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## MARKETING PLAN OF



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## **2. EXECUTIVE SUMMARY**

In the following marketing plan, we are going to explain some purposes for improving business' situation of rural hotel and restaurant Viñas Viejas, located in Fuentes de Ayodar, Castellon's region. The society is evolving, as well as the technology and the responsibilities of each person. People doesn't have enough time for resting, because their daily duties. On the other hand, Spain has always been seen as sunny destination, specially the eastern coast (Valencia, Alicante and Castellon). Viñas Viejas is trying to break down this tendency and give a possibility to the customers to relax, feel the environment, drain their minds and escape from it all.

Actually, there is huge amount of people who is concerned about the environment and it importance, so changed their consumer habits. Living a part the previous ideas, there is people who want to learn and see more about the environment and where can do that better than the middle of it?

In the current study we have done an internal analysis of the weaknesses and strengths of Viñas Viejas and opportunities and threats of the economic environment in order to detect business segments. We have analysed different competitors and consumers' behaviour for concreting their needs and how other enterprises are trying to satisfy them. Before all these analysis, at the end, we have concluded 12 actions related with the services, prices, promotion and the place of Viñas Viejas.

Because of the short budget possibilities Viñas Viejas has, most of the actions are focused on internet and deals with other companies, in order to increase market quote and popularity without huge investments. At last, there is a viability of the project actions, which will be proposed here and a control table of the most urgent actions Viñas Viejas should have in mind.



### **3. CURRENT MARKETING SITUATION**

#### **3.1. Business idea**

Traditionally, Spain has been mostly seen as a mostly as sunny tourist destination. Moreover, according to (NEXOTUR, 2013) the Valencia Community is on the second position regarding to the received tourists, with 10.393 international visitors in each of the coast's kilometers, in spite of the efforts to improve other types of tourisms. In view of this situation, it seems normal that all economic, governmental and mass media strivings are focused on the beach. But, Spain and more specifically Castellon, has other interesting things, which are waiting to be visited and seen.

Viñas Viejas country Hotel and Restaurant born with this idea: leave aside the sunny tourism and try to improve the country as a whole and at the same time give a chance to escape from the noises and stress of the city lifestyle. For that, the enterprise has chosen to focus on the exploitation of the inland of the Castellon's province, namely, the country environment, peace and silence in the middle of quiet small village, far away from disturbances and noise, with excellent views and different events, depending on the year's season.

#### **3.2. Sector's Situation**

The village Fuentes de Ayodar have small size, enough reason for not having to much touristic destination within the village. But this small town is located into a bigger natural surface with high touristic interest because of it's natural resources: Sierra de Espadán. Within this natural park we can found different activities related with health, culture, gastronomy, environment, active tourism or typical products of the region.

At the same time Sierra de Espadán offer to the visitors routes which can be focused on trekking or experience and able for all type of visitors. Depending on the capabilities of each urban core and it surroundings, we can found routes for people interested in typical activities based on ceramics, honey, cherries or olive oil; for people interested in health such as plants and healthy waters; for environmental lovers, for instance ancient olive trees route or speleology and at the end for people interested on sports and history, mountain bike routes or civil war route. (Sierra de espadán, 2016)

In 2008 Spain lived one of the worst crisis situations ever seen. This recession affected all the economic sectors and more particularly, a sector that seemed the most assured, the tourism. According to one study from 1955 to 2010, the tourism in our country has had four stages (Spanish Ministry of Industry, Energy and Tourism , 2010):

1. Between 1955 – 1969: the beginning of the Spanish tourism. Birth of the civil airplane engineering.
2. 1970 – 1987: World's economy development and main issuing of external expansion of tourist markets.
3. 1988 - 2009: New competitive tourism destinations, competition between enterprises based on prices, birth of the Internet and deregulation of other sectors linked to the tourism.
4. 2010: unemployment, fall of the oldest technologies and high development of new ones (technological boom), relegation in prices because of the market potential exhausted.

Actually, in spite of the situation commented at the beginning of this point, Spain is still depending on its touristic sector and this one is continuously growing. We have different types of tours, depending on the place people are going to go, activities they are going to do, their purposes etc... In general the tourist visitor number in Spain has grown during the years and in 2015, 68.137.625 of people have visited our country and all of them came from other countries: United Kingdom (21.6%), France (16.1%) and Germany (11.3%) are the three most important issuing countries (Instituto Nacional de Estadística, 2016).

Nowadays, the Spanish touristic sector is characterized mainly by four things. Firstly, the demographic evolution and change in all of the European societies make the majority of baby boomers go on to retirement age. As a receivers of a huge number of foreign visitors, Spanish touristic enterprises have to adapt their offers, activities and events and any other characteristic to these new customers. (Secretaria de Estado de Turismo, 2012)

Secondly, the crisis we have lived in has decreased the demand in Western Europe and at the same time as the people's incomes (near to 80%). This is actually a big problem, because customers begin to want other types of touristic services at the expense of the traditional Spanish sun and beaches. (Secretaria de Estado de Turismo, 2012)

On the other hand, the current situation of the sector we are studying here is also characterized by its oversupply. As was mentioned before, customers' tastes have changed because of the crisis and their age. In view of this, our enterprises don't have, in many cases, the correct organizational structure, market's positioning and other important aspects. For this reason, the economic environment is, and will continue, eliminating these enterprises which aren't good enough to compete and trying to match supply and demand. (Secretaria de Estado de Turismo, 2012)

Last but not least, our enterprises have to change their point of view. Until now, it seemed logical the idea that an enough number of people are interested on our tourism. For this reason, our organizations didn't put much efforts to satisfy and innovate. But sector's rules have changed and nowadays the entire touristic weave have to put its attention on the

customer. That means new organizational models, other types of communication and always trying to find the customers' welfare by looking after the environment. (Secretaria de Estado de Turismo, 2012)

Figure 1. Tourism result between 2010 and 2013



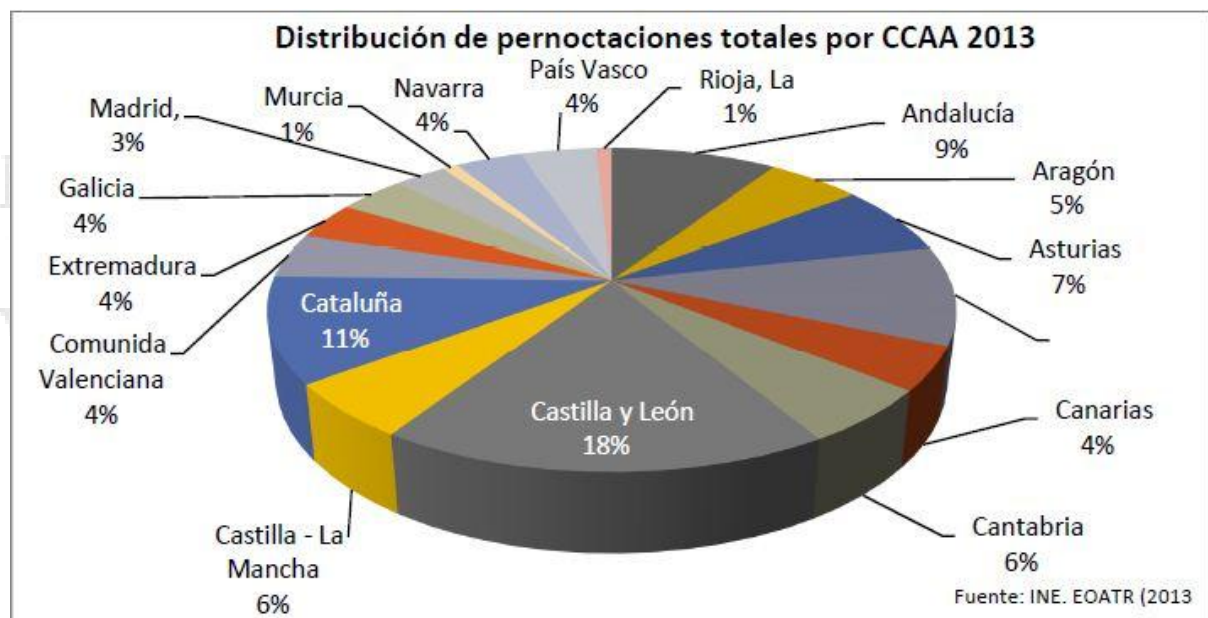
Resource: INE and own work

Leaving apart the whole sector and focusing the attention on the country tourism we can arrive to different conclusions. Ahead of us, we have different challenges. Sun and beach's tourism is actually in time of maturity. For that reason, the Spanish Government had approved some years ago the "Plan Nacional e Integral del Turismo" (PNIT), trying to develop other kinds of activities in order to recover from the economic situation. This PNIT is acting on 6 key elements (Brand, Customer, Supply, Knowledge, Talent and Mutual Adjustment), but more concretely

on the supply in order to improve the diversification of touristic products, to accommodate to the new customer demand. The country's tourism development is the result of these diversification's efforts and for that, last year a specific plan focused on the country's tourism has been created. (Instituto de Turismo de España, 2014)

A study about overnight stays done in 2013 shows that in Spain the most visited regions, in relation to country's tourism, are Castilla y León (18%), Andalucía (9%) and Asturias (7%).

Figure 2. Total overnight stays in each region in 2013



Reference: (Instituto de Turismo de España, 2014)

In general, these stats are a sign of the low relative importance of country tourism in our country. Ten years ago this situation was different, but the global crisis has nowadays affected the country's tourism market to result in the imbalanced situation of high supply and low demand. To fight this situation, the Spanish Government thinks about improving the national consumer's interest, but more specifically the interest of the international customers.

On the other hand, this type of tourism is seasonal, around 45% of clients practice country tourism 2 or 3 times in whole the year. The highest part of people that practice these kinds of trips, do it during the weekends and other holiday periods. More than 77% of customers do country tourism with their family and 74,6% do it, because they are looking peace and

relaxation. Another characteristic of this sector is its Internet and mobile phone dependence. Normally, the supply is located far away from the big cities and at the same time, from the main customers. For that, in order to search different places, compare prices, food, activities and other important things, 94,7% of customers use Internet and around 60% use the smartphone for doing the booking (calling to the enterprise). At the same time, 70% of people use Internet to be in contact with family and friend and normally people care about share their feelings, experience and opinions on different social webs and blogs. Last but not least, this sector is not allowed to customers' loyalty, because only 26% of them repeat the same trip twice. Because of this, one of the big efforts of the supply is to attract another kind of customers, customers-subscribers. This new category will be explained in point 3- Target customers, but to summarize, these are people who share and suggest their trip to other people, family, friends or social media sites. (Observatorio del turismo rural, 2015)

### 3.2.1. Macroenvironment analysis

#### 3.2.1.1. PESTEL

##### Political

In Spain, each region assumes the responsibilities about its own touristic government. But, regional laws about tourism are recent. The following table shows the year each region adopted its first own policy.

Table 1. Year of development of the first regional country tourism laws in Spain

Year of development of the first regional laws about country tourism	
YEAR	REGION/S
1983	Cataluña
1986	Aragón
1988	País Vasco
1989	Cantabria
1991	Asturias
1992	Extremadura, Murcia, La Rioja
1993	Castilla y León, Navarra
1994	Castilla- La Mancha, Comunidad Valenciana
1995	Andalucía, Baleares, Galicia
1998	Canarias
2005	Com. Madrid

Reference: *Tourspain and own work*

In our case, the law which manages Valencia rural tourism is Decree 188/2005 of December 2<sup>nd</sup> (Hernández-Maestro, 2010). According to this decree, regulation is about the type of country lodging, buildings, services offered, size and location. There are much more, but in the case of Valencia Community there are three big different types of lodgings: rural house, country hotel and rural apartment. Depending on the type, there are different conditions on how the buildings must be, which services have to be offered, the size and where they have to be located. In our case, Viñas Viejas is a country hotel, so the requirements for it are:

- Buildings: “architectonic, traditional, historic, cultural or ethnographic value according to the characteristics of the region”
- Services: the same as other hotels, according to the rate or golden stars (see the part “Legal” below).
- Size: it doesn’t need a minimum size, but at much the hotel has to offer 50 beds.
- Location: must be built on the countryside, the region mustn’t border the sea, the town can’t have more than 5.000 people, the area can’t be linked to or around the big cities and it has to be located a little bit away from the main roads.

Restoration in Valencia Community is regulated by the Decree 7/2009 and its modification 54/2010, Decree 77/1994 and Law 3/1998. The first one, gives the common regulation about restaurants and the other different types of enterprises which gives food and drinks to the customers, the second consists on a modification of chapter V related to the opening procedure and more concretely articles 19 to 22 and 24, the third is about complaint forms and the last is General Tourist Law of Valencia Community. Most important documents for Viñas Viejas’ restaurant are,

- Decree 7/2009: art. 7, art. 8, art 12, art. 13 to art. 18
- Decree 77/1994: art. 1 to art. 5
- Law 3/1998

On the other hand, Government of Castellon is working on some ideas in order to improve the visitors inland in low season. These ideas are different subsidies that Diputación de Castellón is giving to:

Customers: there are subsidies for people older than 65 years for helping them to have a trip in rural conditions. This financial support is given until “two months from the day following the publication of this extract in Castellon’s BOP” or “applications will be accepted until May 31, 2017 if not cover all of the available places”. (Diputación provincial de Castellón, 2016)

City Councils: financial support for these public entities in order to finance regional festivals of touristic interest, Strategic Plans or Touristic informers for villages with less population than 2000 people.

Another important performance of the regional Government of Castellón is the "Workshop day" in Bristol. By means of that, it has tried to put the attention of English customers on Castellón's inland through trying to take advantage of the airport. This working day was organized by the Government of Castellón with the support of huge number businessmen mainly from the regions with coast (Oropesa, Benicassim, Peñíscola...), but there were other from the inland, such a Jérica. (prensadiputacion, 2016)

### Technologic

The beginning of the XXI century will be known by future generations as "the age of the knowledge". Technologies of information and communication (TIC) are each time more complete, with additional functions, more useful and more used by the population. These characteristics, are very profitable for any economic activity, but when we are talking about the tourism, the importance of them grow. For this, we can conclude that they are an essential mechanism to connect and bring outsiders populations of the inside closer to the main informational resources and other public services and enterprises in general.

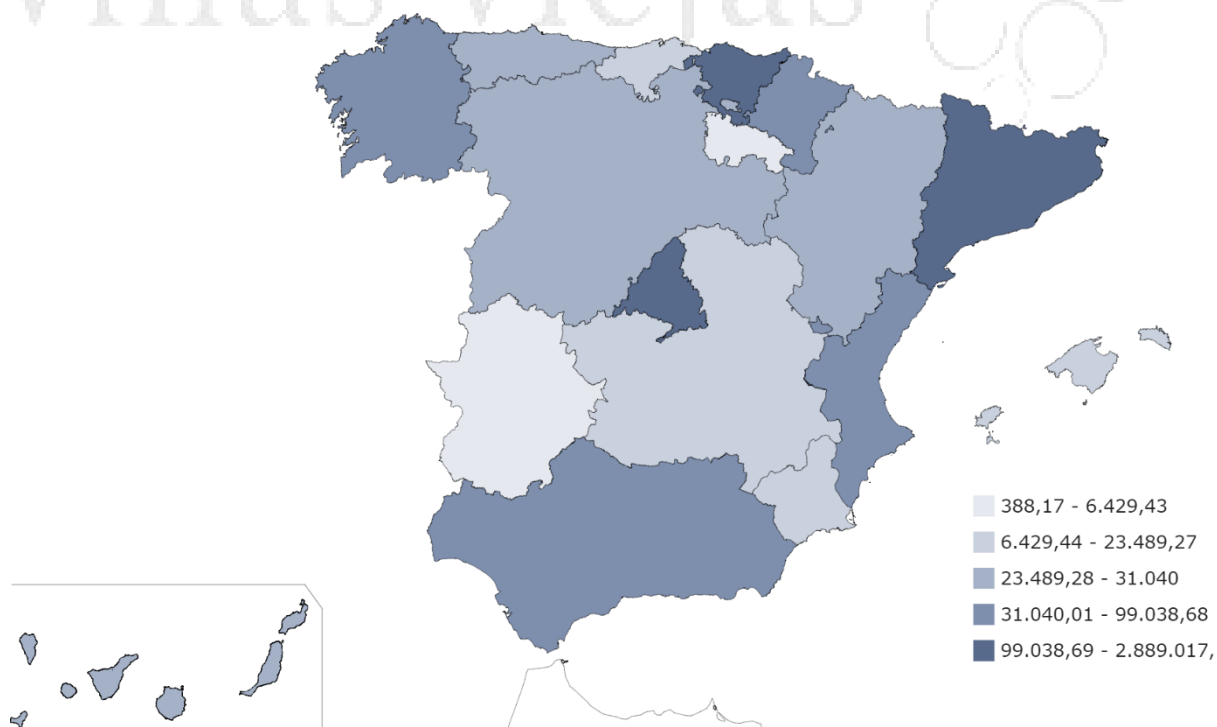
When we focus the attention only on country environment and the benefits that TICs provide to it, we can say that they are an important element for the competitiveness of these regions and obviously make them more reachable. As we can see on Picture 6 and table 1, during 2014 Valencia's Community enterprises are in fourth place as to TIC's investment. But these dates are confused, because as (Generalitat Valenciana, 2013) say, in spite of the fact that Valencia Community is behind to the main country destinations in Spain on investment, country environment in this region has deficient TIC structures. At the end that is an important factor that explains why is more common to see beach tourism in Valencia and it surroundings than country.

Table 2. Total TIC spending (in thousands of €) of the enterprises, by regions.

	Total Enterprises
<b>Total Spain</b>	<b>2,889,017.22</b>
Andalucía	58,850.67
Aragón	31,040.00
Asturias, Principado de	24,323.81
Balears, Illes	23,489.27
Canarias	24,483.68
Cantabria	6,879.03
Castilla y León	26,945.88
Castilla-La Mancha	12,622.34
Cataluña	522,163.93
Comunitat Valenciana	99,038.68
Extremadura	5,944.89
Galicia	63,157.86
Madrid, Comunidad de	1,809,556.09
Murcia, Región de	20,870.46
Navarra, Comunidad Foral de	48,812.18
País Vasco	103,222.18
Rioja, La	6,429.43
Ceuta	388.17
Melilla	798.67

Resource: INE and own work

Figure 3. Total spending (in thousands of €) on TIC of the enterprises of each region, year 2014.



Reference: INE



Another important fact is that people in Valencia Community are in one of the latest places as to habit to use Internet: around 73% used to use Internet in the last 3 months (INE, 2015). Apparently this percentage is high, but is still 10% less than the more digital regions. The same thing happen with online shopping and the habit to use the mobile phone (INE, People, by regions, and their habits to use TICs, 2015). According to the (INE, Population by regions and gender, 2015) in 2014 in this regions lived 4.980.689 people of which only 647.748 (INE, People by regions, gender, demographic characteristics and type of use of the TIC, 2015), whose are living on regions of less than 10.000 people, had access to the TIC. In other words, only 13% of people who live in Valencia Community in country environment, have access and uses normally internet and other tools for communication. As a result of that, this region has a high investment on TIC, but only focused on the main cities and tourist destination, meanwhile the rest (inland and other destinations which aren't beaches) live in a lack of informational infrastructure and that affect directly the development and exploitation of other activities, for instance country tourism.

### Environmental

The main organization who control the environmental policies, is the Government of the European Union. Brussels hands down the path to follow as to environmental actuations and each country adapts their domestic policies in order to complete the objective that the central European government has imposed. In this order, it exist different sections within the environmental policy: atmosphere and air quality, biotechnology, Ecological European Etiquette (EEE), environmental review, prevention and management of waste, chemical products, environmental responsibility, contaminates soils, export and import of dangerous chemical products and more (Ministerio de Agricultura, 2016). In this paragraph we'll focus the attention on these policies that affects the country tourism and at the same time are from or refer to Valencia Community and we'll suppress the national and international effects of them. Everything about the environmental rules in the European Union are collected in the "White Book" which conclusions are basically: who pollute, has to pay and to be more comfortable and easier the control about the pollutions and each element dangerous for the environment, it's necessary to centralize the power in one organism (Brussels).

In relation to the atmosphere and air quality's policy, we can conclude that VC and more concretely, inland regions are characterized by the extremely cleanliness of the air. A study of (Mnisterio de agricultura, 2014) about the pollution on the air, shows that one of the strengths of inland regions is the quality of air and when we add that to the landscapes, other natural resources (water, weather, food...) or landmarks, the potential of the region grows.

As we said before, regulation about environment is labour of the European Union in collaboration with each country and the concrete regions. But, there is another important factor which can affect these enterprises which need the nature for doing it activity. Permit requirements, are necessary because the regional government impose norms to follow, some of which trying to impact as less as is possible the environment.

Compliance requirements, are other norms which are essential for being catalogued as rural establishment. That is to say, the enterprise has to fulfil some criteria, such as the location, size etc... in order to be classified as country enterprise. Despite having some environmental standards, the two types of above requirements no cease being legislation and for that, will be explained in the legal section.

Finally, contaminations. There is different articles from laws or Decrees, responsible for control the pollution and sanction the polluters. Depending on the activity of the enterprise, some laws has more importance than other. In our case Viñas Viejas has to take care with the normative about air quality, Volatile Organic Compounds, Environmental evaluation, Prevention and managements of waste, Environmental responsibility and Pollution of soils.

### Social

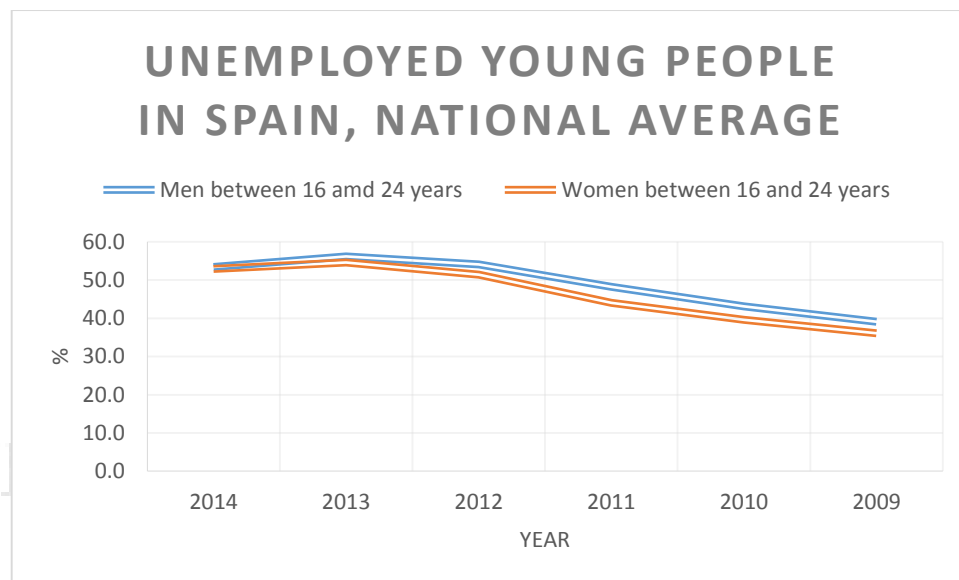
The location of Valencia Community (VC) at the east of Spain is an important factor in order to attract and improve the population's grow. This region is used too as a "bridge" between countries of north Africa and Europe and at the same time has very attractive weather along the year, reasons for the continuous growing of it population. As (Generalitat Valenciana, 2013) says on it report, between 2002 and 2012 Valencia Community has grown in more than 850.000 people. In 2012, the overall population of this region was 5.011.048 people, but from the total, only 1,426% (71.480 people) live on country conditions. On the other hand, density's population in VC is bigger than the national in more than 2 times, but country stats are very different. Since some years ago, one of the trends and at the same time a big problem for country development is the country exodus. In 2014, the density of population in big cities (in VC) was 344 people for each km<sup>2</sup>, while in rural municipalities, there was only 10 people. Another important detail about people who leaves country regions is that these are normally in age allowed to work, what means that only ancient or retired people continue living outside the metropolis. This is one of the main reasons for the country region's deterioration.

### Economic

Because of the global crisis, labor market in Spain has been deeply affected. Nowadays the general unemployment rate of all the country is 21%, high enough to affect touristic sector.

VC has been devastated and more concretely, young people, who are mainly interested in tourism labour. As the next graphic shows, between 2009 and 2013, national young people average of unemployment grew uninterruptedly. When we focus the attention on Valencia Community only, these stats are worse than nationals. In 2012, young unemployment was three times higher than before the crisis: 27.6% (Generalitat Valenciana, 2013).

Figure 4. Unemployed young people in Spain.



Reference: INE and own work

It's important to focus the attention on one fact: during the crisis, work only for people with high level of studies has been created. This part of the population that doesn't have university degree, has between 24% and 40% unemployment taxes. In VC these stats are still higher.

On the other hand, we have some good news. As each year, the "Instituto Nacional de Estadística" did a survey to a determinate number of families in order to find out the variation into the prices in different product categories between this and the last year. Thanks to this survey we can assert that Entertainment and Culture prices got down 2.6% compared with the last year. In front of that, Hotels, cafeterias and restaurants price rate is 1.1% higher than the last done survey.

### Legal

One of the most important things in order to manage a hotel is, the knowledge of the quality of the business. When we are talking about hotels, usually the distinction used among them is by Gold Stars. At a minimum, hotels can have one star and at most five gold stars. Spain doesn't have any national policies responsible for separating and determining the gold stars

every hotel has to have, because that question is answered by each regional government, individually. In spite of that, in the end there aren't big changes between each community. (Confederación española de hoteles y alojamientos turísticos)

However, there are some minimum requirements depending on the category (gold stars) of the hotel:

- 1 Gold Star: minimum 12 m<sup>2</sup> for double room, 7 m<sup>2</sup> for single one, 3.5 m<sup>2</sup> bathroom, elevator and heating.
- 2 Gold Stars: minimum 14 m<sup>2</sup> for double room, meanwhile 8 m<sup>2</sup> for single rooms. At least 3.5 m<sup>2</sup> for the bathroom, lift and some accessories in the room (safe, telephone and heating)
- 3 Gold Stars: At least 15 m<sup>2</sup> for double room, 8 m<sup>2</sup> for single one, bathroom with 4 m<sup>2</sup> minimum, air conditioning in public areas, heating, telephone in rooms, elevator, bar and safe.
- 4 Gold Stars: Double rooms minimum 16 m<sup>2</sup>, single ones 9 m<sup>2</sup>, bathroom with 4.5 m<sup>2</sup> and accessories (room telephone, heating, air conditioning, lift, bar and safe within the room)
- 5 Gold Stars: 17 m<sup>2</sup> at least for the double rooms, 10 m<sup>2</sup> for the individual, bathroom near 5 m<sup>2</sup>, telephone, heating, lift, bar, safe in room and air conditioning.

Restaurants have other type of classification. Depending on the part of the world you're located, this rating will be different, thus for example Spain rates it's restaurants with marks between 1 and 5 forks; Japan or London use Michelin Stars, meanwhile Mexico and USA, diamonds. Following the same behaviour as hotels, restoration policies depend on each Regional Government, but in the end, there aren't big differences between them. In our region, the policy which regulates this sector is the Decree 54/2010 and establishes five different types of restaurants (Cámara Castellón, 2000):

- Fancy restaurants: are rated with five forks and this information should be shown to the customers at all times (outside the organization, through the advertising papers and printed propaganda...). This category is the best as in human resources and infrastructure as service to the customer. Some characteristics are: uniformed personnel; first maître should know at least French and English; is only allowed to sell great branding wines; the kitchen must be equipped following strong rules in order to guarantee healthy and quality service; the main room should be ordered following once again a set of strong rules ...

- First category establishment: rated with four forks. It's similar to the previous, but less restricted as to the main room decoration.
- Second category establishment: three forks and has the minimum requirements in order to offer quality service. It's similar to the previous two, but much less strict.
- Third category establishment: is rated with two forks and offers diverse dishes. At the same time have some requirements for waiters, for instance how they have to dress. Doesn't have main maître.
- Fourth category establishment: one fork and has the basic elements people need for having a dinner. Simple decoration, small and varied menu and tidy personnel. Doesn't have main maître.

On the other hand hotels and other touristic activities can differentiate themselves with the Tourism Quality Standards. The most famous element of these standards is the brand Q, which is associated with high quality of the institution which is carrying it.

There are two different types of requirements for quality standard: related to the provision and other related to the quality thereof. In Spain there are six management bodies which manage the quality standards of the organizations: Spanish Institute for Quality Tourism (ICTE), Institute for Spanish Hotel Quality (ICHE), Institute for quality travel agencies (INCAVE), Institute for quality restaurants (ICRE), Institute for quality Spanish camping (ICCE) and Quality rural tourism association (ACTR).

On the other hand, tourist standards are positioned between the ISO 9000 certification and Business excellence model. In order to obtain some type of certification it's necessary to follow some steps:

- Evaluation criteria of the Quality System
- Criteria evaluation of Quality Standards
- Evaluation criteria of physical verification

These type of certifications are positive for both, customers and enterprises. For customers, because it guarantees them the adequacy of services to their needs, decreasing the uncertainty about which establishment they will choose. That certification offers them the certainty confidence in the responsiveness of staff and warranty of service.

On the other hand, for enterprises, it guarantees the improvement of its products and services, because it improves the competitiveness of the business and strengthens the position of the

company against suppliers. Other characteristic is the improvement of the motivation between employees and it's a way of advertising. (Ministerio de industria, energía y turismo y otros)

Restaurants are an important part of each touristic resort. There are some standards which can improve the business and seem more desirable to customers. Some of these standards are: ISO 9001 (quality management), ISO 14001 (environmental management), ISO 9001 + ISO 14001 (Integrated management system), ISO 22001 (food safety management), the brand Q, "mysterious customer" or service specialization (ISQ turística, s.f.). There are other types of quality standards, but the previous are those that fit with restaurant and hotels.

The previous are the most important quality standards enterprises can opt. But in our case, are very difficult to get and cost will be higher than the benefits. For that there is a list with other quality insignias which are interesting for Viñas Viejas:

- Green Key: Is an international program of hostelry certification promoted by FEE – Foundation for Environmental Education – with acceptance in 52 countries worldwide. Its main objective is to certify actions for improving the environmental development of enterprises, more commonly rural establishments and other recreational facilities. (ADEAC - FEE, s.f.)
- SICTED: "Sistema integral de calidad turística española en destino", by its acronym in Spanish, gives certification of quality to 193 destinations in Spain and 32 trades. Rural accommodation is one of these trades and Castellon is a destination available for being certificated. (SICTED, n.d.)
- Norm UNE 183001:2009 – This insignia is only for rural establishments. For getting this certification the enterprise has to be signed in as rural establishment in the register of each region and complete a questionnaire. That's a national norm for quality. (AENOR, n.d.)
- Certificate of Excellence Tripadvisor: this quality insignia has been created in 2010 and want to reward the good services offered by the enterprises signed in the web site. Every enterprise whose business is restoration, hostelry or attractions can be awarded with it. To get this quality award is necessary to have a rate equal or higher to 4 points when the maximum is 5, have a minimum amount of opinions in the webpage and have a complete profile on Tripadvisor.com at least since 12 months. (Tripadvisor, n.d.)

### 3.2.2. Microenvironment analysis

#### 3.2.2.1. Customers

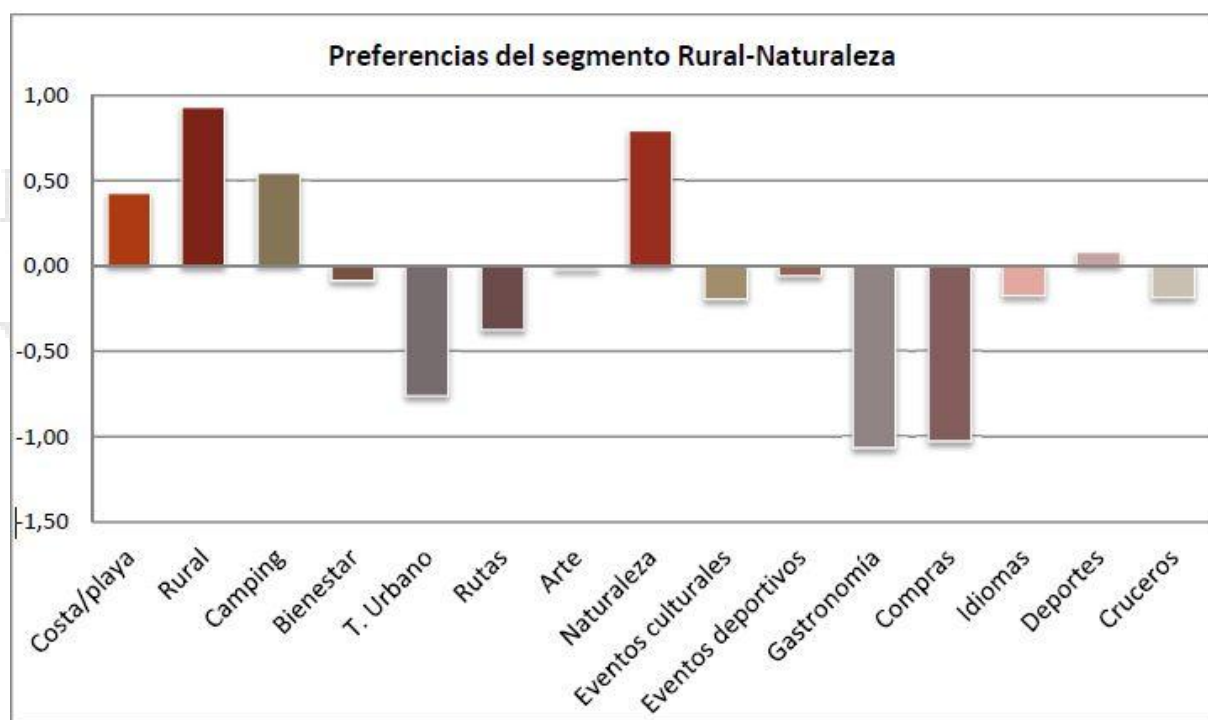
An important thing we have to take into account is the national customer's profile. Inside this type of tourism, in Spain we can differentiate two types of country buyers: social and experiential. In spite of the fact that the proportion between them is similar (44% and 56% respectively), it's important to stand out that both have different preferences when they think about country tourism. On one hand, social tourists' main idea is sharing and spending the time with their family or even friends, taking the trip mainly with this purpose. The biggest part of them is normally going on the trip with the family (57.1%), meanwhile 42% of them prefer to go it with some friends. According to one study, social country tourists are aged between 40 and 50 years old and because of their customer characteristics they prefer family treatment. They are more farsighted than experiential tourists and for that they are used to doing the bookings within a month in advance. Another important difference between both types of customers are what they want more when they visit some country tourist establishment. Social visitors top 3 of requirements are family treatment (57.5%), children play area (30.2%) and farm- animal activities (12.2). When they have to use sources to compare destinations, 67.2% use specialized web pages, near 70% give big importance to the photographs on the web page in order to have an idea about the place and the environment, they prefer to use the direct contact with the managers for booking and only 1 of each 5 visitors are used to give their opinion in some social webs, such as Facebook, Twitter or other. To finish with the social country tourists' explanation, we are going to talk about their location. Normally, the regions that are more attractive for these customers are Andalucía, Aragon, Cataluña and Navarra, but it they have others that are equally interesting for social and experiential tourists, which are Balearic and Canarian Islands, Valencia's Community, Murcia and Extremadura. (Escapada rural - observatorio de turismo rural, 2014)

On the other hand, there are the experiential tourists aged between 30 and 40 years old. The main purpose for them doing rural tourism is to do activities related to the environment and for relaxing. As the same study that investigated the social tourists says, these customers usually go to these kind of trips more than social tourists, around 3 times. More than 50% of them go with their partner. They have a little bit off different consumer behaviour if we compare both types of tourists. Experiential customers are used to booking as much separate and individual bedrooms as whole houses and what they rate more than every other thing are relaxing services on the destination. Their top 3 preferences are Cleanliness, Comfort and Environment. The main differences between both types of tourists are in their requirements: at this case experiential tourists want relax (49.6%), gastronomy (29.1%) and WiFi connection (24.7%). In order to choose the best destination, they use the Internet too and more than social

tourists. Near 75% consult specialized web pages and pictures on it are important in order to make decisions, they use both e-mail and telephone and usually share their opinions on social web pages more than social tourists (24,7% vs 20,1%). In the end, experiential tourists are used to going to the centre and north of the Iberian Peninsula, regions with an excellent environment for going on country trips. (Escapada rural - observatorio de turismo rural, 2014)

When we focus on international costumers we can differentiate another type of people interested in the same tourism as Spanish visitors. According to (Instituto de Turismo de España, 2014), which conducted a study on international customers interested in Spanish tourism, different types of activities exist which foreign people want of Spain. The next picture summarize this question.

Figure 5. International customers' preferences during their trip in Spain



Reference: (Instituto de Turismo de España, 2014)

The main conclusion of this study is a new segment of people interested in other activities more than the beach: segment Country-Nature. The customers who belonged to this category, are interested and the actually do more activities related to country environment, nature and camping. They also continue wanting seaside tourism, but it's not the first preference. The main countries issuers of people interested in these activities are Germany, Netherlands, Belgium and France, but United Kingdom and Portugal are concerned too- the first country because it uses Spain as first touristic destination and the second country because of the closeness it has to it.

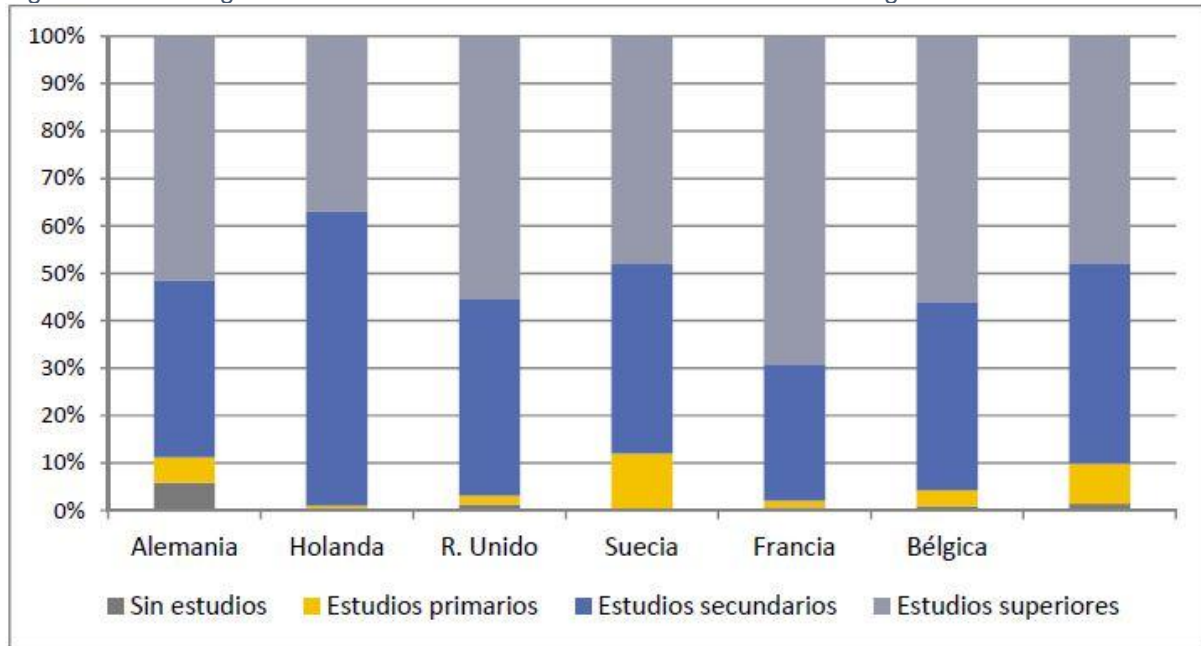


To continue with the (Instituto de Turismo de España, 2014)'s study, all these customers have similar touristic tastes, but we can't talk about them as a whole, it's necessary to do a little differentiations. First, they have different motivation when they choose Spain as country tourism's destination. Inside this parameter we can see 4 different groups of countries:

- France: people from this country want to live dynamic experiences while at same time they meet new cultures, feelings, tastes and learn about the environment and other things of the region they visit. They are very fussy and want adventure and originality.
- United Kingdom and Portugal: people belonging to the segment country-nature from these countries have a more vocational profile than French people. What they want is to discover the environment, the views and the culture and to relax. They normally avoid risky and entertainment activities.
- Central Europe: people from this part of the continent are in the middle of the previous two. On the one hand an important part of these countries (23%) – nature segment visit Spain with vocational motivation, but at the same time another important part of them (20%) do it to discover the lifestyle of the region.
- Finally, Sweden and northern Europe: The biggest part of the population (28%) want to relax, but nearly 20% want lifestyle tourism and the other 19% want experiential and educational tourism.

Secondly, it's important to mention the social and demographic profile. The main thing here, is that people who visit Spain with country tourism intentions are usually with high knowledge level and these visitors who are interested in meeting new cultures, feelings or tastes (France) have an even higher knowledge level.

Figure 6. Knowledge level of the main countries issuers of rural - nature segment.



Reference: (Instituto de Turismo de España, 2014)

When we speak about their occupation, the majority are skilled workers, a characteristic that seems normal when we say that they have a high knowledge level. Nevertheless, there exists it exist an important part of pensioners from central and northern Europe.

Except for Portugal, visitors are aged between 35 and 55, which means they are senior visitors. In Portugal the biggest part is between 25 and 45 years old. For that reason is interesting to attract people from our western neighbour. France and United Kingdom are similar to Portugal, but to a lesser extent.

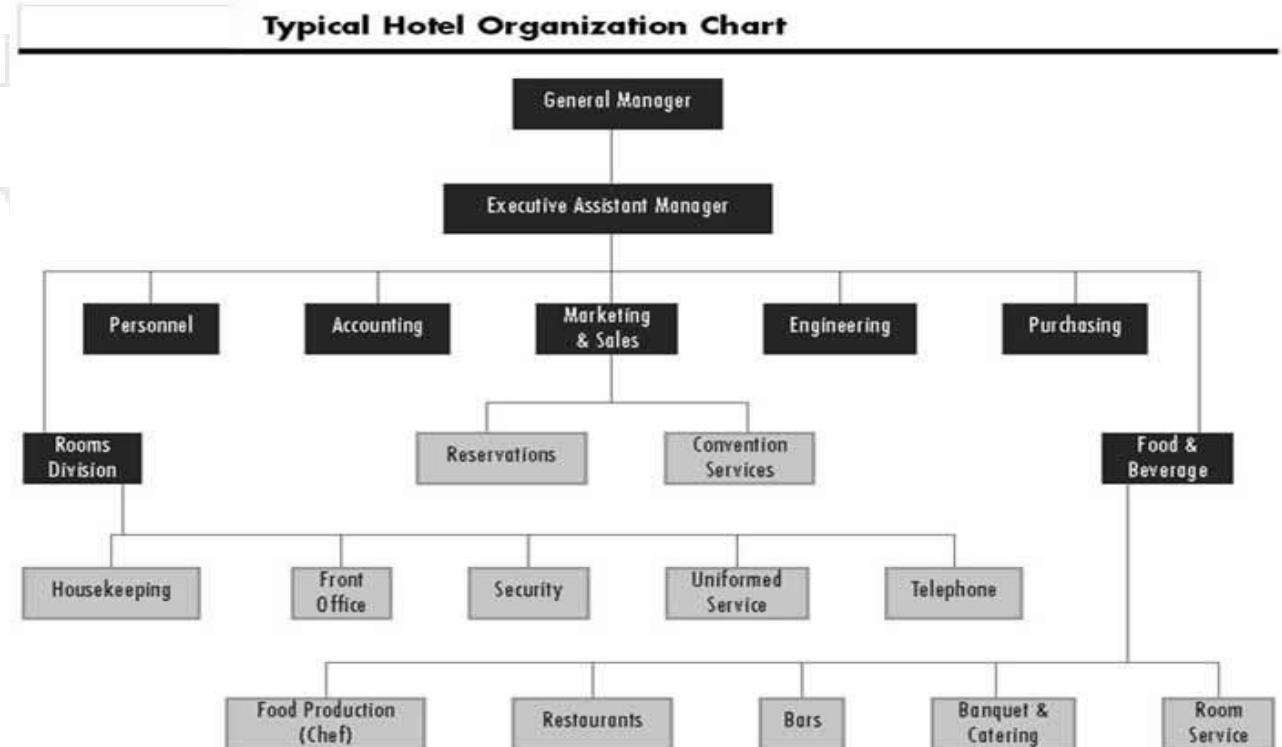
In order to close the study on the abroad customers, it's necessary to talk about the factors which, apart from the previously mentioned, are decisive for the decision of the final customer, but this time, the factors are linked to the supply. Within the segment which is interesting here, normally they chose their destination because of the environment, the nature and the views, fact that seems coherent when we speak about country tourism. But apart from this, there exist other relevant factors, such as the price, weather, security, calmness and the treatment. In this way, northern European countries are still more interested in good weather, so it's necessary to insist in the supply that good weather conditions aren't necessary linked to the beach and with that, try to focus the attention in the country tourism. Lodging quality is another important factor for northern customers, more specifically, customers from United Kingdom, Netherlands and Germany. Finally, Portugal is as much interested in the price as the security, so both factors have to be mentioned when suppliers want to attract customers from this country. (Instituto de Turismo de España, 2014)

### 3.2.2.2. Hotel's performance

Hotels are enterprises. Their function isn't to make products, instead its main function is to give shelter to the visitors. As the enterprise they are, they follow the same rules as other enterprises in order to develop and improve their benefits. In spite of the goal to provide shelter, hotels' management depends on different factors such as the size, the sector they are focused on (country, beach, urban, health...), people working within it, season of the year etc... For this reason, we can find differences in the inner workings. Performance but despite this, there are still some similarities every hotel has.

First of all, the organic structure or organization chart. It's a tool that illustrates the path that the information follows from the highest levels of the organization to the lowest. It serves to clearly show the distribution of jobs, responsibilities within the hotel and other important information. Obviously the size of this tool, depends directly on the size of the hotel.

Figure 7. Example of hotel's organization chart.



Resources: (HotelMule, 2015)

It's important to have a look at the costs. Within a hotel we can find different types of costs. To summarize, we can make the following groups: buying costs, production costs, seller costs, administration costs and financial costs. Within these groups we have direct - which can be imputed to a specific activity or department - and indirect - these are not clear about which department or activity have incurred in the cost - . And finally, we have fixed and variable

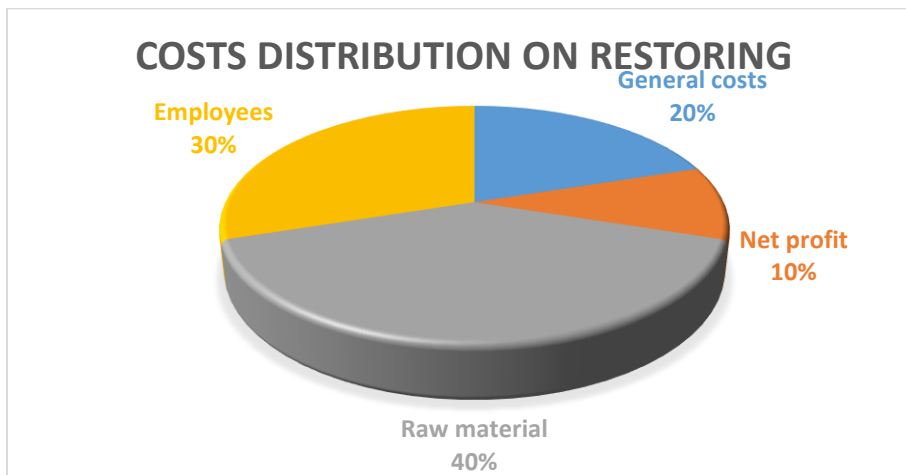
costs, depending on their variety because of the production: fixed doesn't change when the production grows or decreases meanwhile variable costs grow when we have more services to give and decrease when we don't have a lot of clients.

On the other hand these costs are grouped on "cost centres". It's possible to define these as the different units inside the enterprise which are involved in some costs and normally are grouped following some standard (the most popular standard depends on on the business departmentalization). Well, as we said in the previous point, the costs' amount will be different depending on the size (mainly) and other factors, but in general we can differentiate the next cost centres in a hotel's management (Pérez):

- Supplying: this cost centre is responsible of providing all raw material the hotel needs, in order to get the best service for the customer. Within this group we can find shopping services, cellar, warehouse for perishable and non-perishable products, variety store, cleaning or "white" department, responsible for towels, tablecloths and any other similar materials. (Pérez)
- Operation core: room service, restaurant and kitchen, cafeteria, communications, general services and lounges.
- Sells: seller central, marketing and advertising
- Administration: Direction and finance
- Indirect or auxiliary cost centres: reception and concierge, room attention services, stewardship, cleaning services, laundry etc...

The next graphic shows the typical cost distribution within a hotel. As we can see, the biggest part of expenses comes from raw material. Normally hotels have different sections as the previous organization chart shows. But the weak point of all these organizations is the food and beverage department.

Figure 8. Costs distribution on restoring.



Reference: own work

The reason is the lack of knowledge of which dishes will the customer consume. For that reason, managers have to invest a huge amount of resources in order to buy all of what the people could want, but in the end, part of these raw materials is going to mess up.

### 3.2.2.3. Competitors

Competitors of Viñas Viejas are all similar enterprises which cover the same need: leisure. This type of necessity can be covered with different types of activities, for instance, games or videogames, shopping, holiday trips, cinema, sports, extreme sports, reading, listening to music, festivals etc... However, it's difficult to analyse all of these leisure activities and all the enterprises that are working on it. For that, we are going to focus the attention only on country tourism enterprises that offer similar services as Viñas Viejas offers. At the same time, the study will be focused only on Spain and more concretely on the same region as Viñas Viejas, because country tourism is different depending on the location, so it isn't the same in Castellon as it is in Bilbao or Sevilla.

Viñas Viejas is, according to Spanish rating, a one-star resort. Having that in mind, the national competitors in the same category (1 star rating) are 1.153 enterprises in total (INE, Encuesta de ocupación hotelera, 2015). When we focus the attention only on Valencia Community we have the next table.

Figure 9. Hotel's resorts in Valencia Community.

QUANTITY OF HOTEL RESORTS IN VALENCIA COMMUNITY					
REGIONS	GOLD STARS				
	1	2	3	4	5
<b>ALICANTE</b>	<b>47</b>	<b>68</b>	<b>136</b>	<b>84</b>	<b>9</b>
inland	22	14	16	9	1
coast	25	54	120	75	8
<b>CASTELLON</b>	<b>34</b>	<b>53</b>	<b>49</b>	<b>27</b>	<b>1</b>
inland	15	22	18	4	0
coast	19	31	31	23	1
<b>VALENCIA</b>	<b>37</b>	<b>51</b>	<b>84</b>	<b>61</b>	<b>7</b>
inland	24	29	33	15	1
coast	13	22	51	46	6

Reference: (Valenciana, 2014) and own work

As we can see, in our region there are 118 one-star hotels, 47 around Alicante, 34 around Castellon and 37 around Valencia. But of all 53 hotels in Castellon, only 15 are inland, so they are country hotels. Looking at these stats we can conclude that Viñas Viejas' competitors inland Castellon are 15 enterprises. Coming up next we are going to glance at competitors on different status, to see the main differences between them.

- Hotel and restaurant Casa Palacio – 2 Gold Stars

Strengths: Offer bedrooms and apartments at the same time; cool and useful webpage; offer activity packs.

Weaknesses: Only offer double bedrooms and apartments; any quality insignia.

- Hotel Spa Xauen – 3 Gold Stars

Strengths: High variety of offers; it has SPA; offer high number of activities through another company.

Weaknesses: SPA's infrastructure poor and neglected; high prices; customer has to pay for some extras (safe, parking, room with terrace and room with river view); doesn't offer own activities apart from the SPA.

- Hotel Spa Rosaleda – 3 Gold Stars

Strengths: Web page in 2 languages; cool and useful; own store for buying artisanal products; SPA; huge restaurant with two different rooms.

Weaknesses: high price, at most three adults per room, it's not rural at all.

- Rural house Rosaire - Cirat

Strengths: close to high number of environmental activities; cheap; big, capacity of 17 people at most.

Weaknesses: doesn't offer activities; cooking is responsibility of customers as well as cleaning and other duties; clients have to rent all the house mandatorily.

- Rural houses Fuentes de Ayodar

Strengths: fully equipped; cheap; allow residence.

Weaknesses: Small; not enough information; doesn't offer activities; doesn't have restaurant.

- Great house, rural accommodation – Ayodar

Strengths: people don't have to pay for crib; big; fully equipped.

Weaknesses: is able for 6 people at most; don't offer activities; fares too old (since 2008); cheap for four people, but expensive for more.

- Rural house La Calma – Fuentes de Ayodar

Strengths: completely rural architecture; without television and internet, for maximum peace and relax.

Weaknesses: expensive; only for two people and a crib at most; small; without Internet and TV; no restaurant inside, people have to spend more money; cheap.

- Hotel La Valenciana – 2 Gold Stars

Strengths: high number of rooms; allow pets; cheap.

Weaknesses: web page could be done better; not enough information; doesn't offer activities.

- Hotel and restaurant Verdia - 1 gold star

Strengths: cheap extra beds, it works every days during the week (the population is 3 or 4 times Fuentes' or Ain's one).

Weaknesses: customers can't go with their pets, low range of activities and their prices grows extremely during the weekend (almost double 10€ during the week, 18€ over the weekend).

- El Moli del Duc – 1 gold star

Strengths: it has Tripadvisor's insignia for excellent service thanks to the customers' opinions, it's a country ambience specialist and it offer a discount of 25% over the week (between Sunday and Thursday).

Weaknesses: it's very small and it offers less information into the web page than its competitors and their dishes are too smalls.

- Hotel and restaurant Beniali - 3 gold stars

Strengths: Customers can buy typical products of the region (honeys, creams, oils and other...), it's a specialist in outside sports (for instance hiking) and the restaurant offer takeaway service with high number of innovative dishes.

Weaknesses: is located on small village, high prices and it's open only during the weekends.

#### 3.2.2.4. Environment

In order to improve the country tourism is important to know which the potential of the area is. In this marketing plan we will focus the attention on the Hotel Viñas Viejas, located on the village Fuentes de Ayodar in the area named Sierra de Espadan. Around this village we can find huge forest (around 700 hectares). This natural resource allow the enjoyment of several activities and the creation of interesting places to visit. The most emblematic places in the environment close to Fuentes de Ayodar, which are able to be visited alone, with family, friends or groups, are:

- El Pozo Negro: naturally created area by the water impact wear. As a result of that a relaxing place with clear water and natural pools has been created.



Figure 10. El Pozo Negro



Reference: (Arcos)

- Lentisco monumental de la Masá: a giant tree, the biggest in Valencia Community within the same sort and older than 200 years.
- Fuente de la Masá: a little fountain near to the “Lentisco de la Masá” with the visage of Santa Rita graven on the stone.
- Rio Chico: river, close to Fuentes de Ayodar, which is used for swimming in the summer, irrigation for local orchards and is a place where are living different sorts of plants and animals.

Figure 11. Rio Chico



*Reference: (Google)*

- Fuente del Rio: birth place of Rio Chico river. Is a curious place which worth a visit.
- Fuente del Zuro: Another fountain, this time near Rio Chico. Is too the start point of a walking route which finish on “El pozo negro”.

Apart from the environmental, this area has other historical, gastronomic and entertainment resources.

- San Roque’s church: a baroque style medieval church built between XVII – XVIII centuries.

Figure 12. San Roque's Church



*Reference: (Google)*

- La Masadica: ruins of an ancient farmhouse.
- Eras y Pajares: old buildings used time ago for harvesting duties.

- Cubo de pisar uva: ancient structure used for the wine production. No one knows the building date of this monument.
- Casco urbano: the own village, small town, less people and too much for seeing.
- Ethnologic museum: little museum within the village. This landmark is formed by different objects people was donating to be shown on public exposition. This objects has been used long time ago for the previous generation, but today aren't useful.
- Molinos: two windmills near the village. They aren't operating, but are still curious and interesting to be seen.

On the other hand, the environment is liable for trekking fans. It exist five different routes that people can enjoy and look the views. These routes have two difficulties: low and high. Four are easy and can be done by everyone, it doesn't matter of the experience. The last route is for people with experience, longer and higher than the other and for that need more time to be done. (Ayuntamiento Fuentes de Ayodar)

HOTEL - RESTAURANTE  
viñas viejas



### 3.2.3. Internal analysis

Figure 13. Viñas Viejas Hotel and Restaurant from outside.



Reference: Own work

Hotel Rural “Viñas Viejas” is a small enterprise focused on gastronomy and different entertainment activities, trying so to develop de region. Trying to take advantage of the environment where this business is located, is focused on all type of people who wants to feel closer the nature and enjoy some days doing different activities.

One important characteristic of this enterprise is that the managers are people linked with the village. They know the town, have family there and have a part of the social life in Fuentes de Ayodar. On the other hand, this enterprise have modern infrastructure with country architecture, done with public financing.

Inside the hotel consists of 7 rooms with capacitate for 20 people. These people can be dispersed in 3 double rooms with bathroom, 2 fourfold and 2 triples, both with bathroom too. Also there is a hall with chimney that is common to all the people who is hosted on the hotel. The big part of the rooms have beautiful landscape to the mountains. All these rooms are well equipped with air conditioning for the warm days in summer, heating for the medium cold and windy days in winter, television, WIFI connection and excellent views.

Figure 14. Individual room.



*Reference: (Google)*

This hotel also has a restaurant services. This part of the enterprise is able for 60 people and offer different type of products, food, alcoholic drinks, tapas...

Figure 15. Viñas Viejas' Restaurant



*Reference: Own work*

This place is also decorated in country style, following the rest of the hotel.

Apart from the main service that this and each hotel and restaurant offer to the customers, Hotel Rural “Viñas Viejas” give different activities, for instance: workshop craft beer, alternative leisure (live music, theatres...), workshop and photography competition, hiking trails, business meeting activities (coaching, training...) and other.

In Hotel Rural “Viñas Viejas” work between 2 and 9 people, depending on the customers there are and the season of the year. The managers are 2 men, Ferran Gil Vidal and Joaquin Rebol Soriano. The first is graduated Technician in Restoration, Technician in Dietetics and Nutrition and his profession is chef, with experience in different enterprises in spite of his youthfulness. The second is superior technician in sound, image, industrial electronics and audio-visuals and shows. The biggest part of his carrier has been done in front of the people, as animator, trainer camera man etc...

HOTEL - RESTAURANTE  
viñas viejas



### 3.2.4. SWOT Analysis

Figure 16. Strengths and Weaknesses

INTERNAL ANALYSIS	
Strengths	Weaknesses
Location	Small enterprise
Modern infrastructure	Same prices over all the year
Country architecture	Any marketing campaign
Huge restaurant	Bosses don't have bussiness knowledge
Selection of activities	No official quaility insignias
Capabilities to cook and organize activities	Managers' distrust of social networks
Own webpage	Does not have clients database

Reference: Own work

#### Strengths

Location: Viñas Viejas Rural Hotel and Restaurant is located in Fuentes de Ayodar, a pretty small village, in the northern part of the Natural Park Sierra de Espadán. It's completely



bounded by forest and other natural beauties. It has different flora and fauna and at the same time allows the enjoyment of the environment through activities such as hiking, trekking and mountain cycling.

Landscapes are amazing, air is fresh, there aren't distractions or stress and at the same time there are many things to visit and see or just quietly rest in peace in the middle of this natural area.



Modern infrastructure: In spite of the fact that the place in general is inhospitable, the buildings are pretty recent and look comfortable with some facilities which are more common in establishments with of higher quality. It offers complete services of accommodation and catering.

Country architecture: Both, the hotel and restaurant are completely acclimated on rural atmosphere, so when the customer is inside, they can feel themselves far away from big cities. There is a hall with board games, cassette stove, interesting touristic information, restaurant with country décor, etc...

Huge restaurant: the hotel is prepared for 20 hosts at much, meanwhile the restaurant can give service to the triple amount of people, that is to say 60. That is one of the biggest strengths of Viñas Viejas, because it can take advantage of this size and give catering services to everyone, in spite of not being hosted in the hotel.

Selection of activities: Viñas Viejas offers catering, restoration and other activities in order to entertain its guests. There isn't a list with the different things host can do, but there is a period of time they have for enrol in it. Up to now, guests have enjoyed theatres, live folk music, trekking routes etc...

Capabilities to cook and organize activities: bosses are people with recognized formation and provable experience in both areas of cooking and audio-visual shows and other entertainment. Joaquin Reboll has several diplomas related to entertainment and shows; meanwhile Ferran Gil Vidal is the responsible one for the kitchen, because of his formation as Technician in Restoration and Technician in Dietetics and Nutrition.

### Weaknesses

Small enterprise: Most of the time only two people work. The hotel only offers 20 spaces, which is less than the half of what is required by law. At the same time the enterprise doesn't have enough benefits in order to develop the business and at the moment it's focused on surviving.

Bosses don't have business knowledge: they have other strengths as we have commented before, but neither of them have business or marketing capabilities. They are motivated and want to develop Viñas Viejas, but neither have experience in the touristic sector.

No marketing campaign: the previous weaknesses are directly linked with the current. Because of the lack of economic resources and little business knowledge, there aren't any

marketing developments. As a result of that all the enterprise focuses its attention on attracting customers but without clear ideas about what to do.

No official quality insignias: there are different types of quality badges, but Hotel and Restaurant Viñas Viejas doesn't have any, meanwhile some competitors do. The size of the enterprise is probably the reason of that.

Managers' distrust of social networks: they prefer to feel the social interaction with people and exchange opinions, suggestions and complaints. Even so, they have Facebook and Twitter account and are using Tripadvisor in order to get customers.

Same prices along all the year: one of the biggest weaknesses. On peak season they could pay in more by their services than they are depositing, because of the growth of the customers. On the other hand they could get more customers off season if the price decreases.

Figure 17. Opportunities and threats.

EXTERNAL ANALYSIS	
Opportunities	Threats
Events	Location
Small competitors	Lack of TIC's investment
Favorable environmental conditions	Rural tourism competes with beach one
Growing interest of abroad customers in Spanish country tourism	Small town population
Large population movements towards to the Castellon's inland	Crisis
Special category of the restaurant: native food	Seasonal interest
	Governmental organizations could do more for the environment.

Reference: Own work

### Opportunities

Events: As we have said before, one of the bosses has formation on organization of events and also the environment allows the attainment of different types of activities in order to be more attractive to different types of customers.

Small competitors: Normally the sector's situation is the same for everyone. This enterprise can't compete with big ones, because doesn't have enough experience, resources and the same reputation as them and because of that they can take advantage of the current economic

situation. But small enterprises can't and with some creativity and the correct marketing actions it's possible to take advantage of the direct competitors.

Favourable environmental conditions: nature is a potential source for being exploited and is possible to blend the activities with the environment.

Growing interest of abroad customers in Spanish country tourism: More and more visitors are coming to Spain. There are some emerging countries which population is able to and want to visit Spain and in fact, beach tourism is becoming monotonous and people want new experiences and feelings. For that reason, interest on rural sector is growing, perhaps not big enough already in small enterprises as in big ones.

Large population movements towards to the Castellon's inland: Valencia Community population is the main emitter of customers. During the holidays, people who are tired of the beach, the sun and large crowds of people want some peace and relaxation. Some of them don't have enough time to spend on faraway trips and want to cover their needs with something closer and comfortable. Our regional inland is one of the best options.

Special category of the restaurant – native food: By law, restaurants and other businesses which offer typical regional food, can let the customers know about it, thus the designation "Special category" and in the end this characteristic can be essential in order to differentiate some rural enterprises from other.

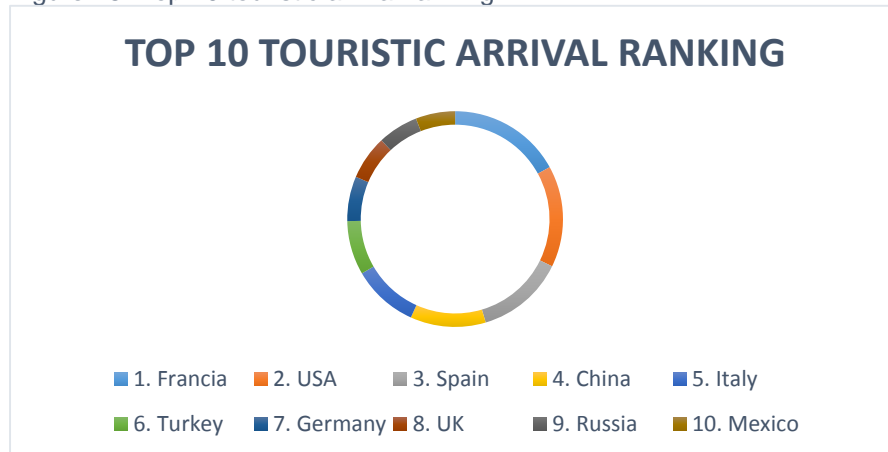
### Threats

Location: this characteristic can be both a strength and a threat. The bad point of the place where Viñas Viejas is located is the distance of the main cities. Public transport able to carry customer to the location isn't available and in fact, people is forced to use a car in order to move to the hotel. The trip is a bit long and that can raise doubts if it's as pleasurable and comfortable the trip as the experience will live there.

Lack of TIC's investment: There isn't, in general enough investment on technology of communication and information. The truth is the law strictly regulate which characteristics buildings have to have, as well as the infrastructure of rural hotels and restaurant, but that fact doesn't preclude some improvements in this area. Small enterprises doesn't have enough resources and perhaps that is the biggest problem.

Rural tourism competes with beach one: Spain has always been seen as beach destination. As the next chart show, Spain was in top 3 touristic destinations in 2014.

Figure 18. Top 10 touristic arrival ranking.



*Reference: (Organización mundial de Turismo, 2015) and own work*

The problem is the purpose of visit: people still prefer more to enjoy the sea than the rural environment. This trend is gradually changing, but at the moment international visitors don't prefer rural tourism.

Small town population: Fuentes de Ayodar only has around 500 people, the village isn't big enough to supply the enterprise with raw materials or customers. That mean more resources has to been invested in order to improve the enterprise.

Crisis: it's already a typical problem within the economy, but not only in the touristic sector. Rural trips are into the leisure category, fighting against a lot of activities for the customers' money. At the same time it's an expendable activity, so when the population is put in situation of choosing if want to survive or have fun, people disagree on spend money on something not essential for their lives.

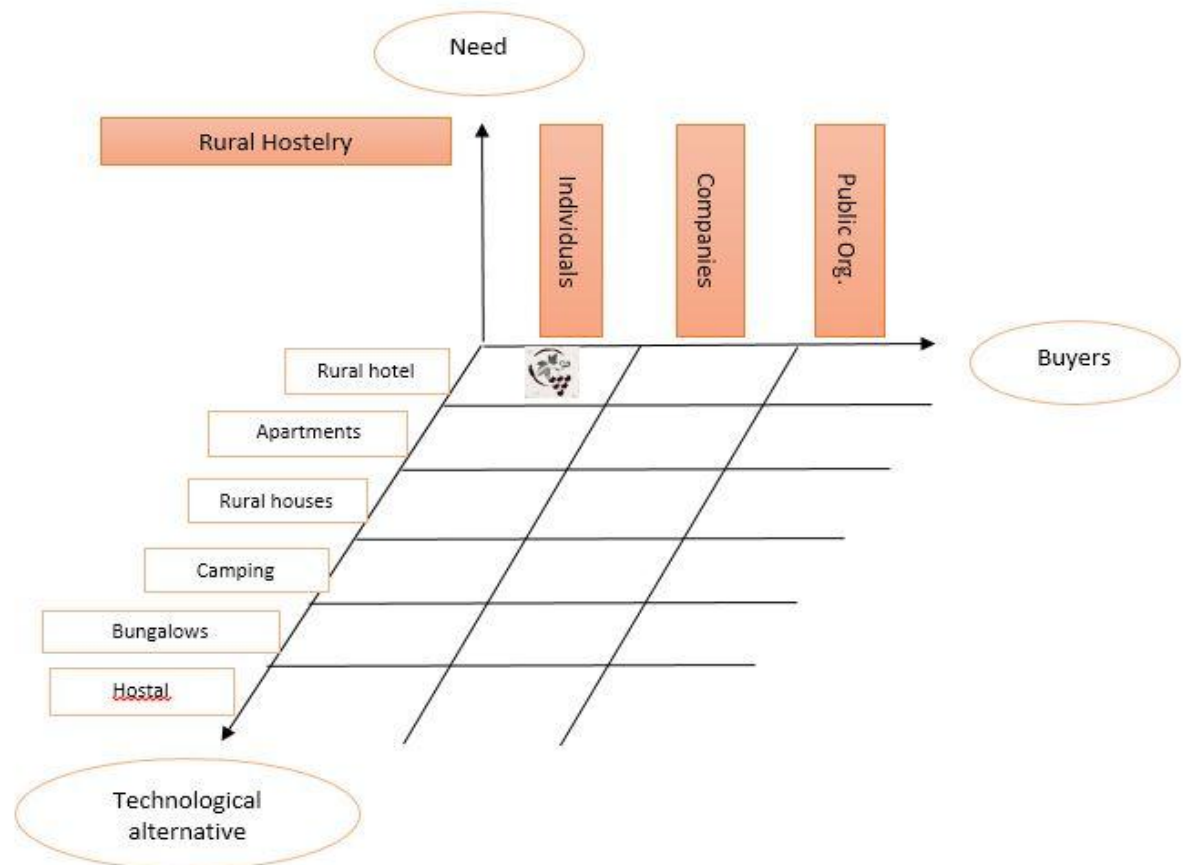
Seasonal interest: One of the biggest problems of tourism is the short period of demand. Vegetables, for instance, have to be bought every day and people buy them because need them to live. Cleaning enterprises, normally have to give service every day and don't depend on the season. But tourism is different. It's not essential for people's live and is highly dependent on the season. For that, enterprises have to know very well when is the top of demand and when the bottom.

## 4. TARGET CUSTOMERS

### 4.1. Segmentation

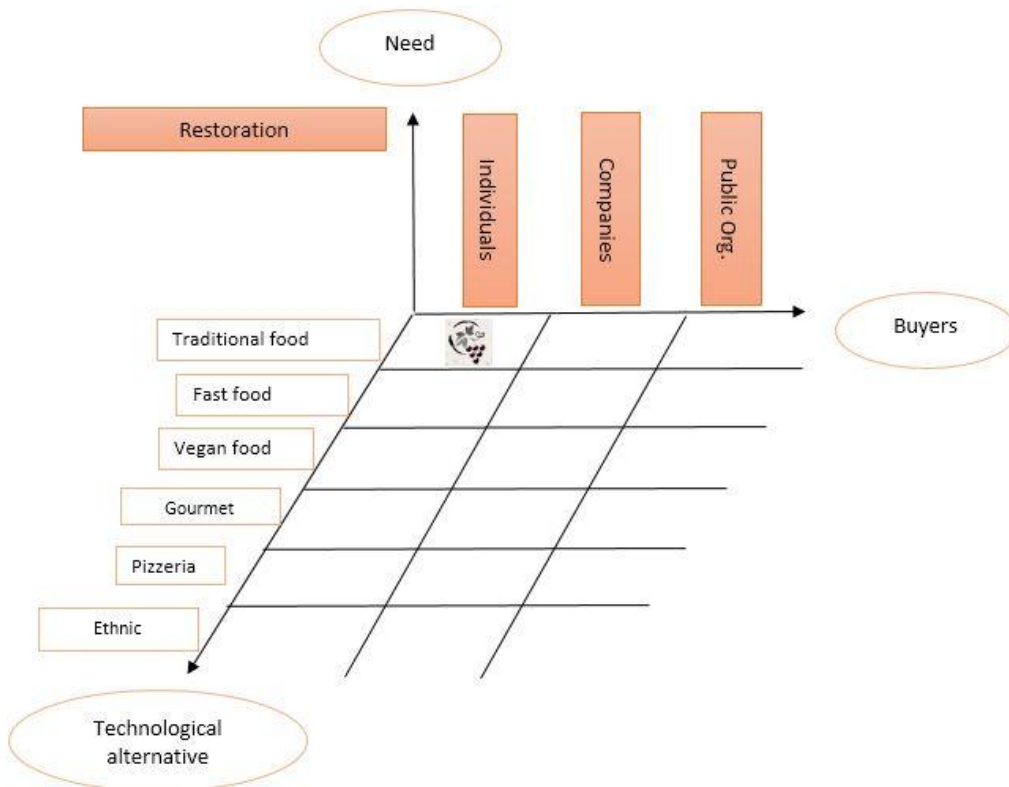
The following figures illustrate which is the Viñas Viejas' product-market. As we can see trying to cover the need of leisure, this company is focusing on individual buyers trying to satisfy them by means of three different activities: restoration, country tourism and group activities. For that, the following figures show the different positioning of the enterprise, taking into account the three needs it's trying to cover.

Figure 19. Hotel segmentation of Viñas Viejas rural hotel and restaurant.



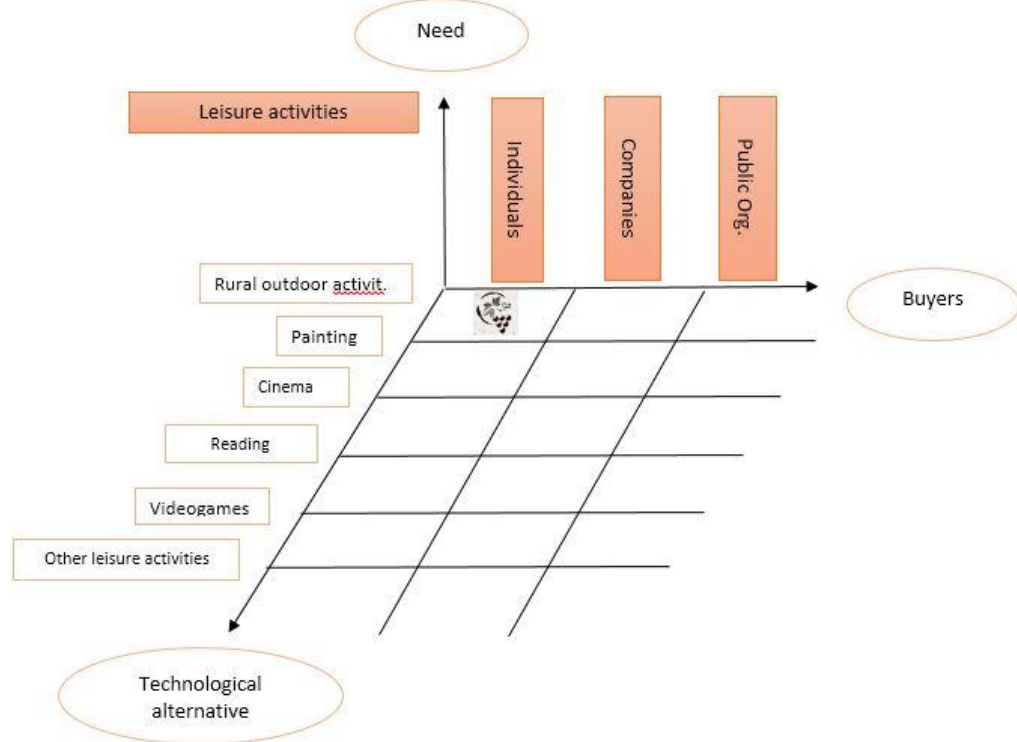
Reference: Own work

Figure 20. Restaurant segmentation of Viñas Viejas rural hotel and restaurant.



Reference: Own work

Figure 21. Leisure activities Viñas Viejas country hotel and restaurant's segmentation



Reference: Own work

Having in mind the previous figures, the individuals targets for Viñas Viejas are three categories:

- Families
- Friends groups
- Couples

We can analyse the market through 2 different points of view: demographic and psychographic. The first is related to external characteristics of the population such as age, income, education... The second one is related to internal characteristics, for instance personality, lifestyle, interests, attitudes...

Following the previous order the demographic profile of rural customer is different for each category. For the first category is not useful the demographic criteria because it's too general: usually are aged between 35 and 55 years and could have different educational and income levels. In spite of that, the psychographic analysis is more useful. This group would do rural trip on winter, spring or summer, all of these periods along the vacations and holidays. They are used to reserving big spaces (normally for all the family) and are very interested in establishments with kids' facilities, Jacuzzis, barbeques and pet admission and are very affected by the cleanliness. Their main motive for doing rural tourism is for being in contact with the environment and their decision in order to choose the destination is mostly based on blogs. The majority of them do these kind of trips one time per year, because of the difficulty to gather all the family and other factors. Finally we can say they aren't too sensible with the price and are more interested in trekking (alone and guided) than any other activity.

The second category, friends groups, prefer to visit some destination recommended by other friends or known people. Are aged between 18 and 30 years old, would do rural trips two or three times per year and the main motivation for doing it is to be in contact with themselves or with other members of the family. The price isn't important, because their wish is a different experience. This category is continuously connected, so an essential characteristic of the destination is the internet connection, for sharing their experiences and searching landmarks, routes of interest, other services etc... The activities they are interested in are 4x4 guided trip, horse riding, ravine tours and climbing, speleology and trekking.

Last, but not least the couples. Can't say some age rank in order to classify them, because is as normal to see a couple of 20 years as a couple of 65. What we can say about them is their interest about relaxing environment and their tendency to do these kind of trips two or three times per year. For that reason, they are still interested in Internet facilities, but only for sharing

their opinion and experience, because normally they do the trip with some plan or hired activities. In this point is good to analyse the different preferences between genders, because that could determinate which kind of interest will the couple have. Women are interested in guided trekking routes, regional food shopping, artisan memories shopping, landscapes and mountain visits, forest diversity, landmarks guided visits and discover the typical architecture of the place. On the other hand, activities which captivates men's minds are farm work, fishing, hunting, paragliding, climbing and ravine tours. Excluding the hunting, which is hated by women, the rest of activities are of mutual interest for both women and men.

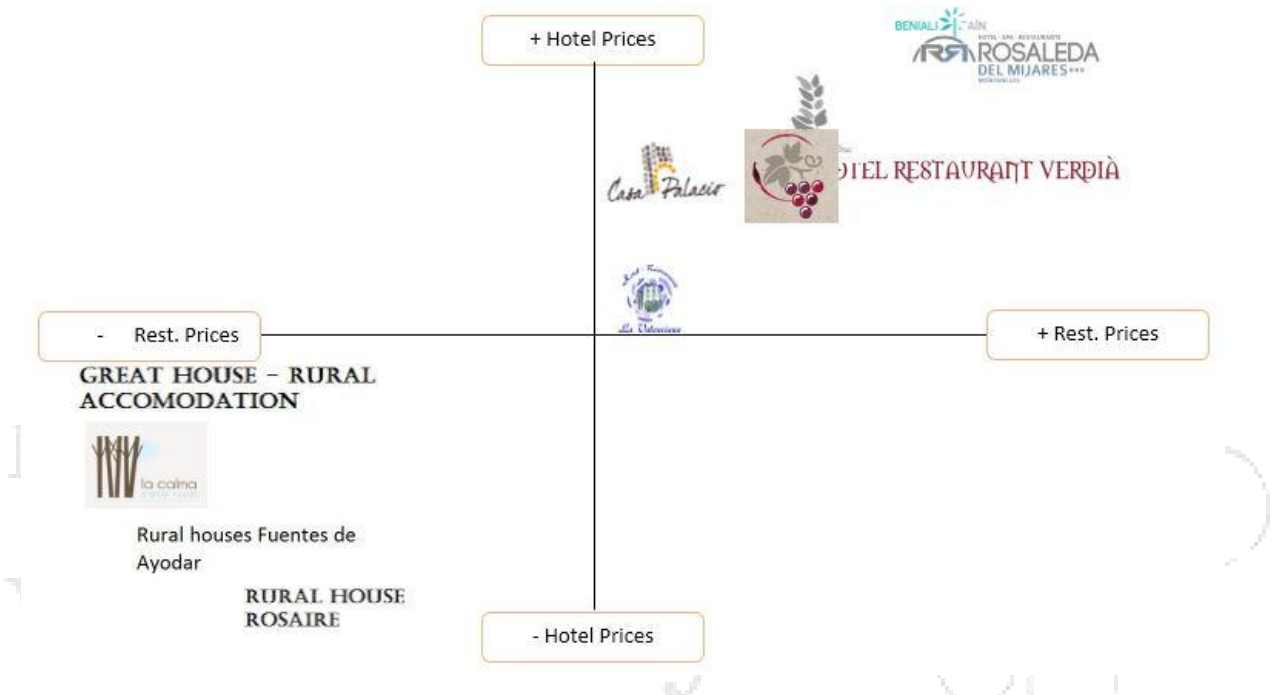
One common characteristic of all these customers is that they are "subscribers". Perhaps that's a recent type of customers and is based on the technology and Internet. As we said before, rural customers of Viñas Viejas visit the rural establishment at most 3 times per year and logically that's not enough for surviving. That's the reason for what is important to put the attention on the subscribers. They are people that, despite not visit repetitively the hotel, they will share positive opinions on their social media and other opinion blogs about their hotel stay. That's one of the biggest advertising campaigns and better than any other and whose effect is the improvement of popularity and thanks to that, other people will be interested on visit us. A study of (Escapada rural, 2015), 74% of customers don't repeat their trip to the same rural place, but 60.7% share their opinion on Internet and 27,7% do it on the web page of the enterprise.



## 4.2. Positioning

Once we have clear the different segments which Viñas Viejas is interested in, we will analyze the positioning in customers' minds comparing with its competitors following the next attributes: price of hotel place, price of restaurant menu, depth of activities portfolio and price of the hotel. (Keller, 2006)

Figure 22. Positioning based on room and restaurant prices



Reference: Own work

Figure 23. Positioning based on room and leisure activities prices.



Reference: Own work

## 5. OBJECTIVES

Having in mind the previous information about the economic environment and the enterprise, we can conclude the following objectives for Viñas Viejas.

### ***Mission***

The main purpose of this hotel is to give to its customers a place where they can wind down, feel harmony with the environment and taste a delicious regional food, but with a special flair of the chef, all of these in combination with different outdoor activities for the perfect weekend escape for families, couples or group friends.

### ***Vision***

Become the main rural hotel and restaurant of Sierra de Espadán.

### Corporate medium-term objectives

- ✓ Increase physical visitors in our hotel.
- ✓ Improve the quality of the services.
- ✓ Maintain the cooking style.
- ✓ Increase web positioning.
- ✓ Become a specialist in a certain outdoor activities.

### Marketing objectives

#### Objectives of commercial relationships

1. Get one quality insignia, in order to improve the confidence of potential visitors.
2. Receive less than 10% of complaints per month. This objective can help to improve the next one.
3. Achieve 50% of customers recommend Viñas Viejas to some friend or family and get more new customers thanks to previous clients' experience.
4. Improve the relationship with the distribution channels, by means of deals with public organizations of Fuentes de Ayodar or other suppliers.

#### Management objectives of marketing activities

1. Increase room sales by 15% in next 12 months.

2. Increase restaurant sales at less by 15% in next 12 months. Trying to use it size, get serve dinner service for both, hotel's customers and foreign people (people of the village, walkers, excursionists...)
3. Develop and implant new fare structure in the next year, distinguishing between high and low season and the different types of services the hotel can give (full board, only overnight...). Achieving this objective, will be easier to attract new customers, because the organizational structure will be more flexible (being adjusted to the needs of the economic environment) and more competitive.
4. Develop and implant programmed activities services in the next year. Trekking, hiking, gastronomic day and pet day, because these can be practiced in summer and in winter.
5. Improve online positioning, thanks the growth of Facebook and Twitter followers by 20% and web page visitors by 30% in the next year.
6. Implant customer's monitoring and control by means of database before spring.
7. Enhance customers' satisfaction, by means of improving reception of customers by means of actions before the arrival of customers, when he is accommodated, along maintenance and at the departure. (Alamillos, y otros)

#### Business financial objectives

1. Increase profits by 10% over the next year

## 6. MARKETING STRATEGIES

To analyse the strategies that Viñas Viejas can use, we're going to focus on three different points of view:

Figure 24. Marketing strategies



*Source: Own work*

In the first case, Viñas Viejas should be a niches' specialist, because should focusing the attention on customers with a determinate behavioural profile. On the other hand, as the own customers said in one survey (annex 123) they are really happy with the price they have paid and the services they've receive for this price, so another specialization of this enterprise is the relationship quality-price. At last, this hotel and restaurant is giving it services always in the same place and that place is essential for it quality. To summarize, having in mind the relationship with the environment and other competitors, Viñas Viejas is a specialist in customers, in geographic zones and quality-price.

In the second case, the competitive advantage should focused Viñas Viejas is specialization on a few market segments, as we said before couples, friend groups and families, because rural tourism is not wanted by all type of customers but rather by few. For that is important to focus on the needs of these segments and try to satisfy them as well as they want. The enterprise doesn't have enough economic resources to be a leader in differentiation and leader in low costs is not economically viable, because both the hotel and the restaurant have quality and isn't reasonable don't take advantage of that.

Finally, the growth strategy should be market penetration: increase sales of the current services trying to increase at the same time the market share, by means of the following

marketing actions. This is the correct strategy, because Viñas Viejas knows very well the terrain and what they offer and that will facilitate a lot the different actions.

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## 7. MARKETING PROGRAMS

Table 3. Actions plans

Action	Objectives
Organize gastronomic days	Increase room sales by 15% in next 12 months. Increase restaurant sales at less by 15% in next 12 months.
Organize outdoor activities	Increase room sales by 15% in next 12 months. Increase restaurant sales at less by 15% in next 12 months.
Organize dog weekends	Increase room sales by 15% in next 12 months. Increase restaurant sales at less by 15% in next 12 months.
Define new price packages	Increase physical visitors on site by 15% in next 12 months. Attract new customers.
Facebook promotional campaign	Increase Facebook follower by 20% in the next year.
Twitter promotional campaign	Increase Twitter followers by 20% in next year.
Discount coupons	Achieve 50% of customers recommend Viñas Viejas to some friend or family.
Amenities packs	Improve customers' satisfaction
Trade agreement with festival committee of Fuentes de Ayodar	Improve the relationship with the distribution channel
Implementation of client database	Get a quality insignia. Improve customers' satisfaction. Implant new fare structure.
Improve signage of key sites	Get a quality insignia. Organize outdoor activities.
Get a quality insignia.	Enhance customers' satisfaction

Resource: Own work

### 7.1. Product decisions

Gastronomic day: The biggest part of the cost of these kind of actions is the advertisement. But in that case, Viñas Viejas is going to promote the event through Internet (mainly Facebook and Twitter) and recommendation of people who was hosted previously there, so the cost will be only related with the raw materials. The period to sign in this activity should be a month and a week: the month to attract customers and the remaining week to prepare the raw materials and the establishment. Obviously the menu will be clear before the start of this

campaign and will be sheared on the social networks. Finally, the event will be focused over the night, the rest of the day the restaurant will serve the same menu as always.

The cost of this event will depend on the people who is going to assist, so it's difficult to say exactly which will be the investment. The length will be a weekend, preferably two days and one night. If this campaign success, the enterprise will improve it online positioning and probably will increase it web page popularity, the sales of rooms, of the restaurant and with all of that the benefits.

Outdoor activities: Joaquin Reboll, one of the proprietaries, has knowledge and experience about animation of events and it organization and at the same time, know the village and its suburbs so it's able to lead hiking and trekking routes. The cost for the enterprise will be free. The organization will be similar as the gastronomic days, with advance of a month and a week. The price will be shown latter. If this action succeeds the enterprise will gain room sales, restaurant sales, profits and secondly an improvement of it online popularity, through the comments and photographs people will share.

Dog weekend: It's a reality that people is each time more conscious and societies are evolving. Pets aren't already only animals you have in home, each time has more rights and people is becoming to see them as companions. Some European countries considers pets as normal people and accommodate their public and private business infrastructures in order to ease the integration into daily living. Public transport, shopping centres, restaurants, parks... are places that each time is more common to see animals. But in Spain, as in much other things, this open minded mentality is still arriving. There is still people don't want to share public transport, or meals with animals around, in spite of that the market segment of people for animals is very interesting and probably will earn supporters in next years. Spanish laws doesn't forbid the entrance of pets to public places and are the Regional Governments who regulates this. In Valencia are the owner who decide if pets can go and each time are more the establishments who allow their entrance.

Having in mind that, the idea is to organize a "Pet Weekend" only for people for animals and if the activity success, Viñas Viejas could think about amplifying it for all publics. The big problem with that is the linens' cleanliness costs. Have a look to the annex for more information. In order to organize and calculate costs for this event, people will have a month for enrolling on the activity and to say which kind of dog it have, for buying the food. Each dog

have for free a towel and the food is included in the price. If dog need a special food, is the owner who has to bring it.

## **7.2. Price decisions**

First of all, Viñas Viejas is calculating its prices based on the method of costs. This methodology is relatively easy to calculate the price, but the weakness is the lack of concentration on the economic environment and clients' needs. For that, in my opinion, each activity I've described before, should have different fares in order to maximize the benefits of each situation. So I purpose to change the pricing method from based on costs only to based on costs and competence. At this way the enterprise will be focused on the costs and won't be far away from current market prices. On the other hand, I purpose the next prices strategies:

- Penetration prices: prices which cover the costs, but lower than the competence, in order to encourage the customers to buy and test our services, trying to get faster high market quote. This strategy is perfect for products/services which are easily imitable as I purposed before.
- Periodic discounts: actually, Viñas Viejas doesn't differentiate between high season and low season. For that is a possibility to offer different prices depending on the season.

My purpose about prices is cover the costs (see annex 1) + a percentage of cost's effectiveness depending on the season and the activities.

- High season without activities:
  - Hotel:
    - Individual room: 32€ + breakfast
    - Normal double room: 55€ + breakfast
    - Big double room: 65€ + breakfast
    - Triple room: between 75€ and 85€ + breakfast. Depending on bed distribution.
    - Quadruple room: 95€ + breakfast
  - Restaurant:
    - Normal days, these without planned activities: fix menu for mealtime 15€ -10% discount for hotel's guests; for supper, free choice menu, price can vary.
    - Days with activities, see the point of each activity below.
- Low season without activities:



- Hotel:
  - Individual room: 25 € + breakfast
  - Normal double room: 45€ + breakfast
  - Big double room: 55€ + breakfast
  - Triple room: 70€ + breakfast
  - Quadruple room: 90 + breakfast
- Restaurant:
  - Days without activities, fix menu for mealtime: 12€
  - Days without activities, free choice menu for supper, price can vary.
- Outdoor activities:
  - High season:
    - Hotel:
      - Individual room: 35€ + breakfast
      - Normal double room: 60 + breakfast
      - Big double room: 70 € + breakfast
      - Triple room: 85€ – 95€ + breakfast depending on bed distribution.
      - Quadruple room: 100€ + breakfast
    - Restaurant:
      - Mealtime: 15€ - 10% if customer rest in the hotel.
      - Supper: Free choice menu, price can vary.
  - Low season:
    - Hotel:
      - Individual room: 28€ + breakfast
      - Normal double room: 50€ + breakfast
      - Big double room: 60€ + breakfast
      - Triple room: 73€ + breakfast
      - Quadruple room: 95€ + breakfast
    - Restaurant:
      - Mealtime: 11€ fix menu, without discounts.
      - Supper: Free choice menu, so price varies.

- Dog weekend:
  - High season:
    - Hotel:
      - Individual room: 42 € + breakfast + towel for the dog
      - Normal double room: 65€ + breakfast + towel for the dog
      - Big double room: 75 € + breakfast + towel for the dog
      - Triple room: 95€ + breakfast + towel for the dog
      - Quadruple room: 105€ + breakfast + towel for the dog
    - Restaurant
      - Mealtime: 16€ (including dog's meal. If the dog need some special food, is responsibility of the owner to bring it)
      - Supper: Free choice menu, price varies. 2€ dog's supper (If the dog need some special food, is responsibility of the owner to bring it.)
  - Low season:
    - Hotel:
      - Individual room: 35€ + breakfast + towel for the dog
      - Normal double room: 55€ + breakfast + towel for the dog
      - Big double room: 65€ + breakfast + towel for the dog
      - Triple room: 80€ + breakfast + towel for the dog
      - Quadruple room: 100€ + breakfast + towel for the dog
    - Restaurant
      - Mealtime: 12.5€ (including dog's meal. If the dog need some special food, is responsibility of the owner to bring it)
      - Supper: Free choice menu and 1.5€ dog's supper (If the dog need some special food, is responsibility of the owner to bring it).

- Gastronomic day:
  - High season:
    - Only for dinner: 17€ each person and 7€ children's menu. It's consider children between 5 and 10 years. Including drinking.
    - Dinner and accommodation: The same price by night for each room as without activities, but without the discount for guests of the hotel.
    - Supper: Free choice menu, price can vary.
  - Low Season:
    - Only for dinner: 15€ each person and 5€ children's menu.
    - Dinner and accommodation: The price by night for each room and is not included the discount for guests of the hotel.
    - Supper: Free choice menu.

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### 7.3. Promotion decisions

Promotion of Viñas Viejas will be focused on Internet, “Word of mouth marketing” and vouchers. So one promotion for gastronomic days could be raffle a gift voucher (through Facebook, Twitter or both) for two people only for who give “like” on the photo and share it publically in their walls. The winners will be announced publically on the network, at the end of the promotion (when finishes the month), and will consist on a discount of 50% of the residence this weekend. If people prefer not to share it, another promotion could be a discount of 25% of the residence, for the first 5 people who reserve.

Figure 25. Promotion of the gastronomic days.



Resource: Google images and own work

Promotion for Dog Weekends and outdoor activities will be similar. Because of they are scheduled activities is not possible to depend on word of mouth marketing, so the promotion will be completely focused on Marketing online. These activities could be redacted on the web page, because is property of the owners, and so improve the visits on the web page. These type of activities could be promoted by means of Facebook and Twitter advertising campaigns, the cost vary depending on the scope of the campaign.

Figure 26. Dog's weekend promotion.



Resource: Google images and own work

Figure 27. Outdoor activity promotion

FIN DE SEMANA SENDERISTA  
- VUELTA A FUENTES DE AYODAR -

"Apártate de los caminos frecuentados y camina por los senderos." - Pitágoras

Sábado 8 de Octubre  
a partir de las 10:00h  
Lugar de salida: Hotel Viñas Viejas  
Distancia: 8 km  
Dificultad: Baja  
Recorrido: Fuentes - Bailia - Fuentes  
Altura máxima recorrido: 704 m  
Tiempo: aproximadamente 2 horas y media

Más información y/o reservas:  
[www.vviejashotel.com](http://www.vviejashotel.com)  
964 61 81 11

Organizador:

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Resource: Own work

On the other hand, people who is going to Fuentes de Ayodar is mainly interested in relaxing and feel connection with the environment. For that, another purpose is give some “amenities” to customers. These amenities could be a little map or guide of the zone, because there is too much to see, but at the same time isn’t well signed. The cost of this is relatively low, because a file with 8 pages, laminated, size A4 and 150 copies costs 120€. At this case could be enough with the middle page for doing the map, so with 150 copies will be possible to make 300 guides. Having in count the hotel can accommodate at most 20 guests, for spending these 300 guides will be necessary to pass 15 customer’s turnover. Other “amenities” products can be backpacks (sponsored by the Festival Committee) or visiting cards.

Trying to create synergies and expand business relationships, make a deal with the Festival’s committee of Fuentes de Ayodar, in order to create some merchandising products or events, when the village’s festivals occurred. On the other hand, guests of the hotel have free pass for the public swimming pool (only over high season) and 10% discount in the dinner’s prices of the Viñas Viejas’ restaurant. That have to continue in the future, because is a good promotional action.

By means of the quality insignia, the confidence of people will grow, so can serve as promotional action. Viñas Viejas could give better image to its target. Thanks to that the visits will grow and the profits too, because the business will be able to raise the prices without a negative answer by its customers.

Another important type of promotion are the visits to the “third age residences”. The biggest part of the customers of the rural inland of Castellon are from Valencia. At the same time around the capital of Turia River are located 158 residences (3 edad org, 2016) for people bigger than 60 years. This people are very interesting target, because they need peace for their lives, don’t like noise and don’t like to be stressful and Fuentes de Ayodar offer all they can need: relax, good and accessible environment, good food and even a swimming pool if they want to refresh themselves.

On the other hand, Castellon’s third age residences are perfect opportunity for increasing the market quote, because as we analysed before, Diputación de Castellón is financing for a couple of months trips for retired people and around Castellón there is 28 of these residences (3 edad org, 2016). For that, another purpose is to visit these centres and offer to them our infrastructure and try to make a deal.

Some interesting third age residences are “RESIDENCIA DE ANCIANOS MONSEÑOR FERNANDO FERRIS” located in Onda, because is close to the location of our hotel and restaurant. On the other hand, it maximum capacity is 70 people, but it isn’t completely full, so could be successful to organize a gastronomic day for them. Another interesting residence is

“SARquavitae Monte Arse” located in Sagunto. This centre is able for 156 residential spaces, which is too much for Viñas Viejas hotel and restaurant. But there is another service this residence is giving to its customers: daily care. Apart from the people who is living continuously in, are another who only reside there during the day, because their families are working and need someone who care for their parents or other family members. In that case, Monte Arse has 20 places, which could be interesting for gastronomic days too with a small walk around the area. The route could be so:

- At the morning, the residence transport the retirees to the hotel (which can take an hour and a half at most).
- When they arrive to the place, Joaquin could show to them some interesting places of the village (which can take another 2 hours at most)
- Turning to Viñas Viejas, retirees will have a meal menu waiting for them (could be normal one, or specially prepared for the occasion) and before that they will be free to do two things: go to the pool (in high season) or rest nap. On low season, instead of the pool activity, visitors could use the play room with a big variety of board games.
- Before that Viñas Viejas could give a snack to them.
- At the end, at 19:00 more or less, retirees will take the road back to home (which will take another hour and a half at most), so they will be in Sagunto at 20:30, prepared to be picked up by their relatives.

If they won't use the rooms for sleeping during the night, but only for the rest nap (and not all of them) they will have a special prices. Menu + rest nap/swimming pool/board games + snack could be 30€ for each one.

Another residence is in Navajas. At most hour and a half from Fuentes de Ayodar, is small (54 spaces) so whole the centre could go for a gastronomic day in Viñas Viejas' restaurant without problems. The trouble could be for rest nap, if more than 20 of the visitors want to have a rest. In order to solve this, Viñas Viejas could offer a pack, without resting naps or board games. This pack could be, the meal, swimming pool (on high season) or walking around the area (low season) and a snack, pricing all of these with 24.90€.

In order to promote the hiking and trekking activities, could be good make commercial relationships with some organizations or associations dedicated only to these or similar activities. For that, following the example of the third age residences, I purpose to have some arranged visits to these associations.

One of it is the “Centre Excursionista de Castelló” located in front of the UJI. This center organize different mountain activities, included hiking and trekking, for its members and

normally the organizations is done by the same organization. So, could be great opportunity to contact with them and try to make a deal: the Centre Excursionista de Castelló will organize a route around Fuentes de Ayodar and in return, Viñas Viejas will give to them the restoration services.

Another interesting association is “Asociación Cultural Sendeando”. Its idea is to organize trips and trekking routes into the nature and legally is an enterprise, because is registered in the General Register of Companies, Establishments and Tourist Professions, as active tourism company. Following the same path as the previous one, this association organize different routes of several sports (including hiking and climbing). They make the route, attract people and normally are responsible for the transport since the starting point to the village or town where is going to be done the activity. It’s from Valencia, but depending on the activity they go to other regions, not only its surroundings.

In order to promote the enterprise and its products/ services expert conclude that one of the best options in order to distribute the services and measure them is the database. Viñas Viejas doesn’t have it and it’s too expensive yet to implant one. The second tool is the web page. And the page is over owners’ control so that could be the main promotional channel, together with social networks. My purpose is to upgrade the information on the web page, because the style is pretty cool, but the different sections could be better done. For instance, having a look to the next picture, we can conclude that could contain more information about daily menu, for instance, dishes, quantity of food that contain...

Figure 28. Restoration section on Viñas Viejas’ web page



Resource: Viñas Viejas’ web page



The next picture show my purpose as to the restoration section on the web page:

Figure 29. Possible new restoration section.



## Nuestro menú de hoy

### Entrantes

1. *Mejillones al queso, con un toque de salsa de la casa.*
2. *Montaditos vegetales.*
3. *Cucuruchos salados de salsa rosa.*

### Primer plato

1. *Crema de Calabaza.*
2. *Ensalada de espinacas, rúcula y caballa.*
3. *Albóndigas de pollo con salsa de la casa – de setas colectadas de la zona y calabaza –.*

### Segundo plato

1. *Hamburguesa Viñas Viejas: tomate, carne de pollo, mahonesa, queso de cabra, cebolla caramelizada y acompañada de patatas fritas.*
2. *Solomillo de cerdo con cebollas caramelizadas.*
3. *Albóndigas con salsa de verduras.*

### Postres

1. *Helado de nata y fresa, con un sirope de la casa.*
2. *Fruta*

Resource: Viñas Viejas' web page and own work

The same happens with the activities' section:

Figure 30. Activities section in the web page.



Resource: Viñas Viejas' web page

Doesn't offer any information when the biggest tool for captivating the attention to the clients is the web page. Facebook and Twitter accounts can show punctual promotions, but the information, should be in the web page. People should look the social networks and immediately go to the web page for more information.

Figure 31. Possible activity section on the web page.



*Resource: Viñas Viejas' web page and own work*

On the other hand, would be nice to implant a database in the future, because that makes easier the reservation when the web page and the database are linked. At the moment the reservations are done by phone, but the installation of an ERP (enterprise resource planning) will open more possibilities.

To finalize the promotional activities, one last purpose. A recent study of (Shively, 2016) shows that brands are every day more focused on online marketing, because they realized its importance for arriving to customers. There is a popular belief that the social network who is used and grows more is Facebook, but is far from the reality. The same study shows Twitter gets a 100% ratio of market penetration in May. That means in May and April the same number of accounts has been created. But the curious fact is other, the social network which is the trend of the year is Instagram. Having in mind these facts, my purpose is to create an Instagram profile and hire a person responsible for improving the online reputation of Viñas Viejas,

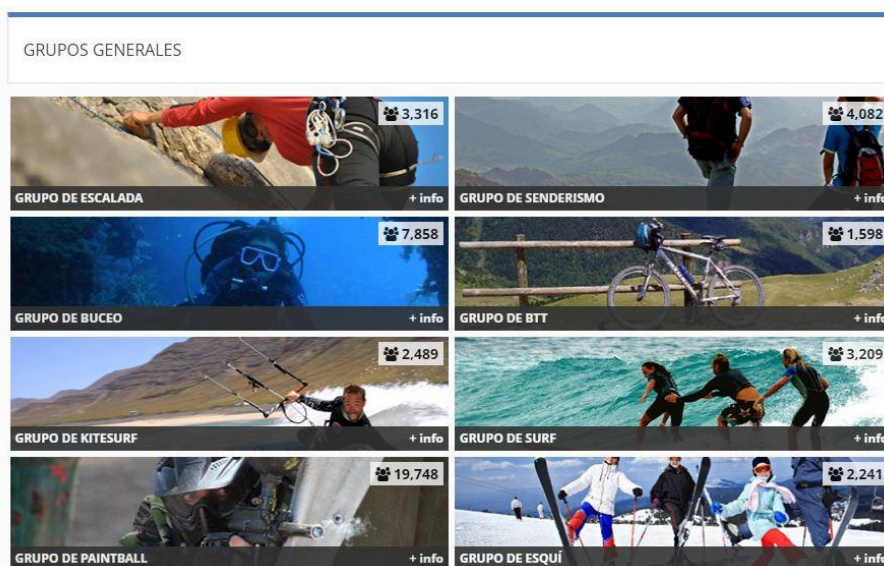
someone whose job will be focused on paying attention to these tools (Facebook, Twitter and Instagram). Could be someone that is used to use these social networks and know it functions, someone preferably young, between 20 and 30 years and could be someone close to the hotel or the owners, is not necessary to be external recruitment. Neither is necessary to be done now, this last purpose can be done in a medium term.

#### 7.4. Distribution actions

The distribution includes all the activities the producer do in order to get it product to the customer. Leaving aside special cases, when we are talking about services, is very difficult to give the service far away from the place where is produced, because of their characteristics (intangibility, inseparability, heterogeneity, perishability). It's not enough with having a good service, affordable price and interesting for the customers. It's necessary to be available for people who is interested in buy it. The distribution actions of Viñas Viejas have to be focused on reaching it services offers to its customers.

For that, distribution actions I purpose are maintain the position on "Tripadvisor's" web page and create accounts on other pages in order to get more customers – Yumping.com and senderismo.net. Firstly, "Yumping" is a social network only for adventurous sports, where are different selection of activities grouped on categories with common characteristics, for instance water activities, air activities, snow activities etc... Within this page, are different groups depending on the sports you're interested in, as the next picture shows.

Figure 32. Yumping webpage groups.



Resource: [Yumping.com](http://Yumping.com)

All enterprises which want to be a part of this family have to fill the next questionnaire and at the end can publish it offers of activities. This page is perfect for the hiking and trekking

activities, because is a specialized social network and it users can share their opinion whenever they want. Obviously, this is one advertisement tool and at the same time it's free. At the same time there are some filters customers can use in order to delimit it search, such as regions or activities, prices etc.

Figure 33. Trekking activity offer on Yumping.com



Resource: Yumping.com

On the other hand “Senderismo.net” is specialized web page on the organization of trekking and mountain activities. One strength of this page is the possibility to log in as a trekker, organization which job is organize trips or enterprise which offer other services, as accommodation, information, eating etc...

Figure 34. Senderismo.net log in options.



Resource: Senderismo.net

Log in and publish is free, so is a very interesting opportunity for Viñas Viejas for being part of this web page, advertise it outdoor activities.

Another interesting webpage is “srperro.com”, as the name suggest is dedicated to give dog information. Within this information it’s included “dog businesses”, useful advices related with the dogs and its development, section about lost and founded dogs and other type of information. The good and interesting thing for Viñas Viejas is the chance to create an account as enterprise for dogs.

Figure 35. Srperro´s log in section.



Resource: [srperro.com](http://srperro.com)

By means of this web page, Viñas Viejas could promote the “Dog weekends”. This page offer an informational badge that the establishment allow the entrance of dogs and that can be used as promotion in the own hotel and restaurant or the different social networks of the company.

## 8. VIABILITY

Table 4. Actions summarize

Action	Who is going to do it?	Price
Organize gastronomic days	Viñas Viejas' Restaurant	Raw materials cost
Organize outdoor activities	Joaquin Reboll – owner	Free
Organize dog weekends	Viñas Viejas' Hotel	Cleanliness cost
Define new price packages	Viñas Viejas' owners	Free
Promote Viñas Viejas at “third age residences” and other associations.	Viñas Viejas' owners	Fuel cost
Facebook promotional campaign	Viñas Viejas' owners	140€ month (can vary) (optional)
Twitter promotional campaign	Viñas Viejas' owners	50€ (can vary) (optional)
Instagram account	Viñas Viejas' owners	Free
Specialized web pages accounts for dogs and outside activities	Viñas Viejas' owners	Free
Discount coupons	Viñas Viejas'	Free
Amenities packs	Stationery	26,79€
Trade agreement with festival committee of Fuentes de Ayodar	Viñas Viejas'	Free
Implementation of client database	Engineer	25€ month (Can vary)
Improve signage of key sites	Fuentes de Ayodar's Town Hall	Free for Viñas Viejas
Get a quality insignia.	Public Organization	Can vary

- Fixed costs: 140€ (optional) + 26.79 + 25 + 50 (optional) = 241.79
- Variable costs: Raw Materials, cleanliness and fuel costs.

Next I'm going to do an estimation of the possible income produced by the different activities and actions proposed before. For more information about the computations, see annex 2. To summarize:

- High season without activities: 439.76€ benefits per weekend.
- Low season without activities: 329.76€ benefits per weekend.
- High season outdoor activities: 381.44€ benefits per weekend.
- Low season outdoor activities: 251.44€ benefits per weekend.
- High season gastronomic day: 523.6€ benefits per weekend.
- Low season gastronomic day: 367.8€ benefits per weekend.
- High season dog weekend: 470.44€ benefits per weekend.
- Low season dog weekend: 326.44€ benefits per weekend.

## 9. CONTROL

In order to ensure the fulfilment of the objectives is recommended to follow the next schedule.

Table 5. Objectives control.

Objective	Frequency	Method
Increase room sales by 15% in next 12 months.	Quarterly	Comparing reservations between both situation: after and before the changes.
Increase restaurant sales at less by 15% in next 12 months	Quarterly	Comparing total sales between both situations: after and before the changes.
Increase Facebook follower by 20% in the next year.	Monthly	Check Facebook amount.
Increase Twitter followers by 20% in next year	Monthly	Check Twitter followers amount
Improve customers' satisfaction	Monthly	Comparing complaints amount before and after the changes.
Activities Schedule	Biannual	Comparing the occupancy before and after the activities.

Once we have purposed different actions, will show a timeline. This schedule is for one year and it beginning is from July (1 = July). Colored squares means the extension of the action.

Table 6. Timeline

Action	1	2	3	4	5	6	7	8	9	10	11	12
Organize gastronomic days												
Organize outdoor activities												
Organize dog weekends												
Define new price packages												
Promote Viñas Viejas at "third age residences" and other associations.												
Facebook promotional campaign												
Twitter promotional campaign												
Instagram account												
Specialized web pages accounts for dogs and outside activities												
Discount coupons												
Amenities packs												
Trade agreement with festival committee of Fuentes de Ayodar												
Implementation of client database												
Get a quality insignia.												



## Activity's Schedule

# 2016

ENERO						
LUN	MAR	ME	JUE	VE	SÁB	DOM
			1	2	3	
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

FEBRERO						
LUN	MAR	ME	JUE	VE	SÁB	DOM
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29						

MARZO						
LUN	MAR	ME	JUE	VE	SÁB	DOM
						6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

ABRIL						
LUN	MAR	ME	JUE	VE	SÁB	DOM
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30

MAYO						
LUN	MAR	ME	JUE	VE	SÁB	DOM
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

JUNIO						
LUN	MAR	ME	JUE	VE	SÁB	DOM
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30		

JULIO						
LUN	MAR	ME	JUE	VE	SÁB	DOM
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

AGOSTO						
LUN	MAR	ME	JUE	VE	SÁB	DOM
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

SEPTIEMBRE						
LUN	MAR	ME	JUE	VE	SÁB	DOM
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30		

OCTUBRE						
LUN	MAR	ME	JUE	VE	SÁB	DOM
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

NOVIEMBRE						
LUN	MAR	ME	JUE	VE	SÁB	DOM
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30						

DICIEMBRE						
LUN	MAR	ME	JUE	VE	SÁB	DOM
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

# 2017

ENERO 2017						
LUN	MAR	MIÉ	JUE	VIE	SÁB	DOM
					1	
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

FEBRERO 2017						
LUN	MAR	MIÉ	JUE	VIE	SÁB	DOM
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28					

MARZO 2017						
LUN	MAR	MIÉ	JUE	VIE	SÁB	DOM
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

ABRIL 2017						
LUN	MAR	MIÉ	JUE	VIE	SÁB	DOM
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30

MAYO 2017						
LUN	MAR	MIÉ	JUE	VIE	SÁB	DOM
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

JUNIO 2017						
LUN	MAR	MIÉ	JUE	VIE	SÁB	DOM
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30		

JULIO 2017						
LUN	MAR	MIÉ	JUE	VIE	SÁB	DOM
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

AGOSTO 2017						
LUN	MAR	MIÉ	JUE	VIE	SÁB	DOM
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

SEPTIEMBRE 2017						
LUN	MAR	MIÉ	JUE	VIE	SÁB	DOM
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30

OCTUBRE 2017						
LUN	MAR	MIÉ	JUE	VIE	SÁB	DOM
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

NOVIEMBRE 2017						
LUN	MAR	MIÉ	JUE	VIE	SÁB	DOM
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30		

DICIEMBRE 2017						
LUN	MAR	MIÉ	JUE	VIE	SÁB	DOM
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

Gastronomic days: June 18th, July 23th, August 27th and September 17th of 2016. May 6th, June 17th, July 29th, September 2nd of 2017.

Outdoor activities: June 4th, August 20th, October 8th, November 19th of 2016. January 21st, March 4th, August 19th, October 21st and December 2nd of 2017.

Dog Weekend: October 22nd and December 3rd of 2016. January 14th, February 25th, April 1st, October 7th and November 25th of 2017.

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HOTEL - RESTAURANTE  
viñas viejas



## 11. ANNEX

### Annex 1 Cleanliness costs

#### External laundry costs

The following cost study has been done by the author of this project, with the consultation of a laundry industry's professional.

Room	Cost object	Cost	Total cost
Individual	2 bed sheets	0.37	0.74
	1 pillowcase	0.17	0.17
	1 bath towel	0.39	0.39
	1 sink towel	0.35	0.35
	1 bedspread	1.25	1.25
	1 blanket	2.5	2.5
	1 mattress cover	1	1
			6.4

Room	Cost object	Cost	Total cost
Double and big double	2 bed sheets	0.49	0.98
	1 pillowcase	0.17	0.17
	2 bath towel	0.39	0.78
	1 sink towel	0.35	0.7
	1 bedspread	1.25	1.25
	1 blanket	4	4
	1 mattress cover	1.5	1.5
			9.93

Room	Cost object	Cost	Total cost
Triple	6 bed sheets	0.37	2.22
	3 pillowcase	0.17	0.51
	3 bath towel	0.39	1.17
	3 sink towel	0.35	1.05
	3 bedspread	1.25	3.75
	3 blanket	2.5	7.5
	3 mattress cover	1	3
			19.20

Room	Cost object	Cost	Total cost
Individual	2 bed sheets	0.37	0.74
	1 pillowcase	0.17	0.17
	1 bath towel	0.39	0.39
	1 sink towel	0.35	0.35
	1 bedspread	1.25	1.25
	1 blanket	2.5	2.5
	1 mattress cover	1	1
			6.4



Room	Cost object	Cost	Total cost
Quadruple	8 bed sheets	0.37	2.96
	4 pillowcase	0.17	0.68
	4 bath towel	0.39	1.56
	4 sink towel	0.35	1.40
	4 bedspread	1.25	5
	4 blanket	2.5	10
	4 mattress cover	1	4
			25.6

Note: all the costs are expressed in € (0.37€ = 37 cents).

#### Electricity costs

This cost are approximated.

Electricity with ENDESA	0.09€ * 1 kw/h
-------------------------	----------------

Air conditioning				Total Electricity Costs
24 hours	70% on = 16.8 hours	AC Spending = 0.98 – 1.03 kw/h	Cost for 16.8 hours electricity = 16.8h * 1kw*0.09€ = 1.5€	Air Conditioning + light bulbs + TV + radio + other electricity costs ≈ 2€
	30% off = 7.2 hours			

#### Water costs

1 m3 of water	0.48€
---------------	-------

47 m3 are used by 4 people for 90 days	47/90 = 0.52 m3 daily consumption
	Average expenditure per day = 1€
	1€/ 4 people = 0.25€ daily water cost

The previous study is done following the data from an invoice, can vary.

Total Room Cost

Individual Room			Total
	Laundry	6.40€	≈21€
	Electricity	2€	
	Water	0.25€	
	Internet	0.233	
	Cleaning workforce	8€	
	VAT	21%	

Double Room			Total
	Laundry	9.93€	≈28€
	Electricity	2€	
	Water	0.5€	
	Internet	0.233	
	Cleaning workforce	10€	
	VAT	21%	

Triple Room			Total
	Laundry	19.2€	≈45€
	Electricity	2€	
	Water	0.75€	
	Internet	0.233	
	Cleaning workforce	15€	
	VAT	21%	

Quadruple Room			Total
	Laundry	25.6€	≈65€
	Electricity	2€	
	Water	1€	
	Internet	0.233	
	Cleaning workforce	25€	
	VAT	21%	

Note: The previous costs are indicative, have been created to get an idea, but can vary in the reality. For instance VAT is not the same on all the costs; laundry costs vary if hotel doesn't use a professional laundry and wash the clothes in its own washer etc.

### Restaurant costs

The following information is not 100% accurate.

Weekend investment	300€
Occupancy	6 people
% of use of weekend investment	83% (250€)
Menu	2 meals and 2 suppers
Ratio Investment/Occupancy	41.67€ for 6 people
Minimum retail cost	10.42€

Normally, cost of production is 30% of the cost of production. More or less 3.5€ is the cost of the menu for 1 meal.

## Annex 2 Viability pictures

Viability high season, without activities:

		High season without activities			
		50% of hotel's capacity (10 people)	75% of hotel's capacity (15 people)	10 people within the restaurant	15 people within the restaurant
<b>INCOMES</b>					
3 DOBLE ROOMS	330	330			
1 QUADRUPLE	190	190			
1 QUADRUPLE	0	190		280	420
1 INDIVIDUAL	0	64			
<b>TOTAL</b>	<b>520</b>	<b>774</b>		<b>280</b>	<b>420</b>
<b>TOTAL INCOME (2 NIGHTS + 2 MEALS)</b>	<b>800</b>	<b>1194</b>			
<b>COSTS</b>					
3 DOBLE ROOMS	168	168			
1 QUADRUPLE	130	130			
1 QUADRUPLE	0	130		208.4	312.6
1 INDIVIDUAL	0	42			
<b>TOTAL</b>	<b>298</b>	<b>470</b>			
<b>TOTAL COSTS (2 NIGHTS + 2 MEALS)</b>	<b>506.4</b>	<b>782.6</b>			
<b>FINAL RESULT (2 NIGHTS + 2 MEALS)</b>	<b>293.6</b>	<b>411.4</b>			
INCOMES BY 2 SUPPERS	300	450		300	450
COST FOR 2 SUPPERS	252.164	378.246		10 CUSTOMERS; 10€ EXPEDITURE; 2 SUPPERS	15 CUSTOMERS; 10€ EXPEDITURE; 2 SUPPERS
FINAL RESULT 2 SUPPERS	47.836	71.754		For analyzing, we're going to consider 10.42€ average cost by supper	
<b>FINAL RESULT 1 WEEKEND</b>	<b>341.436</b>	<b>483.154</b>		208.4	312.6

Viability low season, without activities:

		Low season without activities			
		50% of hotel's capacity (10 people)	75% of hotel's capacity (15 people)	10 people within the restaurant	15 people within the restaurant
<b>INCOMES</b>					
3 DOBLE ROOMS	270	270			
1 QUADRUPLE	180	180			
1 QUADRUPLE	0	180		240	360
1 INDIVIDUAL	0	50			
<b>TOTAL</b>	<b>450</b>	<b>680</b>			
<b>TOTAL INCOME (2 NIGHTS + 2 MEALS)</b>	<b>690</b>	<b>1040</b>			
<b>COSTS</b>					
3 DOBLE ROOMS	168	168			
1 QUADRUPLE	130	130			
1 QUADRUPLE	0	130		208.4	312.6
1 INDIVIDUAL	0	42			
<b>TOTAL</b>	<b>298</b>	<b>470</b>			
<b>TOTAL COSTS (2 NIGHTS + 2 MEALS)</b>	<b>506.4</b>	<b>782.6</b>			
<b>FINAL RESULT (2 NIGHTS + 2 MEALS)</b>	<b>183.6</b>	<b>257.4</b>			
INCOMES BY 2 SUPPERS	300	450		300	450
COST FOR 2 SUPPERS	252.164	378.246		10 CUSTOMERS; 15€ EXPEDITURE; 2 SUPPERS	15 CUSTOMERS; 15€ EXPEDITURE; 2 SUPPERS
FINAL RESULT 2 SUPPERS	47.836	71.754		For analyzing, we're going to consider 10.42€ average cost by supper	
<b>FINAL RESULT 1 WEEKEND</b>	<b>231.436</b>	<b>329.154</b>		208.4	312.6

### Viability high season outdoor activities:

		High season outdoor activities			
		50% of hotel's capacity (10 people)	75% of hotel's capacity (15 people)	10 people within the restaurant	15 people within the restaurant
<b>INCOMES</b>					
3 DOBLE ROOMS		360		360	
1 QUADRUPLE		200		200	
1 QUADRUPLE		0		200	420
1 INDIVIDUAL		0		70	
TOTAL		560		830	
<b>TOTAL INCOME (2 NIGHTS + 2 MEALS)</b>		<b>840</b>		<b>1250</b>	
<b>COSTS</b>					
3 DOBLE ROOMS		168		168	
1 QUADRUPLE		130		130	
1 QUADRUPLE		0		130	312.6
1 INDIVIDUAL		0		42	
TOTAL		298		470	
<b>TOTAL COSTS (2 NIGHTS + 2 MEALS)</b>		<b>506.4</b>		<b>782.6</b>	
<b>FINAL RESULT (2 NIGHTS + 2 MEALS)</b>		<b>333.6</b>		<b>467.4</b>	
INCOMES BY 2 SUPPERS		300		450	
COST FOR 2 SUPPERS		252.164		378.246	
FINAL RESULT 2 SUPPERS		47.836		71.754	
<b>FINAL RESULT 1 WEEKEND</b>		<b>381.436</b>		<b>539.154</b>	

As the supper is free choice menu, prices can vary. In order to do the analysis, we are going to consider the average expenditure of each customer by supper is 15€

300	450
10 CUSTOMERS; 15€	15 CUSTOMERS; 15€
EXPEDITURE; 2 SUPPERS	EXPEDITURE; 2 SUPPERS

For analyzing, we're going to consider 10.42€ average cost by supper

208.4	312.6
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### Viability low season outdoor activities:

		Low season outdoor activities			
		50% of hotel's capacity (10 people)	75% of hotel's capacity (15 people)	10 people within the restaurant	15 people within the restaurant
<b>INCOMES</b>					
3 DOBLE ROOMS		300		300	
1 QUADRUPLE		190		190	
1 QUADRUPLE		0		190	330
1 INDIVIDUAL		0		56	
TOTAL		490		736	
<b>TOTAL INCOME (2 NIGHTS + 2 MEALS)</b>		<b>710</b>		<b>1066</b>	
<b>COSTS</b>					
3 DOBLE ROOMS		168		168	
1 QUADRUPLE		130		130	
1 QUADRUPLE		0		130	312.6
1 INDIVIDUAL		0		42	
TOTAL		298		470	
<b>TOTAL COSTS (2 NIGHTS + 2 MEALS)</b>		<b>506.4</b>		<b>782.6</b>	
<b>FINAL RESULT (2 NIGHTS + 2 MEALS)</b>		<b>203.6</b>		<b>283.4</b>	
INCOMES BY 2 SUPPERS		300		450	
COST FOR 2 SUPPERS		252.164		378.246	
FINAL RESULT 2 SUPPERS		47.836		71.754	
<b>FINAL RESULT 1 WEEKEND</b>		<b>251.436</b>		<b>355.154</b>	

As the supper is free choice menu, prices can vary. In order to do the analysis, we are going to consider the average expenditure of each customer by supper is 15€

300	450
10 CUSTOMERS; 15€	15 CUSTOMERS; 15€
EXPEDITURE; 2 SUPPERS	EXPEDITURE; 2 SUPPERS

For analyzing, we're going to consider 10.42€ average cost by supper

208.4	312.6
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### Viability high season Dog Weekend:

		High season dog weekend			
		50% of hotel's capacity (10 people)	75% of hotel's capacity (15 people)	10 people within the restaurant	15 people within the restaurant
<b>INCOMES</b>					
3 DOBLE ROOMS		390		390	
1 QUADRUPLE		210		210	
1 QUADRUPLE		0		210	480
1 INDIVIDUAL		0		84	
TOTAL		600		894	
<b>TOTAL INCOME (2 NIGHTS + 2 MEALS)</b>		<b>920</b>		<b>1374</b>	
<b>COSTS</b>					
3 DOBLE ROOMS		172.2		172.2	
1 QUADRUPLE		132.8		132.8	
1 QUADRUPLE		0		132.8	312.6
1 INDIVIDUAL		0		43.4	
TOTAL		305		481.2	
<b>TOTAL COSTS (2 NIGHTS + 2 MEALS)</b>		<b>513.4</b>		<b>793.8</b>	
<b>FINAL RESULT (2 NIGHTS + 2 MEALS)</b>		<b>406.6</b>		<b>580.2</b>	
INCOMES BY 2 SUPPERS		308		450	
COST FOR 2 SUPPERS		252.164		378.246	
FINAL RESULT 2 SUPPERS		55.836		71.754	
<b>FINAL RESULT 1 WEEKEND</b>		<b>462.436</b>		<b>651.954</b>	

As the supper is free choice menu, prices can vary. In order to do the analysis, we are going to consider the average expenditure of each customer by supper is 15€

300	450
10 CUSTOMERS; 15€	15 CUSTOMERS; 15€
EXPEDITURE; 2 SUPPERS	EXPEDITURE; 2 SUPPERS

For analyzing, we're going to consider 10.42€ average cost by supper

208.4	312.6
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In that case, we have to have in mind next information in order to calculate the costs:

- Has been taken 4 dogs for 10 people and 6 for 15.

- Within room costs, are included cleanliness costs for the dogs (towels, water), restaurant costs includes dog food and supper incomes has been calculated having in mind 2€ per supper each dog.

### Viability low season Dog Weekend:

Low season dog weekend				
	50% of hotel's capacity (10 people)	75% of hotel's capacity (15 people)	10 people within the restaurant	15 people within the restaurant
<b>INCOMES</b>				
3 DOBLE ROOMS	330	330		
1 QUADRUPLE	200	200	250	375
1 QUADRUPLE				
1 INDIVIDUAL		70		
<b>TOTAL</b>	530	800		
<b>TOTAL INCOME (2 NIGHTS + 2 MEALS)</b>	780	1175		
<b>COSTS</b>				
3 DOBLE ROOMS	172.2	172.2		
1 QUADRUPLE	132.8	132.8	208.4	312.6
1 QUADRUPLE				
1 INDIVIDUAL		43.4		
<b>TOTAL</b>	305	481.2		
<b>TOTAL COSTS (2 NIGHTS + 2 MEALS)</b>	513.4	793.8		
<b>FINAL RESULT (2 NIGHTS + 2 MEALS)</b>	266.6	381.2		
INCOMES BY 2 SUPPERS	312	468	300	450
COST FOR 2 SUPPERS	252.164	378.246	10 CUSTOMERS; 15€	15 CUSTOMERS; 15€
FINAL RESULT 2 SUPPERS	59.836	89.754	EXPEDITURE; 2 SUPPERS	EXPEDITURE; 2 SUPPERS
<b>FINAL RESULT 1 WEEKEND</b>	326.436	470.954	For analyzing, we're going to consider 10.42€ average cost by supper	
			208.4	312.6

### Viability high season Gastronomic day:

High season Gastronomic day				
	50% of hotel's capacity (10 people)	75% of hotel's capacity (15 people)	10 people within the restaurant	15 people within the restaurant
<b>INCOMES</b>				
3 DOBLE ROOMS	330	330		
1 QUADRUPLE	190	190	170	255
1 QUADRUPLE				
1 INDIVIDUAL		64		
<b>TOTAL</b>	520	774		
<b>TOTAL INCOME (2 NIGHTS + 2 MEALS)</b>	690	1029		
<b>COSTS</b>				
3 DOBLE ROOMS	168	168		
1 QUADRUPLE	130	130	130	195
1 QUADRUPLE				
1 INDIVIDUAL		42		
<b>TOTAL</b>	298	470		
<b>TOTAL COSTS (2 NIGHTS + 2 MEALS)</b>	428	665		
<b>FINAL RESULT (2 NIGHTS + 2 MEALS)</b>	262	364		
INCOMES FOR 1 SUPPER	300	450	300	450
COST FOR 1 SUPPER	208.4	312.6	10 CUSTOMERS; 15€	15 CUSTOMERS; 15€
FINAL RESULT 1 SUPPER	91.6	137.4	EXPEDITURE; 2 SUPPERS	EXPEDITURE; 2 SUPPERS
<b>FINAL RESULT 1 WEEKEND</b>	353.6	501.4	For analyzing, we're going to consider 10.42€ average cost by supper	
			208.4	312.6

### In that case:

- Incomes of the restaurant are calculated having in mind only adult menu, without children's.
- Supper income is out of the gastronomic day, so it's paid apart by the customer.
- Gastronomic menu is for 1 meal (Saturday's).
- In order to calculate restaurant's cost for making the meal, has been considerate 13€ fix costs (10.42€ is the normal cost per 1 person and 1 food).

Viability Gastronomic day low season:

Low season Gastronomic day				
	50% of hotel's capacity (10 people)	75% of hotel's capacity (15 people)	10 people within the restaurant	15 people within the restaurant
<b>INCOMES</b>				
3 DOBLE ROOMS	270	270	300	450
1 QUADRUPLE	180	180		
1 QUADRUPLE		180		
1 INDIVIDUAL		50		
TOTAL	450	680		
<b>TOTAL INCOME (2 NIGHTS + 2 MEALS)</b>	<b>750</b>	<b>1130</b>		
<b>COSTS</b>				
3 DOBLE ROOMS	168	168	130	195
1 QUADRUPLE	130	130		
1 QUADRUPLE		130		
1 INDIVIDUAL		42		
TOTAL	298	470		
<b>TOTAL COSTS (2 NIGHTS + 2 MEALS)</b>	<b>428</b>	<b>665</b>		
<b>FINAL RESULT (2 NIGHTS + 2 MEALS)</b>	<b>322</b>	<b>465</b>	300	450
INCOMES BY 1 SUPPER	150	450	10 CUSTOMERS; 15€	15 CUSTOMERS; 15€
COST FOR 1 SUPPER	104.2	156.3	EXPEDITURE; 2 SUPPERS	EXPEDITURE; 2 SUPPERS
FINAL RESULT SUPPER	45.8	293.7	For analyzing, we're going to consider 10.42€ average cost by supper	
<b>FINAL RESULT 1 WEEKEND</b>	<b>367.8</b>	<b>758.7</b>	208.4	312.6

- Gastronomic day's viabilities has been calculated having in mind 1 meal and 1 supper, because this event is daily, that means is considered people comes the day before, have a supper, pass the night and before the meal left the hotel.

HOTEL - RESTAURANTE  
viñas viejas

