Peñíscola, the Hotel&Spa Peñíscola Plaza Suites and the Acuasol Aparthotel, the Jardines del Plaza tourist flats and two hotels in Barcelona, the Hotel&Spa Villa Olímpica Suites and The Golden Hotel Barcelona.

In this case, we are going to focus on the Hotel&Spa Peñíscola Plaza Suites, as it is the one we are going to analyse. This is a large resort that was born to become the only family holiday resort in the area with the business idea of "All Inclusive", offering its clients everything they need in the hotel itself without having to travel abroad. To achieve this, the hotel was installed on the beachfront, having multiple services and programmes to entertain its clients and adapt in the best way to each one of them.

Thus, its facilities have been adjusted to this type of hotel model, offering a significant variety of accommodation types, a large number of extra services and an entertainment plan that is carried out throughout the year and that adapts to the different public depending on the holiday season, as the hotel does not cease its activity during the lower seasons i.e. it remains open every day of the year.

Figure 2. Hotel&Spa Peniscola Plaza Suites



Source: Website Hotel&Spa Peniscola Plaza Suites

Although it is all-inclusive, there is also the possibility to choose the type of stay you are interested in, i.e., accommodation only, bed and breakfast, half board or full board.

2.1.1.1 Mission, vision and values

The hotel's mission is: "to offer extensive, innovative facilities and services that are adapted to the client's needs so that they can enjoy a holiday in total comfort and wellbeing".

In terms of vision, it is expected to become the leading family holiday resort on the Levante coast, providing a wide range of services that are continually improved in order to increase customer satisfaction.

It also has values on which it is based when carrying out its activities. These are the following:

- Strategic orientation towards the client.
- Equality, both in the treatment of its customers and the staff that make up the hotel.
- Economic, social, cultural and environmental sustainability.

- Physical and emotional accessibility to all the facilities so that everyone can enjoy their stay.
- Involvement of Human Resources.
- Quality in all its services.
- Constant innovation.

2.1.2 Company Resources

2.1.2.1 Human Resources

When talking about the human resources of the resort Hotel&Spa Peñíscola Plaza Suites, two organisational models with different functionalities can be found.

The first organisation chart is the general one. Here you will find the different departments oriented towards strategic decision-making for all the accommodation managed by ZT Hotels (Figure 3).

Furthermore, as each hotel and aparthotel is completely different from the others, in order to better manage and control the operations and services offered in the accommodation, it has an organisational chart of its own. Consequently, these organisational charts are used to make decisions at the operational and tactical levels (Figure 4).

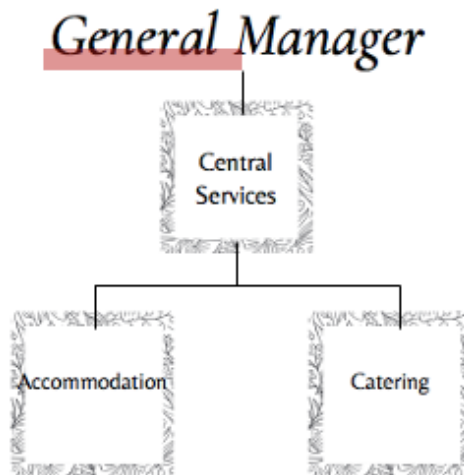
Figure 3. Organisational chart ZT Hotels



Source: own elaboration

As it can be seen (Figure 3), this organisation chart shows each of the company's departments. At the top level is Patricia Zaragozá, the CEO of the chain and the one in charge of controlling and making the most important decisions regarding the hotel chain. On the following levels it can be seen the five different sections into which the company is divided: Central Reservations, Marketing, Accounting, Quality and Human Resources, where the hotels and aparthotels are managed globally. Each department has a manager who is in charge of directing and supervising the work accompanied by different support staff.

Figure 4. Organisational chart Hotel&Spa Peñíscola Plaza Suites



Source: own elaboration

As for the organisation chart of the Hotel&Spa Peñíscola Plaza Suites (Figure 4), several things could be differentiated. At the top level we find the general manager, Sergio José Zaragoza, who, in addition to managing this hotel, also supervises all the chain's accommodation. It is followed by Central Services, where different basic administrative tasks are carried out, for example, related to accounting and reservations, which are then sent to the departments of the general organisation chart. This is followed by catering and accommodation, where tasks such as quality, cleanliness, sanitation, restaurants and many others are managed.

Next into the organisation chart, where tasks related to quality, cleanliness, sanitation and customer service, among many others, are managed.

Thus, it is worth noting that Marketing, Financial or Human Resources decisions are managed by the same professionals for all the accommodations managed by the hotel chain.

When talking about the staff of the Hotel&Spa Peñíscola Plaza Suites, in high season, almost 500 employees can be found working in each of the different occupations. There are 6 main groups of employees: reception, administration, cleaning, catering, maintenance and entertainment and services. In each of the positions different skills are required, for instance, in reception languages are essential, while in the other positions other skills are required.

The team is composed of dynamic employees who are able to perform their tasks to the best of their abilities. The aim is to create an atmosphere of trust, where employees are free to express their ideas, suggestions and opinions to improve their jobs and the offered

services. The company carries out several staff surveys throughout the year to find out their perception of the performed work and its quality. In addition, for improving their skills, the hotel carries out a series of annual trainings in languages, health or quality policies for the employees.

Another essential characteristic of the hotel's staff is their values, especially equality. The company was the first in the province of Castellón to devise an equality plan aimed both at clients and the treatment received during their stay at the hotel, as well as for the people in the organisation in their professional performance, establishing the necessary procedures to ensure that there is no discrimination on the grounds of sex, religion, origin or any other condition that is not objective and known. Thus, all its employees undergo training adapted to create a corporate culture based on non-discrimination.

2.1.2.2 Physical Resources

In terms of physical resources, the company's registered office is located in Calle de la Colonia Europa, S/N in Vinaròs. This is where the ZT Hotels chain has its offices, where they are in charge of coordinating the different hotels and flats with which they operate.

Focusing on the Hotel&Spa Peñíscola Plaza Suites, it is located in the northern part of Peñíscola, on the beachfront at Avenida del Papa Luna, number 156. The resort has approximately 18,000 square metres and is located about 5km from the centre of Peñíscola, and 400 metres from Benicarló. (Figure 5)

Figure 5. Location Hotel&Spa Peñíscola Plaza Suites



Source: Google Maps

Very close to the hotel there is an area which can be used as a parking for those guests who request it. In addition, the hotel has a warehouse dedicated to the storage of everything necessary to serve the different dining rooms of the hotel. Food and beverages are kept there, and there are several refrigeration chambers and freezers.

Inside the building we can also find a series of physical spaces that could be used by the clients. There are a total of 5 large halls, an auditorium, two meeting rooms and two boardrooms. (Table 1)

Table 1. Hotel lounges

	Surface (m^2)	Maximum capacity
Almendros Hall	226	200
Naranjos Hall	176	150
Olivos Hall	192	150
Azahar Hall	575	500
Navona Hall	392	350
Meeting rooms		15
Auditorium Juan Travel		200
Boardroom		10

Source: own elaboration

In the case of catering, the hotel has several areas dedicated exclusively to providing this type of service, each one with a different touch. The main area has three buffets, the Peñíscola buffet, the Benicarló buffet and the Vinaròs buffet. There are also five themed restaurants, the Mediterranean Mare Nostrum, the gala cuisine La Brasserie, the pizzeria La Trattoria, the hamburger restaurant California and the children's restaurant Zetty, where more specialised menus are offered. Moreover, four cafés can be found available, the beer-focused Bavaria Brewery, the Café Bar Gales, the Cafeteria Polinesia which specialises in cocktails and milkshakes, the Piano Bar Salzburg, specialised in coffees and teas and lastly the Niza Pub. Finally, outside the main building there is a Häagen-Dazs ice cream parlour.

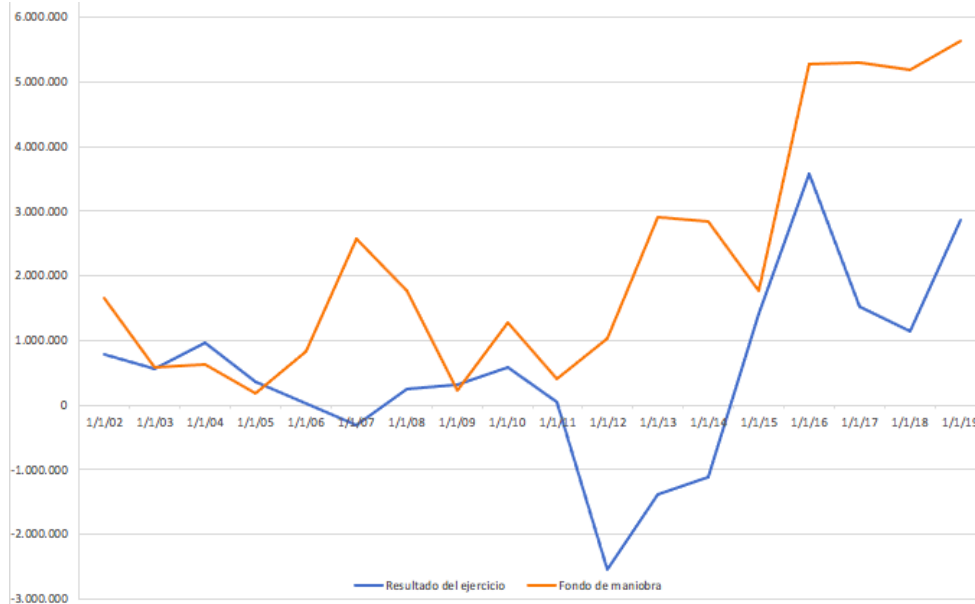
Other several spaces are also available in the hotel. A gymnasium, a sports complex called Acualandia, a children's playground, an arcade, a mini-golf course, a hairdresser, a shop which sells newspapers, magazines, drinks and other different articles, a children's room, a tourist information point, a library and two swimming pools, one for adults and one for children.

2.1.2.3 Financial Resources

When talking about financial resources, first of all, let's contextualise them by analysing the data obtained by the ZT Hotels chain.

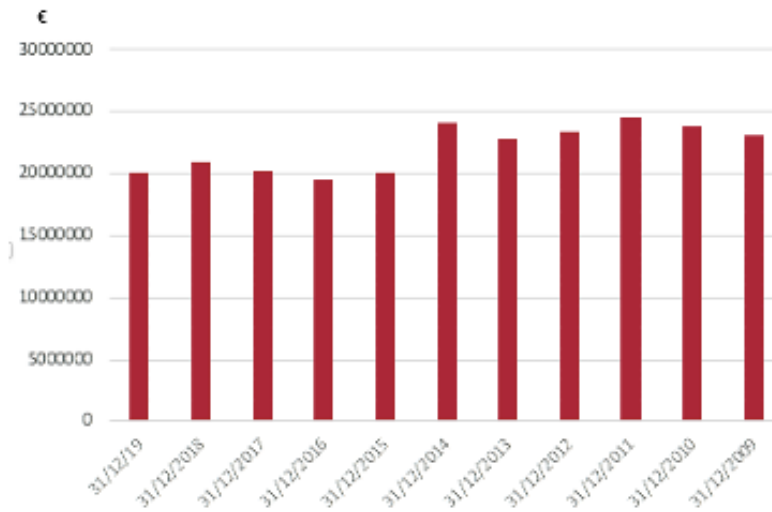
As it can be seen (Graph 1), the chain's data has shown very uneven behaviour over the years. We can see that the working capital has always remained positive, and in recent years, up to 2019, it has experienced significant growth, while the result for the year has turned negative in the period from 2011 to 2014, reaching its peak in 2016.

Graph 1. Annual change in ZT Hotels' profit for the year and working capital



Source: own elaboration. Data: SABI

When talking about operating revenues (Graph 2), it can be seen that these have remained fairly stable over the years until 2015, when the chain experienced a drop which it has not yet managed to recover. Despite all this, the hotel chain manages to reach amounts of approximately €20,000,000 per year as it is detailed.

Graph 2. Evolution of ZT Hotels' operating revenues

Source: own elaboration. Data: SABI

The Hotel&Spa Peñíscola Plaza Suites is the most profitable accommodation of the whole chain, being, therefore, the most important. It accounts annually for approximately 35% of the total operating income year after year.

Despite the results obtained up to 2019, it should be noted that the global pandemic and the restrictions led the hotel to obtain results well below average, as it was forced to close its doors for months and the situation has not yet allowed it to return to normal activity.

2.1.2.4 Technological Resources

In order to offer extra quality to the client, the hotel also has different technological systems that improve the experience, the service and make administrative and managerial tasks easier.

The main one is the Evicar system, which consists of a computer system that allows the use of cards as a key to enter the rooms. In the rooms adapted for people with disabilities, there is also a technology to carry out tasks automatically, therefore facilitating their stay. Beyond the rooms, the common areas are equipped with tablets and panels (Figure 6) where the client can find information about the hotel, activities, timetables and external information about the city of Peñíscola and the surrounding area.

Figure 6. Panels at Hotel&Spa Peñíscola Plaza Suites



Source: Website Hotel&Spa Peñíscola Plaza Suites

Regarding the administrative and reception tasks, the hotel has a programme and devices adapted to carry out these tasks automatically and quickly. The same applies to catering and cleaning. In the case of catering, there are tablets with an internal system that automates the notes taken by waiters and waitresses and it transmits them directly to the kitchen. In cleaning, there are also tablets which have the rooms and their necessary services noted down. Thus, this system is responsible for distributing the number of rooms to be cleaned by each employee, as well as those extra services to be performed. To give an example, the tablets give information on whether the room is going to be occupied for the first time or not, following different protocols, i.e. preparing the welcome detail or placing new amenities.

The hotel also makes use of different information and communication technologies useful for marketing decision-making. It has installed a CRM (Customer relationship Management). It is a tool that helps to create an internal database of all customers with all kinds of data, filtering and sorting them, thus obtaining information in a faster and more orderly way. When it comes to analysing the competence, this hotel also has a series of tools made up of various algorithms that collect all the necessary data on the competence, such as prices or activities.

Although it is true that the hotel uses other digital marketing tools such as Wordpress or Email Marketing, this is not in use or exploited correctly as it is used on specific occasions.

Finally, it is also worth mentioning that the booking process is automated. Whether you make reservations through the different portals where it is offered, such as Booking.com or Centraldereservas.com, through the hotel's own website or managed by one of the employees by telephone or in-person, there is an automatic system that collects all the necessary information and organises it quickly and easily, thus facilitating the work of those responsible for this area.

2.1.2.5 Corporate Social Responsibility

At the Hotel&Spa Peñíscola Plaza Suites, corporate social responsibility is also essential. For the hotel, all members of society are equally important, whatever their nationality is, group, or whether they have any kind of disability.

First of all, it is important to highlight the facilities adapted for people with reduced mobility. In 2019, the hotel renovated a total of 17 standard rooms and 3 suites, which are mainly aimed at this type of public, and are equipped with all kinds of comforts (Figure 7). The space in the rooms was redesigned to be wheelchair-friendly, and various objects such as grab bars, switches, hangers, towel rails and all the essentials were installed at a suitable height and a fully equipped bathroom. In addition, as aforementioned, some technology was installed such as an automatic faucet device that works on presence detection to provide a better customer experience.

Figure 7. Adapted rooms



Source: Hotel&Spa Peñíscola Plaza Suites Blog

Some of the common areas were also modified in order to be adapted as much as possible to all those with functional diversity. Both for those people with reduced mobility and those with hearing and visual impairments. Receptions are accessible with a special communication system, ramps have been installed in all hard-to-reach areas of the hotel and restaurant menus have been created in Braille. The hotel also has a well-thought-out internal procedure for the care and reception of guests with special needs. Moreover, a plan to assist these guests with evacuation in the event of an emergency exists. There is also a specific staff training and equality plan to guide employees to work in a socially responsible manner.

Beyond its facilities, the hotel participates in various solidarity initiatives. It collaborates with several NGOs seeking to improve the welfare of certain vulnerable groups. In 2018, the hotel was involved in a Christmas campaign aimed at helping the Red Cross and Caritas. Together with the Aparthotel Jardines del Plaza and the Aparthotel Acuasol, also belonging to the ZT Hoteles company, they managed to collect a total of 400kg of food destined for

Cáritas Vinaròs. In addition to the food collection, the hotel's staff were also involved in a toys collection for Cruz Roja Benicarló under the slogan "*Que ningún niño se quede sin juguetes esta Navidad*" (Let no child go without toys this Christmas), where apart from donating toys, customers could also participate by making financial donations.

In 2019, the hotel launched an initiative encouraging the employees to make a collection. It also proposed to liquidate their televisions to raise funds. This action was being carried out jointly with the Aparthotel Jardines del Plaza and the Aparthotel Acuasol. 5.300 euros were raised and donated to Cáritas Vinaròs, with which 2.500 kilos of food were purchased (Figure 8).

Figure 8. Caritas Vinaròs food collection campaign



Source: *Hotel&Spa Peñíscola Plaza Suites Blog*

At the 2019 Premis Turisme, the Generalitat Valenciana awarded the hotel chain with the Inclusive and Responsible Tourism Award for its two establishments in Peñíscola, the Hotel&Spa Peñíscola Plaza Suites and the Aparthotel Acuasol. The reasons were for its charitable actions, the refurbishment of its facilities and the quality certificates (that are in line with the Valencian Tourism Code of Ethics), among many other aspects.

2.1.2.6 Marketing Resources

Product

This hotel has a total of 644 rooms, divided into five groups: standard rooms, suites, Privilege Suites, Zetty Suites and Theme Suites. Each of them is designed and adapted to a specific type of client, offering a differential service and characteristics from one group to another.

1. Standard room

The hotel offers 431 standard rooms with the characteristics showed in Figure 9.

Figure 9. Standard room (right) and their characteristics (left)

Standard room

- Rooms of 26m²
- Two beds of 1.50 x 1.90 m (no extra bed allowed)
- Television
- Piped music with 2 channels
- Telephone
- Desk
- Air conditioning/heating
- Safe deposit box
- Mini bar
- Terrace of 6,00m² with side sea views
- Bathroom: bath, shower, WC and bidet in separate areas, hairdryer, magnifying mirror, toiletries, telephone



Source: own elaboration. Image: Website Hotel&Spa Peníscola Plaza Suites

2. Suites

Regarding the suites, there are a total of 163 spread through all the buildings. This kind of rooms have the following characteristics (Figure 10):

Figure 10. Suites (right) and their characteristics (left)

Suites

- 39m² rooms
- Two beds of 1.35 x 1.90 m (no extra bed allowed)
- Television
- Writing desk
- Air conditioning/heating
- Telephone
- Separate dressing area with wardrobe and safe
- A living room equipped with: a double sofa bed, piped music with 2 channels, mini bar, desk, wardrobes, telephone, television, air conditioning/heating and a 6.50m² terrace with side sea views.
- Bathroom equipped with: bathtub, shower, WC and a bidet in separate areas, hairdryer, a magnifying mirror, amenities and a telephone.



Source: own elaboration. Image: Website Hotel&Spa Peníscola Plaza Suites

3. Suites Privilege

The Privilege Suites are 28 in total. They have the same features as the suites, but with the following special services (Figure 11):

Figure 11. Suites Privilege (right) and their characteristics (left)

Suites Privilege

- Special decoration
- Differentiated breakfast in the Mare Nostrum Restaurant (in high season)
- Direct reservation in our themed restaurants
- Bathrobe and slippers
- Priority booking at the Minos Spa Centre
- Welcome coffee and tea
- Bed linen service
- Daily newspapers
- One Spa circuit per person per stay



Source: own elaboration. Image: Website Hotel&Spa Peniscola Plaza Suites

4. Suites Zetty

In the case of the Zetty Suites, there are 7, and they are mainly aimed at a stay designed for the youngest members of the family. They have the same characteristics as the Suites, but with the following differential services (Figure 12):

Figure 12. Suites Zetty (right) and their characteristics (left)

Suites Zetty

- Decoration inspired by our pirate turtle Zetty.
- Special breakfast in the Mare Nostrum Restaurant (in high season).
- Direct reservation in our themed restaurants instead of buffets
- Bathrobe and bath slippers for adults
- Priority booking at the Minos Spa Centre
- Welcome coffee and tea
- Bed linen and towels
- Daily newspapers
- Welcome pack for children from 3 to 11 years of age



Source: own elaboration. Image: Website Hotel&Spa Peniscola Plaza Suites

5. Themed Suites

The hotel has 15 themed suites, each inspired by a different atmosphere. You can find yourself in African, Arabic, Japanese or rooms inspired by Roman and Classical times. These have the following characteristics (Figure 13):

Figure 13. Themed Suites (right) and their characteristics (left)

Themed Suites

- Rooms with a surface area of more than 40m²
- Beds of 2x2 m or 1.80 x 2 m
- Writing desk
- Television
- Separate dressing area with wardrobe and safe box
- Living room equipped with sitting area, television and mini bar
- Terrace with sea views, six of them with private jacuzzi on the terrace
- Bathroom equipped with large bathtub, shower, toilet and bidet, washbasin with double washbasin, hairdryer, magnifying mirror, a variety of amenities and telephone.



Source: own elaboration. Image: Website Hotel&Spa Peniscola Plaza Suites

It also has the following services:

- Differentiated breakfast at Rest. Mare Nostrum (high season).
- One Spa circuit per person
- Daily press
- Direct reservation in our themed restaurants instead of buffet.
- Priority booking at the Minos Spa Centre.
- Welcome coffee and tea.
- Bed linen service.
- Bathrobe and slippers during your stay.

Beyond the rooms, the hotel has a series of extra services that it exploits to give a superior benefit. Among the extra services, there could be highlighted: the medical service, the Spa, the childcare service and the entertainment activities carried out by monitors and entertainers.

It is also worth mentioning the presence of the character Zetty (Figure 14). It is a doll created by the company to entertain and amuse children. A series of monitors are dressed up and

take photos with the little ones, as well as carrying out different activities together. Its figure is greatly exploited, creating spaces dedicated to him, such as suite-like rooms and a children's restaurant.

Figure 14. Zetty character



Source: Hotel&Spa Peñíscola Plaza Suites blog

Just to take into account, it should be noted that some of the services and spaces offered by the hotel are not included in the price of the rooms. As mentioned above, the hotel has several areas dedicated to other more specialised services, such as a hairdressing salon or the Häagen-Dazs ice cream parlour, which are contracted separately from the price of the accommodation.

Finally, as mentioned above, the hotel sells an all-inclusive package, in addition to the different regimes it offers. This option gives clients who contract it a bracelet that gives them the option of consuming all drinks and food in the different areas of the hotel. Currently, for covid reasons, this service is disabled, so a complete analysis of the price or other characteristic elements cannot be made.

Price

The pricing method based on competition is employed, since the hotel carries out a study of the rates of its most direct competitors, and from there, it fixes the final price.

As for the strategy followed, a seasonal price can be found as these are fluctuating. It depends on the time of the year in which the reservation is made, the platform, or even the date at the time of booking. During the high season, as it is a coastal hotel in summer, the price increases enormously, while during the low time of the year the price decreases and more promotional prices appear to deal with the lack of demand.

Concerning promotional prices, these are a recurring method used both by the hotel itself, as well as by the different portals where the reservation could be made since they make daily offers adapted to the clients' situation, the dates, or the characteristics that are offered.

By having different types of rooms, the price between them is different and also, the kind of board booked can increase the base price, as the hotel offers full, half, or bed and breakfast board.

In terms of amounts, a rough estimation of prices will be made to obtain an approximate range. In Figure 15 and Figure 16, it can be seen that the price ranges in which the hotel moves are completely variable. Here, the reflected prices are the lowest offered, i.e. for the standard room, bed and breakfast. We can see that in August there is a minimum stay of 3 nights and that it is not possible to book more than 5 months in advance.

Figure 15. Price tables for the Hotel&Spa Peñíscola Plaza Suites (1)



Source: Website Hotel&Spa Peníscola Plaza Suites

Figure 16. Price tables for the Hotel&Spa Peñíscola Plaza Suites (2)



The price in high season is from the last week of June to the first week of September. The price includes the stay and pension for two people (Table 2)

Table 2. High season prices

	Bed and breakfast	Half board	Full board
<i>Standard Room</i>	135.10€	148.62€	162.12€
<i>Suites</i>	164.06€	177.56€	191.08€
<i>Privilege Suites</i>	181€	195€	208.44€
<i>Zetty Suites</i>	181€	195€	208.44€
<i>Themed Suites</i>	277.92€	291.44€	304.95€

Source: own elaboration. Data: Hotel&Spa Peñíscola Plaza Suites web

Thus, the low season goes from the second week of September until the second last week of June. Prices in Table 3 are also calculated for two people.

Table 3. Low season prices

	Bed and breakfast	Half board	Full board
<i>Standard Room</i>	92€	106€	120€
<i>Suites</i>	98€	112€	126€
<i>Privilege Suites</i>	120€	134€	148€
<i>Zetty Suites</i>	120€	134€	148€
<i>Themed Suites</i>	162€	176€	190€

Source: own elaboration. Data: Hotel&Spa Peñíscola Plaza Suites web

Distribution

When it comes to distribution, the hotel offers different possibilities when it comes to booking. You can book directly with the hotel, by calling or emailing them, or you can use their website.

The hotel is also listed on the main booking platforms in Spain, such as Booking.com, Atrapalo.com, Centraldereservas.com or Trivago.es. There, you can find some of the rooms offered by the hotel at different prices, using differential offers on each of the pages. And beyond the most important websites, it also has a presence in more regional booking websites, such as Vivepeniscola.com.

There is also the option of booking the hotel through various travel agencies. The main one is Viajes Olympia, where they offer packages with exclusive prices and services, but it appears in others such as Viajes el Corte Inglés.

Although the majority of bookings are indeed made from within Spain, the hotel currently has a partnership with the French travel agency Sud Europe, which brings a minimum of tourists from this country.

Communication

The Hotel&Spa Peñíscola Plaza Suites uses different communication tools to reach as many customers as possible.

Firstly, it uses a series of promotions to encourage bookings on its website, especially in low season or in periods when demand is low. Various offers can be found, such as the "Peñíscola with All-Inclusive" pack, which offered up to an 8 % discount on the All-Inclusive from September to November, or the "Romantic Getaway" from October to December, a pack where extra services are included when booking the room. It is worth highlighting the use of offers and promotions by websites such as Booking.com, in which, for instance, they offer a discount for booking without free cancellation or for booking on specific dates.

The hotel also uses promotional tools based on advertising, as it has a well-thought-out media plan both online and offline. We can see it in local magazines and newspapers, such as "El Diariet de Vinaròs" or the "Libro Fallas Benicarló". It also uses radio advertising, such as its spot on "Rac 105", and the use of billboards at various points, such as those installed on the Peñíscola Futbol Sala pitch or in the Centro Comercial Mediterráneo. It also has a presence on some websites such as irconniños.com or bodas.net. Lastly, it can also be highlighted its contribution to various sponsorships, as is the case of David Guimerà.

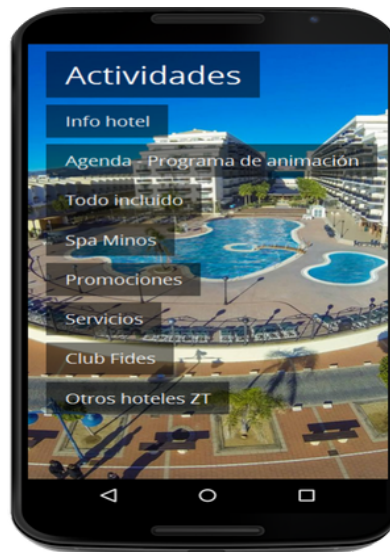
Another remarkable aspect is the existence of a loyalty club for the entire hotel company. It is called Club Fides and offers associated clients discounts in the cafeterias and the Spa, among many other spaces, additional advantages, accumulation of points that can be exchanged when booking rooms and exclusive promotions.

In addition to the above, the hotel uses direct marketing to reach the public, using social networks, specifically Facebook, Instagram, Youtube and Twitter.

It should also be added that the resort uses interactive marketing tools on the hotel's own blog-type website, where it publishes content of all kinds, such as news, tips and offers. Despite this, the blog has an unattractive appearance and is not always updated, thus wasting this tool. Something similar happens with the website, which has an outdated image and is chaotic.

Finally, the resort has an APP for iPhone and Android (Figure 17), which allows the client to have all the information about the hotel quickly and easily. From there you can consult the map of the facilities, the calendar of activities, the opening hours of the different services, promotions and much more information adapted to customers' needs.

Figure 17. Hotel&Spa Peñíscola Plaza Suites App



Source: Website Hotel&Spa Peniscola Plaza Suites

2.2 External Analysis

2.2.1 Macroenvironment Analysis (PESTEL)

The Pestel analysis is an essential tool when investigating the macro-environment in which a company finds itself. Thanks to it, it can be discovered what is going on around us, and which variables can affect the development of the activity of, in this case, a hotel. This type of analysis is helpful when making decisions, as it provides a global vision of the environment.

On this basis, we will investigate five external factors: political, economic, social, technological, ecological and legal.

2.2.1.1 Political Factors

In Spain, we are facing a completely unstable political situation. The economic recession caused by the real estate bubble in 2008 left the country in a weakened scenario. Strong political measures were taken to try to alleviate this situation, such as the labour reform published in Law 3/2012. However, all of this took place in a complicated context where there were three main problems: (i) poverty in the population, (ii) mainly in the most vulnerable situations and (iii) a social impact produced by the drop in the quality of life and a great deal of discontent. As a result of this, a great climate of distrust was created in the more traditional political parties and therefore, the country left the two-party system that has historically governed: Partido Popular (PP) and Partido Socialista Obrero Español (PSOE). The 2016 elections, gave rise to the arise of different political parties with very varied

ideologies, such as Podemos or Ciudadanos. Nowadays, more and more parties are gaining popularity, as we can see in the last elections with Vox.

We are currently facing a government in the hands of the PSOE which won by a simple majority in the general elections called in November 2019, with a joint agreement with the political party United Podemos.

Covid-19 has strongly altered the political situation in Spain. Extraordinary urgent social and economic measures have been put in place trying to control the advance of the pandemic, such as the imposition of a state of alarm and severe restrictions. These measures have particularly affected the tertiary sector, tourism and the hotel and catering industry, as they have been forced to remain out of business for a long period of time. As a consequence, the family economy of this industry has been weakened. In an attempt to control the situation, many autonomous communities are offering aid and subsidies to those affected. For instance, in the Valencian Community there are several initiatives, such as the "Valencian Resilience Fund Support for strategic companies affected by Covid-19", the "Direct Aid from Turisme Comunitat Valenciana 2021" or the "Bono Viatge Comunitat Valenciana".

Before the health crisis, municipal governments tended to organise certain gastronomic, sporting and cultural activities to encourage activity in the municipalities. It can be highlighted the organisation of various events, such as the San Silvestre, cycling races or gastronomic festivals dedicated to the gastronomy of each region. Although the pandemic indeed brought all these events to a standstill, they have been resumed to a certain extent, following the relevant health measures. Thus, we can highlight the "Marxa Cicloturista Ciutat de Benicarló", or the "Llangostí de Vinaròs" gastronomic competition, organised by the local town councils.

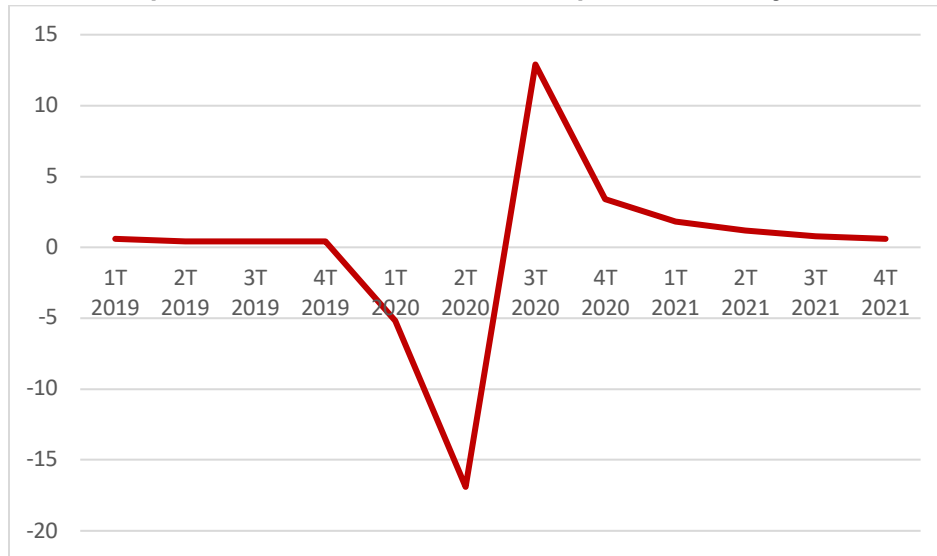
Following the opening up of new forms of tourism by the regional government and various local councils in the area, the Generalitat Valenciana has managed to create new partnerships for direct flights from Seville, London, Romania, Bilbao, Vienna, Poland and Hungary. Thus, it is expected that there will be more movement in the region both nationally and internationally.

2.2.1.2 Economic Factors

As aforesaid, Spain is in a difficult economic situation. We are part of a country that specialises in sectors with little productive growth, such as tourism or real estate. As a consequence, economic crises tend to have a severe impact. The economic and financial crisis of 2008 sank the country economically, the unemployment rate rose and many families were affected by this event. All this produced a weak economic situation for a long period of time and finally, in 2016, the country obtained economic growth data. However, this growth was unstable and did not present a positive evolution throughout the years, falling again in different periods such as in 2018.

The pandemic has also greatly affected the country's economy. An economic crisis has been triggered by the severe restrictions, as the sectors on which the country relies most heavily (hospitality, tourism and leisure) have ceased their activity and for months, among many other industries, have been forced to reduce their activity. As a result, (graph 3) we find a worrying fall in GDP in the second quarter of 2020. However, we note that as the restrictions were relaxed, the change in GDP rose to 12.9 %, and from there, it is expected to stabilise and achieve values similar to those obtained in 2019.

Graph 3. Trimestral evolution of the spanish economy in %.

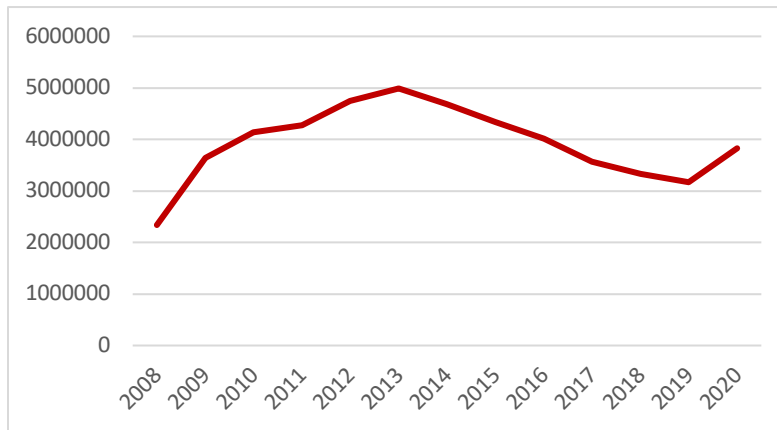


Source: own elaboration. Data: European Commission

The current situation leaves a scenario full of uncertainties. Although it is true that predictions can be made, we are faced with a lack of knowledge due to the evolution of the pandemic. As mentioned above, it is expected that the progressive opening up of the population will lead to a restructuring of the economy, but many studies, such as the OECD, predict that Spain will be the European Union country that suffers the strongest repercussions.

Beyond the analysis of GDP in Spain, we can talk about other variables which also greatly affect the hotel sector. This service, not being a basic necessity, is strongly linked to the unemployment rate, and having a high number of unemployed makes demand decrease, as citizens decide to spend their income on more necessary or more economical things.

Graph 4. Evolution of the number of unemployed



Source: own elaboration. Data: ABC

As it can be seen that in Spain (Graph 4) the number of unemployed started to decrease from 2013, reaching the minimum number in 2018, almost equalling the figures before the economic crisis of 2009 and leading to optimism. The pandemic had a greater impact, as this figure rose again.

Beyond Spain, in the case of tourism, it is also interesting to have an insight into other foreign countries. In this case, we are going to focus on those belonging to the European Union.

Graph 5. Forecast annual change in GDP in the EU, in %.

	2019	Previsiones de verano		Previsiones de primavera	
		2020	2021	2020	2021
Italia	0,3	-11,2	6,1	-9,5	6,5
ESPAÑA	2,0	-10,9	7,1	-9,4	7,0
Croacia	2,9	-10,8	7,5	-9,1	7,5
Francia	1,5	-10,6	7,6	-8,2	7,4
Portugal	2,2	-9,8	6,0	-6,8	5,8
Reino Unido	1,5	-9,7	6,0	-8,3	6,0
Grecia	1,9	-9,0	6,0	-9,7	7,9
Eslovaquia	2,4	-9,0	7,4	-6,7	6,6
Bélgica	1,4	-8,8	6,5	-7,2	6,7
Zona euro	1,3	-8,7	6,1	-7,7	6,3
Irlanda	5,5	-8,5	6,3	-7,9	6,1
UE	1,5	-8,3	5,8	-7,4	6,1
Chequia	2,6	-7,8	4,5	-6,2	5,0
Estonia	4,3	-7,7	6,2	-6,9	5,9
Chipre	3,2	-7,7	5,3	-7,4	6,1
Lituania	3,9	-7,1	6,7	-7,9	7,4
Austria	1,6	-7,1	5,6	-5,5	5,0
Bulgaria	3,4	-7,1	5,3	-7,2	6,0
Letonia	2,2	-7,0	6,4	-7,0	6,4
Eslovenia	2,4	-7,0	6,1	-7,0	6,7
Hungría	4,9	-7,0	6,0	-7,0	6,0
Países Bajos	1,7	-6,8	4,6	-6,8	5,0
Alemania	0,6	-6,3	5,3	-6,5	5,9
Finlandia	1,1	-6,3	2,8	-6,3	3,7
Luxemburgo	2,3	-6,2	5,4	-5,4	5,7
Malta	4,7	-6,0	6,3	-5,8	6,0
Rumanía	4,1	-6,0	4,0	-6,0	4,2
Suecia	1,2	-5,3	3,1	-6,1	4,3
Dinamarca	2,4	-5,2	4,3	-5,9	5,1
Polonia	4,1	-4,6	4,3	-4,3	4,1

Source: El País

As we can see (Graph 5), we have already mentioned above that Spain is in a complicated position, but we can see that other countries have not suffered so much from the global pandemic, such as Germany, Poland, Hungary or Austria.

2.2.1.3 Sociocultural Factors

The world is changing, and so are the generations. Over the years, society's perception is being modified by new trends and ideas. All of this directly affects every industry, and as is evident, the hotel industry is also being modified by new habits and lifestyles.

Tourism has gone from being an activity that only a few can enjoy, to being an everyday, necessary and enriching activity. From an economic point of view, the middle class in Spain is the dominant class (up to 70.2 % of Spaniards in 2020, according to the CIS) and, as a result, many people can afford to enjoy a holiday. In addition, a new trend has been on the rise, what we can call "getaways", i.e. small weekend trips or trips lasting a couple of days that offer tourists the possibility of staying in several destinations during the same year, instead of making a high investment in a single stay and a single period of time.

The rise of information, technology and social media has also greatly benefited the sector. Social media such as Instagram has become a showcase for users to brag about their trips, increasing the public's desire to travel more.

While it is true that Covid has greatly damaged the sector, the desire to travel, to live new experiences and to escape from the comfort zone has also increased, making more people want to get away. In addition, it should be noted that there is a certain amount of respect for traveling outside the country due to the pandemic, so many are choosing to stay in Spain.

It should be added that not everything is positive, as travelers have become more selective. The possibility of comparing and getting all kinds of information leads to a public that is looking for more comfort and services at a lower price. Aesthetics have also become essential as well as the care of the facilities, both exterior and interior, is sought after. Therefore, it is expected not only a place to spend the night, but also an accommodation with all kinds of comforts and extra services that the client can see as unique.

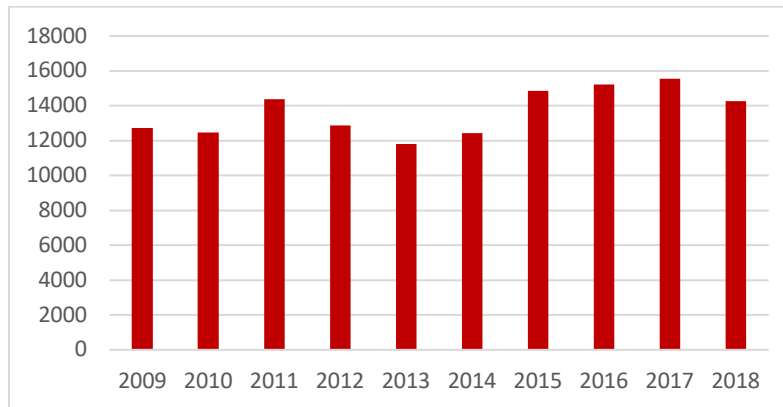
2.2.1.4 Technological Factors

Nowadays, technology is advancing at an unstoppable speed and the use of Information and Communication Technologies has increased enormously, benefiting all business sectors and providing great facilities.

In Spain, ICTs have grown largely thanks to the government's help in promoting and developing this type of tool, allocating millions of euros in investment. As can be seen in the

graph (graph 6), the evolution of ICTs has remained high over the years, although this figure varies from year to year.

Graph 6. Evolution of ICT investment in Spain (in millions of euros).

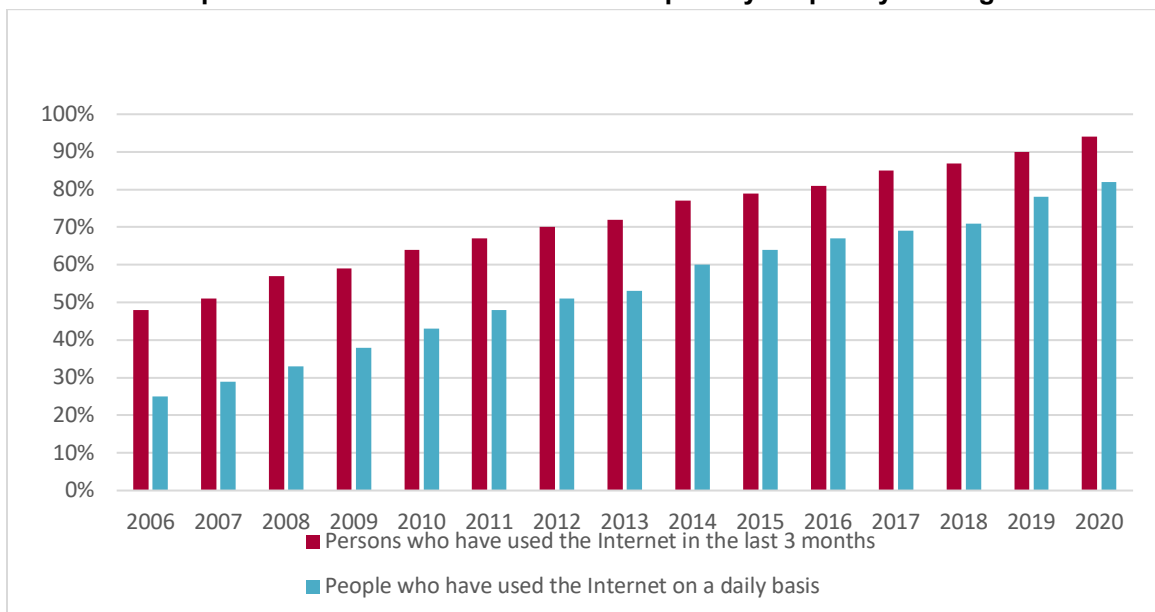


Source: own elaboration. Data: Stalista

The consequences of the increased use of these tools in the hotel sector are several.

The first is the expansion of the Internet (Graph 7). Its use has been facilitated, thus reaching more people regardless of age or region. The public increasingly trusts this tool and Ecommerce. Covid has also had an impact on the Internet boom, reaching 95.3% of Spanish households. This has allowed online bookings to explode, and huge advantages have been obtained for customers, such as the possibility of comparing prices, services, opinions and also serving as a catalogue to explore the hotel facilities.

Graph 7. Evolution of Internet users in Spain by frequency of usage.



Source: own elaboration. Data: INE

The services offered in hotels have also benefited thanks to ICT. There are more and more new technologies that a hotel can exploit, from basic aspects such as digital keys, safes with Bluetooth or Wi-fi, to home automation tools to achieve energy savings.

Beyond the use of the Internet, we can also mention the emergence and growing importance of online booking platforms, such as Booking.com or Expedia. While it is true that these present great opportunities for companies as the ease of access to information for the customer. However, they also have some disadvantages like the high cost of appearing on these pages, high commissions, or the little follow-up you can do to the type of sale. Thus, making it more complicated to adapt the experience to the customer. Despite this, it presents a worldwide showcase full of facilities for the customer, as you can obtain information from anywhere in the world in a quick way.

Finally, it is important to highlight the new digital marketing tools that have been appearing over the last few years, creating great instruments for marketing mix control. Regarding pricing, some algorithms automatically calculate the best price for each moment, in real-time. As for distribution, the wide range derived from e-commerce has opened up, allowing the consumer to purchase at any time, comfortably from home. Finally, there are all kinds of resources to have absolute knowledge of the target audience (such as Google Analytics and Semrush), you can reach the consumer more easily thanks to social networks, live chat, websites, email marketing and it allows you to have useful information stored in databases which are really useful when making decisions, among many other advantages.

2.2.1.5 Ecological Factors

The ecological and environmental situation is an important variable in order to create a sustainable and respectful company. Regarding this, certain regulations or restrictions imposed by governments are found to take care of the surroundings and the environment and that which companies decide to act ethically and responsibly. Therefore, we are going to analyse the most important things that should be known about the hotel sector.

In terms of mandatory regulations, we could highlight the ISO 14001:2015 standards on compliance with environmental legislation. These are based on two aspects: (i) the obligation to check the water, waste and emissions of the facilities and (ii) the establishment of processes to evaluate the correct functioning of the treatment of waste and emissions.

This sector is one of the largest consumers of environmental resources, particularly water, energy and food. We are aware that these resources are limited, polluting and essential for the functioning of human life, so hotel accommodations have the obligation not to abuse them. Beyond the regulations in force, establishments must create their regulation policies to avoid the misuse of these resources.

2.2.1.6 Legal Factors

It is essential to know the legal situation of a country in order to be able to go deeper into the industry and to be able to develop correctly. To this end, the most important laws in the hotel industry will be explained and cited.

We have to point out the current problems in Spain. Each autonomous region has different legislation, which creates an unequal situation in the different Spanish regions. In this case, as we are dealing with a hotel belonging to the Valencian Community, we are going to focus on the current regulations in this region. The laws can be grouped into different areas, as there are many aspects covered by a hotel and, therefore, there are many regulations to be based on.

In the case of the tourism sector, we highlight three regulations, which are responsible for establishing guidelines for all tourist accommodation in the region:

- Decree 10/2021, of January, of the Consell, of approval of the regulatory regulation of tourist accommodation in the Comunitat Valenciana. (DOGV N°9015 / 08.02.2021)".
- Consolidated text of Law 15/2018, 7 June, of the Generalitat, on tourism, leisure and hospitality of the Comunitat Valenciana. (DOGV N°8313 DE 08.06.2018)".

Health is also a key aspect in this type of establishments, and for this, there is the Order 07/05/86: sanitary regulations.

To protect consumers and their rights, we must take into account the following regulation:

- Decree 77/94: complaint forms.
- Royal Legislative Decree 1/2007 of 16 November, which approves the revised text of the General Law for the defence of consumers and users and other complementary laws (articles 150 to 165, package tours).

And in the case of the registration and booking procedure, we find the following laws:

- Decree 19/97: prices and reservations
- Order 1922/03: Passenger entry book.

Another aspect to take into account is the fire, evacuation and prevention plan, for which three regulations are established:

- Order 31/03/80: fire prevention
- Order of 25 September 1979, on fire prevention in tourist accommodation (BOE NUMBER 252 OF 20/10/1979).

The facilities, their architecture and characteristics must also be regulated, depending on the different aspects pertaining to the following:

- Law 1/1998, of 5 May, of the Generalitat Valenciana on accessibility and suppression of architectural, town planning and communication barriers. (DOVV nº 3237 of 07.05.1998).
- Decree 65/2019, of 26 April, of the Consell, on the regularisation of accessibility in buildings and public spaces (DOGV nº 8549 of 16.05.2019).

We can also highlight other laws related to technology and data protection which affect many other industries and types of companies, such as, for example, the Organic Law on Data Protection and Guarantee of Digital Rights (LOPDGDD).

Finally, it should be added that the current situation caused by the pandemic and the health crisis has led to the creation of a multitude of exceptional regulations temporarily in force, for which the so-called "COVID-19 Special Legislation" has been created. These have been based on various aspects, such as the prohibition and regulation of inter-county travel, the imposition of a curfew, the prohibition of smoking in terraces or the regulation of a maximum number of people in both public and private spaces. We highlight the following:

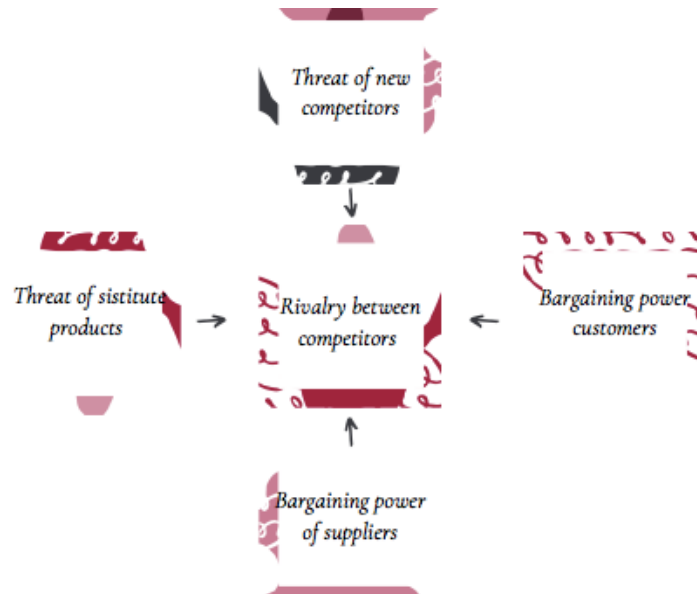
- Resolution of 22 May 2020, of the Director General of Tourism, to guarantee the execution of the provisions of Order SND/257/2020, of 19 March, (BOE nº75 of the same date), declaring the suspension of opening to the public of tourist accommodation establishments, by Article 10.6 of Royal Decree 463/2020, of 14 March, declaring a state of alarm for the management of the health crisis situation caused by Covid-19.
- Order SND/257/2020, of 19 March, which declares the suspension of the opening to the public of tourist accommodation establishments, in accordance with article 10.6 of Royal Decree 463/2020, of 14 March, which declares a state of alarm for the management of the health crisis situation caused by Covid-19. (BOE nº75 of 19.03.2020)
- Law 42/2010, of 30 December, amending Law 28/2005, of 26 December, on health measures against smoking and regulating the sale, supply, consumption and advertising of tobacco products.

2.2.2 Microenvironment Analysis (Porter)

When studying an environment, a key tool that can be used is Porter's micro-environment analysis or Porter's five forces. Inquiring through this technique provides us with information on the long-term profitability of the sector. From its profitability, we will know the degree of competition that a company faces and, in addition, it will help us to detect opportunities or threats that it could face. In this case, when carrying out a marketing plan for a hotel, we are dealing with the hotel tourism sector.

This analysis studies five forces: rivalry between competitors, the bargaining power of suppliers, the bargaining power of customers, the threat of substitute products and the threat of new competitors (Figure 18).

Figure 18. Porter's five forces



Source: own elaboration

2.2.2.1 Bargaining power of customers

The analysis of this force allows us to know the power that customers have when it comes to setting prices and conditions within the sector, that is, the capacity to control demand in the market. To identify their power, we will focus on several aspects that make this power increase or decrease.

The power of customers will be higher when talking about a sector or industry with many competitors or when the existence of substitute products is high. Competing in an industry with poorly differentiated products or services also increases customer power since competition will be greater. As they will have to fight in a very similar environment where the public can select from multiple options. In this case, we detect a high supply where the demand can decide based on what is of most interest to them, thus controlling the conditions of the sector. In addition, high information can also influence the control that a customer has since better knowledge of the sector allows him to compare and choose what benefits him the most.

The hotel sector would be in a situation of very high customer bargaining power. Spain is a country that has made a strong commitment to tourism, so there is a high level of competition within the industry. Although it is true that in 2020 and due to the Covid-19 crisis, the number of hotels and places offered dropped considerably, there are still a large number of competitors which are well-positioned and very attractive. These hotels are classified by

their stars, and in many cases, those with the same number of stars provide services and have very similar characteristics and prices, thus creating a poorly differentiated product. This is compounded by the growing problem of substitute products, which are becoming increasingly important.

Another fact to highlight, as mentioned above, is the possession of information by the customer. Nowadays, thanks to the Internet, there is so much data and information about competitors, prices, opinions, advantages and disadvantages that can even saturate the user. Many portals offer hotels and accommodation, and in the end, these must fight to position themselves and be seen and chosen by the customer.

2.2.2.2 Bargaining power of suppliers

The second power it will be analysed is the power that suppliers have, i.e., the influence they have when it comes from setting prices or imposing conditions according to their own interests. In this case, we also find situations that make their power greater or lesser.

The existence of a greater number of suppliers means that they have less influence, as companies can choose from a greater variety and select the one that best suits them. Furthermore, the ease or difficulty of obtaining the necessary material is also a crucial factor. The easier it is for the supplier to obtain the product he needs, the less exclusive he will be, since he will be offering products that many other suppliers will also be offering.

The hotel sector, as mentioned earlier, it is of great importance to the country. As it has so much value, there are several suppliers specialised in it, so there is a wide range of products to choose from. In addition, the products it distributes are easily accessible (such as beverages, or home textiles), thus removing the exclusivity of having exclusive or hard-to-reach materials.

2.2.2.3 Threat of new entrants

The threat of new entrants is a force that refers to the difficulties or facilities faced by companies wishing to start operating in a particular sector. A more or less externally attractive market is then created, thus affecting the danger of increased supply, i.e., the emergence of new competitors to confront.

In this case, we could say that a market becomes more attractive when there are no or minimal barriers to entry. The initial outlay and capital requirements will affect the start-up of the business, as it is not the same to invest a small amount of money as it is to invest a considerable amount. In addition, the companies already in the sector and their positioning is also an important aspect to consider, as entering a market where customers have strong customer loyalty is more complex. Other issues to analyse are the costs involved in starting up in the industry, such as access to raw materials, or the difficulty of accessing distribution channels.

The hotel sector faces a relatively high threat of new entrants, thus operating in an attractive sector. It is produced by the existence of low barriers to entry when opening such a service. Indeed, the capital requirements are relatively high, as you need a physical space where you can create a hotel in a location that is favourable to travellers. However, nowadays, new models of hotels where the initial outlay is lower are found. This phenomenon is produced, among many other reasons, by the "Low-Cost phenomenon", i.e., obtaining furniture and aesthetic building materials at low cost in shops such as Ikea or Leroy Merlin. Customer loyalty in the hotel industry is also somewhat less widespread. While it is true that customers are repeating on their holidays, many prefer to try new locations, get to know and explore new experiences. Moreover, as already mentioned, contact with suppliers is not a concern, as there are many companies in Spain today that provide hotels with everything they need. Finally, it should be noted that websites aimed at holiday rentals have grown and have managed to gain consumers' trust. Thanks to these platforms, such as Booking.com or Centraldereservas.com, any hotel, even if it is new or little known, can easily transmit security and gain recognition.

2.2.2.4 Threat of substitute products

This force is aimed at the study of those products or services with similar characteristics which consumers can choose instead of what a company offers. It is a type of competition that competes less directly, but which must also be taken into account since increasing its market share can directly affect profits.

The risk of this type of product or service can increase or decrease depending on several aspects. We may find a severe threat when substitute products have better value for money or improved performance. When an improved type of competition is present, the consumer will choose this type of product and even make the industrial products in question obsolete.

When referring to the sector under analysis, we see that this type of threat is increasing. The phenomenon of renting flats or homes for tourists through platforms such as Airbnb.es or Windu.es. It accounts for up to 20% of the total supply of accommodation in Spain, is spreading (data obtained through the Spanish Federation of Associations of Tourist Homes and Apartments, also known as Fevitur, in 2020). While it is true that the pandemic has severely affected tourism, also reducing the income from this type of accommodation, they offer the benefit of having a private space where there are no communal areas or other guests.

Another point to reflect on is the low price offered by these accommodations. For example, we can find beachfront flats for half the price of a hotel. In addition, in most cases, these apartments have a kitchen, allowing the client to save on catering costs. Thus, in many cases, the value for money is more attractive than what you can find in a hotel.

Not only find flats or houses for tourist use can be found but also rural houses and rural tourism have gained importance. Moreover, it is one of the sectors least affected by the current crisis. After the psychological impact caused by the confinement, the stress generated by the pandemic, the restrictions and the growing fear, many tourists are choosing to spend their holidays in small villages in search of quiet. Thus, these destinations have even grown from 2019 to 2020. For example, in the province of Castellón, where there was an increase of 24.5% from one year to the next in October (from 9,177 overnight stays in 2019 to 11,426 in 2020) (data according to the INE). In the general analysis of Spain, obtained the results for August 2019 to 2020 showed that travellers decreased by 23.3%. If this data is compared with those of hotel accommodation, we see that these decreased in the number of travellers up to 121%, therefore, this type of competition has been able to maintain after the pandemic (data obtained from the INE).

2.2.2.5 Rivalry between competitors

Concerning this strength, the power of competitors and their position in the market is analysed, i.e. the influence of other companies and their positioning. It will be more difficult to achieve a competitive advantage in markets where the competition has a high market share, has managed to build customer loyalty, as well as transmitting a good positioning.

At this point, it is necessary to take into account everything that generates rivalry. Since competition has a strong intensity, and there are not so many possibilities of obtaining rents. Thus, we would say that a sector is less attractive if there is a low degree of concentration of competition, or if it manages to win customer loyalty.

In terms of the sector analysed, the rivalry between competitors is medium. As mentioned above, the pandemic has severely affected this industry, but there is still strong and well-positioned competition. Comparing 2019 with 2020, it can be seen that in August of both years, which corresponds to the month with the most establishments open, the number of hotels fell by 30% (from 16,943 in 2019 to 13,008 hotels in 2020). The bedplaces consequently also decreased by up to 55% (from 1,856,265 in 2019 to 1,196,259 in 2020) (data obtained from the INE). As we can see, we see a large decrease due to the health crisis, but we stress that there are now mostly the strongest competitors in the market and those who enjoy a better presence which makes it more difficult to compete with. Despite this, we would also add that many customers do not repeat or are not loyal to a particular hotel, as some travellers decide to stay in new places that allow them to get to know new cities and new services.

2.2.3 Competitive Analysis

2.2.3.1 Levels of competence

When analysing the environment, it is important to take into account one of the factors that most affect a company, as it is the competition. It is necessary to identify it, evaluate it and

then select which competitors should be avoided or attacked to gain a competitive advantage and face the market more effectively.

In this case, we are going to identify those companies which compete with the Hotel&Spa Peñíscola Plaza Suites, using the levels of competition from the consumer's point of view.

- **Level 1. Competition in the form of a product:** this level corresponds to all those companies that satisfy the same needs and operate in the same segments. In this case, we could find those 4* family hotels in the city of Peñíscola, such as the Peñíscola Palace, the Gran Hotel Peñíscola or the Agora Spa&Resort.
- **Level 2. Competition in the product category:** the second level refers to companies that have the same attributes, but are presented in a different way. We could highlight the hostels or 2* or 3* hotels in Peñíscola. These are places where accommodation and hotel services are offered, but the treatment and value perceived by the client are different. We can find the Hostal Boutique Olvido 22, the Dios está bien, the Ananda Beach Rooms or the Muva beach.
- **Level 3. General competition:** here we find places that offer accommodation, but do not have the services of a hotel, such as on-site reception or room service. We would add here the tourist flats, rural houses or the rental of private houses that are converted into holiday homes during the high season.

2.2.3.1 Main Competitors

Peñíscola is a well-known holiday town frequented by people looking to enjoy a coastal holiday on the Mediterranean coast. As it is a recurring site, there are many hotels offering accommodation and a variety of services and activities to satisfy this type of public. To be more specific, in the high season of 2020 we found a total of 47 open accommodations that offered the characteristics of a hotel-type tourist establishment (data obtained from the INE). Although the number of hotels varies depending on the dates we are in, many of these only remain open during the season with the highest number of tourists.

In this section, we are going to focus on those establishments that are competitors of the Hotel&Spa Peñíscola Plaza Suites, analysing the competition in the form of a product. For instance, 4-star hotel offering superior value to the client, either because of the characteristics of the rooms, the location or the services they offer.

Thanks to the analysis of the main competitors, we will understand better the market, what is on offer or what is most demanded by the public. This will give us information about the strengths and weaknesses of the hotel itself, and we will discover the opportunities and threats produced by the competition that we can face and thus find the competitive advantage.



1. PEÑÍSCOLA PALACE

The Peñíscola Palace is a hotel located on the beachfront. It is open in high season and in some periods of the low season and is characterised by offering its guests facilities designed to make them enjoy themselves, promising wellbeing, relaxation and fun. The hotel has a wide range of services and activities to entertain the whole family, such as the Spa&Wellness, activities for the little ones, games area or gym.

- Product

The hotel has a total of 239 rooms distributed in six groups with their own characteristics and functionalities. We can find Standard Single, Standard Double, Double with sea views, Standard Triple, Standard Quadruple or Quadruple with sea views. Despite being rooms with different prices and aimed at a different public, all the rooms have a minimum of services or useful utensils for travellers, such as a safe, hairdryer, television, etc.

- Price

At the Peñíscola Palace, we are faced with the policy and pricing of all competing companies. They have a price based on competition and a seasonal pricing strategy. They also make use of promotional pricing to combat periods of low demand, i.e. especially in the low season. Each platform offers a different price, so an estimate will be shown. (Table 4 and Table 5)

Table 4. Low season prices at Peñíscola Palace

	Bed and breakfast	Half board	Full board
<i>Individual Standard</i>	62€	65€	70€
<i>Double Standard</i>	75€	82€	91€
<i>Double with sea view</i>	90€	97€	106€
<i>Triple Standard</i>	93€	102€	114€
<i>Quadruple Standard</i>	112.50€	123€	136.50€
<i>Quadruple with sea view</i>	127.50€	138€	151.50€

Source: own elaboration. Data: Peñíscola Palace website

Table 5. High season prices at Peñíscola Palace

	Bed and breakfast	Half board	Full board
<i>Individual Standard</i>	93€	97€	102€
<i>Double Standard</i>	137€	147€	91€
<i>Double with sea view</i>	152€	162€	106€
<i>Triple Standard</i>	171€	182€	114€
<i>Quadruple Standard</i>	205.50€	220.50€	235.50€
<i>Quadruple with sea view</i>	235.50€	250.50€	265.50€

Source: own elaboration. Data: Peñíscola Palace website

- Distribution

The hotel is offered on the main online tourist platforms in Spain: Booking.com, Kayak.es, Centraldereservas.com, Atrapalo.com, Destinia.com, etc. On each platform, different prices can be found. However, only the most popular rooms are shown, such as the Standard Double or Double with sea views. As an example, on Booking.com the standard quadruple or quadruple rooms with sea views do not appear.

The Peñíscola Palace also has its website where the option to book is given. There, all the rooms available can be selected and in this case, the six types of rooms offered by the hotel do appear. In addition to online, the hotel has a telephone number and email address where guests can check availability and make their final reservation.

- Communication

In terms of communication, the Peñíscola Palace uses various tools to reach out to the public. The first is commercial promotion, as the hotel sometimes offers special prices for special dates on its website. It also uses interactive marketing thanks to the possibility of subscribing to its Newsletter. In addition, it carries out direct marketing on the social network Facebook.

2. AGORA SPA AND RESORT



The hotel Agora Spa and Resort can be found in the centre of Peñíscola, very close to the beach. The hotel has well-kept facilities, offering exclusive services such as a spa, paddle tennis court, pub, hairdressing salon, etc. We would also like to highlight the original services it offers, such as the picnic service, where the staff prepare everything you need to spend a day outdoors, or the possibility of ordering chocolates in the room. It is also characterised by the fact that it also has entertainment for the youngest family members, allowing adults

to enjoy their holidays in a more relaxed way. It should be noted that the hotel is only open during the high season and some periods of the low season.

- Product

This hotel has a wide range of rooms, 315 to be exact, distributed in standard, superior and junior suites, which are distributed among the five buildings that make up the Agora Spa and Resort. All rooms have Wifi, television and an equipped bathroom, but in each group, we can find features that are responsible for differentiating the stay.

- Price

In this case, we find the same characteristics as the competition, i.e. seasonal prices changing from one day to the next and with a multitude of offers to compare. (Table 6 and Table 7)

Table 6. Low season prices at Agora Spa and Resort

	Bed	Bed and breakfast	Half board	Full board
<i>Standard</i>	80€	90€	102€	110€
<i>Superiors</i>	94€	104€	116€	124€
<i>Junior Suites</i>	100€	110€	122€	130€

Source: own elaboration Data: Agora Spa and Resort website

Table 7. High season prices at Agora Spa and Resort

	Bed	Bed and breakfast	Half board	Full board
<i>Standard</i>	190€	210€	230€	240€
<i>Superiors</i>	210€	230€	250€	260€
<i>Junior Suites</i>	222€	242€	262€	272€

Source: own elaboration Data: Agora Spa and Resort website

- Distribution

The Agora Spa and Resort offers the possibility to book on various well-known online platforms. The hotel can be found on websites such as Logitravel.com, Centralderevervas.com or Booking.com. In this case, all rooms are offered on different platforms, giving the client the possibility to make the reservation where it is most beneficial for him/her.

Reservations can also be made on the hotel's website. There, the best price is guaranteed, and advantages are offered such as booking without advanced payment, no cancellation fees or late check-out until 14:00 hours. It is also worth noticing that the hotel has a contact telephone number where reservations through this channel can be made.

Finally, the hotel can be also found in some offline travel agencies, such as the agency Viajes El Corte Inglés. There, there is not allowed to hire the hotel's services in the branches themselves more simply and conveniently, as they are responsible for carrying out all the procedures.

- Communication

After carrying out the analysis, the commercial promotion communication strategy is striking. The hotel offers exclusive discounts of up to 15% for advanced bookings on its website or on the platforms where it is found. It also uses interactive marketing, as it can be found on the social networks Instagram, Twitter or Facebook.

3. GRAN HOTEL PEÑISCOLA



The Gran Hotel Peñíscola is located on the beachfront. It is defined as a family hotel, obtaining awards and tourist recognition concerning the services and benefits offered both to adults and, above all, to children, such as, for example, the "Children Friendly" hotel certificate obtained in 2016, or the "Tour&Kids" Seal awarded by the Valencian Community. Thus, the hotel is aimed at families with school-age children, but it does not fail to offer an image of relaxation for adults, with spa, health and beauty services.

- Product

In the hotel, we find ourselves with a total of 422 rooms refurbished in their entirety in 2020. These are divided into the following groups: Family, Family with sea views, Grand suites, Adapted and Romantic. In all the rooms, minimum services and utilities can be found, two double queen size beds, a complete bathroom with a hairdryer, television with foreign satellite channels, room service, etc.

- Price

The price is indicative, as it varies from day to day, and every day of the week a different price is found. It is worth pointing out that on each platform a different price appears, both for online and offline travel agencies. (Table 8 and Table 9)

Table 8. High season prices at Gran Hotel Peñíscola

	Bed	Bed and breakfast	Half board	Full board
<i>Familiar</i>	161€	202€	296€	218€
<i>Familiar with sea views</i>	204€	248€	253€	266€
<i>Gran Suites</i>	193€	226€	231€	240€
<i>Adapted</i>	175€	218€	223€	236€
<i>Romantic</i>	192€	236€	242€	253€

Source: own elaboration Data: Gran Hotel Peñíscola website

Table 9. Low season prices at Gran Hotel Peñíscola

	Bed	Bed and breakfast	Half board	Full board
<i>Familiar</i>	69€	75€	80€	90€
<i>Familiar with sea views</i>	86€	91€	96€	107€
<i>Gran Suites</i>	96€	100€	104€	112€
<i>Adapted</i>	69€	75€	80€	90€
<i>Romantic</i>	80€	86€	91€	102€

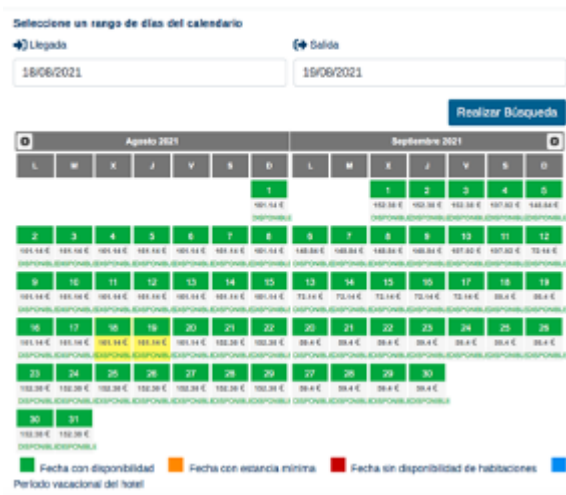
Source: own elaboration Data: Gran Hotel Peñíscola website

- Distribution

As usual, the Gran Hotel Peñíscola is offered on the main online booking platforms, such as Logitravel.com, Atrapalo.com or Centraldereservas.com. In each of these websites, different prices are found as well as booking policies. In addition, not all the rooms available in the accommodation are offered. For example, the Logitravel.com website only offers the option of booking three types of rooms, which would be the most common for travellers.

There is also the possibility of booking online on their website. There you can see all the hotel rooms and, in addition, you have the option of consulting a price calendar where you can see the prices for each of the days on which you can make your reservation (Figure 19).

Figure 19. Prices calendar from Gran Hotel Peñíscola website



Source: Gran Hotel Peñíscola website

In addition, the hotel's website offers several reasons to book directly from there, such as the best price guarantee, the possibility of choosing how and when to pay, or free of charge cancellation up to three days in advance. As for the possibility of making reservations without using its website, the hotel also has an email, a telephone number or a WhatsApp service.

In this case, the hotel is also offered by offline travel agencies. A booking can be made from the branches of Viajes El Corte Inglés, among other specialised agencies.

- Communication

Communication tools are the most used by this type of tourist accommodation. We highlight the commercial promotion strategy with various discounts and offers on all its platforms. On the website itself, there is a section with offers, where they add those that could benefit the client. The hotel is also present on social networks such as YouTube and Facebook, so we can say that it uses direct marketing.

2.2.4 Market Analysis

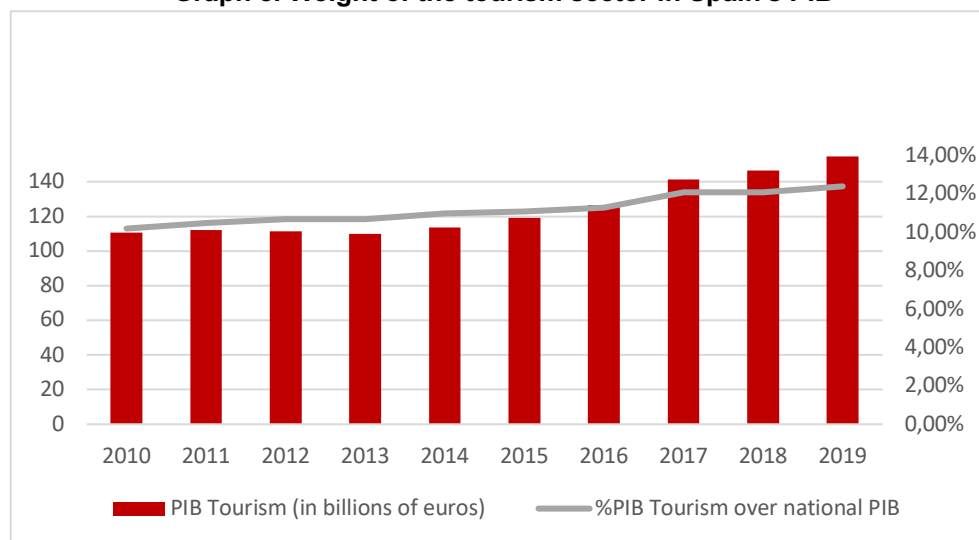
2.2.4.1 Sector Analysis

The analysis of the current market situation is essential to know the state of a given industry and what the consequences of this are. This study provides great benefits to detect and take advantage of the opportunities that are presented in the environment and to face the threats in an anticipated and correct way. In this marketing plan, a study of the analysis of the hotel sector in Spain will be presented.

As we have already mentioned, Spain is a country that is strongly committed to this sector, and which has a large number of offers, such as beach, snow, rural, gastronomic, etc. tourism. Each of these types of tourism is aimed at a specific public and its period of greatest demand depends on the season of the year in which we find ourselves, so it has the advantage of offering all kinds of experiences throughout the year.

As we can see (Graph 8), the tourism industry has a great weight for the PIB in Spain, being the most important sector for the country, which had an increasing trend during the last years.

Graph 8. Weight of the tourism sector in Spain's PIB



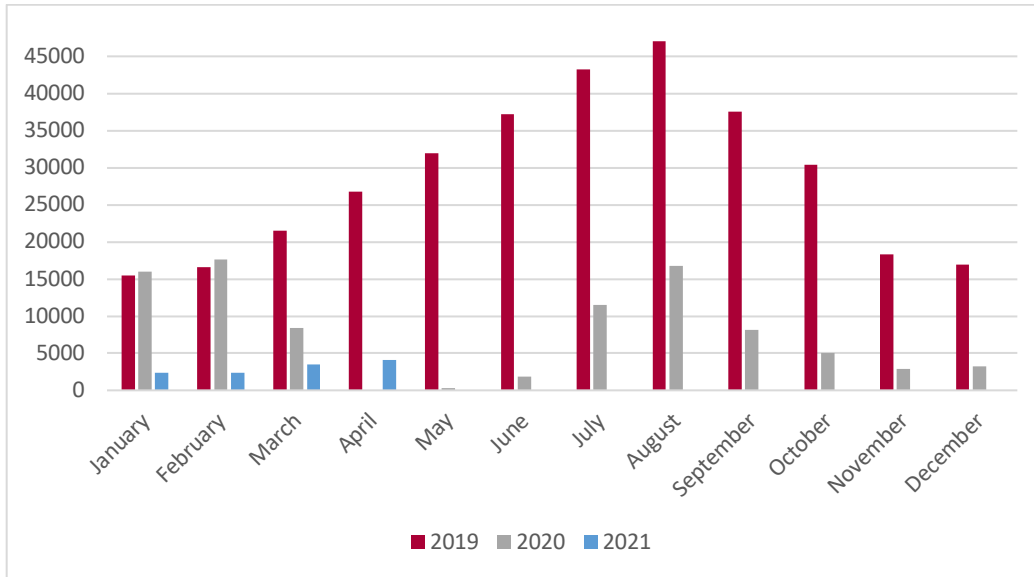
Source: own elaboration. Data: pwc

Despite offering many types of travel, the country is known for its sun and beach tourism. Demand peaks are during the summer period, popularising its beach destinations which make most of their profits during this time. While in winter many of these establishments remain closed or seek to boost demand by using offers or promotions.

The situation before 2020 was highly favourable for the industry. Although foreign tourists were indeed decreasing (even though they were still in the majority), domestic tourists began

to grow year after year, choosing to stay and visit the country rather than go to other locations. It is worth noting that many of the foreign travellers who chose Spain are French or come from Nordic countries.

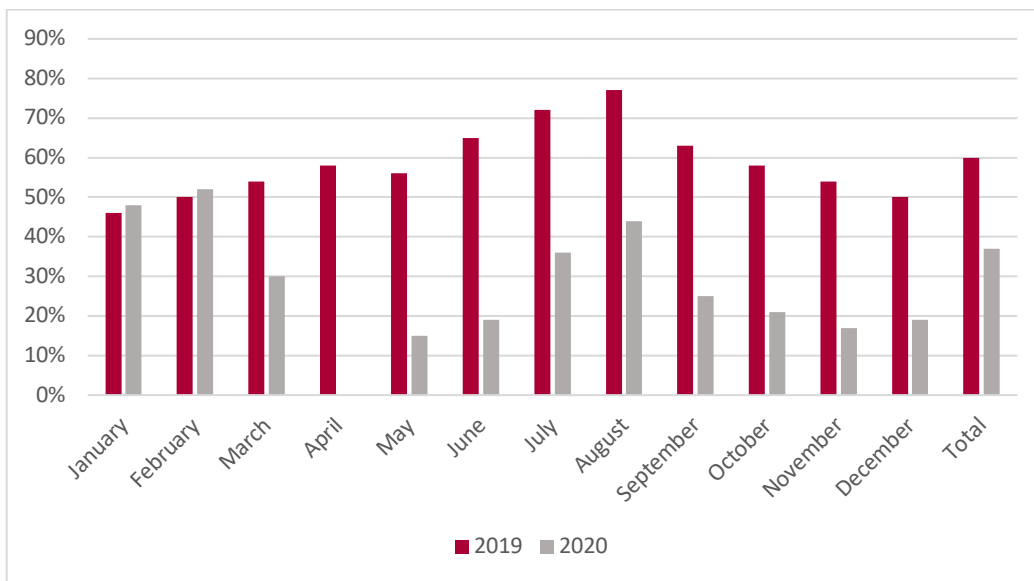
Graph 9. Comparison of overnight stays in Spain in thousands of euros



Source: own elaboration. Data:INE

As reflected in Graph 9, comparing the years 2019, 2020 and 2021. It is seen an incredible difference caused by the restrictions and the state of alarm in the country.

Graph 10. Occupancy rate by bedplaces in Spain



Source: own elaboration. Data:Stalista

Hotel occupancy rates have also been severely affected. The country has gone from 60% occupancy in 2019 to only 34% occupancy in 2020. (Graph 10)

In times of pandemic, the future is uncertain. After seven years of steady growth for the industry, the coronavirus has been a major crisis, as this has been one of the hardest-hit sectors. Despite this, Spain is expected to make a gradual recovery, as the country has invested heavily in the industry and has a very good infrastructure capable of competing. Hopes are favorable, but most hotels do not expect to be back to business as usual until 2022 at the earliest.

2.2.4.2 Customer Analysis

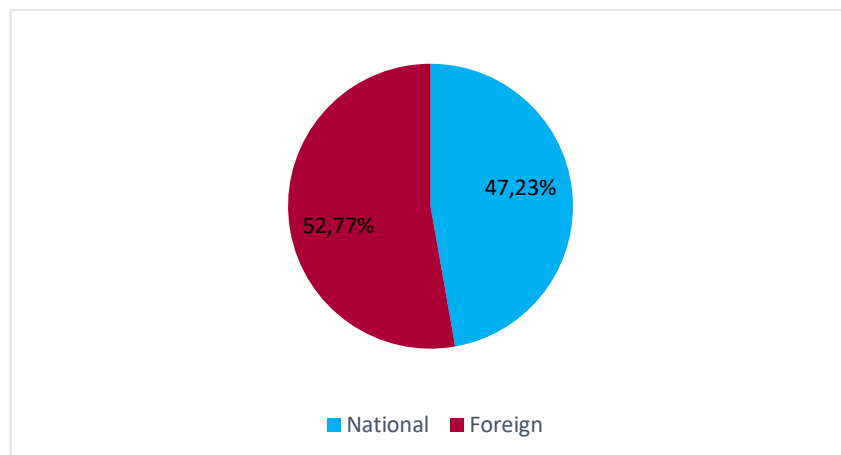
Over the years, the profile of the tourist in Spain has evolved according to the trends and needs of the different generations. As a country with so many types of tourism, different groups are looking for completely different experiences and accommodation in Spain, such as travellers who want to get to know cities, tourists looking for sports, or those who hope to spend a quiet holiday on the beach.

To summarise the type of tourist, we will answer the following questions using average data obtained from the INE and interpreted by the Inversis Observatory over the last few years (before the pandemic).

Where do these tourists come from?

It can be seen in Graph 11 that, in general, 52.77% of tourists are foreigners, while 47.23% are Spanish. This trend is changing since the beginning of the pandemic, as border closures and severe mobility restrictions have increased the number of domestic tourists choosing to holiday in the country.

Graph 11. Origin of tourists in Spain



Source: own elaboration. Data: INE

How many nights stays the tourist in the hotel?

Tourists spend an average of 3 and a half nights in the hotel. It should be noted that the average stay has been on a downward trend. As mentioned above, more and more tourists prefer to spend fewer nights in the same hotel.

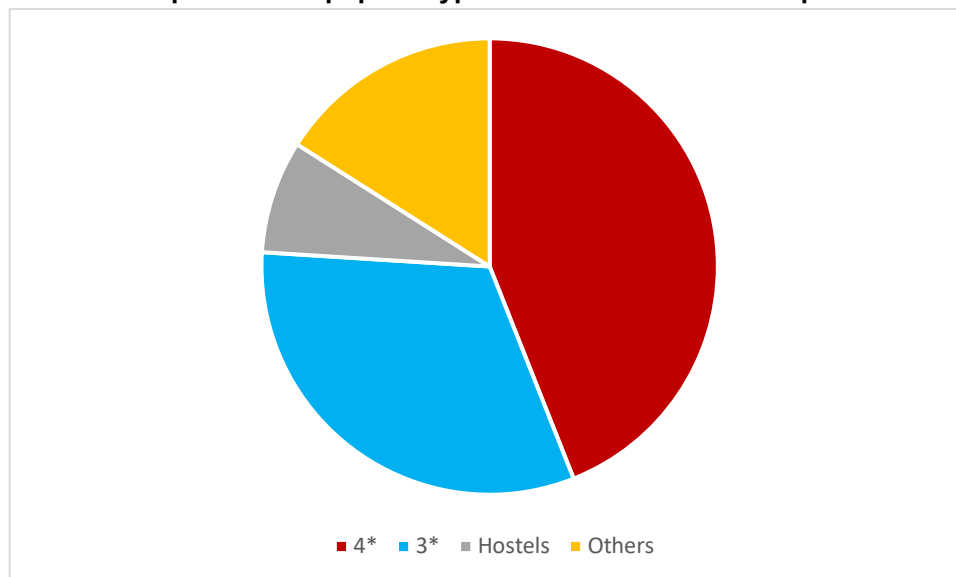
How much do they spend?

They spend approximately 69,20€ per room. It is worth noting that tourists from abroad spend more than nationals, both on accommodation and on services and catering.

What type of hotels do they stay in?

44% of travellers look for four-star hotels, 32% look for three-star hotels and 8% occupy hostels. Thus, we highlight the popularity of 4-star hotels, which are sought after by middle-class citizens. (Graph 12)

Graph 12. Most popular types of accommodation in Spain



Source: own elaboration. Data: INE

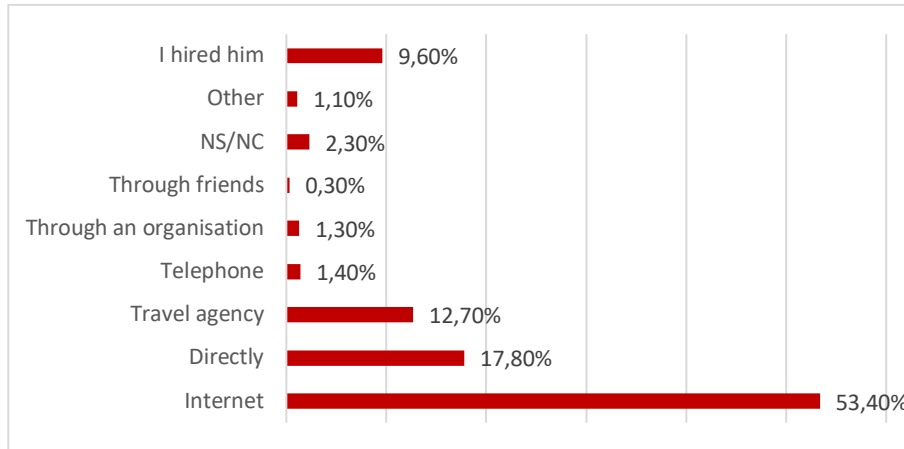
Areas with the highest occupancy?

In high season, the Valencian Community up to 72%, Catalonia 73%, the Balearic Islands 77% and the Canary Islands 74%. We can see then that the most popular type of tourism in Spain is coastal tourism.

Where do they book from?

From Graph 13, it is seen that 53.4% of tourists in Spain between the ages of 18 and 75 who make reservations do so via the Internet, i.e. more than half. This is followed by those who make reservations by contacting directly and thirdly, through travel agencies, according to data obtained by Segittur and the ITH in a study of 37,000 respondents.

Graph 13. From where are made the bookings of hotels?



Source: ceupe

There are several reasons why customers have started to opt for this type of booking. The main one is the ease of finding and adapting the trip to the needs and wishes of each user, followed by the time savings involved, and in addition, many of these users believe that it is more economical to make the booking in this way.

3. SWOT ANALYSIS

Figure 20. SWOT Analysis



Source: own elaboration

3.1 Strengths

- **Variety of services:** the hotel has a wide variety of services that it presents to the client. These are designed for both adults and children, and help the hotel to be seen as a complete place where you don't need to go abroad to have a quiet and entertaining holiday.
- **Variety in the rooms on offer:** the hotel has a wide range of rooms and different types of accommodation between them. For those clients who are looking for something basic, there are the standard rooms, but those who want an extra service can choose from the full range of suites available at the hotel, allowing them to select the room that will bring them the most benefits.
- **The only all-inclusive resort on the Costa Azahar:** the Plaza Suites is the only establishment in the area which allows an all-inclusive service, so in this aspect, it offers a unique service. Although it is currently disabled, it is a resource to differentiates itself from the competition when conditions permit.
- **Experience:** the ZT Hotels chain has a long history in the sector. It has been able to adapt to the different periods and trends in society. In addition, it has managed a multitude of accommodations, such as hotels in different cities, aparthotels, concessions, etc., thus providing a multitude of knowledge in the hotel sector. It should also be noted that the Hotel&Spa Peñíscola Plaza Suites is not the first accommodation that the chain has managed in Peñíscola, as it also has previous experience in the city itself.
- **Involvement in social causes, values and equality:** both the hotel and the chain that manages the establishment try to present a good image to the outside world. For them, it is essential not only to offer their hotels in the best conditions but also to go further by helping society and doing their bit by contributing to these types of causes. Therefore, the hotel actively participates in social causes and takes great interest in its own equality plan.
- **Great importance for quality:** this is a hotel that is highly committed to creating a service that the client sees as unique and satisfactory. It has a quality department and seeks through surveys of both staff and personnel the opinion of each one, to know how to listen and thus try to improve day by day. Thus, it manages to offer a service that is seen with an added value.
- **All types of differentiated spaces:** the hotel has a large infrastructure, spaces and facilities. Within it, we can find both a mini-golf and a water park, allowing the client to entertain themselves to the maximum without the need to go outside the hotel. It also has a large number of rooms available to the public.

3.2 Weaknesses

- **Outdated corporate image:** both the hotel and the chain have an outdated and outmoded image for the present day. Its logo and colours are not attractive, nor do they transmit to the client what is expected of a coastal establishment, such as peace and tranquillity.
- **Media plan and very regional advertising:** after analysing the hotel's media plan and the advertising it invests in, we realise that it only presents itself to a regional audience, even though most of its clients are not located near the Peñíscola area. It does not go any further and does not present a media plan at a provincial or regional level.
- **Unattractive website and social networks:** following the line of the outdated corporate image, the website is chaotic, with an unstudied and uncared aesthetic, simple photos and texts, it does not transmit anything further.
- **Digital marketing tools are not well exploited:** although it is true that the hotel has tools such as CRM, nowadays there are many digital marketing services that the company does not explore.

3.3 Opportunities

- **Reopening after the state of alarm:** after months, it seems that the sector is getting back on its feet thanks to the stability of the global pandemic and the relaxation of the restrictions imposed by the central and autonomous governments.
- **Aid and subsidies to the tourism sector:** after the chaotic situation resulting from the restrictions and the health crisis, governments implemented various aid plans to try to overcome this difficult period. Thus, large amounts of money are being invested to help this sector, which is one of the most affected.
- **Society's need to travel and disconnect:** when analysing society's trends, it can be observed that society needs to return to leisure activities after having spent months without being able to enjoy practically anything that this type of service offers. Therefore, people want to travel, get out of their comfort zones and enjoy a holiday.
- **Flexibility of market prices:** prices in accommodation are flexible. This allows each establishment to better adapt to seasonality, offering lower prices in the low season to try to get more supply, and in high season where there is greater demand, they raise their rates, achieving equally good results in terms of bookings. In addition, it gives the possibility of modifying the price adapting it to those of the competition or other external causes.

- **New connections at Castellón airport:** Castellón airport has managed to increase the number of flights on offer, so an increase in mobility between countries is expected in a faster way.
- **Growing importance of the Internet at home:** more and more households have Internet at home, allowing them to connect quickly, obtain all kinds of information and use digital marketing tools more easily and effectively.
- **New digital marketing tools:** there is currently a multitude of instruments on the market that can be used quickly and easily, and achieve great results in all areas of the marketing mix.

3.4 Threats

- **High and consolidated competition in the sector:** we are in a sector where competition is strong. The country has invested heavily in tourism and enhancing its attractiveness to both domestic and foreign tourists. These have been taken advantage of by numerous companies which constitute severe competition, with a consolidated and important market share.
- **Global pandemic caused by Covid 19:** When analysing the environment, no factor has not been affected by the global pandemic caused by Covid-19. It has completely changed the world and the way of life, preventing citizens from enjoying leisure and mobility. Situations have been lived which have created fear. All of these have been coupled with policies and harsh restrictions to try to alleviate this situation as best as possible.
- **Post-pandemic economic crisis:** the harsh restrictions have had a strong consequence, the economic crisis. For months we have seen businesses going out of business, some of which have not been able to overcome the situation and have closed their doors, or employees in ERTE or unemployed. With Spain being so focused on the tertiary sector and especially on tourism, one of the most affected sectors, we have seen a decline in GDP and an increase in unemployment.
- **Increasing importance of substitute products (flats, rural houses):** this type of competition is gaining more and more popularity for various reasons, such as the low cost, or the intimacy offered by a space which can only be used by the clients who contract it.
- **Seasonal demand:** this type of sector is characterised by an irregular demand, i.e. in the low season there is a lack of customers and public interested in their product, while in the high season interest rises. In many cases, hotels must earn enough when there is a higher demand to be able to sustain themselves throughout the year.

4. MARKET SEGMENTATION

When talking about the target public of the Hotel&Spa Peñíscola Plaza Suites, people who are looking for proximity to the beach, tranquillity and relaxation is found. These clients also expect exclusivity and a wide range of services.

4.1 Segmentation Criteria

To specify the target public, we are going to focus on the most important segmentation criteria for the hotel, which are the demographic and behavioural criteria.

Knowledge of the demographic criterion is essential. It allows us to know the target public more extensively. Thus, being able to direct the services and actions carried out by the hotel. As it is a hotel-type service, we find a different public depending on the season. For instance, in summer, the vast majority of clients are families living in Spain with school-age children. As for the low season, it would be highlighted the presence of adult couples travelling alone or accompanied by other adults and the elderly.

In the case of behaviour, the client enjoys a large number of loyal customers who enjoy their holidays in the accommodation year after year. More specifically, in August there are more repeat customers than those who book for the first time at the establishment. Therefore, the actions are aimed at reinforcement marketing. Even though the hotel has a large number of regular customers, it also seeks to target those who are not aware of the hotel, so it hopes to make itself known and get them to make a reservation at the accommodation.

After analysing these criteria, we can identify the following segments:

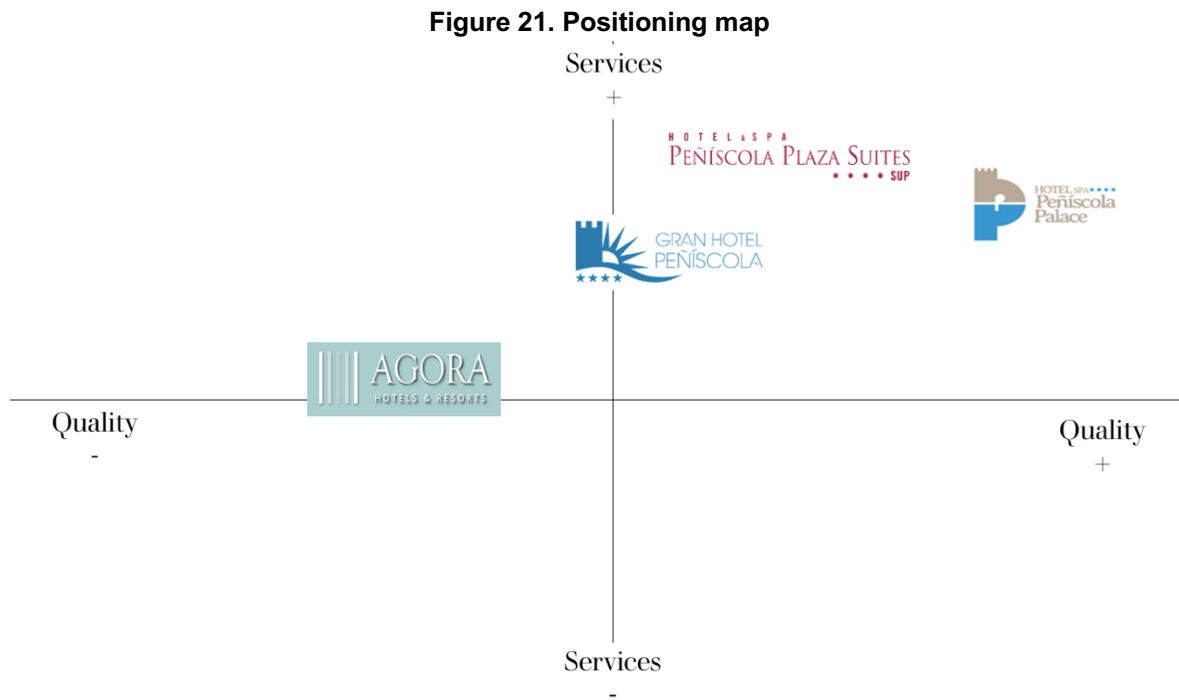
- **Families with school-age children:** in this part, we find those couples who have small or young children. By having so many services and activities aimed at children, they see the hotel as something fun thanks to the attention given to the youngest members of the family. This is where we find the largest number of loyal customers, and they make their bookings in the summer months when there is no school activity.
- **Couples:** this type of segment is characterised by couples who travel alone or in groups. They are usually weekend getaways during the low season and their purpose is to get away from the routine and enjoy the tranquillity that the spa service can offer or enjoy a relaxing weekend. Sometimes the couple travels alone, but there are also couples of friends who are looking to do activities alone or together. While it is true that they also have several loyal customers, this is minimal, and they are more new customers who want to see new places. In this segment, we can also highlight that most of them are national tourists.
- **Elderly people:** in this case, elderly people stay mostly in the low season during the week. They are looking for quiet, and make their bookings on dates that allow them to enjoy themselves without having problems with noise or other problems. They also

have a small number of loyal clients, but they are mainly new clients, and here we can highlight a greater number of clients from nearby foreign countries, such as the French or Germans.

4.2 Positioning

Knowing where the hotel is concerning the competition in the consumer's mind is useful to reflect on where we are and how we can act in the future to achieve the expected results. For this, a useful tool is the positioning map.

After analysing the needs of the hotel, we are going to focus on the variables of quality perceived by the public and the number of services offered by each hotel. Regarding the number of services available, we could highlight everything that the hotel offers as an extra apart from the rooms, such as, for example, swimming pool, gym, free buffet, entertainment, etc. In terms of perceived quality, this refers to the image that the consumer has of the service provided and of the accommodation itself, i.e. customer service, clean and well-kept rooms and facilities, or a good menu in the restaurant.



As we can see (Figure 21), the Hotel&Spa Peñíscola Plaza Suites is the leader in terms of the number of services, placing it in an advantageous position for the rest. As far as quality is concerned, we can see that it also enjoys a very good position, thus enabling the hotel to compete properly with the rest.

5. MARKETING OBJECTIVES

5.1 Relationship objectives

1. Improve online reputation on portals such as Tripadvisor or Booking achieving a score of 4'5 out of 5 stars over the next 12 months.
2. Increase visits to the website, blog and social media by 15 % in the next 12 months compared to 2020.
3. Achieve that 95 % of customers are satisfied with the accommodation over the next 12 months, both with the facilities and the services and treatment offered by the staff.
4. To achieve that 25 % of the clients who come to the hotel for the first time repeat.
5. To increase the number of foreign clients by 7 % compared to 2019.

5.2 Objectives of marketing activities

6. To position the hotel as a year-round product, increasing bookings by 30% compared to the pandemic year, especially in the low season.
7. Highlight the hotel not only as a sun and beach accommodation, explore new types of tourism such as sports and gastronomic and achieve 20% of clients interested in these aspects over the next 12 months compared to 2019.

5.3 Financial objectives

8. To increase profits by 30% over the Covid year by 2021.

6. MARKETING STRATEGIES

Once the objectives have been established, it is time to talk about the strategies that the hotel could implement to achieve the proposed goals. We are going to analyse three types of strategies, each one focussed on a different area and point of view: the strategy as a competitive advantage, the competitive strategy according to the relationship with the competition and the environment and the growth strategy.

6.1 Generic competitive strategy

Following this type of strategy proposed by Porter (1982), we can assure that the hotel follows a strategy of differentiation. This is reflected in the establishment's great interest in offering a multitude of services adapted to the public and maintaining high quality standards, as well as having a product that corresponds to what is expected, i.e. rooms with good decoration and cleanliness. The aim is to offer an experience that the client sees as unique,

so that he/she feels more cared for and cared for and does not mind paying a higher price for all these extra services. Thus, all employees follow specific protocols and care to treat the customer in certain situations. Apart from the treatment, the aim is to go beyond simple accommodation, offering entertainment, a wide range of food and a multitude of other aspects that the hotel carries out to be seen as a superior value.

6.2 Competitive strategy according to the relationship with competition and environment

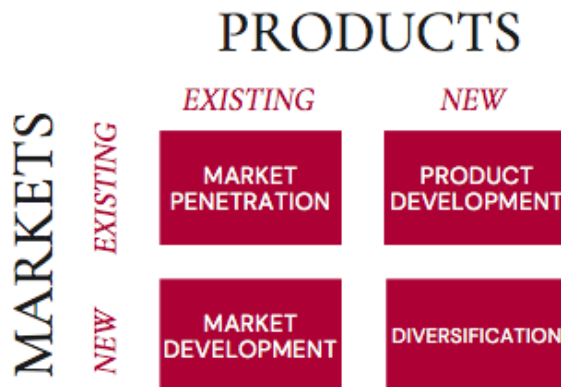
According to the competitive strategy in relation to the environment devised by Miles and Snow (1978), we could affirm that the Plaza Suites follows a prospecting strategy. It is continually seeking to innovate all its services in order to offer something superior to the competition. It also has a great interest in carrying out actions, offering novelties, making enormous efforts to develop the product-market.

Considering the competitive strategy in relation to the competitors of Kotler and Singh (1992), we highlight that the hotel's strategy is that of a leader. In spite of dominating the market, there is currently a lot of competition with a very good share of the expanding market which it has to face. Thus, it is confronted through the expansion of the overall market demand, i.e. it seeks to get its own customers to make more bookings, but it would be interesting to look for the expansion of the market share by getting those tourists who are part of its competition.

6.3 Growth strategy

In this case we analyse the strategies through Ansoff's (1965) growth matrix (Figure 22). Currently, the company follows a strong market penetration strategy since the hotel seeks to increase bookings in those markets that are already served. In addition, it has a high number of loyal customers which it strives to maintain by offering the same product, in this case the rooms.

Figure 22. Ansoff growth matrix



Source: own elaboration

In my opinion, the hotel could go further and explore new markets, using the market development strategy. The international client is very little exploited, and given the situation of the economic crisis in Spain caused by the pandemic. I think it would be interesting, apart from continuing to make an effort to maintain the national market, to increase the market share with a foreign public, especially from European countries where access is easier, since they have more knowledge of the country and its different tourist locations.

7. ACTION PROGRAMS

Action 1. Recruitment of a professional photographer and filmmaker

Objectives:

- Increase visits on the website, social networks by 15% in the next 12 months.
- Position the hotel as a year-round product, increasing bookings by 30% compared to the pandemic year, especially in the low season.
- Highlight the hotel not only as a sun and beach accommodation, but explore new types of tourism such as sports and gastronomy and achieve 15% of clients interested in these areas over the next 12 months.
- Increase the number of foreign clients by 7% compared to 2019.
- To increase profits by 30% compared to the Covid year by 2021.

Timeline:

In the case of photography, during January. For the spot, throughout the year at indicated events.

Budget:

3000€, including both the spot and the photography.

Target audience:

All segments are targeted by the hotel.

Description:

In the case of the photography project, a reportage of all the hotel's facilities will be carried out, taking new photographs with a modern and renovated look. This will be done with the help of the photographer Jordi Febrer, who will be in charge of capturing the essence of the hotel and then make the relevant image adjustments so that the photos have a modern and striking look.

Regarding the video team, they will be in charge of capturing images of the hotel as well as going further, recording some of the events held throughout the year for the subsequent editing of a spot.

All of this will be published on the hotel's different social networks, the website and the spot will also be projected on all the screens throughout the hotel building.

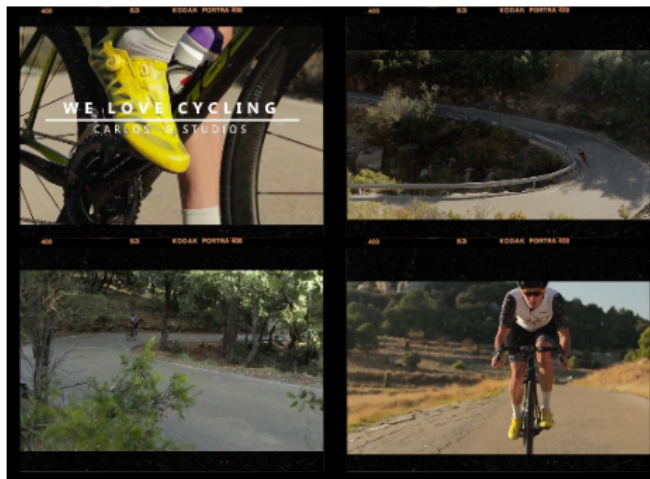
Figure 23. Hotel Photography



Source: own elaboration. Images: Tripadvisor website

As it can be seen in Figure 23, with a simple retouching of colours, images with a more attractive appearance can be obtained. Therefore, hiring a professional expert in photography is essential when it comes to achieving snapshots with the right angles and a more appropriate post-processing in terms of filters.

Figure 24. Carlos Gil spot



Source: own elaboration. Images: Gil Carlos Studios Instagram

In addition to the photography, a spot of approximately 4 minutes will also be made by the Filmmaker Carlos Gil. From the play of shots, lights and colours, we are going to count on his participation in the main events produced by the hotel throughout the year, as well as reflecting scenes and services offered daily, such as, for example, the free buffet or the spa. To give an example (Figure 24), we have captured scenes of a work done by himself, seeing that he does a great job of shots and sequences.

Action 2. Renewal of the corporate image

Objectives:

- Increase visits to the website and social networks by 15% in the next 12 months.
- Increase profits by 30% compared to the Covid year by 2021.

Timeline:

Realisation during January.

Target audience:

All segments which the hotel targets.

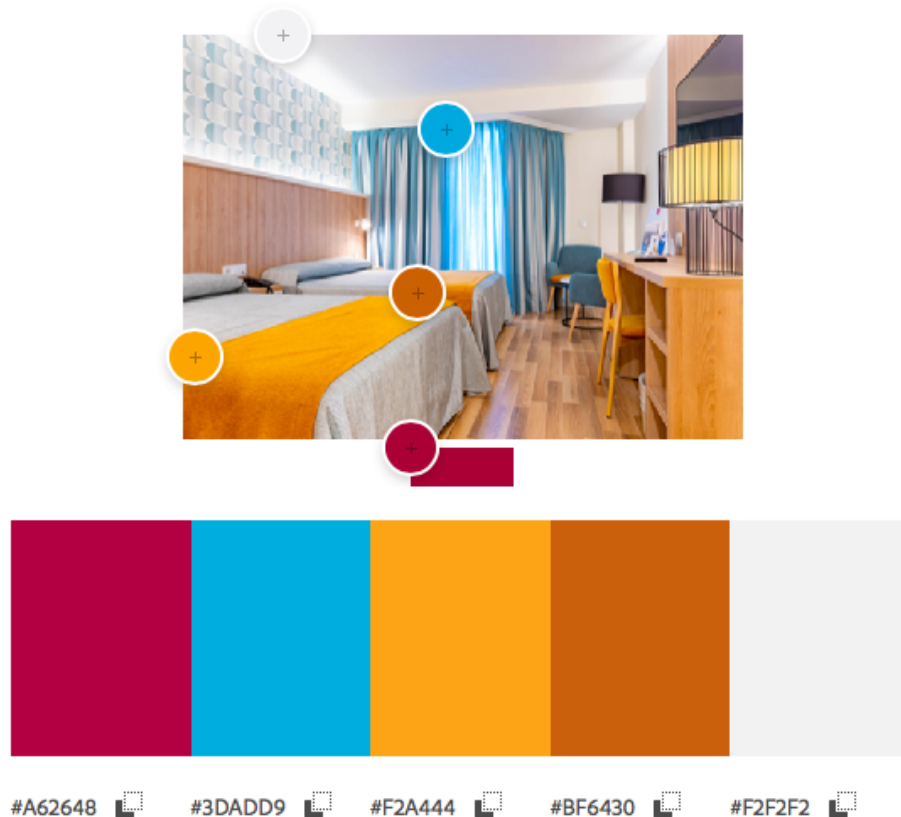
Budget:

500€

Description:

This action aims to renew the corporate image. To this end, the design studio Joan Rojaski will be hired to create a new, more modern image. Despite commissioning professionals to carry out these tasks, it is interesting to already have some ideas in mind of what you want or are looking for, so, subsequently, some sketches will appear that will serve as a guide.

Figure 25. Colour range Hotel&Spa Peñíscola Plaza Suites



Source: own elaboration

Based on the hotel rooms and their decoration, we could create a new chromatic range, always taking into account the red which is the hallmark of the entire ZT Hotels chain. From there we would change the merchandising and everything that makes up its corporate image. (Figure 25)

Action 3. Creation of a template for the hotel's website, blog and mailing

Objectives:

- Increase visits to the website and social networks by 15% in the next 12 months.
- Increase profits by 30% over the Covid year by 2021.

Timeline:

Creation in February, following the renewal of the corporate image and photo reportage.

Target audience:

All segments which the hotel addresses.

Budget:

4500€

Description:

As for the next action, the aim is to modernise the hotel's website, blog and other tools such as mailing. For this, the Joan Rojeski Design Studio will also be involved, where a WordPress template will be designed for both the hotel's homepage and the company's blog, as well as creating a design for the Acumbamaill mailing tool. The photographs taken in action 1 will be taken.

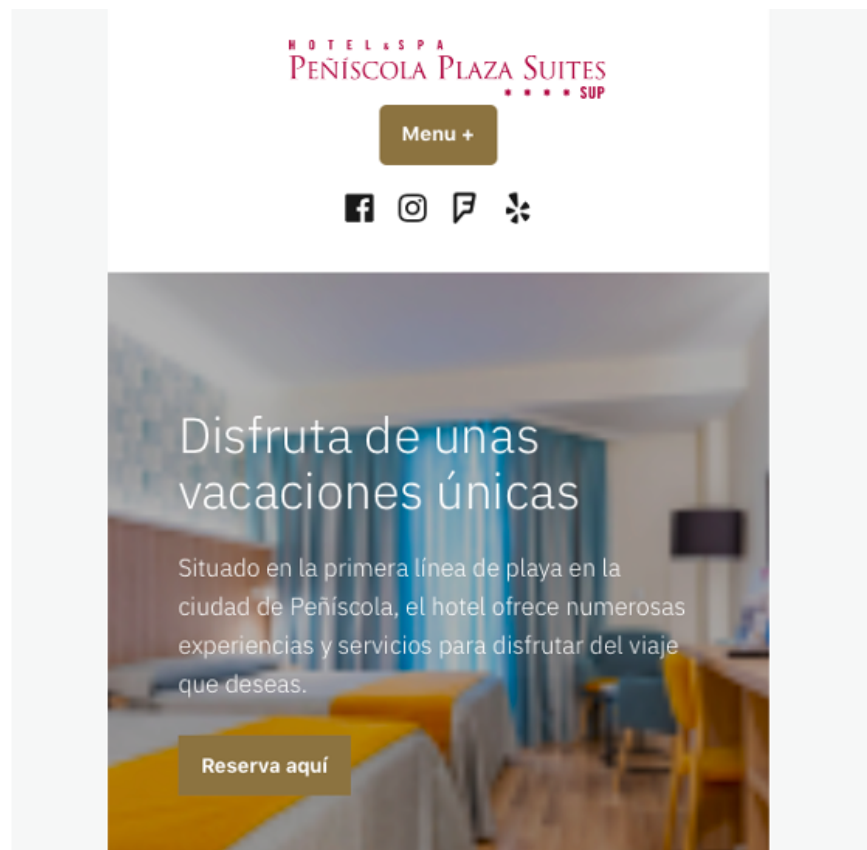
As it has been seen, the website is chaotic. Nowadays, it is essential to have a good image on the Internet since more than half of the users who make reservations use this platform. It is interesting to have a modern and simple website that gives a good image, as well as being useful and legible. A more up-to-date, easy to understand and visually attractive website will be created, both in PC and mobile format, all this using the Wordpress tool, which allows constant changes to be made simply. (Figure 26 and Figure 27)

Figure 26. PC format of the website made in Wordpress



Source: own elaboration

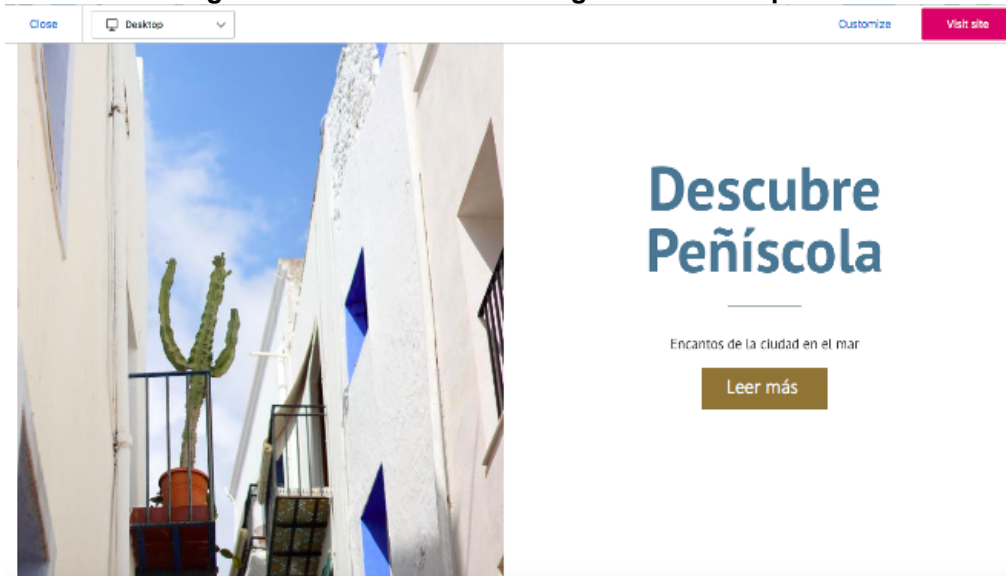
Figure 27. Mobile format of the website made in Wordpress



Source: own elaboration

In the case of the blog, a template will also be created to be able to create articles, news, or news more visually and attractively (Figure 28).

Figure 28. PC format of the blog made in Wordpress



Source: own elaboration

It is also interesting to start exploiting digital marketing tools as simple and effective as email marketing. While it is true that the hotel has made use of this type of resource on some occasions, it is not exploited or designed correctly to attract the attention of the target audience. Acumbamail is a platform that the hotel can use to promote and send news, offers and news to all those customers who are part of the database. Thus, it is a quick way to promote without any extra effort, making it an essential action. A template will then be created to modify and send the different newsletters, news, articles and all kinds of information that you want to send to the public. (Figure 29)

Figure 29. Design of a mailing campaign with Acumbamail



Source: own elaboration

Action 4. Incorporation of plugins on the hotel's main website and use of Hubspot

Objectives:

- Increase visits to the website and social networks by 15% in the next 12 months.
- Increase profits by 30% compared to the Covid year by 2021.

Timeline:

One year

Target audience:

All segments which the hotel targets.

Budget:

540€. The price includes both tools and the WordPress subscription required to start using them.

Description:

Beyond the design, a series of new and attractive plugins will also be implemented, such as Yoast SEO. This tool allows you to optimise SEO search engines so that you are always up to date. It is composed of a series of traffic lights that evaluate the readability of the publications. This is essential for both the website and the blog, to be able to position themselves in the best way and thus get more likely that users click on our page and visit our content.

Another tool that will be implemented is HubSpot. This plugin offers many benefits and utilities, such as forms or live chat. In addition, it allows us to know a lot of analytical information about the website, such as how many users have consulted the price, and how many have left the page afterward, or how many have left the page when viewing the images. This is essential for marketing decisions and to understand the profile and interests of tourists.

Action 5. Implement an online content marketing programme

Objectives:

- Increase visits to the website and social networks by 15% in the next 12 months.
- Position the hotel as a year-round product, increasing bookings by 30% compared to the pandemic year, especially in the low season.
- Highlight the hotel not only as a sun and beach accommodation, but explore new types of tourism such as sports and gastronomy and achieve 15% of clients interested in these areas over the next 12 months.
- Increase the number of foreign clients by 7% compared to 2019.
- To increase profits by 30% compared to the Covid year by 2021.

Timeline:

One year

Budget:

8600€

Target public:

All segments are targeted by the hotel.

Description:

The hiring of the external company Desmarca Marketing for the formalisation of the following activities: a needs analysis will be carried out, from the desired positioning, expected actions and the variables to be worked on in communication. Annual planning of impacts on the website, blog, social networks and mailing will be created. In addition, the content will be created on a fortnightly basis depending on the needs. The aesthetics of the content will also be taken into account, with a unified image following the model created by the designer Joan Rojeski. In addition to its own domain pages, the agency will also be in charge of managing and creating advertisements on the social networks Instagram and Facebook. In addition, the content will be produced in different languages: English, Spanish, Catalan, German and French.

Action 6. Actions to market the destination through Introducing Castellón and Castellón Airport.

Objectives:

- To increase profits by 30% compared to the Covid year by 2021.
- Increase the number of foreign clients by 10% compared to 2019 (before Covid).
- Position the hotel as a year-round product, increasing bookings by 30% compared to the pandemic year, especially in the low season.
- Highlight the hotel not only as a sun and beach accommodation, but explore new types of tourism such as sports and gastronomic tourism and achieve 15% of clients interested in these areas over the next 12 months.

Timeline:

One year

Budget:

2300€

Target group:

All segments are targeted by the hotel.

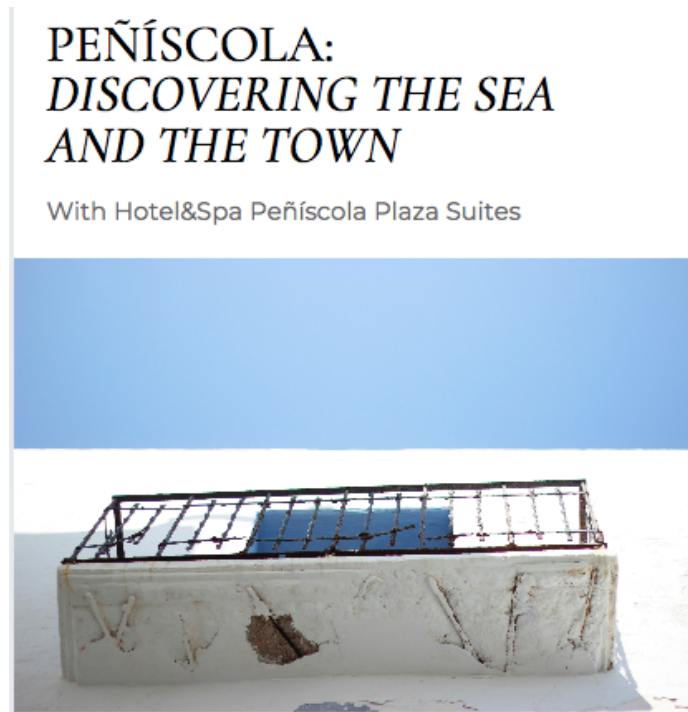
Description:

Introducing Castellón is a Club formed by different hotel companies in the province of Castellón together with the provincial and regional government and the Castellón airport. It is a platform that aims to promote sun and beach, cultural, sporting and gastronomic tourism packages, collaborating and carrying out communication and marketing actions together with specialised agencies and tour operators.

Being part of this club offers the hotel different benefits, mainly the promotion of its facilities to both the national and international public. In addition, it is in charge of creating tourist packs aimed at carrying out different activities together with other partners of all kinds (restaurants, museums, sports centres), thus acting as a means to find a different public, and offering the advantages of increasing the catalogue of available activities.

Different activities will be created depending on the season we are in, so, as an example, we will explain the proposed activity "Discovering the sea and the village" (Figure 30).

Figure 30. Discovering the sea and the town poster



Source: own elaboration

Activity in Peñíscola. Discovering the sea and the town.

Cultural visit and boat trip, with accommodation in a standard room at the Hotel&Spa Peñíscola Plaza Suites. Every weekend in June.

Friday afternoon:

- Check-in at the Hotel&Spa Peñíscola Plaza Suites, accommodation and free afternoon to stroll around the city.

Saturday morning:

- Breakfast at the free buffet Vinaròs.
- Guided tour of the Papa Luna Castle and the Artillery Park. Later visit the Museum of the Sea.

Saturday noon:

- Lunch at the Mare Nostrum restaurant in the Plaza Suites.

Saturday afternoon:

- From 19:30h. to 21:30h. Boat trip, chill-out atmosphere and a bottle of wine to liven up the excursion. Sunset views from the sea.

Saturday night:

- On arrival at the hotel, dinner at the Vinaròs buffet.

Sunday morning:

- Breakfast at the free buffet Vinaròs.

Included:

- Boat trip*
- Bottle of wine*
- Entrance to the Papa Luna Castle and guide*
- Entrance to the Museum of the Sea.*
- Standard room, full board*

Price for two people for the activity: 160€.

Acción 7. Collaboration with global online travel agencies such as HRS Group.

Objectives:

- Increase profits by 30% compared to the Covid year by 2021.
- Increase the number of foreign customers by 10% compared to 2019 (pre-covid).

Timeline:

1 year

Budget:

Commission for each booking of 7%, through bookings on this platform a lower profit per booking is obtained. Entry fee €1000

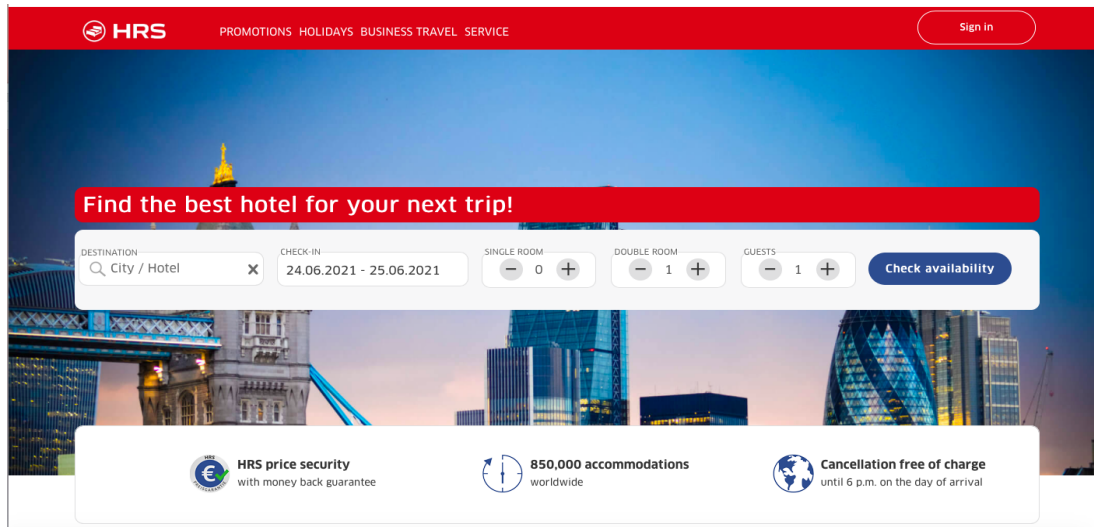
Target group:

Tourists residing in foreign countries.

Description:

It would be interesting to increase the current market, as today the hotel is very focused on domestic customers. An easy way to do this is to collaborate with certain travel agencies in other countries. The new connections at Castellón airport with flights in countries such as Hungary or Poland could benefit this type of public. Nor should we forget countries such as France or Germany, which due to their proximity, their ease of travel or their culture, many citizens decide to travel to Spain in search of a holiday in a foreign country. Therefore, it is a good way to get started in the international market.

Figure 31. HRS Group



Source: Website HRS Group

Action 8. Zetty's children's party at the water park

Objectives:

- Improve online reputation on portals such as Tripadvisor and Booking, achieving a score of 4.5 out of 5 stars over the next 12 months.
- To achieve that 95% of the clients feel satisfied with the accommodation during the next 12 months, both with the facilities and the services and treatment offered by the staff.
- To achieve that 25% of the clients who come to the hotel for the first time repeat.
- To increase profits by 30% over the Covid year by 2021.

Timeline:

Activity to be carried out during July.

Budget:

2300€. Including the rental of inflatables and all online and offline advertising.

Target audience:

Families with children.

Online communication:

Portals such as Sapos y Princesas, Familias Numerosas, Viajar con Hijos, Familias en Ruta, Juntines, Menudos Viajeros, Ir Con Niños, Tour & Kids, Niños en Mochila, Castellón en Ruta, Cuatro a Bordo, publications in own Social Networks, Own Web, mailing through Acumbamail and post in the hotel's blog.

Offline Communication:

Leaflets and posters were distributed around the hotel.

Distribution:

Bookings can be made through the hotel itself, the website or the APP.

Description:

This action will take place the first weekend of July under previous reservation, tickets will be created to access the enclosure. Inside the water park, a series of children's activities will be carried out thanks to the company Oca Grup (Figure 32), which will be in charge of expanding the park with aquatic and land inflatables, various games, animation and music to entertain the youngest members of the family. For the adults, a chill-out area will be set up just in front of the park, and they will also be offered the possibility of having a drink or a snack. (Figure 33).

Figure 32. Aquatic and land inflatables



Source: Website Oca Grup

Figure 33. Zetty aquatic party poster



Source: own elaboration

Action 9. Training and leisure days for employees

Objectives:

- Improve online reputation in portals such as Tripadvisor or Booking, achieving a score of 4.5 out of 5 stars over the next 12 months.
- To achieve that 95% of customers are satisfied with the accommodation during the next 12 months, both with the facilities and the services and treatment offered by the staff.
- To achieve that 25% of the clients who come to the hotel for the first time repeat.
- To increase profits by 30% over the Covid year by 2021.

Timeline:

Activity to be carried out during March on weekdays.

Target audience:

Employees of the Hotel&Spa Peñíscola Plaza Suites.

Budget:

1000€

Online communication:

Email marketing

Offline communication:

Brochures and posters distributed around the hotel

Description:

The hotel will offer a weekend with entertainment and leisure programmes in the Navona lounge. There, each group of employees will have a stand where they will be responsible for explaining to the other employees how they do their job, giving tips they have learned and trying to create an atmosphere of fellowship among all employees without distinctions. A lounge will be set up with background music, where the cooks will prepare a series of dishes for the employees themselves to taste, as well as creating a series of games, such as the fastest employee to make a hotel bed. All of this will be done in shifts so that all employees can enjoy the days while also being able to carry out their relevant tasks within the hotel (Figure 34).

In addition to the games and entertainment, Carlos Molina Artigot, a professional in the field of customer experience, will be in charge of giving several conferences to all employees regarding customer treatment and loyalty in the Juan Travel auditorium.

Figure 34. Training and leisure days poster



Source: own elaboration

Action 10. Carnival, Fallas, Halloween and April fair activities, among others.

Objectives:

- Improve online reputation in portals such as Tripadvisor or Booking, achieving a score of 4.5 out of 5 stars over the next 12 months.
- To achieve that 95% of the clients feel satisfied with the accommodation during the next 12 months, both with the facilities and the services and treatment offered by the staff.
- To achieve that 25% of the clients who come to the hotel for the first time repeat.
- To increase the number of foreign clients by 7% compared to 2019.
- To position the hotel as a year-round product, increasing bookings by 30% compared to the pandemic year, especially in the low season.
- Increase profits by 30% over the Covid year by 2021.

Timeline:

The realisation of each of the events depending on the dates we are in.

Budget:

10000€. Includes payment to media and all decoration and extras needed to set the scene at the hotel.

Target audience:

Each event will be aimed at a specific audience.

Online communication:

Social networks, own website, mailing, website todo peñíscola, advertisements on social networks such as Facebook or Instagram, as well as a newsletter on the blog explaining the events in detail.

Offline communication:

Brochures and advertising through magazines and newspapers

Description:

This action aims to bring the hotel to life throughout the year. For this, a series of parties will be held depending on the month in which we are, the hotel will be decorated and set according to the theme, as well as preparing special dinners inspired by the activities.

Action 11. Artichoke Gastronomic Days

Objectives:

- Improve online reputation in portals such as Tripadvisor or Booking, achieving a score of 4.5 out of 5 stars over the next 12 months.
- To achieve that 95% of the clients feel satisfied with the accommodation during the next 12 months, both with the facilities and the services and treatment offered by the staff.
- To achieve that 25% of the clients who come to the hotel for the first time repeat.
- To increase the number of foreign clients by 7% compared to 2019.
- To position the hotel as a year-round product, increasing bookings by 30% compared to the pandemic year, especially in the low season.
- Increase profits by 30% over the Covid year by 2021.

Timeline:

One Saturday in February, at the end of the artichoke festivities in Benicarló.

Budget:

4.300€. Includes both online and offline media advertising, decoration, preparation of the space and the fee for the different chefs.

Target audience:

Middle-aged and older couples or groups.

Online communication:

Promotion through own social networks, Facebook Ads, own website, email marketing through an internal database and blog publication.

Offline communication:

Advertising through various media such as magazines and newspapers.

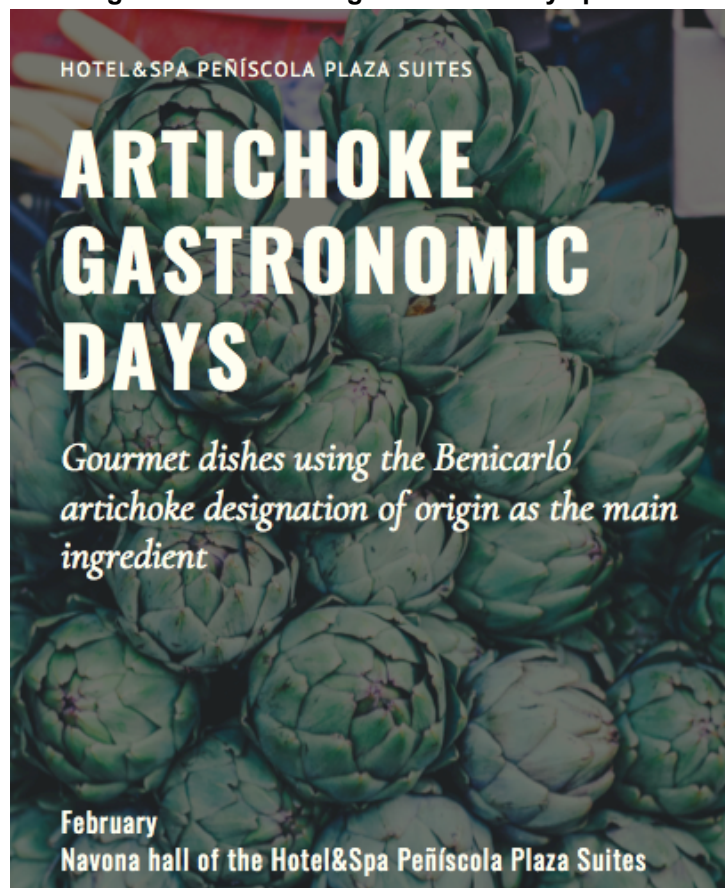
Distribution:

Bookings can be made through the hotel's website, by contacting the hotel, or on the Vive Peñíscola website,

Description:

This action is focused on creating a gastronomic conference in the hotel's Navona hall, where all guests who make a reservation can enjoy the creation of gourmet dishes using the Benicarló artichoke designation of origin as the main ingredient. Several renowned chefs from the area will be invited and Maribel Gil, a former participant in the Masterchef programme, will also be present. Tickets will be given out for the purchase of the different tapas and drinks (Figure 35).

Figure 35. Artichoke gastronomic days poster



Source: own elaboration

For the reservation of the room, you will get 2 tickets for food and 1 ticket for drink per person, thereafter the price of the ticket will be 2€ for the food and 1€ for the drink.

Acción 12. Establish an accommodation package with guided and unguided cycling routes.

Objectives:

- To position the hotel as a year-round product, increasing bookings by 30% compared to the pandemic year especially in the low season.
- To highlight the hotel not only as a sun and beach accommodation, but to explore new types of tourism such as sports and gastronomy and to achieve 15% of clients interested in these areas over the next 12 months.
- To increase profits by 30% over the Covid year by 2021.

Timeline:

To be held on Saturdays in the month of October.

Budget:

€1500, includes advertising and management with the different partners of the action.

Target audience:

Cycling professionals and amateurs.

Online communication:

Promotion through own social networks, Facebook Ads, own website, email marketing through internal database and blog.

Offline communication:

Advertising in magazines ciclismo a fondo or bici sport, brochures.

Distribution:

Bookings can be made by contacting the hotel directly, through the APP, on the hotel's website or on the Vive Peñíscola platform.

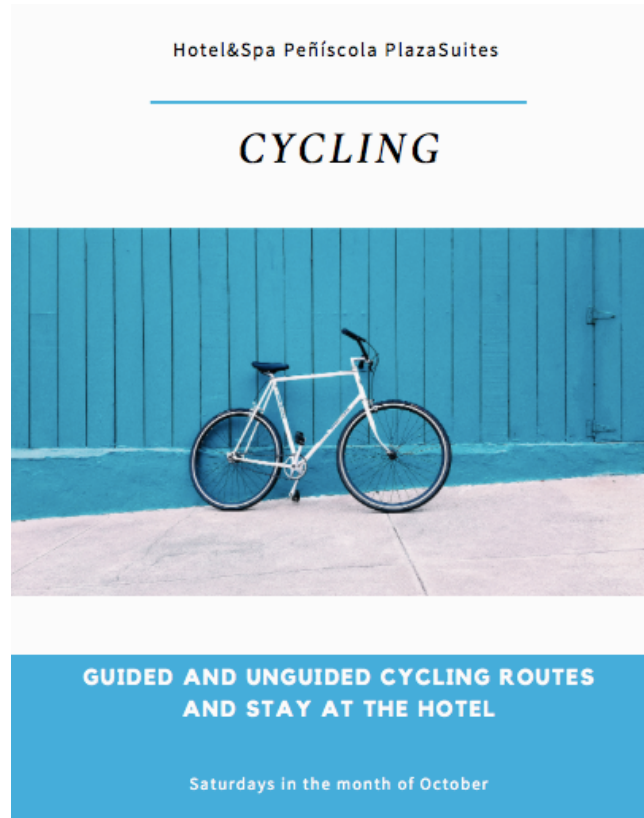
Description:

This action seeks to position the city as a suitable place for road bike training. To this end, an accommodation package will be created with cycling routes, both with and without a guide. For this purpose, various cycling tourism associations and bicycle rental companies will be contacted, such as Rent a Bike, and the Vinaròs Cycling Association, which will offer the option of a guide or instructor, as well as designing various routes depending on the level of each client, all of them starting and finishing at the Hotel&Spa Peñíscola Plaza Suites.

The price of the service will depend on whether the client wants a guide or not, or if they want to rent a bike or bring their own. Therefore, a base price will be created and from there the extras will be added: with guide +5€ per person, with bike rental +10€ per person, the

base price of the route without a guide and bike rental will be included in the price of the room booking. (Figure 36)

Figure 36. Cycling poster



Source: own elaboration

Action 13. Tasting of the main dishes of each restaurant.

Objectives:

- To increase profits by 30% compared to the Covid year by 2021.
- Increase the number of foreign guests by 10% compared to 2019 (before Covid).
- Position the hotel as a year-round product, increasing bookings by 30% compared to the pandemic year, especially in the low season.
- Highlight the hotel not only as a sun and beach accommodation, but explore new types of tourism such as sports and gastronomic and achieve 15% of clients interested in these aspects over the next 12 months.

Timeline:

To be held one weekend in April, one weekend in May and one weekend in October.

Budget:

€3,500, includes advertising and event organisation.

Target audience:

All segments where the hotel addresses.

Online communication:

Promotion through own social networks, Facebook Ads, own website, blog and mailing.

Offline communication:

Advertising through magazines and newspapers.

Distribution:

Bookings can be made by contacting the hotel directly, through the APP, on the hotel's website or on the Vive Peñíscola platform.

Description:

This action aims to raise awareness of the different restaurants available at the hotel. A series of tapas will be created with the most characteristic dishes of the hotel, which customers will be able to choose from the whole range thanks to tickets that will be given to them when they make their reservation. The event will take place in the Almendros lounge and will feature music and ambient decoration, as well as an outdoor area to enjoy the views and the hotel's exterior. (Figure 37)

Figure 37. Gastronomic days poster



Source: own elaboration

The rate will be the same as for the artichoke day when booking the room will be given 2 tickets for food and 1 ticket for drink per person, thereafter the price of the ticket will be € 2 for food and € 1 for a drink.

8. TIMELINE

The proposed timetable for the actions will be as follows (Table 10):

Table 10. Timeline

Actions	1	2	3	4	5	6	7	8	9	10	11	12
Action 1. Recruitment of a photographer Recruitment of a flimmaker	X	X	X	X	X	X	X	X	X	X	X	X
Action 2. Renewal of the corporate image	X											
Action 3. Creation of a template for the hotel's website, blog and mailing		X										
Action 4. Incorporation of plugins on the hotel's main website and use of Hubspot		X										
Action 5. Implement an online content marketing programme	X	X	X	X	X	X	X	X	X	X	X	X
Action 6. Actions to market the destination through Introducing Castellón and Castellón Airport	X	X	X	X	X	X	X	X	X	X	X	X
Action 7. Collaboration with global online travel agencies such as HRS Group	X	X	X	X	X	X	X	X	X	X	X	X
Action 8. Zetty's children's party at the water park							X					
Action 9. Training and leisure days for employees			X									
Action 10. Carnival, Fallas, Halloween and April Fair activities, among others	X	X	X	X	X	X	X	X	X	X	X	X
Action 11. Artichoke Gastronomic Days		X										

Action 12. Establish an accommodation package with guided and unguided cycling routes										X		
Action 13. Tasting of the main dishes of each restaurant				X	X					X		

Source: own elaboration

9. BUDGET

Regarding the budget estimate, the following figures are presented (Table 11):

Table 11. Budget

Actions	Who performs the action?	Budget (€)
Action 1. Recruitment of a photographer Recruitment of a flimmaker	Professionals in the sector	3000
Action 2. Renewal of the corporate image	Professionals in the sector	500
Action 3. Creation of a template for the hotel's website, blog and mailing	Professionals in the sector	4500
Action 4. Incorporation of plugins on the hotel's main website and use of Hubspot	Professionals in the sector	540
Action 5. Implement an online content marketing programme	Professionals in the sector	8600
Action 6. Actions to market the destination through Introducing Castellón and Castellón Airport	Management from the hotel itself	2300
Action 7. Collaboration with global online travel agencies such as HRS Group	Management from the hotel itself	1000
Action 8. Zetty's children's party at the water park	Management from the hotel itself with the collaboration of partners	2300

Action 9. Training and leisure days for employees	Management from the hotel itself	1000
Action 10. Carnival, Fallas, Halloween and April Fair activities, among others	Management from the hotel itself	10000
Action 11. Artichoke Gastronomic Days	Management from the hotel itself with the collaboration of partners	4300
Action 12. Establish an accommodation package with guided and unguided cycling routes	Management from the hotel itself with the collaboration of partners	1500
Action 13. Tasting of the main dishes of each restaurant	Management from the hotel itself	3500

Source: own elaboration

10. CONTROL

For a company it is also essential to monitor whether the objectives have been achieved, and how this will be measured. Therefore, the following monitoring study will be carried out (Table 12):

Table 12. Control

	Periodicity	Control tool
1. Improve online reputation on portals such as Tripadvisor or Booking achieving a score of 4'5 out of 5 stars over the next 12 months.	Quarterly	Tripadvisor and Booking data
2. Increase visits to the website, blog and social media by 15 % in the next 12 months compared to 2020.	Quarterly	Data from Google Analytics, Semrush and social media stats
3. Achieve that 95 % of customers are satisfied with the accommodation over the next 12 months, both with the facilities and the services and treatment offered by the staff.	Quarterly	Customer survey
4. To achieve that 25 % of the clients who come to the hotel for the first time repeat.	Semestral	Number and information on reservations

5. To increase the number of foreign clients by 7 % compared to 2019.	Semestral	Number and information on reservations
6. To position the hotel as a year-round product, increasing bookings by 30% compared to the pandemic year, especially in the low season.	Quarterly	Number and information on reservations
7. Highlight the hotel not only as a sun and beach accommodation, explore new types of tourism such as sports and gastronomic and achieve 20% of clients interested in these aspects over the next 12 months compared to 2019.	Quarterly	Customer survey
8. To increase profits by 30% over the Covid year by 2021.	Semestral	Comparison with 2020 results

Source: own elaboration

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