



**DIGITAL MARKETING PLAN OF  
TRYP CASTELLÓN CENTER HOTEL**

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## EXECUTIVE SUMMARY

Tryp Castellón Center is a hotel located in Castellón de la Plana. It is part of the Tryp brand and in turn is part of the Meliá hotel chain. It is dedicated to hosting and holding meetings and special events. Hotel is aimed at both private clients (couples and families) for leisure and business clients. Its competitive advantage is characterized by offering a service of excellence and quality. The company is backed by 20 years of experience and being the best rated hotel in Booking among the competition in Castellón de la Plana as of May 24, 2020. It has a presence in social networks but it is not constant in frequency of content; we consider that it has great room for improvement. In 2018, its operating income and profits stood at 3,167,340 and 31,892 euros; respectively.

In this COVID-19 crisis, tourism and hotel sector experiences high uncertainty. However, studies predict that return of demand will be gradual and made by domestic or national tourism. The hotel must turn this crisis into an opportunity to demonstrate social responsibility and humanity in its brand image. In this confinement, digital media traffic has skyrocketed and so we will focus on proposing digital objectives and actions. Emphasize that we have taken into account the crisis situation for coronavirus and the Marketing Plan has been structured due to timing.

The specific SMART objectives are focused on promoting the Tryp brand image of Meliá, increasing: direct sales (20%), number of qualified leads (15%) and mailing opening rate (25%). In addition, building long-term relationships with clients and educating public in the tourism and hotel sector.

The budget of the Action Plan is set at 2,813.93 euros. We propose 11 marketing actions, mostly digital, that require little or no investment. The proposals requiring investment are: coronavirus hygienic stand (3.55 %), creation of breakfast boxes (3.55 %), SEM on Google (30.34 %), Social Ads (16.34 %), e-mailing (17.76 %) and sponsor event (28.42 %). The free proposals are free cancellations, discount for confirming reservation, up-selling and cross-selling strategies. Also create a blog, create content on social networks and new booking channels by phone or WhatsApp. The actions have been implemented in time to achieve the above objectives.



## 1. PRESENTATION

### 1.1. Brief presentation

Tryp Castellón Center is located at Castellón de la Plana, *Ronda Mijares 86* and it has four stars and it is among the best hotels in the city (Image 1). This is one reason why tourists choose to stay, in addition to being in the city center. Just 10 minutes walk from the old town, shopping area and one of the great lungs of the city, the Ribalta Park. 15 minutes by car from the coastal area of the city.

**Image 1. Tryp Castellón Center hotel**



*Source: Google*

The hotel is specialized in opening its doors for congresses and meetings. It is also known for hosting large sports clubs that compete in football matches at the Castellón or Villarreal football stadium, in addition to other sports such as golf competitions on the Costa Azahar and Mediterranean golf courses, or bullfighting fairs in the bullring of Castellón.

### 1.2. Business model

The company name is Vivas Rapalo SL This company is made up of the Jaime I hotel and the hotel that is our responsibility, Tryp Castellón Center; with three stars and four stars and

inaugurated in 1994 and 1999 respectively. Tryp Castellón Center opened to complement the Jaime I hotel and better cover the market.

In turn, Vivas Rapalo SL is part of the Civis Hotels group. This consists of the two previous hotels plus the four-star *superior* Luz hotel and Masía Fuente la Reina; opened in 2004 and 2018 respectively. The group opts for a tertiary or service sector based business, concentrating on guest accommodation. According to the CNAE code, it is classified in the 5.510 code: Hotels and similar accommodation.

The administrators of Vivas Rapalo SL are Don José Vivas Llach and Doña Berta del Carmen Rapalo Badenes, both joint administrators. Its executive director is Don Ignacio Montoto Rojo. Its share capital is 601,000 euros.

It is worth mentioning that in early 2015 the hotel became part of the Meliá Hotels international chain, under one of its seven brands specifically Tryp by Whyndham. Tryp is specialized in urban hotels, located in strategic areas. They have 94 hotels, 54 of them in Spain and the rest in Portugal, France, Italy, Germany, Cuba, Brazil, or Argentina, among others. They seek to satisfy the cosmopolitan traveler who stays for leisure or business, having the possibility of knowing their destination like never before.

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## 2. INTERNAL ANALYSIS

### 2.1. Mission, values and objectives

The mission of the Hotel Tryp Castellón Center is to offer excellence in its service to guests or clients at celebrations or conferences, among others. It is important to exceed their expectations, in order to motivate them to visit Hotel Tryp again.

The hotel staff is committed to work together, taking care of every possible detail to create a pleasant environment of high quality for all customers.

Its long-term vision is to be a boutique hotel benchmark. In broad strokes, it implies being characterized by: privileged location, specifically in the center of Castellón, an architecture of modern design and quality of its personalized services.

The values that stand out of the Hotel Tryp Castellón Center are:

- Quality. They take care of all their facilities in order to guarantee the best conditions for their guests.
- Commitment. They give great importance to the well done job and, therefore, they prove it every day.
- Service. They seek to exceed customer expectations, thus showing that they are the reason of its existence.
- Honesty. They behave in a serious and consistent way and seek as well the equity through honesty and by taking care of all the details.
- Flexibility. They ensure that all their staff are able to adapt to any circumstance in an effective and efficient way.
- Kindness. The entire personnel do their utmost to offer a warm and pleasant welcome to their guests.
- Proactive attitude. They anticipate to resolve or minimize any kind of difficulties.
- Teamwork. The common link is collaboration and respect among all hotel staff. Being productive and collaborative, they achieve the established objectives.
- Respect. They care about each guest and, therefore, seeks to strengthen ties with them.

The general objectives of the hotel are the continuous improvement of the quality of the service and to understand the clients and therefore adapt them especially to that business profile. In addition to achieving greater loyalty, they have their MeliáRewards loyalty program.

## 2.2. Resources

### 2.2.1. Physical

Tryp Castellón Center was opened in 1999 but the last reform was in 2010. Despite this, it often try to make improvements like two parking spaces for electric cars in 2016.

Physical resources are the facilities, from hall, reception, lounges, passing through the rooms to the parking lot, offices or warehouses.

Furthermore, we consider that its location is a tangible resource, because it is a very central urban hotel located in a “ronda”, a wide street that crosses or surrounds the entire city (Image 2). So we can say that the hotel has high visibility both walking and driving.

**Image 2. Hotel front door**



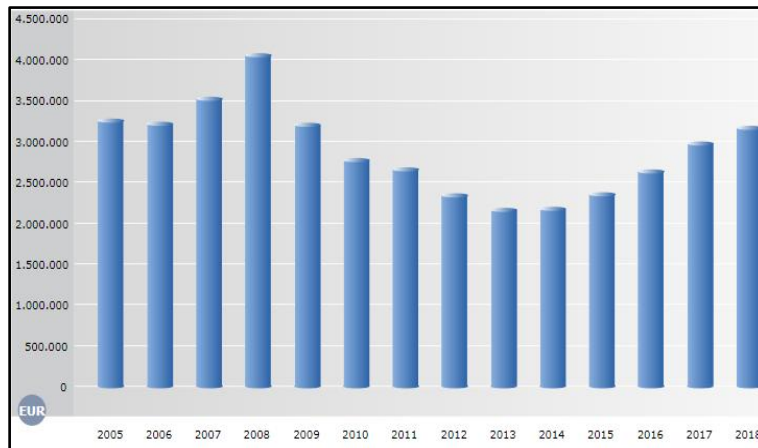
*Source: Tryp Castellón Center website*

### 2.2.2. Financial

Are those resources of an economic nature, necessary to develop business activity. We have tried to obtain the economic- financial data for 2019, but the company is closing the fiscal year as of date of preparing of this plan. So the data we will comment on is from 2018.

Due to the 2008 economic crisis, in 2009, its operating income fell by 26.5% and in 2013 it reached the lowest figure in the last 10 years. Starting in 2013, they gradually recovered their income, reaching 3,167,340 euros in 2018 (Graph 1).

**Graph 1. Hotel operating income evolution**

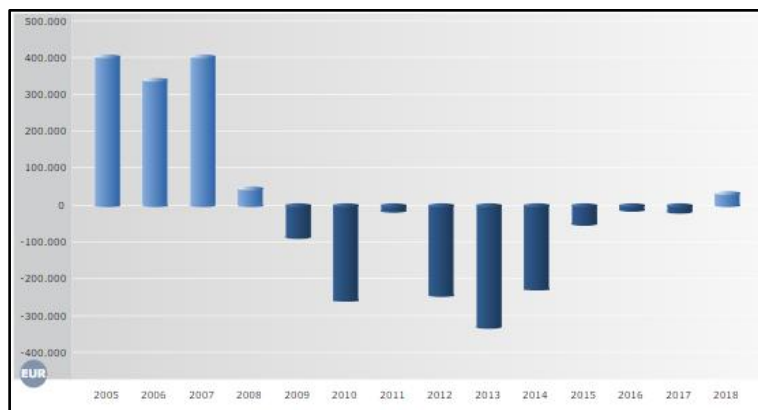


Source: Iberian balance analysis system (SABI)

The total of its assets was 5,688,001 euros. Its debt capacity was 8.02%; the standard figures are between 30% and 40%, so this figure affects the hotel's business solvency. However, the company is once again reaching the pre-2008 economic crisis figure of around 13%.

Regarding benefits, in 2008 they plummeted. It went from 403,074 in 2007 to 43,957 euros in 2008, it fell by 359,117 euros, that is a drop of 89%. Since then, the profit figures have been negative, achieving a positive value of 31,892 euros in 2018 (Graph 2).

**Graph 2. Hotel profit evolution**



Source: Iberian balance analysis system (SABI)

The return on total assets (ROA) was 0.75%; being less than 5% reflects that the company is not profitable. And the financial return (ROE) was 0.82%; measures the relationship between net profit and equity. Both ratios reflect poor health at Tryp Castellón Center.

Lastly, the ability to face short-term debt only with its funds or the liquidity ratio was 3.76. The ratio should be between 1.5 and 2, but it is not. This implies that there are idle current assets, assets that do not generate profitability.

### 2.2.3. Technological

Here we will try to describe those intangible technological resources, but it is worth mentioning that there are also tangible ones, such as computers or company mobiles.

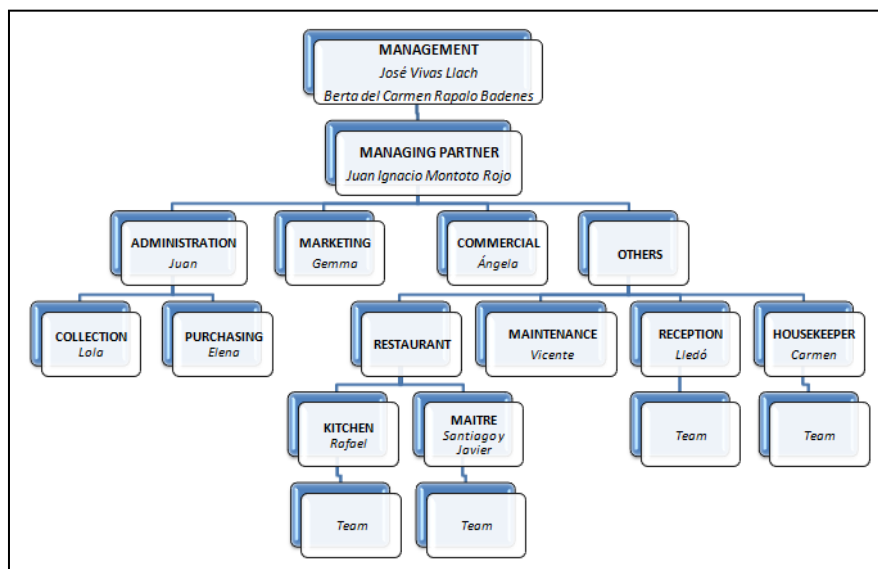
Intangible technological resources are its website, CRM, integration of OTAS and accounts on social networks. Also the brand, since Hotel Tryp Castellón Center is part of the prestigious hotel chain Meliá Hotels International. In addition to the technological equipment of rooms and lounges such as internet access with high-speed Wi - Fi or satellite television.

### 2.2.4. Human

We seek for human capital as the skill, knowledge and know-how of employees.

Following, a very defined structure of this hotel is shown below (Figure 1). It is very well structured, each employee has a clear role and knows exactly who is their direct supervisor.

**Figure 1. Organization chart**



Source: own elaboration

Tryp Tryp Castellón Center is divided in the following different departments:

- Administration. Juan is the head of the department and is in charge of two employees, Lola and Elena. They are in charge of managing customer collections

and of purchases; respectively. Lola, for example, has been in the hotel almost since its opening, so her know-how is essential.

- **Marketing.** Gemma is in charge of the hotel's marketing and its social media area.
- **Commercial.** Angela is the one who provides clients with all the information about the hotel's services and prices.
- **Restaurant.** Here we must distinguish between the kitchen and the restaurant room. The chef is Rafael and he is in charge of the entire cooking team and dishwashers. The maître d'hotel are Javier and Santiago. Javier is in charge of the restaurant room and the entire team of waiters. Santiago on the other hand is in charge of the special and numerous celebrations.
- **Maintenance.** Vicente is in charge of maintaining the hotel in optimal conditions, such as electrical and infrastructure maintenance.
- **Reception.** Lledó is the person in charge of this department and she is responsible of all receptionists. These ones are in charge of customer service. Among their tasks are answering calls, check-in, reservations, cancellations or surveillance.
- **Housekeeper.** Carmen and her team are in charge of setting up the rooms.

### **2.3. Marketing mix**

We will study the four main variables: product, price, communication and distribution.

#### **2.3.1. Product**

Tryp Castellón Center has two main services: accommodation and holding events. Also has restaurant but is located in the Jaime I hotel, the other hotel in Vivas Rapalo SL.

It has a total of 78 rooms. The equipment common to all the rooms are free Internet connection ( Wifi ), safe, minibar , 43" television, bathroom, amenities , hair dryer and air conditioning. The free common services are national press in common areas, reception service and 24-hour alarm clock. While the services subject to charge are room service from 8 am to 11 pm, laundry and ironing, buffet breakfast, telephone, car rental, among others. The rooms are classified into:

- TRYP: Modern and bright room with two single beds or one double bed (Image 3).

**Image 3. Tryp room**



*Source: Tryp Castellón Center website*

- PREMIUM: Exclusive, spacious and bright room with a king-size bed (2x2m). With Kettle to make coffees and teas. (Image 4).

**Image 4. Premium room**



*Source: Tryp Castellón Center website*

- FAMILY: 36m<sup>2</sup> spacious room for families; it consists of a double bed (1.50m) and a bunk bed with two beds. Welcome gift for children. Bottle warmer on request (Image 5).



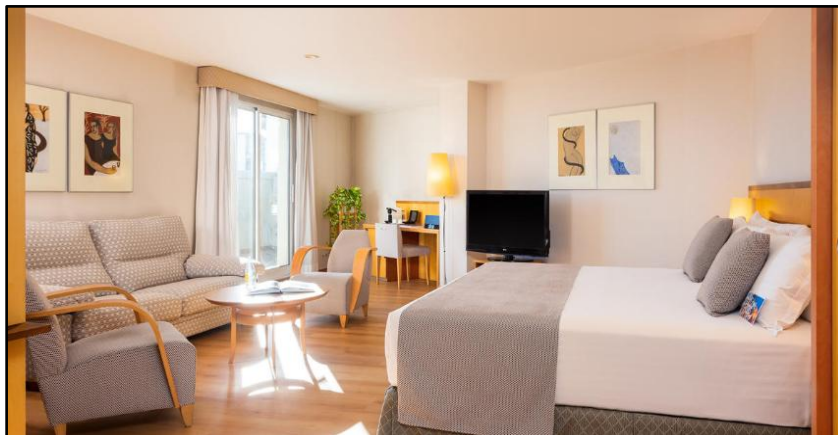
**Image 5. Family room**



*Source: Tryp Castellón Center website*

- JUNIOR SUITE: 35m<sup>2</sup> room, with king-size bed and terrace with table, chairs and deck chairs. Capsule coffee machine. Natural light bathroom with individual hydromassage bath (Image 6).

**Image 6. Junior suite room**



*Source: Tryp Castellón Center website*

- SUITE: 35m<sup>2</sup> room, with double bed and terrace with table, chair and deck chairs. Capsule coffee machine. Bath with natural light and a hydromassage bathtub for two, bath salts and a complimentary bottle of cava (Image 7).

**Image 7. Suite room**

*Source: Tryp Castellón Center website*

We consider that there are enough types of rooms for the client to choose according to needs and budget. Being able to choose from the most basic to the most complete room, always obtaining a quality service that lives up to expectations. Also being part of the Tryp brand, we observe that one of the rooms is called that.

The hotel has 6 rooms for meetings, conferences and celebrations to accommodate up to 500 people, fully equipped: free internet access, multifunctional thanks to panels that separate rooms and the latest technology (plasma screen, projector, wireless public address system). In addition to services such as secretarial services, event hostesses, cocktail service or coffee break (Image 8).

**Image 8. Hotel meeting room**

*Source: Tryp Castellón Center website*

The hotel also has a buffet breakfast area, open until 10.30 am (Image 9). The buffet breakfast area is modern and practical. The restaurant service is located just 100 meters in the Hotel Jaime I, of the same group (Image 10). This is the restaurant A

taula! Gastrobar that brings together gastronomy from different countries and it is ideal for enjoying lunch or dinner for work and friends. The restaurant is avant-garde and captures the attention of anyone from street thanks to its large windows. In the last *Ruta de la tapa* they won the award for best local and third best *tapa*.

**Image 9. Hotel breakfast area**



*Source: Tryp Castellón Center website*

**Image 10. Jaime I hotel restaurant**



*Source: Jaime I website*

Finally, Tryp Castellón Center has a very bright hall (Image 11), several common spaces such as Meeting point room (Image 12), gym and sauna. In addition it has own parking service with 35 parking spaces and 2 spaces for electric vehicles with fast recharging.

**Image 11. Hotel reception**



*Source: Tryp Castellón Center website*

**Image 12. Hotel common area**



*Source: Tryp Castellón Center website*

The hotel is governed by the Tryp protocol, so it had to carry out certain reforms and modernize its facilities. The hotel receives mandatory Tryp guidelines such as buffet presentation or reception uniforms; others as a suggestion.

At the end of each month the hotel receives a confidential executive summary from the Tryp brand. Data is about digital customer reviews, eg source (Booking, Google, or Expedia, among others) or type of trip (couple, family, business or individual) of the reviews. It also compares the reviews of the competition and shows which categories are more and less valued than reviews. The tool they use is ReviewPro, it is a leading Guest intelligence platform for the hospitality industry. With the information that it provides us, we will know what elements to influence to improve guest satisfaction and ranking in OTAs.

The Booking score is 8.8 ("Fabulous"), with a total of 844 reviews. Booking comments are mostly positive (Image 13). Clients love the good location, the comfort of the beds and the

friendliness of the staff. Instead, some suggest renovation of the rooms. The hotel's level of response is medium.

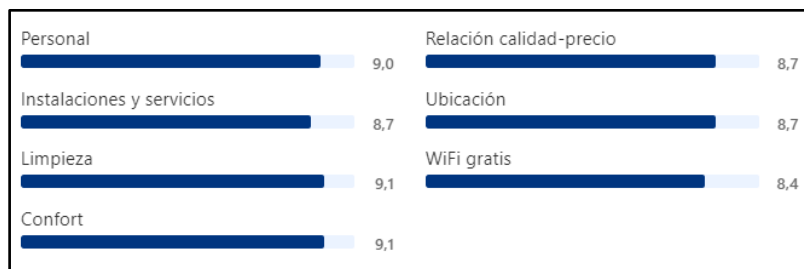
**Image 13. Hotel review score**



*Source: Booking website*

The score on specific aspects is detailed below (Image 14) and as we can see it is very good.

**Image 14. Hotel highlights score**



*Source: Booking website*

### 2.3.2. Price

This variable of marketing mix is the one that most affects users in their final purchase decision.

The person responsible for setting hotel prices or revenue manager is Ignacio Montoto and performs this pricing on a daily basis. The setting of prices in the hotel sector depends on many factors: demand, occupation, dates, weather, number of stars and competition, among others. The hotel also takes into account its Meliá brand image and quality of service when setting its prices.

We have seen that this hotel has several types of rooms, always guaranteeing quality service. So its price range is wide and adapts to diverse needs and budget of each client. Logically, the most basic room, in this case the Tryp, will have a lower price and the most complete room, the suite, will be higher.

There are two large digital channels where consumers can contract hotel services: OTAs and the hotel website. Next we will make a comparison of prices offered on the hotel's website and metasearch engines, in this case Booking. Specifically, the accommodation prices for the night of September 1 to 2, 2020, are detailed in Table 1.

**Table 1. Hotel room prices**

ROOM	TRYP CASTELLÓN CENTER WEBSITE		BOOKING WEBSITE
	STANDARD RATE	MELIÁ REWARDS RATE	
Tryp	58 €	55 €	58 €
Premium	73 €	69 €	73 €
Family	73 €	69 €	73 €
Suite junior	82 €	77 €	82 €
Suite	90 €	85 €	- €

*Source: own elaboration (Tryp Castellón Center website and Booking data)*

On the hotel's website there are two rates: the standard and the MeliáRewards loyalty program, where they make a discount of approximately 5%. Prices on Booking are the same as the standard rate on the hotel website. We observe price parity but this is due to the current COVID-19 crisis. In a normal situation, there is price discrimination between these channels, being the MeliáRewards rates and then OTAs cheaper.

In both websites the rates are stable throughout the year, but again it is due to the current crisis of COVID-19. Normally, prices are seasonal, setting the highest prices on key dates such as: Magdalena, Easter or Christmas festivities, the week of Cevisama or periods of music festivals. Currently we cannot know the exact rates on these key dates.

Both on the hotel website and on Booking we observe the availability of rates until January 9, 2021.

The prices of extra services are detailed below (Table 2).

**Table 2. Extra services prices**

TYPE OF SERVICE	PRICE
Breakfast buffet	13 €
Washed and ironed	According to garment
Room service suplement	3 €
Parking	11 €
Minibar	According to drink or snack

*Source: own elaboration (Tryp Castellón Center data)*

Regarding the payment methods of Tryp Castellón Center are diverse. It can be paid in cash, by card distinguishing Visa or American Express (Amex), by credit or transfer. Other payments are Meliá web gateway, that is a prepaid with virtual dataphone.

### 2.3.3. Communication

This variable we can distinguish online communication from offline

#### ON-LINE

- Web

All of its brands and, therefore, its franchised hotels appear on the Meliá website. Specifically, we will comment on the page or section of Tryp Castellón Center.

In the header we find the Tryp by Wyndham brand logo and various icons such as login, telephone contact and language. We also found a static image of a common area of the hotel and specifying the name of the hotel. We found a horizontal bar to make the reservation to be moving as we move down (to scroll).

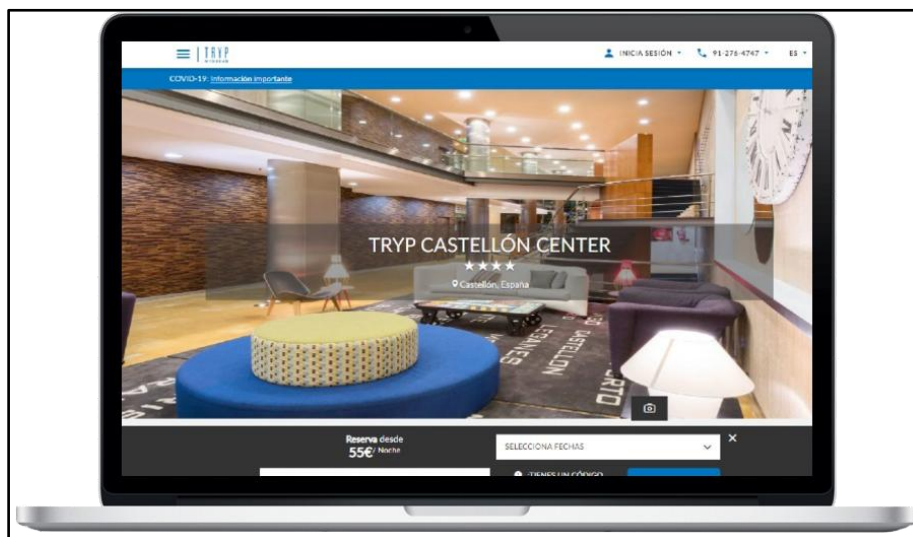
A menu appears where we can choose the content that interests us such as hotel, rooms, restaurant, services, activities, meetings and events and, finally, MeliáRewards.

Below is the location by Google maps and contact information. In addition to image gallery section, grouped by: hotel, rooms, restaurant, services and meetings and events.

At the end of this page we find a section of customer reviews of Tryp Castellón Center, through Tripadvisor, both positive and negative; this seeks to reflect transparency, accept constructive criticism and try to improve it. We also find the Meliá seal that informs that if you book on this official website they apply a 20% discount.

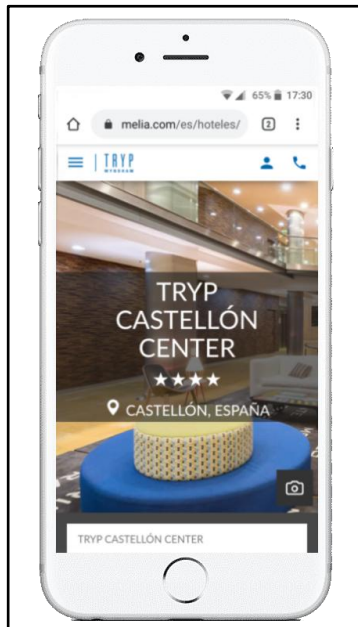
The website has a responsive or adaptive design (images 15 and 16) and pleasant in colors, text or images. In addition, its loading time is correct and without pop-up windows.

**Image 15. Hotel website from computer**



*Source: Tryp Castellón Center website*



**Image 16. Hotel website from mobile phone**

Source: *Tryp Castellón Center website*

- Blog

Grupo Civis, to which Tryp Castellón Center belongs, has a blog or news section on its website. The monthly menu of the Aqua and ATaula Gastrobar restaurants appear, in addition to awards received or important events.

On the other hand, since May 2018 they have not updated it. Some updated blogs from the hotel sector in Castellón are Hotel Golf Playa Castellón and Hotel Intur .

- SEO

To have a good SEO positioning, it is essential to update digital media content, since Google rewards these actions. This positioning method is free if it is done by the company's own marketing department, if it is done by an external agency or content manager it would cost. For example: updating the web, having a presence and activity on various social networks or receiving more engagement.

When searching for "hotel Castellón" in Google, appear search engines such as Booking, Trivago or Kaya. On the second and third page we find Tryp Castellón Center and other hotels.

- SEM

We can see that the hotel does not perform SEM actions on Google. The rest of hotels in the city do not use either. This method of advertising is paid, but not necessarily a big budget.

- Social networks

- Facebook : 1,100 likes and score 4.2 out of 5 possible. However, it does not update it regularly, only on specific occasions such as Christmas or Valentine's Day, among others.
- Instagram : 279 followers. Hotel has a company profile that allows access to statistics on publications, stories and followers. In their content they show visits to sports clubs, promote family tourism or show various rooms. But once again it does not make great use of it, even less than Facebook, since the last publication was in July 2018.
- Twitter: 12 followers, but they don't use it.
- Youtube : does not have a YouTube channel .

- Email Marketing

They carry out mailing through Meliá and also Grupo Cívico about promotions or events that interest them to publicize each of their hotels. Its objective is to create a personalized link with each client thanks to CRM, thus generating trust and uniqueness for client.

- Web analytics

Meliá uses cookies, log files and beacons to analyze and measure the browsing behavior of users. It should be said that web analytics collects information on traffic parameters such as number, frequency, repetition and duration of visits to the web, also browser, city or language. It does not collect personal information from users such as name, surname or email.

Thanks to the content generated by the user about the hotel, we can say that the hotel's digital reputation is good. This is reflected above all through opinions on platforms such as Booking, while on social networks we see less number of opinions but mostly good.

## OFFLINE

It is promoted in the written press promoting its union with the Tryp brand, special evening on Valentine's Day or various conferences. Main media are the Mediterranean newspaper, books from our local festivals (*llibrets*) such as Els Cavallers, Rei Barbut and gaiatas.

Occasionally on the local radio spots, when there are Christmas dinners, New Year's Eve or Magdalena. And also it is promoted with billboards on the road in Ronda Sur (Transport City) and the Mediterranean highway.

#### **2.3.4. Distribution**

Consumers must have knowledge of the hotel. So it is important to choose the distribution channels, where we distinguish two.

On the one hand there is the direct channel, where there are no intermediaries. The client can contract the services from facilities, offline; or hotel website, online. It is used by recurring customers who are already loyal.

On the other hand, there is the indirect channel, where intermediaries do appear. The client is placed in the hands of an intermediary either online or offline. We highlight the following distributors:

- OTAs such as Booking or Expedia; they have a great weight of B2C but without forgetting companies. They compete on prices and are used by customers of any purchasing power.
- Metasearch engines such or price comparer as Google, Tripadvisor or Kayak.
- Bedbanks as Hotelbeds (B2B).
- Travel agencies such as Viajes El Corte Inglés or B the travel Brand, being both B2B and B2C. They offer a more experiential service and are used by companies, clients with high purchasing power or business clients.
- They do not collaborate with any tour operator.

The OTAs in the hotel sector attract new customers by value of the service, while the hotel own website attracts regulars for perceived value (Chang, Hsu and Lan , 2019, pp 187-196).

Distribution channel with the most weight is Booking. According to Hosteltur they offer a great reach, reaching a large number of potential clients. It is a kind of showcase to the world (Hosteltur, 2019).

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## **3. EXTERNAL ANALYSIS**

### **3.1. Macroenvironment**

The analysis of the general environment or macroenvironment studies what external forces affect companies and makes understand in which environment they operate, now or in the future. It should be said that the macro environment is independent from companies, that is, they cannot intervene, control or change the course of the macroenvironment. Its study helps to detect opportunities and threats, to increase and decrease them respectively. In addition to making good planning and strategies.

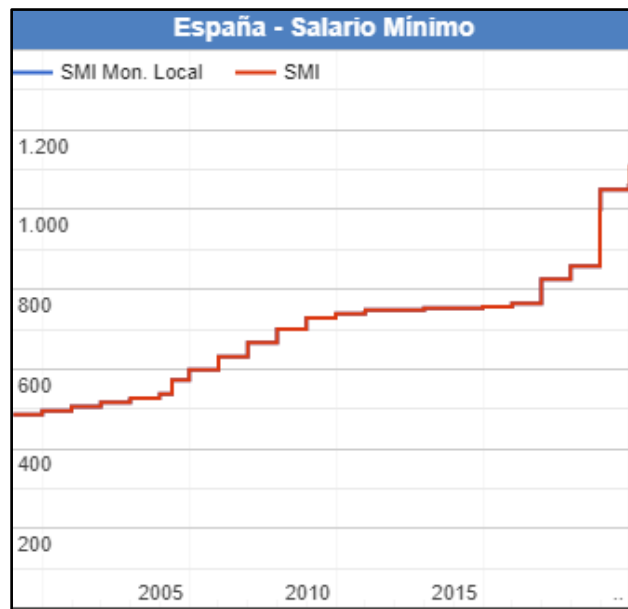
We will carry out the PESTA analysis to find out in which environment the company operates. It consists of 6 factors that we will discuss one by one below. At the end we detail the unforeseen situation by coronavirus and some main updates.

#### **3.1.1. Political-legal dimension**

The political-legal dimension includes possible changes in government legislation that affect how companies compete.

- In this year the interprofessional minimum wage (SMIC) increased to 950 euros (BOE, 2020). This figure, having 12 payments plus two extras, is 13,300 euros per year or 1,108.30 euros per month (Graph 3). Compared to the SMIC of the previous year, there has been an increase of 5.6%. This percentage is higher than the CPI of 0.8%, so we can say that people, as employees, have achieved purchasing power. The current increase in the SMI promotes economic growth.

**Graph 3. Spanish SMIC evolution**



Source: *Datosmacro* - *Expansión*

- The value added tax (VAT) of the hotel sector is 21% for services such as meeting rooms or discotheques. And for the accommodation as a catering service it is set at a reduced tax of 10%. Both taxes increased in 2012.
- The tourist tax in Spain seeks to raise money to rehabilitate and maintain tourist assets. At the moment it is only applied in two autonomous communities, Catalonia and the Balearic Islands. Valencian Community is not affected by this tourist tax, which is reflected in a positive way, since it has cons according to hotel experts. Some negative points are that this tourist tax bites the hand that feeds us, generating discomfort for tourists; as indicates CEIM President, Juan Pablo Lázaro (Infolibre, 2018). According to the Madrid Hotel Business Association "it would slow down economic development". On the other hand, hotel competition countries benefit, such as Turkey and Egypt.
- Due to the unstable policy of underdeveloped countries or those with conflicts such as terrorism, a redirection of the tourist flow to Spain arises.
- Tourism regulation works in our favor, given that art. 148 of the Spanish Constitution states that there are two ways of promoting tourism, that of each autonomous community and the national (BOE, 2020).

The internal or regional one allows greater flexibility and investment, such as its presence at the International Tourism Fair (Fitur) or the Salon des vacances , in Brussels. In addition to the Castellón Comprehensive Strategic Tourism Plan,

designed and presented by various experts in 2017 and seconded by the Mayor's Office. It includes period 2017-2020 and is divided into eight strategic lines, among them we highlight Hotel-Catering and the ICT Strategy (Tourinews, 2017).

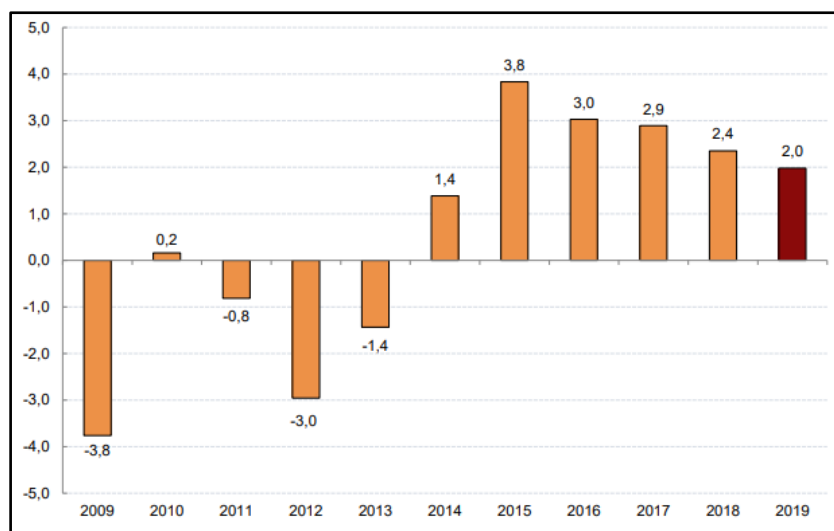
The central or national depends on the Central Administration and these are plans such as the 2020 Spanish Tourism Plan or the 2012-2015 National and Comprehensive Plan. In addition, the *Escala a Castelló* initiative presents the support of the Ministry of industry, commerce and tourism, and the sponsorship of Unesco (Castellón plaza, 2019).

### 3.1.2. Economic dimension

The economic dimension studies the economic situation of the country, for which the capacity to generate tourism is determined.

- On April 5, the pound is changing around 0.88 per euro (Infobolsa, 2020). So a vacation in Europe is cheaper for an English. This fact benefits the Spanish hotel sector as there is a greater influx of English tourists in Spain.
- According to the quarterly National Accounts (INE, 2020) the Spanish gross domestic product (GDP) grew by 2% in 2019 (Graph 4), 0.4 less than the previous year (INE, 2020). Despite this, an increase in GDP is positive because it leads to growth in economic activity and, with it, lower unemployment and higher per capita income.

**Gaph 4. Spanish GDP evolution**

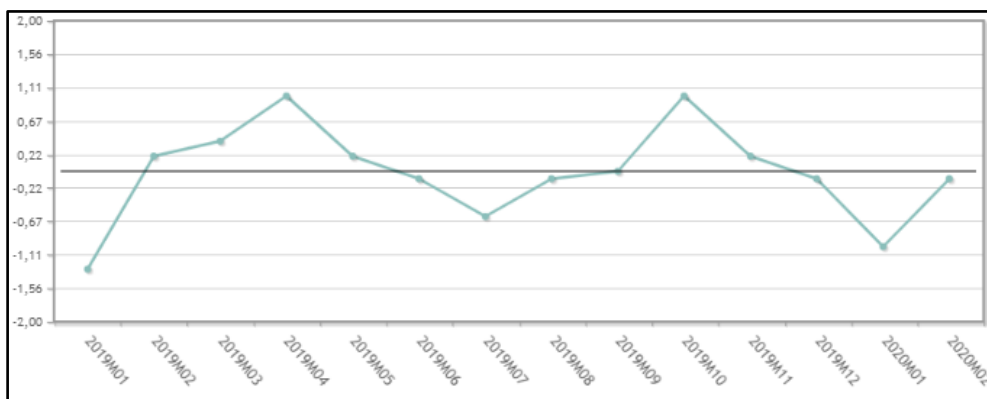


Source: INE website

- The consumer price index (CPI) shows the price variation of all goods and services or basic basket of products consumed by families with a variety of socioeconomic backgrounds.

An increase in the CPI is observed from January to February 2020 (Graph 5). Being negative, we say that the cost of living has been reduced by a reduction in the price of basic products. This is justified by a reduction in fuel and fuel prices (INE, 2020). We assume that it is positive for tourism, since if you save on essential goods, you can spend more on tourism.

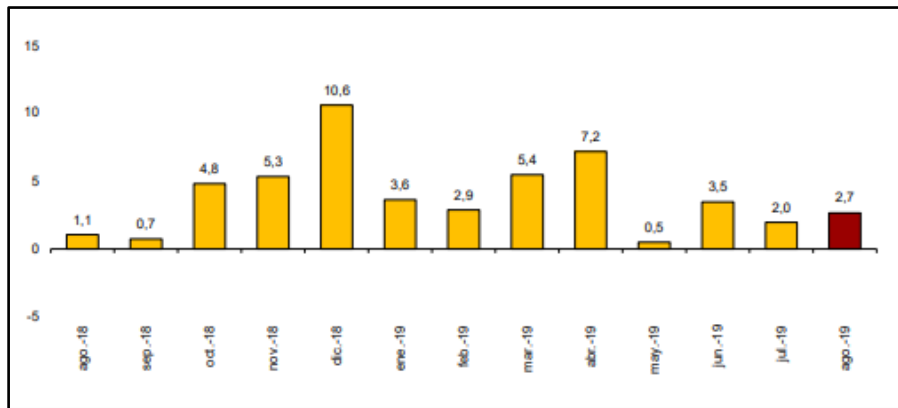
**Graph 5. Spanish CPI evolution**



Source: INE website

- The unemployment rate in Spain in 2019 started with 14.70% in the first quarter and ended with 13.78%. Being the lowest figure since the start of the 2008 economic crisis.
- International tourism expenditure in Spain was 11,765 million euros and increased in August 2019 by 2.7% compared to the same month the previous year (Graph 6). In addition to an annual increase in average spending of 3.2%, specifically an average spending of 1,162 euros.

**Graph 6. Annual variation rate of total expenditure of international tourists**



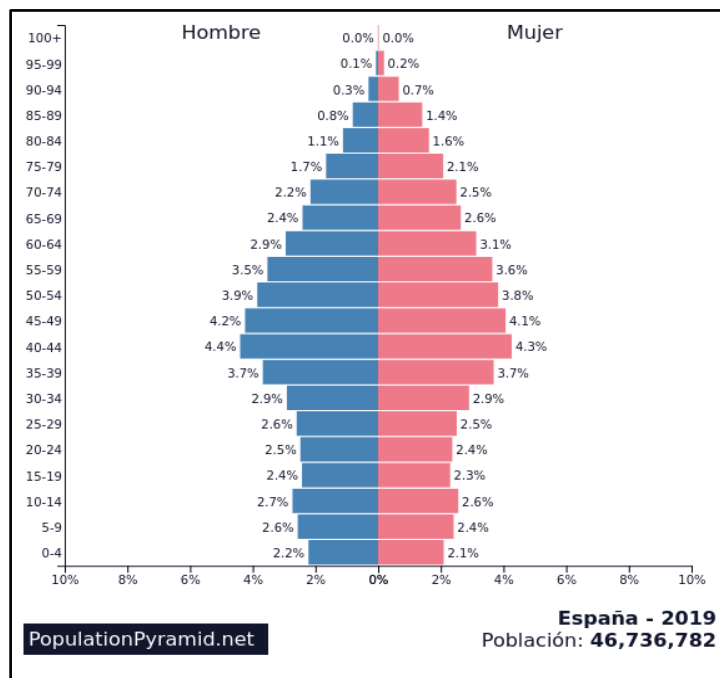
Source: INE website

### 3.1.3. Socio-cultural dimension

The socio-cultural dimension represents demographic and cultural aspects of Spanish society. This dimension is relevant to focus the marketing plan well and more in the case of the hotel branch since good knowledge helps customer satisfaction. The fact of a large hotel offer means that we must avoid comfort and promote a certain differentiation in services.

- In population pyramid, it is observed that there is a higher percentage of the population between 40-44 years, with 4.4% of men and 4.3% of women (Graph 7).

**Graph 7. Spanish Population Pyramid o 2019**



Fuente: Population pyramid, 2019



- In family structure, thanks to increasing incorporation of women in the world of work, there is greater capacity to save to spend on travel. There is also a positive relationship between education and the ability to travel.
- The increasingly better possibility of distribution or fragmentation of work holidays favors tourism throughout the year, since seasonal tourism is avoided. Being fairly spread throughout the year, Christmas parties, long weekends, Easter and summer periods.
- We can say that there is a clear social concern around eating habits, it is here that the hotel sector must promote a healthy gastronomic offer, in addition to being international to attract those tourists who are most curious in the culinary sense.
- The current interest of tourism around music festivals benefits the province of Castellón, since it has a variety of festivals such as the Benicassim International Festival (FIB) in Benicassim or Arenal Sound in Burriana .

#### 3.1.4. Technological dimension

Technological dimension is the key for the tourism industry, specifically the hotel industry. Thanks to technology, needs of tourists are met quickly, so it is essential to maintain an up-to-date presence in ICTs.

- As we have said previously, it is important to differentiate our service because there is a great hotel offer and just a *click away*, so we are dealing with highly digitized and informed tourism. To be more competitive, we must have information on the needs, increasingly personalized, of customers, in addition to our competitors and stakeholders. Take into account the changing technological situation so as not to risk becoming obsolete.
- The cycle of use of technology in a tourist service contract is very wide. It starts from when the consumer chooses ideas of the destination on the internet, going through comparing hotels in a search engine (for example Booking) and decision making. Until the online reservation in OTAs or on the official hotel website, and electronic payment by card or mobile. We must not ignore the feedback postservice, such as recommendation marketing, known word of mouth and now electronic. It is here where the consumer conveys his opinion about the stay. It can be reviewing on social networks, on a review website (for example Tripadvisor ), on WhatsApp.
- Regarding OTAs, it is important to maintain a good position with respect to our competitors. This is where the promotion and digital marketing strategy appears, either through the use of SEO or SEM marketing.

- Having a website or a tourist hotel portal is almost essential. It must be intuitive to favor easy handling for user. In addition to offering elements such as: variety of languages, visibility of ratings or customer reviews being positive or negative. Maximum information that we can offer better, since consumers are very critical.
- It is vitally important to have a good PMS and CRM hotel system.
- Current trend of vacation rentals to individuals or Airbnb means that hotel sector has to make a great effort to compete, taking care of every service in detail.

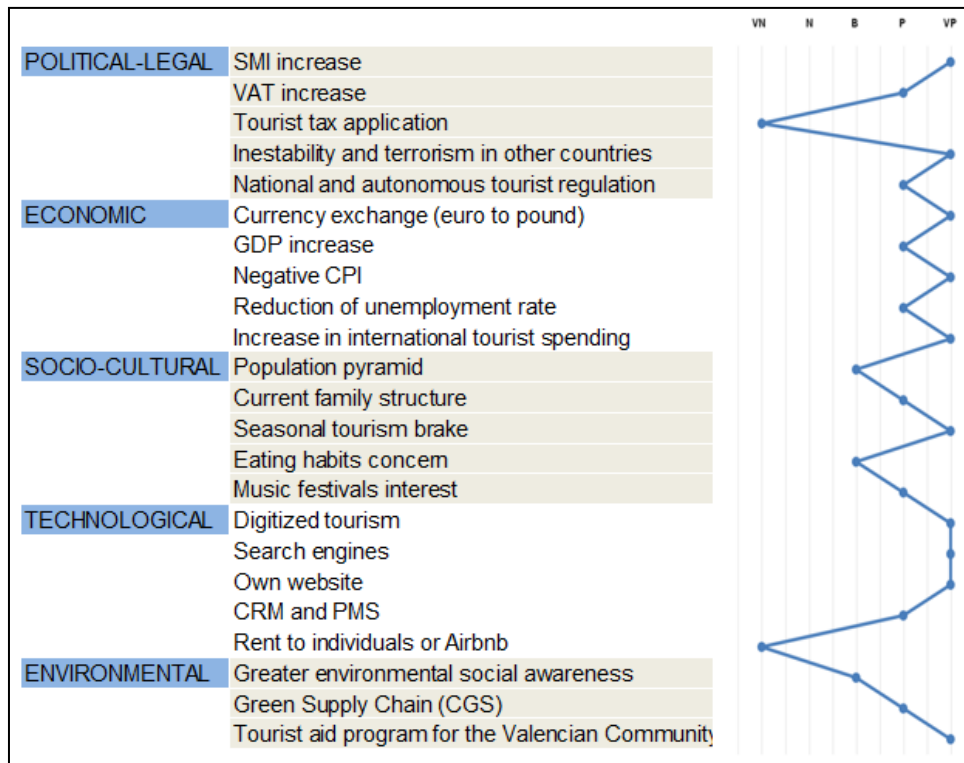
### 3.1.5. Environmental dimension

Finally, we will study the environmental dimension. We will observe how corporate social responsibility (CSR) is a good ally of the company.

- A study carried out by the OCU and NESI (2019) confirms that 73% of Spaniards make decisions regarding consumption due to a feeling of sustainability, which shows greater social and environmental awareness. Therefore, hotels must seek sustainability in their services and actions, reducing the amount of pollution and waste.
- Highlight current trend towards the care of environmental logistics or green supply chain (GCS). The ecological footprint left by companies is of vital importance.
- In 2020, the Generalitat Valenciana offers aid to tourism companies, consisting of four programs. The first is specifically aimed at promoting business competitiveness, where it seeks to promote sustainable tourism that reduces resources.

As a visual summary of the PESTA, we have made Figure 2. The weighting ranges from very negative (VN), negative (N), balance (B), positive (P) and very positive (VP).

**Figure 2. Strategic environment profile**



Source: Own elaboration

In the current situation for COVID-19, we find ourselves in a general environment of high uncertainty where all of the above factors have been disrupted. The Spanish Government established the quarantine on March 13 and with this there have been changes in all the previous variables. The government also established three phases of de-escalation, which depend on the local relationship of number of infections, square meters and population, among others. In addition to closing borders.

The vast majority of companies remain closed and with great economic losses, being able to join the activity according to the phases. Socio-cultural behavior is affected by fear, uncertainty, and reduced economic capacity when unemployed or on Temporary Regulation File (ERTE in Spanish). As of May 25, all the communities have passed phase 0, standing at 1 or 2. The government establishes for July 1 the opening of borders and to international tourism without quarantine.

### 3.2. Microenvironment

The analysis of the specific environment or microenvironment studies the external forces that affect companies when offering, in this case, their service. Unlike

the macroenvironment, here the company can intervene and influence these forces. This possible business intervention will depend on factors such as the level of knowledge about customers.

To analyze the hotel business segment, with CNAE code (5510): Hotels and similar accommodations, we will make use of the Porter Model consisting of 5 competitive forces.

#### 1. Bargaining power of suppliers.

We refer to their ability to put pressure on prices. Their bargaining power increases the smaller the size of the suppliers, the fewer substitute products and the more differentiated products there are. This directly influences the end customer because greater power of suppliers, higher cost for the company and, with it, a higher price for the customer. For this reason, a conscientious choice of suppliers is essential so that they apply good conditions of service and price.

Among the main providers of the Tryp Castellón Center we highlight the following:

- Bakery: Fripan.
- Fruits and vegetables: Frutas Bausá.
- Meat: Carnes Ventura, Dispasa or Héctor Caballer.
- Fish: Atccio Mar, Osumar or Pescados Castellón.
- Non-perishable: Jasa.
- Bakery services: Frusecmon or Makro.
- Tableware: WMF or Oms y Viñas.
- Cleaning: Celulosa e higiene abadía or Kimberly Clark.
- Office supplies: Carlin.
- Supplies: Naturgy, Facsa and Vodafone.

#### 2. Bargaining power of buyers.

It refers to their ability to demand better prices or services, their objective being quality service at the lowest possible price. Their bargaining power increases as smaller size, greater concentration and level of information of the same; and less differentiation of the product or service.

Therefore, the hotel must take into account the following aspects:

- Current oversupply.

- Existence of substitute services.
- Seek service differentiation.
- Market segmentation.
- Consumers' tendency to be better informed.
- Seek customer loyalty.

### 3. Threat of entry of new entrants.

We refer to those companies that in the future will be direct competition. Entry of new competitors implies an increase in the productive capacity of the sector, thus reducing the prices and profitability of companies.

Instead, there are several factors that hinder the entry of new companies, such as the following entry barriers:

- Scale economics.
- Capital requirements, because the investment to enter the hotel market is high.
- Loyalty of consumers towards other hotels. Therefore, great efforts will be required to achieve a strong brand image in customers.

### 4. Threat for substitute services.

We are referring to similar services capable of stealing customers due to a lower price. We find great variety in the lodging sector, such as other hotels, rural houses, apartments, camping and even the new business idea known Airbnb. We will study this substitute competition in the analysis of competitors.

### 5. Rivalry between competitors.

There is continuous business and technological improvement and as nobody wants to become obsolete, a price war and a supply of more personalized services are generated. Later we will carry out a complete analysis of the competitors of Tryp Castellón Center.

## **3.3. Sector analysis**

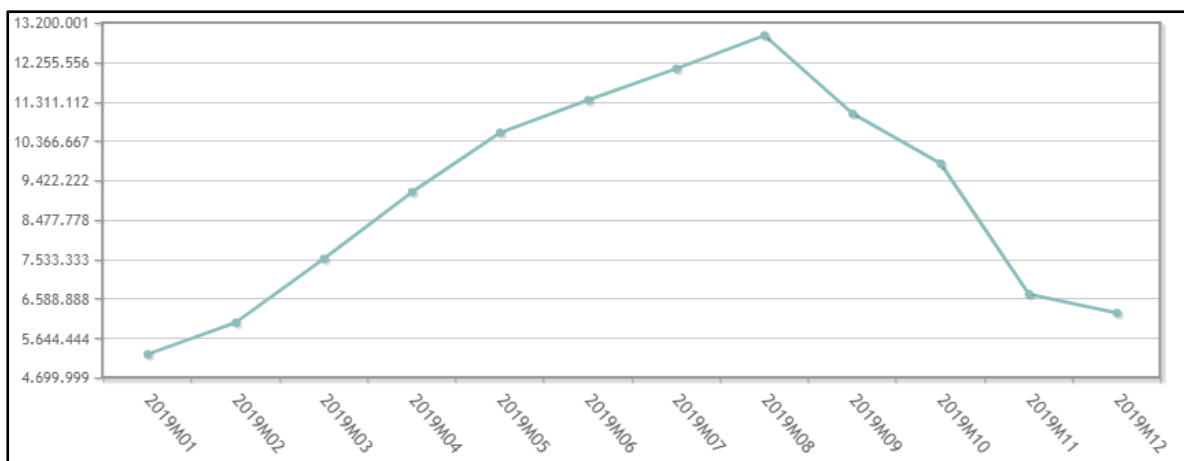
Spain has always maintained a strong promotion of sun and beach tourism, thanks to good temperature in summer months. But the promotion is already expanding and reinforcing other elements such as Spanish gastronomy, art and culture or natural spaces.

The British show a high interest in traveling to Spain for sun and beach tourism. This is because they benefit from the currency exchange rate from pounds to euros. Just as international tourism spending increased in 2019 compared to the previous year.

Spain positioned itself in 2019 as the second country with the most international tourists with almost 83 million. Spain was behind of France and ahead of the United States; with approximately 90 and 80 million respectively (20 minutos, 2019).

During 2019 total number of tourists, foreigners and national residents, increased as the summer months approached. We found its highest peak in the month of August with 12,893,366 tourists (Graph 8).

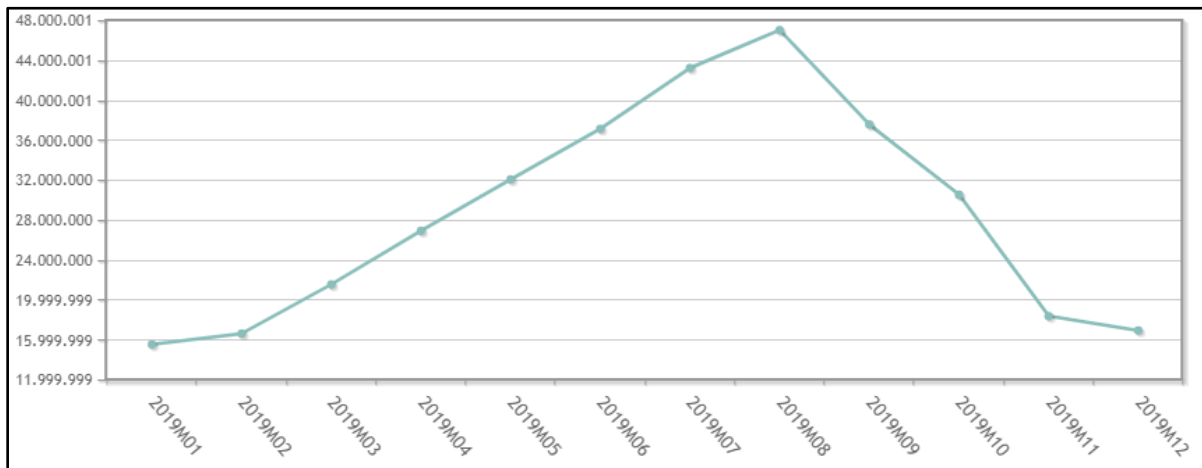
**Graph 8. Tourists staying in hotels in Spain, in 2019**



Source: INE

We observe how hotel overnight stays in Spain increase as it approaches the summer. Specifically, in the month of August with 46,998,612 overnight stays (Graph 9).

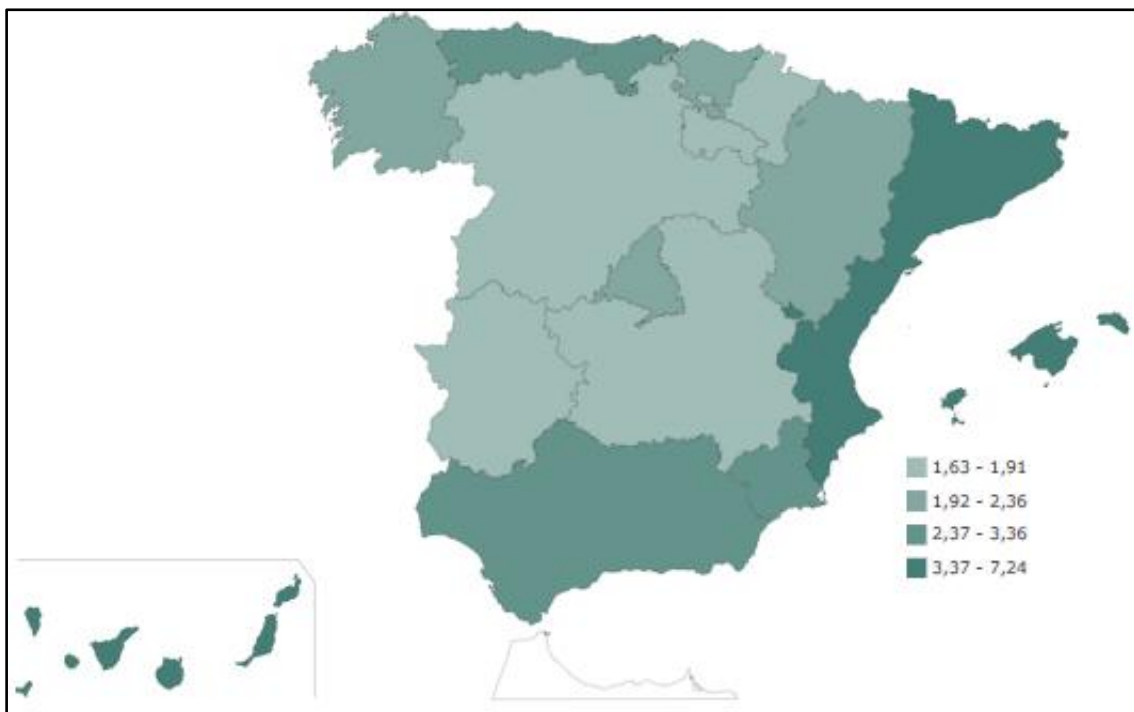
**Graph 9. Hotel overnight stays in Spain, in 2019**



Source: INE

Being the largest average hotel stay, in August 2019, in the Valencian Community, Catalonia and islands (Graph 10). Specifically, stays of between 3.37 to 7.24 days.

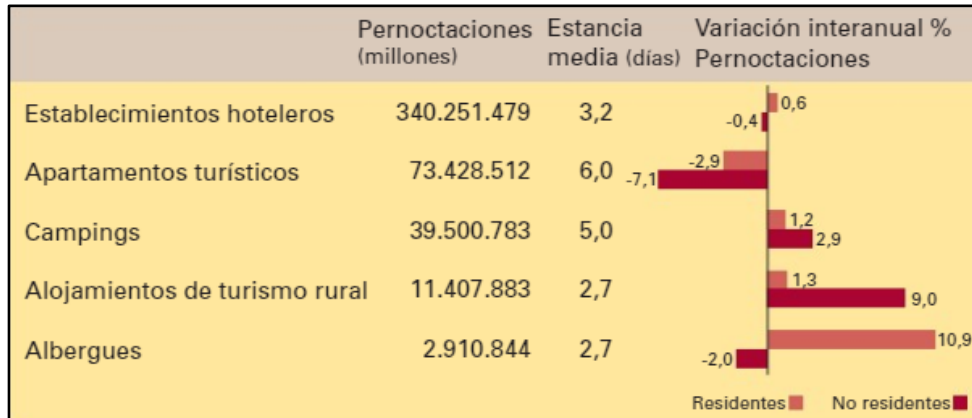
**Graph 10. Average stay by community in August 2019 (days)**



Source: INE

The following table (Table 3) reflects the main results of tourist demand by type of accommodation for 2018. We observe how tourist apartments and campsites earn on average stays, measured in days. This is because the price of accommodation is lower.

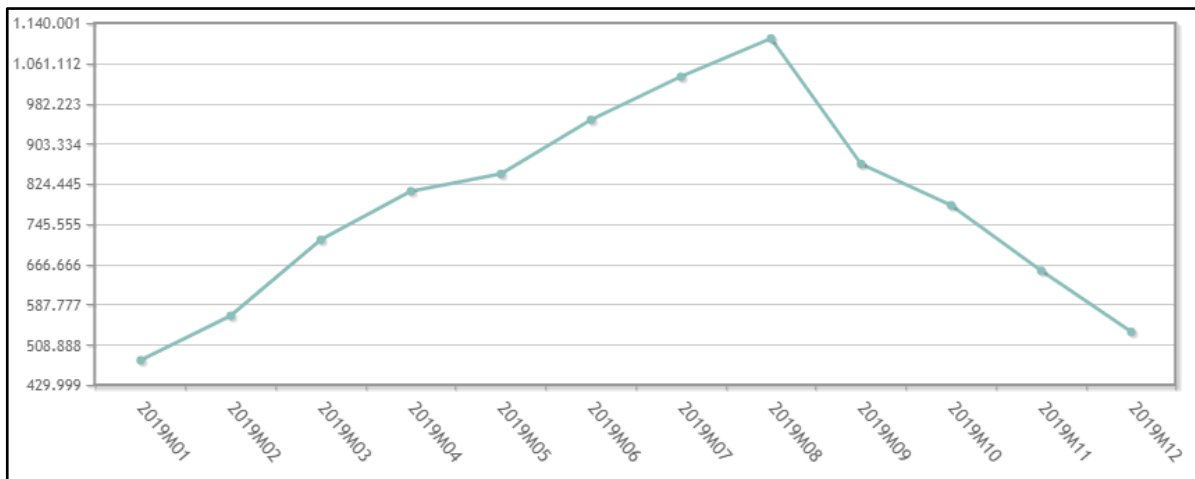
**Table 3. Tourist accommodation. Main results of 2018 demand**



Source: INE

At the regional level, we found the highest peak of total tourists, residing in Spain and abroad, and staying in hotel accommodation, in the month of August with 1,109,723 tourists (Graph 11).

**Graph 11. Tourists staying in hotels in Valencian Community**

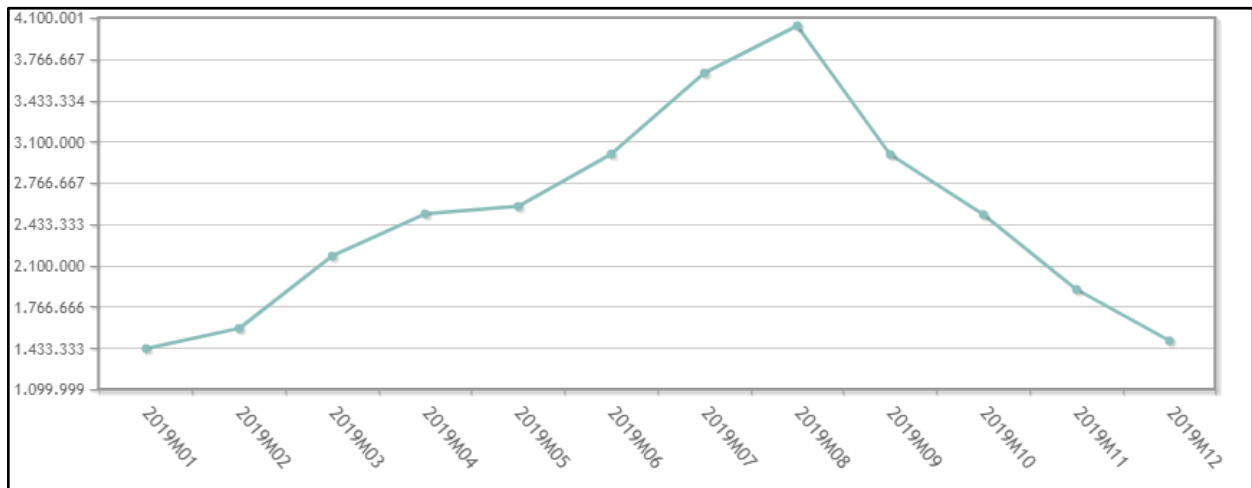


Source: INE

Regarding the overnight stays in Valencian Community of total tourists, the highest figure was observed again in the month of August with 4,034,561 overnight stays (Graph 12).



**Graph 12. Hotel overnight stays in Valencian Community**



Source: INE

And, as we have said before, the Valencian Community is among the four communities with the highest average stay, measured in days. Specifically, their average stay in August 2019 is 3.64 days. Being minimum in December with 2.79 days.

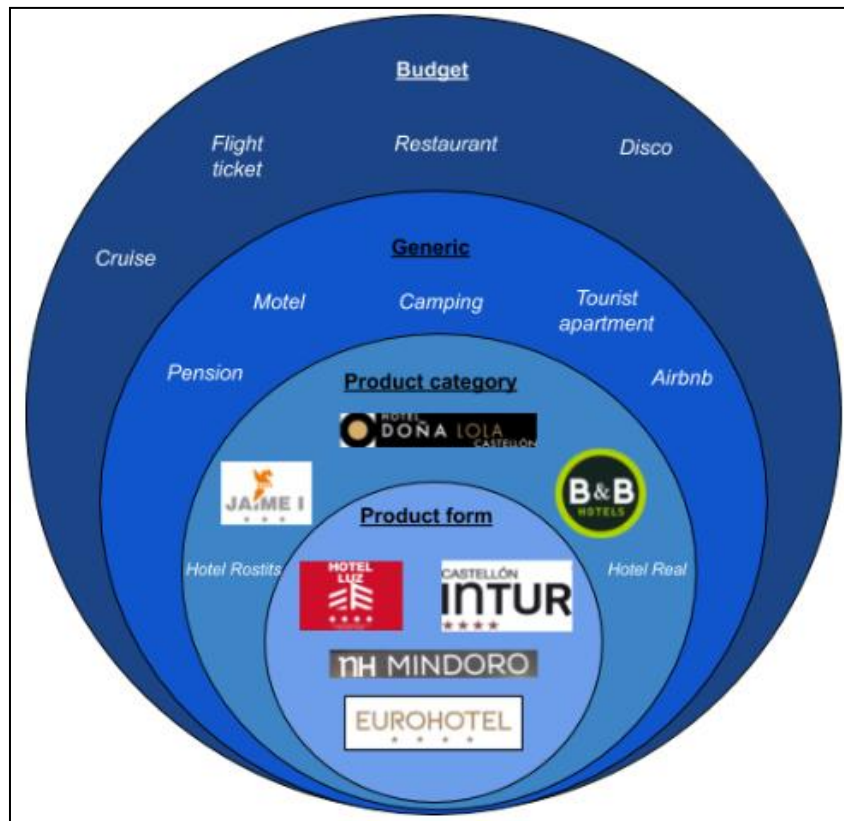
However, currently everything has changed with the pandemic situation due to COVID-19. Both hotel supply and demand have been totally paralyzed. Given that the future is uncertain, the hotel sector cannot rely on tourism data from the past. The consulting firm Simon-Kucher & Partners predicts a loss of income for the Spanish tourism sector of close to 80,000 million euros and a fall in GDP of 5.3% (Hosteltur, 2020).

The return to normality will be gradual and it is not yet known when. In the first phase, people can go to hotels in the same province without access to common areas. As of May 8, 2020, at the provincial level only the northern area of Castellón (Vinaroz) passes to phase 1, which does not include the Tryp Castellón Center hotel. As of May 18, Castellón enters phase 1, but the hotel will open on June 15.

### **3.4. Competitor analysis**

Below we observe the tourist competition of the Tryp Castellón Center hotel, through different levels of competition (Figure 3).

**Figure 3. Competition levels map**



Source: own elaboration

The following competition analysis is focused on an analysis in digital marketing.

Next, we will analyze competitors of the product-form level, all with four stars. On the one hand, the SEO positioning of these hotels is very similar, appearing on second page of the Google search engine. On the other hand, none invests in Google SEM shares.

- LUZ HOTEL -

Image 17. Luz hotel front



Source: Luz hotel website

- **Product:** It is a four-star hotel, opened in 2004 and where a modern and minimalist design prevails. It is located on *Pintor Oriet 3* street, in front of train and bus station (Image 17). It has 144 rooms, being 32 junior suites, 6 doubles, 2 executive deluxe and 1 bridal suite. In addition to its Aqua restaurant and 6 independent rooms for 700 people.  
In this crisis they have ceded their hotel as a hospital for patients with coronavirus.
- **Price:** Price of a double room from September 1 to 2, 2020, ranges between 63 and 180 euros on its website.
- **Web:** Stands out for three colors, red, black and white, allowing user to become familiar with corporate colors. At the user level we can say that it is a dynamic and attractive website. We immediately see a reservation icon, as well as information highlighted such that they match the price if you find it cheaper or a free welcome basket with typical products from Castellón. There is a drop-down menu with a variety of items, among others: rooms, Aqua restaurant, sustainability or contact. This allows the user to delve into what his want to find out and find extensive content. Appear high-quality images of their minimalist installations.
- **Social networks:**
  - **Facebook:** 3,872 likes and a score of 4.6 out of 5 total. Their content frequency is high, they publish several times a week about events, gastronomy or CSR. Their level of engagement is medium-high.

- Twitter: 381 followers, but their content frequency is very low, they publish few tweets a year.
- They are not present on Instagram or Youtube.
- Blog: They have same blog as Tryp Castellón Center, since it is part of Grupo Civis.
- Booking Reviews: Score 8.7 (“Fabulous”) and a total of 1,313 reviews. Stand out positive comments about spacious rooms and location opposite the train station. Negative comments are about poor soundproofing of rooms. The hotel's response level is low.

- INTUR HOTEL -

**Image 18. Intur hotel front**



*Source: Google maps*

- Product: It is a four-star urban hotel, dating from 1991 but renovated in 2018 and located on *Herrero 20* street (Image 18). Surrounded by shopping streets, restaurants and terraces. It has 120 rooms, 30 being matrimonial, 83 doubles and 7 triples. In addition to its ConTacto restaurant and 6 independent rooms for 700 people.
- Price: Price of a double room for the dates mentioned above, ranges between 48.60 and 117.60 euros on its website.
- Web: It stands out for being light and bright. At the user level we can say that it is a diaphanous website. There is a bar for reservations that is fixed as we *scroll* through the web. It has a drop-down menu with items from the Intur chain, because it has other hotels in Spain. Graphic resources are good, although a photo of the facade is missing.
- Social networks:
  - Facebook: from the Intur chain, not from the specific hotel in Castellón. 6,359 likes and a score of 4.2 out of 5 total. Their content frequency is high, they

- publish weekly about their various hotels, festivities or events. Their level of engagement is low-medium.
- Instagram: 2,257 followers. Again, the account is from the Intur chain and its content frequency is high and its engagement is medium. They have created the hashtag "Do not cancel, defers" to encourage customers to continue to enjoy the hospitality experience.
- Twitter: 2,682 followers. Its content frequency is high, while their engagement is low.
- Youtube: 97 subscribers. Its content frequency is low, a couple of videos annually.
- Blog: on its website there is a blog section, classified in: sports, getaways, business and families. Its content is very updated.
- Booking reviews: score 8.4 ("Very good") and a total of 1,194 reviews. Stand out comments about its excellent central location, instead clients complain about narrow parking. Level of response from the hotel is low.

**- NH MINDORO HOTEL -**

**Image 19. NH Mindoro hotel front**



*Source: Google maps*

- Product: This is a four-star urban hotel; it was first hotel in Castellón to open in 1968 but renovated in 2015 and located on *Moyano 4* street (Image 19). Very close to the previous hotel, Intur, and even more central. It has 102 rooms, 3 meeting rooms and its Relevant restaurant.
- Price: accommodation of a double room for the indicated dates ranges from 55.10 to 112.86 euros.
- Website: Its website is that of the NH Hoteles chain. It stands out for its two colors, blue and white. The available information is clear, first we look at an image slider about its facilities and on the left the options menu. As we scroll, the reservation

option scrolls with us, so that it is always accessible. At the user level it is comfortable, bright and well-kept website.

- Social networks:
  - Facebook: 1,170 likes and a score of 4.6 out of 5 total. Its account has been deprecated since early last fall.
  - Instagram: 45,900 followers. Account is from the NH Hoteles chain, not the hotel in particular. Its content frequency is very high, they publish almost daily.
  - Twitter: 38,900 followers. Its frequency of content is very high, almost daily. A curious story is NH Madrid Ventas' musical and light congratulations to an elderly woman for her 93rd anniversary who lives in front of the hotel.
  - It does not have a YouTube channel.
- Blog: from the NH Hoteles group. Its content frequency is average, they publish two to three times a month. Almost always on festivities in cities where they have hotels, encouraging the fact of traveling. Its engagement level is low; there is rarely any comment from the reader.
- Booking reviews: score 8.4 ("Very good") and with a total of 955 comments. Comments on the double edge of its location stand out, as positive its central location and negative street noise at night. The hotel's level of response is very high, it always responds extensively to comments, thanking and reporting suggestions.

#### - EUROHOTEL HOTEL -

**Image 20. Eurohotel hotel front**



*Source: Google photos*

- Product: it is a four-star hotel and they allow dogs. It is located on *Pintor Oliet 9* street, in front of train and bus station (Image 20). It has 130 rooms, 4 meeting rooms and its Ribalta restaurant.
- Price: accommodation of a double room is worth between 54 and 109 euros.
- Web: at user level, it is a very heavy image and slow website. There are windows that cover lower sections and it is uncomfortable to navigate through it. Even when selecting the reservation date, numbers appear offset or repeated.
- Social networks:
  - Facebook: 867 likes and a score of 4.4 out of 5 total. Its frequency of content this year 2020 is high, every few days, however in the past they published very little. In publications they refer to visits from prominent clients, show their facilities or events.
  - Instagram: 162 followers. Its content frequency is high this year 2020, but it has been in disuse for more than a year. Their posts are similar to Facebook's.
  - Twitter: 39 followers. Disused since 2018.
  - It does not have a YouTube channel.
- Blog: does not have.
- Booking reviews: score of 8.3 ("Very good") and with 2,408 comments. Comments stand out for its location in front of train station and cleanliness. Instead there are many complaints about worn furniture and its beds. The hotel's response level is very low, almost non-existent.

The following hotels are competitors of the product category level; they are three and two stars. The SEO ranking of these is slightly lower than that of four stars. Three-star ones are located between the second and third pages, although B&B hotel stands out above the rest; and two-star ones on the third page. Again, none of these hotels invest in Google SEM campaigns.

- JAIME I HOTEL -

**Image 21. Jaime I hotel front**



*Source: web hotel Jaime I*

- Product: three-star hotel, opened in 1990 and located in *Ronda Mijares 67*, which crosses much of the city as well as Tryp Castellón Center (Image 21). It has 87 rooms, 9 lounges and the Ataula Gastrobar restaurant that it shares with the Center.
- Price: double room ranges from 50 to 67 euros on its website. It is observed that the price range is cheaper than the four-star ones.
- Web: It is very similar to that of the Luz hotel because they are part of the Civis group. It stands out for three colors, green, black and white. We see a reservation icon by smartphone through the WhatsApp application. They point out that they allow pets and appear high-quality images of their facilities.
- Social networks:
  - Facebook: 1,172 like and score 4.6 out of 5 totals. It frequency of content is high, they publish weekly about visits of special guests such as athletes, dismissals of their employees for retirement or the menu of it restaurant Ataula. It level of engagement is medium with respect to 'likes', however there are very few comments in their posts.
  - Twitter: 43 followers, but they have not published anything since 2013.
  - They don't have Instagram or Yotube.
- Blog: It has the same blog as the Tryp Center and Luz hotels, since they are part of Grupo Civis.
- Booking reviews: Score 8.4 ("Very good") and a total of 1,504 reviews. Reviews positively highlight the location but there are complaints about the tight parking and the price of the restaurant. The hotel's response level is low.

- HOTEL B&B -



**Image 22. B&B hotel front**



*Source: Google photos*

- **Product:** This is very modern, three-star, urban hotel, opened in 2001 and located on *Carcaixent 3 street* (Image 22). It has 81 rooms, being 75 doubles and 6 suites. The common areas have very modern furniture. They have replaced their plastic water bottles with cardboard.
- **Price:** accommodation of a double room for the indicated dates costs 49 euros. There is no variety when choosing a room.
- **Web:** its website belongs to the B&B chain. The design is very simple; the user cannot interact with the web. At the beginning there is an image slider, however when scrolling we see an excess of information in text format.
- **Social networks:**
  - **Facebook:** 5,323 likes and a score of 4.7 out of 5 total. It account belongs to the hotel chain and brings Spain and Portugal together. They publish almost daily, about decoration of common areas or destinations.
  - **Instagram:** 18,800 followers. The account is from the B&B hotels chain together with the Vital Concept cycling team. This is a case of sponsorship. Its content frequency is high, but always on the cycling team.
  - **Twitter:** 3,355 Followers. It account, as with Facebook, brings Spain and Portugal together. Its content frequency is high. Since the quarantine began, a lot of solidarity is reflected, because health personnel sleep in its hotels in Madrid. In addition to receiving help from companies such as Lindt or Nesté.
  - **Youtube:** 18 subscribers. It last video was in 2016, since then it has been deprecated.
- **Blog:** does not have a blog.
- **Booking reviews:** score of 8.5 (“Very good”) and with a total of 2,043 comments. Highlight positive comments about free 24-hour coffee and tea

service. Instead there are complaints about quality of buffet and poor soundproofing of rooms. The hotel's level of response is medium.

### - DOÑA LOLA HOTEL -

**Image 23. Doña Lola hotel front**



*Source: Google photos*

- Product: it is a three star hotel, located in *calle Lucena 3* (Image 23). It has 36 rooms, 5 lounges and its restaurant.
- Price: double room is between 51 and 68 euros.
- Web: It is somewhat dated. It has an automatic slider at the beginning, instead the information is very flat, it does not stand out, and there is a lot of text that can bore the user. In addition, the web design is not, for example web does not adapt to a mobile device. It is a serious failure, because we are in a highly digitized world.
- Social networks:
  - Facebook: 2,041 likes and a score of 4.6 out of 5 total. Its content frequency is medium. They post a lot about sporting events like marathons.
  - It does not have an Instagram and Twitter account. It also has no YouTube channel.
- Blog: they have a news section on their website, but the publication date does not appear and there is no possibility of commenting.
- Booking reviews: score 8.2 (“Very good”) and with 2,723 comments. Positive comments revolve around spectacular views of the Ribalta Park. There are complaints about size of the bathrooms and quality of the breakfast. The hotel never responds to comments.

The following hotels are competitors of the product category level, they are three and two stars:

**- OTHER HOTELS -**

Finally mention two-star hotels: Hotel Real, Hotel Zaymar and Hotel Rostits; its prices are 42, 42 and 56 euros respectively. We are not going to analyze them so deeply because we do not consider them to be direct competitors.

**-AIRBNB-**

Although it is not part of the hotel sector, is a strong competitor. Looking for accommodation on Airbnb website, for the same dates as before, the price is between 25 and 60 euros in Castellón; average price 42.5. It is clear that the hotel sector cannot compete on price.

Blal et al. (2018) detail that a higher average price of Airbnb accommodation implies a higher revenue per available room (RevPar) hotel. In contrast, higher customer satisfaction Airbnb generates lower hotel RevPar. All this shows that Airbnb is a complementary service to the hotelier and, in the long term, even a substitute.

**3.5. Potential demand**

We will calculate the potential demand for Tryp Castellón Center as follows:

**(Total population \*% population that consumes hotel) \* %Market share \* Average room price**

$$(46.940.000*0,7661) * 0,0011*71 = \mathbf{2.808.533,325}$$

- The total population of Spain in 2019 was 46,940,000 people.
- According to INE, 22,243,515 tourists stayed in four- star hotels and 13,720,956 in three-star hotels. So applying the following formula we obtain the Spanish population that consumes four and three star hotels:

**(Tourists staying in a hotel / Total population of Spain) \* 100**

$$[(22.243.515+13.720.956) / 46.940.000 ] * 100= \mathbf{76,61\%}$$

- The fair market share of the hotel will be calculated as follows:

---

Number of Tryp Castellón Center rooms / Total competition rooms

$$78 / (144+120+102+130+87+81+36) = 0,11\%$$

- The average price of a room has been calculated by choosing a random date (specifically the night from September 1 to 2) and averaging the various prices for the entire room classification.

(Price of Tryp + Premium + Junior Suite + Suite + Family) / Room types

$$55+69+77+85+69 / 5 = 71$$

### **3.6. Consumer analysis**

Regarding domestic or national tourism, in 2019 it accounted for 68% of the total. According to the CaixaBank Research sector report (2018), domestic tourists make trips several times during the year, reducing seasonality and with average stays of 3.7 days. Instead, international tourist makes longer stays, 7.4 days. The expense is 112 euros for domestic tourist and 197 euros for international tourist.

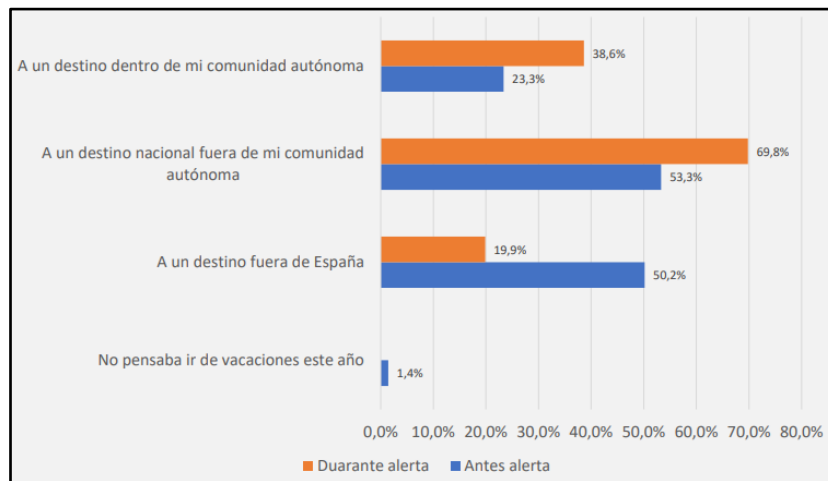
According to Hosteltur (2020), in 2019, Spain received 83.7 million tourists and its total expenditure was 92,278 million euros. International tourist with high purchasing power visits jewelry stores and restaurants, among others. In addition, latter pays with card in restaurants and hotels. According INE, in June 2019, 66% of his total spending is on hotel accommodation, while his main reason for travel is for leisure, generating 87.6% of total spending.

In general terms, most tourists travel mainly for leisure, recreation and holidays; reaching higher peaks in summer times. Instead, business tourists travel more the rest of the year, suffering a sharp drop in July and August.

Simon Kucher & Partners anticipates that our market will recover in a U-shape. They also details that in July and August national tourist will start to move around the peninsular territory and in early autumn it will be more normalized (Hosteltur, 2020). Due to world border control, we can say that there will be strong domestic tourism and, on the other hand, few arrivals by foreign tourists.

Castro Consulting (2020) demonstrates, through a survey carried out in this state of alarm; that tourism is a mainstay for Spaniards since 45% of Spanish residents say they will go on vacation this summer. Chosen means of transport will be the car with 77%. In type of accommodation, secondary housing and rural accommodation increased 5.2% and 4.8% respectively, compared to before the alert. Hotel accommodation falls 9.2%, but even so it is positioned as the first choice of respondents with 54.6%. They will opt for sun and beach tourism (56.4%) and almost entirely a national destination, which benefits our hotel (Graph 13).

**Graph 13. Preferred destination after the alarm state ends**

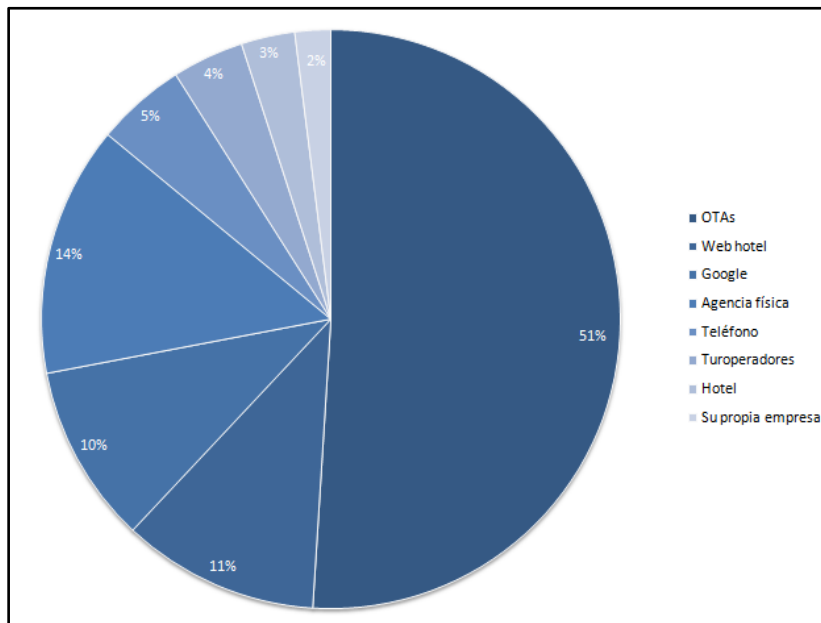


Source: Castro Consulting

People from all over Spain participated in the previous survey, but the Valencian Community stands out (30.3%), which is very interesting.

Consumer behavior when contracting hotel services stands out for being digital. A study carried out by SiteMinders states (Graph 14) that 51% of Spaniards made reservations through online travel agencies (OTAs), with the hotel website being the second most used channel with 11% (Hosteltur, 2020). This benefits hotels, since they achieve greater customer loyalty and the company reduces commission payments.

**Graph 14. Hotel reservations by digital means of Spanish in 2019**



Source: own elaboration (Hosteltur data)

#### 4. SWOT ANALYSIS

Having analyzed the internal and external situation, we are now going to carry out a SWOT analysis of the Tryp Castellón Center.

We consider the following strengths:

- Brand image that it possesses, thanks to being part of the Tryp franchise and, in turn, of the Meliá hotel chain. This means reaching the public in a better way, with values such as quality, prestige or experience.
- Tourist experience since the opening of the hotel is from 1999. There are 20 years of experience and this brings credibility.
- Central location and in a 'ronda', road that crosses a large part of the city, so visibility of the hotel is high.
- Great managerial and departmental staff capacity. They all have years of experience in the hotel sector. In addition, the staff is highly valued by their clients.
- They have their own restaurant ATaula Gastrobar. Since it opened in 2018, it has had a very good acceptance. It is a restaurant that brings together gastronomy of many countries, known as fusion cuisine. In addition, the hotel is not in building itself, but far from being a weakness, it is a fortress because it is a few meters away, at the

Jaime I hotel, from the same group. This allows guests the feeling of dining outside but very close to the hotel.

- Regarding the web, its usability is good, based on two reasons: responsive or adaptive design and functionality due to load time and no pop-up windows.
- Scores in OTAS such as Booking or Tripadvisor are fantastic. Specifically, Booking has the best score of the competition, 8.8 (Fabulous).
- The hotel is recognized for hosting large sports teams, such as the Real Madrid football club.
- It offers a paid parking service at a low price compared to its competition, 12 euros.
- Comfort of its rooms, especially its beds, is highly valued by its clients on Booking.

Tryp Castellón Center has these weaknesses:

- Its SEO positioning is weak. It would be interesting if the marketing department of Tryp Castellón Center improved its SEO to differentiate itself from its competition. For example, increasing your frequency of content on social networks and updating your website.
- They do not invest in SEM advertising stocks by Google, Facebook Adds or Instagram. We consider that with a small investment it would be enough, since again we do not observe that the competition makes use.
- Bad exploitation of online communication tools. Although it has a presence on main social networks, it does not exploit them adequately. The problem is that they are not constant in the frequency of content; they do not update what is necessary.
  - Although the web is fine, perhaps it would be advisable to replace the static image of the header with an automatic slider, a section of static images. In this way we would get a great big visual impact.
  - It Facebook account has a lot of room for improvement both in content and in interaction with users. In this way, the hotel would benefit from a greater viralization of its brand among the adult public. In the action plan we will detail proposals.
  - Instagram is currently a widely used network among the younger crowd, making it a way to stay connected with them to promote celebrations like graduations or anniversaries. By having a company profile, they can analyze the impact of their content or have access to advanced statistics.

- Twitter. Being able to use few characters may not be suitable for the hotel company.
- Youtube. Not having it, perhaps it would be a good option to create an account to upload quality and extensive videos about the hotel services or encouraging provincial tourism. The possibility of viralization of its videos is high, since they can be shared by many platforms, for example Facebook or Whatsapp.
- They do not have their own hotel blog, although they do belong to the Civis group but little updated. It could be interesting to create its own blog promoting tourist and gastronomic interest of the province, among others.
- They have a narrow parking lot according to many clients on Booking. They complain that they cannot get in well with a large car, which implies scratches on their cars.
- Its fair market share is weak, since it has few rooms, 87, compared to its competition between 102 and 144.
- They do not allow pets, which can lead to loss of those clients who love animals and take their pets on their trips.
- They do not have a pool. Only a competing hotel has a swimming pool, the Hotel Intur, which, despite being small, meets the needs of its clients.

Opportunities are:

- Business clients, since they do not present as much seasonality as leisure clients. The business tourist travels throughout the year.
- Much room for improvement in updating and content frequency of online communication tools.
- Increase SEO positioning, thanks to the above.
- To allow pets in certain rooms, so we meet needs of customers with animals.
- Squeeze the evidence of domestic tourism to maximum after the state of alarm.
- Promote regional and national tourism as the de-escalation phases progress in Castellón.

Finally, there are the threats:

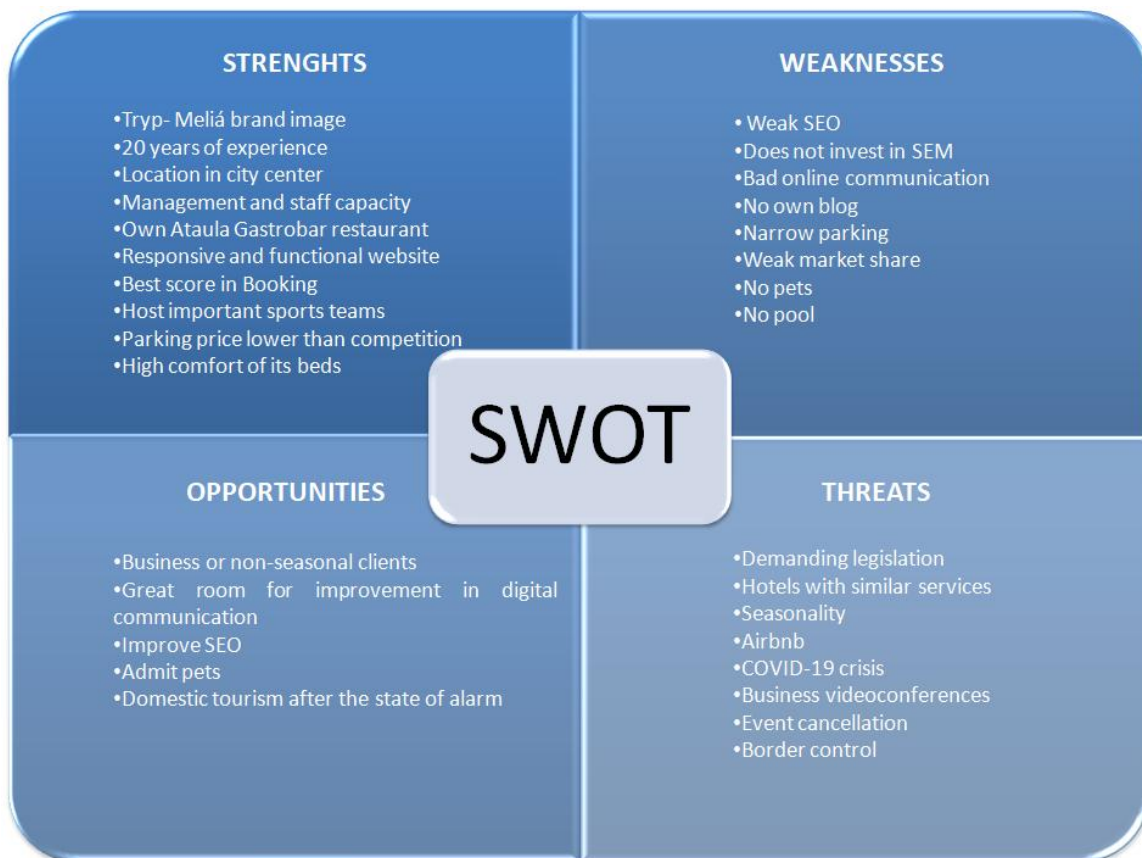
- Demanding legislation in the hotel sector that involves high costs.
- Nearby hotels with very similar services, since there is no great differentiation.



- Seasonality in summer, Christmas or Easter months. Although it can be said that each time it slows down a bit more.
- Alternative accommodation such as tourist apartments or Airbnb. It is a strong competitor, increasingly capable of stealing potential customers.
- The COVID-19 crisis is having a strong impact on the tourism sector, especially business clients since videoconferences are a great threat for the future. This would imply fewer face-to-face events in the hotels.
- Cancellation of events such as the local festival of La Magdalena or music festivals.
- Border control slows down international tourism a bit.

In the following figure we can see the SWOT analysis in a summarized and visual way (Figure 4).

**Figure 4. SWOT analysis**



Source: own elaboration

## 5. MARKET SEGMENTATION

The hotel opts for a differentiated or personalized segmentation, since it offers specialized offers to cover the needs of the different public. It establishes two large groups as its target audience:

- Individuals (B2C):
  - Tourists resident in Spain or abroad traveling as a couple, family with children or individually. The age range covers between 25 and 65 years, of both genders, of medium-high socio-economic and cultural level, and with medium-high use of technology. The main reason for their trip is leisure or vacation; they seek to enjoy Mediterranean tourism and gastronomy, as well as sun and sand. They are looking for a hotel with good value for money. They generally contract hotel services through OTAs such as Booking.
  - Local people who want to hire event services such as: weddings, communions, anniversaries or graduations, among others. In this case, they contract the services directly with the hotel, either by call or in person.
- Companies (B2B):
  - National or foreign companies, which hire accommodation services for their employees, called business clients. They are generally medium and large companies, with medium-high economic resources such as tile companies or sports teams. The reason for their accommodation is for business or work and they highly value comfort and quality.
  - Regional and local companies that want to hold congresses, conferences, awards gala or other events. They value well-equipped rooms, with a good capacity, lighting, public address system, among others.

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## **6. STRATEGIC MARKETING DECISIONS**

### **6.1. Marketing objectives**

Having carried out the SWOT analysis, actions to be improved are obtained; all the hotel staff must invest their efforts in it. Some objectives are:

1. Promote the Tryp brand image of Meliá; recognition and perception of the brand value by the public.
2. Educate the public about the tourism and hotel sector in 2020.
3. Build lasting relationships with clients.
4. Increase profits by 3% and offset losses this year.
5. Increase sales and web traffic by 10% this 2020.
6. Increase overnight stays by 3% during the year.
7. Attract new regional and local companies and individuals by 10% in one year.
8. Increase the number of national and foreign clients.

### **6.2. Marketing strategies**

#### **6.2.1. Competitive strategy**

Tryp Castellon Center opts for competitive differentiation strategy, backing itself in brand image generated by the Melia chain; in fact, Meliá is seventh in the Top Ten of strongest hotel brands (Brand finance, 2019). It follows a competitive advantage strategy based on the quality service attribute at a competitive price.

In relation to its competitors, the hotel follows the leader's strategy. In relation to the environment, it follows an analyzer strategy because the hotel has an average entrepreneurial spirit; it adapt to the profile of tourist for leisure and business but without committing risks since actions of the marketing department are moderate.

Finally, hotel follows an intensive growth strategy, based on two mainstays. On the one hand, the development of services because they have invested in incorporating new attributes and improving quality by joining Tryp by Wyndham. In 2016 they opened the restaurant ATaula gastrobar and installed two parking spaces with electric vehicle recharging; they also completely renovated the gym and bought 43" televisions for all rooms. In addition to carrying out small changes periodically. On the other hand, market

penetration because since 2015 it has focused on the concept of urban hotel tourism under the Tryp brand.

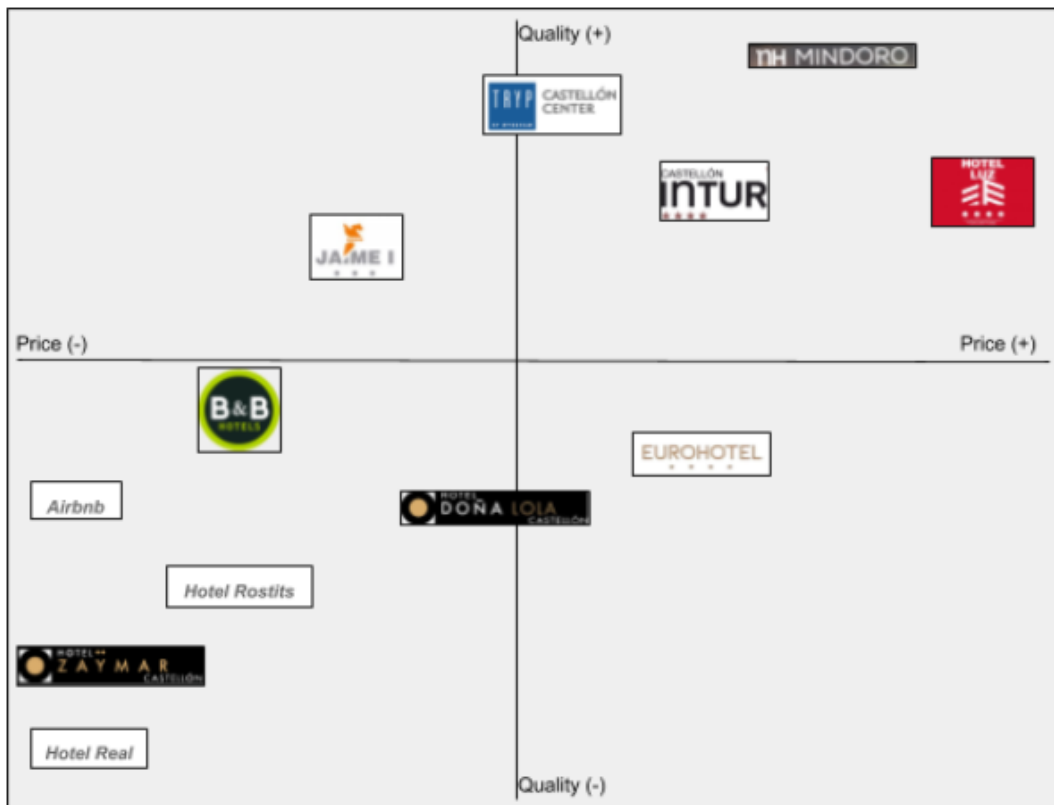
### 6.2.2. Segmentation and positioning strategy

Having analyzed the market segmentation, we can say that Tryp Castellón Center opts for a differentiated or personalized segmentation strategy, since it offers specialized offers to cover the needs of the different public. We will focus on specifically attracting the particular segment: local, national and international; and to the local business segment.

The positioning strategy implies how we want our strategic segment to perceive us. It is the image that occupies our brand in the minds of consumers. As we have previously said, its source of competitive advantage is excellence in its service, guaranteeing high quality. This is translated into a loss in price sensitivity and thus achieving customer loyalty.

Below we have made an intuitive positioning map (Figure 5). Far from being based on a statistical analysis of data, it is rather a purely subjective opinion regarding the analysis of competitors that we have carried out in this Marketing Plan.

**Figure 5. Positioning map Price-Quality of service**



Source: Own elaboration

### 6.2.3. Loyalty strategy

It is important to apply relationship marketing at partner level to attract customer to the company. It seeks to differentiate customer as exclusive and maximize its value through a long-term relationship.

Tryp Castellón Center carries it out through the MeliáRewards loyalty program; it is a system of accumulative points for every euro or dollar of a hotel reservation. There are up to four levels: white, silver, gold and platinum; higher the level, more points you get. Advantages are generally discounts on Meliá hotel services, such as free breakfast, birthday surprise or access to VIP areas.

Grupo Civis is in charge of the mailing of the three hotels: Luz, Jaime I and Tryp Castellón Center.

## 7. MARKETING OPERATIONAL DECISIONS

### 7.1. Action plan

With COVID-19 crisis, hotel companies remain closed. This paralysis implies that there is no demand or income, a truly unprecedented crisis. But the hotel must try to respond to this crisis, turn the problem into an opportunity, demonstrate its worth and social responsibility. However, it should not be merely opportunistic, but rather demonstrate humanity in its brand image. It is now where the marketing department becomes protagonist; it must work to maximum and propose new ideas that help society and the economy.

We propose to show philanthropy by offering its facilities as a temporary hospital for coronavirus patients. Or even to house free medical personnel concerned about not infecting their families. Zones common would be closed and schedules for breakfast, lunch and dinner should be individual in the rooms. It is worth mentioning that to offer these services, the Consellería of Health and Public Health should give it permission. The hospital budget would be low since it would only be to provide the facilities and consumption of light and water supplies. These services would be provided free of charge until Healthcare needed it, but we calculate that from March to May 2020 (this measure does not enter the Action Plan, since it is from June 2020 to May 2021).

We believe that this is not the best time to invest in the remodeling of the hotel facilities.

### Action 1: Hygienic stand

With the opening of the hotel in June, we propose to set up a stand in the hall with masks and hydroalcoholic gel. This way guests will feel more secure. We would have 100 units of disposable masks and 5 liters of hydroalcoholic gel.

- Objectives: 1, 3, 7 and 8.
- Budget: 100 euros; 50 euros for masks (0.50 euros / unit) and 50 euros for hydroalcoholic gel (10 euros / liter).
- Time period: It will be maintained for the first month, extending it to a second if necessary.

### Action 2: Breakfast box

We also propose to offer a quick breakfast in a box, known as a breakfast box (Image 24). This option is aimed at business clients who do not have much time for breakfast; and even customers who want breakfast on the way to an excursion.

- Objectives: 1, 4 and 7.
- Budget: Assuming the packaging costs 1 euro, the budget of 100 boxes would cost 100 euros. Food and drinks are from the hotel buffet. We chose 100 boxes because we do not believe that there are so many customers who request it between now and the end of 2020, but rather they would ask for more.
- Time period: From June to December included. If we see that it works well, it would be extended until May 2021, but it would be eliminated.

**Image 24. Breakfast box**

*Source: own design with Photoshop  
(based on Pinterest image)*

### Action 3: Free cancellation

We propose to waive the cancellation fees, that is, so that it is free to the client. In this way, we are able to promote reservations, reducing uncertainty and fear of clients being penalized financially.

This crisis is not driven by prices and it is recommended to stop price discounting to avoid a price war (Simon Kucher, 2020). However, we consider it illogical to maintain the same prices as the months prior to the alarm state.

- Objectives: 1, 3, 5, 7 and 8.
- Budget: free
- Time period: From June to September inclusive of 2020.

#### Action 4: Discount when confirming reservation

If the client chooses to confirm his stay, a discount of 5% will be applied to any type of client. We will especially focus on segments such as families and those over 65 with a special discount of 10%. We want to promote trust and mobility in tourism for these groups that have been hit during this crisis; children and the elderly.

- Objectives: 1, 3, 4, 5, 6, 7 and 8.
- Budget: free.
- Time period: From June to September inclusive of 2020.

#### Action 5: Up-selling and cross-selling strategies

We believe that the hotel's revenue manager should set prices taking into account consumer uncertainty, but without applying a sharp drop in prices in the short term. The objective is to promote domestic tourism, but without forgetting to recover losses. In addition to applying up-selling strategies, offering a superior service to the contracted one; and cross-selling to increase the profit margin.

- Objectives: 3, 4, and 5.
- Budget: Free, since applying this strategy is included in the salary of our revenue manager, Ignacio Montoto, and the hotel reception. Proposing at the right time a superior service or an extra service does not require financial investment.
- Time period: For 12 months, since these strategies do not bring great disadvantages.

The following proposed actions are more focused on communication, they will promote demand to re-emerge, in addition to calming consumers. The population is confined for many hours at home, so the traffic in digital media has exploded. For this reason, we are going to focus on digital communication, since it will benefit us enormously without having to invest too much. We will classify the proposals according to the type of medium used to achieve it: paid (SEM, Social ads and e-mailing) and own (Blog, SEO and social networks).



## Action 6: SEM campaign

We propose to invest a small amount of money in the SEM campaign in the Google search engine, through Google Ads. This announcement will be directed to Spain, because as planned tourism will be mostly domestic. The key words are: “hotel”, “Castellón”, “downtown” and “coronavirus”. In writing the advertisement, we encourage consumers to visit us in a familiar language: "We are home to you" and "We are waiting for you" (Image 25).

- Objectives: 1, 3, 4, 5, 7 and 8.
- Budget: 4 euros a day and 122 euros a month. And the total will be 854 euros.
- Time period: We will be advertising on Google from June to December 2020, 7 months.

Image 25. Google Ads

The image shows two screenshots of the Google Ads interface. The top screenshot is titled "¿Dónde están tus clientes?" (Where are your customers?). It features a map of Europe and the Mediterranean region with Spain highlighted in blue. On the right, a box indicates a potential audience size of 40,865,150 people per month. The bottom screenshot is titled "Configurar temas de palabras clave" (Configure keyword themes). It shows three selected keyword themes: "hotel castellon", "hotel castellon centrico", and "hotel castellon coronavirus". On the right, a box indicates a potential audience size of "Con límites" (With limits) people per month.

### Redacta el anuncio

Destaca los productos y servicios que ofreces y lo que hace que tu empresa sea única.

**Anuncio 1**

Título 1  
Hotel Tryp Castellón Center 27/30

---

Título 2  
Cancelación gratuita 20/30

---

Título 3  
Contigo somos hogar 19/30

---

Descripción 1  
Reserva y visítanos. 20/90

---

Descripción 2  
Te estamos esperando 20/90

**Vista previa del anuncio**

Hotel Tryp Castellón Center | Cancelación gratuita | Contigo somos hogar

[Anuncio](#) | [www.melia.com](http://www.melia.com)

Reserva y visítanos. Te estamos esperando

[VER MÁS DISEÑOS DE ANUNCIO](#)

### Definir el presupuesto

Selecciona la opción que mejor se adapte a tu empresa y que te permita conseguir los resultados que quieras. Puedes hacer ajustes en cualquier momento.

**4 €** de media al día • 122 € al mes como máximo

RECOMENDACIÓN PERSONALIZADA ⓘ

**6 €** de media al día • 182 € al mes como máximo

**10 €** de media al día • 304 € al mes como máximo

[INTRODUCIR PRESUPUESTO PROPIO](#)

Moneda: euro (€) ▾

**Cómo funciona el presupuesto**

**¿Cuándo se paga?**  
Solo pagas por los clics en tus anuncios o las llamadas a tu empresa.

**Tu media diaria**  
Es posible que algunos días inviertas una cantidad inferior a la media diaria y otros, hasta 4 veces más. No obstante, no pagarás más del máximo mensual por todo el mes.

**Si cambias de idea**  
Prueba a publicar el anuncio sin compromiso, ya que puedes cambiar el presupuesto o cancelar su publicación en cualquier momento.

Source: Google Ads

## Action 7: Social Ads

We propose to invest in Social Ads on Facebook and Instagram. We will choose the "Conversion" option, directing the user to the website. The audience will be Spanish and aged between 18 and 65 years (Image 26).

- Objectives: 1, 3, 4, 5, 7 and 8.
- Budget: 5 euros and the total of 459.93 euros.
- Time period: it will be applied during the months of June, July and August, as we seek to promote domestic demand in the summer.

**Image 26. Instagram and Facebook Ads.**

¿Cuál es tu objetivo de marketing? Ayuda: selección de un objetivo

Reconocimiento	Consideración	Conversión
<ul style="list-style-type: none"> <li>Reconocimiento de marca</li> </ul>	<ul style="list-style-type: none"> <li>Tráfico</li> </ul>	<ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Conversiones</li> </ul>
<ul style="list-style-type: none"> <li>Alcance</li> </ul>	<ul style="list-style-type: none"> <li>Interacción</li> </ul>	<ul style="list-style-type: none"> <li>Ventas del catálogo</li> </ul>
	<ul style="list-style-type: none"> <li>Descargas de aplicaciones</li> </ul>	<ul style="list-style-type: none"> <li>Tráfico en el negocio</li> </ul>
	<ul style="list-style-type: none"> <li>Reproducciones de video</li> </ul>	
	<ul style="list-style-type: none"> <li>Generación de clientes potenciales</li> </ul>	
	<ul style="list-style-type: none"> <li>Mensajes</li> </ul>	

### Conversión

Selecciona lo que quieres que hagan las personas después de ver tu anuncio y dónde quieres que les dirija tu anuncio. También puedes controlar cómo puja Facebook en cada subasta.

Destino  Sitio web

Aplicación

Messenger ⓘ

WhatsApp ⓘ

### Audiencia

Define quién quieres que vea tus anuncios. [Más información](#)

Crear audiencia    Usar audiencia guardada ▾

Audiencias personalizadas

Excluir | Crear ▾

---

Lugares ⓘ Lugar:  
• España

Edad ⓘ 18 - 65+

Sexo ⓘ Todos los géneros

**Presupuesto y calendario**  
 Define cuánto quieres gastar y cuándo quieres que se muestren tus anuncios.

Presupuesto y calendario ⓘ Presupuesto diario ▼ 5,00 €  
5,00 € EUR

El importe real gastado por día puede variar. ⓘ

Poner mi conjunto de anuncios en circulación continuamente a partir de hoy

Definir una fecha de inicio y de finalización

Inicio	<input type="text" value="1/6/2020"/>	<input type="text" value="00:20"/>
Finalización	<input type="text" value="1/9/2020"/>	<input type="text" value="00:00"/>

(Hora de las islas Canarias)

Tus anuncios se pondrán en circulación durante 92 días y no gastarás más de 459,93 €.



Source: Facebook ad manager

## Action 8: E-mailing

We propose to use e-mailing and focus on personalizing e-mails according to the information in the CRM system. Furthermore, e-mails will have a short but attractive snippet text for the client, which encourages them to enter the e-mail.

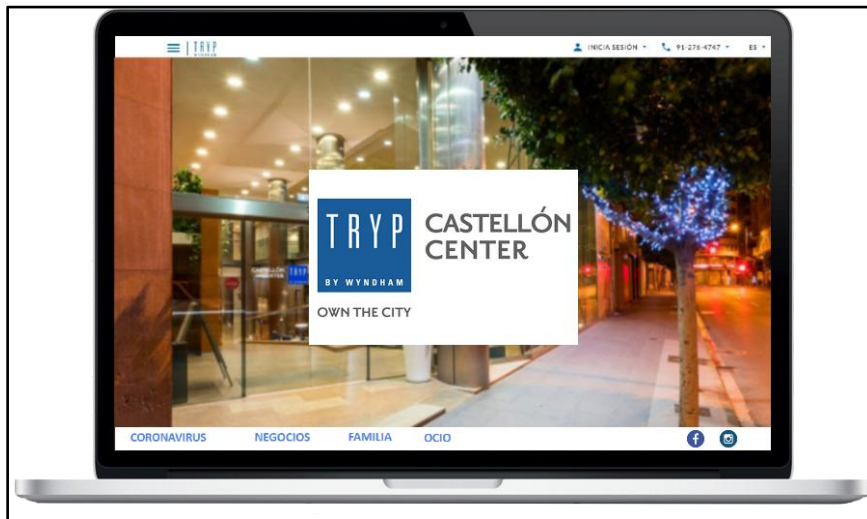
- Objectives: 1, 2, 3, 5 and 6.
- Budget: The average budget is 100 euros per month, based on rates from mailing platforms such as Teenvio. The total is 500 euros.
- Time period: It will be applied in key months such as July, August and December 2020, since there is more tourism and they are Christmas dates. In addition to March and April 2021 because more tourism is expected due to local festivals in Magdalena and Easter, respectively.

### Action 9: Blog creation

We propose to create a blog through a free blog platform, for example Wordpress. We can see (Image?). Bottom right, there are icons of social networks like Facebook and Instagram. And bottom left, various topics that the blog user can choose from. The news is divided in relation to coronavirus, business, family and leisure world (Image 27).

- Objectives: 1, 2, 3, 5, 7 and 8.
- Budget: The creation of this blog is free and will be updated by the hotel's marketing department, making it part of your regular tasks.
- Time period: The blog will be created and will start publishing weekly from June to August inclusive, 3 months. Then it will go to less maintenance, only monthly publication until the end of the year 2020.

Image 27. Hotel blog



Source: own elaboration with Photoshop

### Action 10: Create content on social networks

We propose to create content on the Facebook and Instagram platforms; and that its frequency is weekly. In this way we will achieve new visits and followers to our accounts. In addition to, receiving feedback and interacting with them, creating a community.

- Objectives: 1, 2, 3, 5, 7 and 8.
- Budget: Free, since these social networks are free and will be the task of the marketing department, since lately this task had been somewhat forgotten.
- Time period: It will take place throughout the next 12 months.

### **Action 11: New booking channels**

This crisis due to COVID-19 has caused the doors of most physical establishments to close, leaving them with no options for entry. The digital distribution channel is more key than ever.

In the hotel sector there is a double distribution channel: offline and online. Since physical travel agencies are closed, all our efforts should focus on online sales.

We are in an advantageous position since the hotel has a strong presence in online sales channels; web and OTAs. We propose to reinforce this together with the call service and Whatsapp. We seek to make the hiring of the service more humane, advising and solving all possible doubts.

- Objectives: 1, 3, 4, 7 and 8.
- Budget: free, since Whatsapp is free. And the reception already has a company phone to attend this service. It does not require an extra expense.
- Time period: From June until the situation normalizes a little, we calculate that September.

### **Action 12: Sponsor event**

We propose the sponsorship of a sporting or cultural event in Castellón; like a popular race or "Ruta de la tapa". It is an effective way for the regional and local population to remember the hotel and be encouraged to visit it. Word of mouth advertising is also generated.

- Objectives: 1, 3 and 7.
- Budget: 800 euros.
- Time period: facing autumn-winter, approximately October or November.

## 7.2. Time schedule

All proposed actions are visually summarized, 11 in total. In addition to including the budget per share and total of 2,103.93 euros; and its application over time (Table 4).

It should be noted that this action plan is from June 2020 to May 2021.

**Table 4. Time schedule**

ACTIONS 2020/2021	BUDGET	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May
1. Coronavirus hygienic stand	100 €												
2. Breakfast box	100 €												
3. Free cancelation	-												
4. Discount when confirming reservation													
5. Up-selling and cross-selling	-												
6. SEM on Google	854												
7. Social ads	459,93 €												
8. E-mailing	500 €												
9. Blog	-												
10. Create content on social networks	-												
11. New booking channels	-												
12. Sponsor event	800												
	<b>2,813.93</b>												

	Implementation
	Maintenance
	Minor maintenance

Source: own elaboration

## 7.3. Control

The objectives of each action must be controlled or monitored using a unit of measure, metric or KPI. This helps to know if the objectives are being met. If this is not the case, we can correct errors in time and not lose temporary and economic investment. In addition, it must be specified how often the units of measurement must be checked (Table 5).

We can see that there are several periodicities, this is because it adapts to importance or urgency of each objective. The more important, the more frequently it should be supervised.

**Table 5. Timing**

OBJECTIVES	MONITORING DATA	PERIODICITY
Promote brand image	Number of visits to website, blog and engagement on social media	Monthly
Educate the public about the tourism and hotel sector	Number of visits to the blog	Weekly/Monthly
Long-lasting customer relationships	Email opening number	Monthly
Increase profits	Evolution of billing data	Weekly
Increase the number of direct sales and website traffic	Number of purchases and visits on the website	Bimonthly
Increase overnight stays	Number of likes, comments, shares or mentions	Monthly
Attract new regional and local companies	Number of new clients in CRM system, record of phone calls	Monthly
Increase number of national and foreign clients	Number of new followers, comments on Booking	Monthly

*Source: own elaboration*



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