



UNIVERSIDAD DEL AZUAY

**FACULTY OF LEGAL SCIENCES
SCHOOL OF INTERNATIONAL STUDIES**

**“MARKETING PLAN FOR THE PROMOTION OF SERVICES OF HOSTERIA
TERMAL RODAS FOR THE FOREIGN TOURIST SEGMENT IN CUENCA”**

**Thesis paper prior to obtaining the
Bachelor's Degree in International Studies**

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CUENCA- ECUADOR

2021

DEDICATION

To God for being the source of my blessings, and to my parents for making my educational achievements possible.

ACKNOWLEDGMENT

I thank God for the blessings, strength and perseverance to continue on my path; to my parents for their ongoing support; and to all who supported me in this goal.

To my esteemed professor Matías Abad for his guidance and support in the preparation of this degree work.

A special thanks to my grandparents Susana and Enrique for allowing me to make their company the basis of this work.

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RESUMEN

En el presente estudio se diseña un plan de marketing para la Hostería Termal Rodas, con el objetivo de promocionar sus servicios dentro del segmento de turistas extranjeros en la ciudad de Cuenca, buscando generar nuevas oportunidades de negocio y competitividad para la empresa. A partir de una investigación de mercado, se identificaron fortalezas como buena atención al cliente y calidad de los alimentos; y, oportunidades de mejora como la falta de publicidad en redes y de promociones. Con esos insumos se proponen diferentes estrategias de marketing adecuadas al comportamiento del cliente extranjero y a la realidad de la empresa, con una dificultad de ejecución media y costos de inversión accesibles para la Hostería.

Palabras clave: plan de marketing, estrategias de marketing, publicidad.

ABSTRACT

In the present study, a marketing plan is designed for the Hostería Termal Rodas, with the aim of promoting its services within the segment of foreign tourists in the city of Cuenca, seeking to generate new business opportunities and competitiveness for the company. From a market research, strengths were identified such as good customer service and food quality; and, opportunities for improvement such as the lack of advertising in networks and promotions. With these inputs, different marketing strategies appropriate to the behavior of the foreign client and the reality of the company are proposed, with a medium difficulty of execution and affordable investment costs.

Keywords: marketing plan, marketing strategies, advertising.

INTRODUCTION

The economic and political crisis of the last decade has forced companies and individuals to seek new opportunities for economic development, through the innovation of ventures especially compatible with the use of new technology tools and the internet, in addition, it also forces us to understand the behavior of potential local and foreign clients for growth in the sale of products and services. On the other hand, the decrease in income as an effect of the growth of competition and the lack of innovation in the promotion of the company's services have generated the need to seek new solutions that allow attracting new customers, which is why through of marketing and its tools, the aim is to propose a plan that allows promoting the services of Hostería Termal Rodas among the segment of foreign tourists in the city of Cuenca, with the purpose of generating new business opportunities and competitiveness for the company.

Gómez (2013) mentions that the marketing plan is an organized and structured business management tool that analyzes the particular business model of each company and proposes a route to increase profitability and position it. The digital transformation within a company is an internal process, which is frequently presented by the need to adapt to change, this goes beyond the use of social networks; Digital marketing is a powerful tool that needs, in the first instance, to establish processes with clear objectives and proper strategic planning so that it can have an optimal result in the market, in other words, the incorporation of this tool is a variable that is it must adjust to the business model, the mission and vision of the company, the organization charts, among others (Fleming, 2000).

On the other hand, the Ministry of Tourism (2018), carried out a study called Profiles of the international tourist, which informs us that 58% of foreign tourists correspond to the

male gender, while 42% to the female, the average age of the tourist who visit Ecuador is 36 years old and the main reason for their visit is for vacations with 56.9%, while 18% for visiting a family member or friend and 17.1% for business. Foreign tourists stay in their Ecuadorian destination for about 8 nights. Of the tourists who annually visit Ecuador, 21.5% visit the province of Azuay and spend \$ 1283.70 per person during their stay, 6.1% of their expenses incur in tourist entertainment and relaxation activities, data that corroborate the viability of this study, understanding that the profile of a foreign tourist who vacation in Azuay has an important economic capacity that will allow the investment of these resources in thermal tourism activities.

In the development of this research, important factors are described and analyzed by which a marketing plan is designed for the Hostería Termal Rodas, with the aim of promoting its services within the segment of foreign tourists in the city of Cuenca, seeking to generate new business opportunities and competitiveness for the company.

At first a solid theoretical base is elaborated that bases and describes the most important elements of marketing, strategic planning aligned to marketing, digital marketing and understanding the context of the study, a section is also incorporated that comments on marketing and tourism . Subsequently, a diagnosis is made of the Hostería Termal Rodas, both of its macro environment through a PEST analysis, and of the micro environment, taking into consideration factors such as: market, competition, suppliers, consumers, clients and interest groups; It is also complemented with an analysis of the product, place, price and promotion, and to end the second chapter a SWOT is carried out to integrate and visualize the positive and negative aspects that intervene in the activities of the inn.

Next, a market research is carried out, for which a survey applied to the 25 foreign clients that Hostería Termal Rodas received in 2019 is used as a study tool, data with which a marketing plan is designed that takes advantage of opportunities for improvement and

turns them into a resource for the company. Finally, tasks are assigned, a budget is defined and indicators are proposed to measure the impact of the actions carried out, thus achieving the fulfillment of the objectives set.

CHAPTER I

REFERENTIAL FRAME

Introduction

To begin the development of this study, a compilation of important information is established within the subject of marketing within which the antecedents are presented in the first instance to then address the subject of strategic planning and marketing, digital marketing and finally the marketing and tourism; concepts that help to obtain a solid foundation by which the subsequent execution of the investigation is supported.

1.1 Background

The survival of a company at present is a process of constant struggle in the market, the adaptation of the business to new realities is a key aspect so that it can be maintained and grow, understanding that currently the environments have a very wide variability, These changes in trend by the consumer are mainly due to the accesses of technology (Gaynor, 1999).

Customers today constantly resort to technology making them increasingly more informed, this technological resource also facilitates access to various commercial proposals giving them a wider range when choosing a product (Karen & Asín Lares, 2005).

The digital transformation within a company is an internal process, which is frequently presented by the need to adapt to change, this goes beyond the use of social networks; Digital marketing is a powerful tool, it is necessary in the first instance to establish processes, with clear objectives and due strategic planning so that it can have an optimal

result in the market, in other words, the incorporation of this tool is a variable that must adjust to the business model, to the mission and vision of the company, the organization charts among others (Fleming, 2000).

Digital marketing is a tool that not only implies having social networks or a web page, this tool can generate such a big change and of such magnitude that it can displace traditional and solid companies, leading them to ruin, such is the case of the appearance of Uber or within the hotel industry models such as Airbnb, where individuals, without being professionals, provide a transportation or accommodation service at a fraction of the established price, generating a preference on the part of the consumer (Corrales, Coque, & Brazales, 2017).

Traditional and formal companies, in this sense, have a great disadvantage compared to these new collaborative initiatives, because they must comply with the standards established by the Law, such as affiliation with their workers, risk prevention programs, driving licenses. professionals or other requirements that they must have for their operation, while these new trends by individuals do not generate this dynamic, having lower expenses as they are not formal businesses and on the other hand there is an increase in people who seek to have extra income in home (Acero & Garzón, 2017).

1.2 Strategic planning aligned to marketing

Strategic planning is highly relevant today, this practice is an analysis of the qualities that a company has so that it can be competitive, it must be understood that strategy is a response to the environment that surrounds the company and changes in market behavior, therefore, for the company to be competitive in the market, it must have an added value different from the rest, for which it is necessary to constantly create different ways of attracting the client by providing quality services, understanding in a clear way where to

make a difference when offering a product (Lane & Kotler, 2006). Jerome McCarthy (2000, p.55) tells us that “Marketing is the performance of activities that can help a company achieve the goals that it has proposed, anticipating the wishes of consumers and developing products or services suitable for market ”, while Philip Kotler (Kotler, 2012, pág. 36), points out that it is the “social and administrative process by which individuals and groups obtain what they need and want through the creation and exchange of products of value with others”.

One of the factors that has the greatest relevance in the survival of companies is the updating of knowledge within the market, the commitment of managers is the key element so that various strategies can be developed, however if the company does not align to the new demands of the market and the organizations are managed in a traditional way; Without providing the appropriate resources to new technologies, they can become obsolete in the market, which will later cause your bankruptcy (McCarthy & Perreault, 1996).

1.2.1 Marketing research process

In order to carry out an adequate marketing research process, it is necessary to resort to the scientific method, that is, in the first instance, a problem statement must be made, where we formulate a hypothesis about what we want to investigate, from which a design of research which will show us the way to obtain the information, this resource shows us the research sources that we are going to use to continue with the study, then a survey must be done using the chosen method, this process It is the one that uses the greatest resources, this information must be transformed into data that allows decision-making (Hair, Bush, & Ortinau, 2010).

It must be considered that the formulation of the problem is one of the phases with the highest incidence, doing it incorrectly can generate consequences in the rest of the process, in this phase the various variables that affect the final result must be defined, such as the objectives, the environment of the results, the collection of information among others, these factors will contribute to the correct development of the investigation (Aaker, 1987).

Within the research process it is necessary to identify the kinds of research that must be carried out for the gathering of information, this can be carried out according to the object or type of information, depending on the object we can have exploratory or conclusive investigations, the first It helps us understand the causality of the information while the conclusive give us solid data with quantitative techniques. According to the type of research there are: qualitative that shows us the qualities of an investigation and they are exploratory in nature while the quantitative one provides tools with numerical and descriptive characteristics (Hernández, 1998).

1.3 Digital marketing

Digital marketing is called the application of commercial strategies carried out by digital means. This concept was born from the use of new technologies such as the internet, it is from this phenomenon that marketing finds new tools where strategic planning is linked to technological processes, where its main function is aimed at communication processes with the user (Del Olmo & Gascón, 2014).

In addition to the above, digital marketing is the application of marketing strategies carried out in digital media. All off-line techniques are imitated and translated into a new world; the online world. In the digital field, new tools appear such as immediacy, the new

networks that emerge every day, and the possibility of real measurements of each of the strategies used (MD Marketing Digital, 2019).

The main advantage of social networks is that they allow us to establish direct contact with both our clients and potential clients. In addition, if the tools are handled correctly, we will obtain a massive communication channel and a space in which we can investigate the market, for example, through surveys or analyzing the interaction with our brand (Broobe Online Agency, 2014). Faced with this, companies that do not have an adequate presence and image within the global digital space not only lose relevance and attraction in today's consumer, but also greater income.

Digital marketing provides many benefits to the company, it not only contributes to communication processes, it also helps to know and understand the needs of customers, to understand through algorithms what the trends are in such a way that the service can be personalized. Furthermore, it complies with traditional marketing activities such as customer acquisition, but in this case it is quantified by the number of likes (Álvarez, 2015).

We currently have SEO, which is the abbreviation from the Anglo-Saxon search engine optimization, which is the set of actions through which we seek to improve the positions within a page and provide the best option to the user when looking for specific information. Within the web, it must be taken into account that this search is often carried out by detecting text similarities, in the marketing process to optimize the results of a specific page it is called SEM, which is the acronym for Search Engine Marketing, this already It is an activity through the payment that positions directly to the pages, giving the possibility of putting your publication in the first positions of these pages (Navarro & Agulló, 2013).

It must be understood that understanding that Marketing has two objectives, the first is to reach the consumer on the one hand and in the second instance is to optimize resources, Digital Marketing provides important help when detecting the consumer's needs, through this tool It is much more feasible to carry out measurement indicators and therefore loyalty strategies can be developed in this way, issues of brands and positioning can be addressed (Pozo & Barriga, 2008).

Digital Marketing also involves a thorough study of the market, understanding the diversity of the competition, it is important for this to be able to understand consumer behavior, and detect the different trends, which implies having a correct understanding of the company, understanding the various processes and subsystems are developed and how these are linked to technological developments for which it is necessary to understand the business model (de Vicuña Ancín, 2018).

1.3.1 Phases for the implementation of digital marketing

Acero & Garzón (2017), indicates that in order to implement properly, the following phases must be taken into consideration, which are:

- Market analysis
- Define personnel and financial resources
- Adaptation to change

1.3.1.1 Market analysis

This process helps to collect information through various sources in a systematic and objective way, with the purpose of directing information which contributes to decision-making, minimizing risk in factors such as assumption or bias, this research contributes in the Marketing planning processes and for this it is necessary to analyze various types

of data, such as the macro environment, the micro environment, internal processes such as vision, mission and values or various parameters that are part of the institutional framework of the company (Malhotra, 2008).

For the information gathering processes it is necessary that it has a solid character, that is, that there must be a sufficient amount of information to be valid, in the same way it must be relevant, one that contributes to the needs that are sought, the information must also be accurate, accessible, current and predictive, these factors will guarantee the contribution to support decision making. Finally, when collecting information there must be a cost / benefit ratio, which indicates that in the search for information we do not have to spend more resources than these can benefit us (Trespacios Gutiérrez, 2005).

There are several purposes in marketing research, among which are:

- Market studies. - This helps us understand how the market is fluctuating, in this way we can make a decision or implement a product, in other words, they are all the actions that are carried out to know the response of the market.
- Positioning Studies. - This study allows us to understand how our company is in relation to the competition, to carry out this study it is necessary to perform it by a scientific method, in this way it can be determined if the product we are offering has an identity with the customer.
- Segmentation studies. - This study helps us to identify a type of clientele, their behaviors and the needs they have. In this way, we can redirect a product to this area.

- Demand and price studies. - This study helps us understand the value of a product and how it is priced in the market, and it is determined based on the customer's need for obtaining the product.
- Studies of quality of services. - It is the perception that a client has based on the service received, this study contributes widely to the feeling of a client in relation to the action of providing a product.
- Studies of quality of services. - It is the perception that a client has based on the service received, this study contributes widely to the feeling of a client in relation to the action of providing a product.
- Analysis of marketing communications. - This study allows us to identify how information is transmitted and how it is accepted by the client, it also helps us to identify if the client assertively understood the message sent..
- Research on the distribution channel. - This study does not show how the product reaches its destination from the moment it was created, this is important to know because there may be various manipulations in this process that deteriorate the product.
- Investigation of the brand value. - This study helps us understand how a product is valued by customers, it can be perceived positively or negatively by users.
- Analysis of the potential market. - This study helps decision-making when looking to implement a product in the market.

1.3.1.2 Define personnel and financial resources

Human resources have a great connotation within the marketing strategies that are applied within a company, this becomes evident at the time of alienating strategic planning

together with the staff, for which the loyalty of the staff is of vital importance, too. It must be taken into account that when applying a marketing strategy it is necessary to have specialists trained in this subject and that both the processes must be carried out with the products and with the personnel within the institution, that is, people must constantly update their knowledge so that the company can compete in the market (Barranco, 1993). For this reason, it is necessary to provide budgets for training and other activities that must be incorporated into the company, resources are used to attract new talents or retain them within the company, the management of human talent is very important above all. When it comes to customer contact, poor personnel selection processes sometimes cause bad impressions when entering a company, which can lead to workers who do not identify with it (Bohnenberger, 2017).

1.3.1.3 Adaptation to change

Customers today

It must be understood that globalization is currently present in all areas and that the use of technology represents a system through which the client can immediately obtain various types of information, this is a change more than anything from generations in which each person has a mobile device and that this in turn serves multiple purposes, among which they can interact not only with the establishment, but with the community in general (Gates & Bravo, 1999).

Therefore, the services provided by a company and especially in the area of tourism must adapt to this new technological era, the internet for example, has become a necessity within the service provided by a company and the lack of it, influences a direct way to the client's well-being, we must think that technology is not only a tool that helps us in

the marketing processes, but that our clients are also equipped with technology when using our services (Martínez, 2004).

Not only in these aspects, the client has undergone a transformation, but currently seeks to have unique experiences, tourism more than ever has been forced to find new ways of doing tourism, many of them carry out a particular way of go sightseeing like, for example:

Wellnes.- This type of tourism seeks to provide relaxation and health experiences, generally this market is focused on people who suffer from stress and anxiety problems, this being an alternative and prevention method for various diseases, this is a trend in full growth in which the client aims to maintain or improve personal well-being, seeking various alternatives that provide unique relaxation experiences, within which may include: massages, hot springs, spiritual encounters among others.

Adepts to tours. - These types of tourists are characterized by visiting the greatest number of places in the shortest time possible, they are also characterized by taking care of ecology, the experience that they seek to find diversities both in places and in the population, they regularly participate in anthropological activities or In constant search for the meaning of life, this type of tourism is generally transitory.

Cultural Tourist. - This tourism seeks to provide a cultural experience to customers, this being a market of great increase in which users generally visit archaeological sites and with historical relevance, this tourist is a person who knows archaeological sites, providing details about a locality or geographic area, these can also target museums or cultural venues.

Family tourist. - This type of tourism is focused on providing all the comforts and recreation offered by the tourist establishment, generally the prices include accommodation, food, and all the activities that the tourist can perform within the facilities, in this type of tourism the members of the establishment are focused on interacting with all members of the family, having activities for all ages.

Sports tourist. - This type of tourist seeks to experience tourism experiences linked to sports activities, in general visitors visit a certain place in order to be linked with a sport of preference, many of the times this tourist is attracted by various unique competitions of the place, this type of tourists seek to maintain optimal conditions for performance in the competitions to be entered, taking particular care in nutrition and physical conditions.

Gastronomic tourist. - This type of tourists seeks to have new culinary experiences, generally this tourism is promoted by hotel and restaurant companies, in this way the client can learn about different customs and traditions of a respective area. It is considered that the preparation of food shows in some way what the interaction with society is like (Acerenza, 2006).

Due to all these factors that have changed in recent years, the hotel industry represents new changes, the hotel and services market today more than ever must have a very high degree of competitiveness for new trends, these trends not only involve the technological factor but also the change of mentality on the part of the client, for this change of mentality it is necessary to have an adaptation process that allows in the first instance to know the new client and from there propose a service that generates a difference with the competition.

The processes that are generated within a hotel establishment must have several guidelines which must be permanently aligned so that they can generate a result, the

marketing processes must not only focus on external sales or advertising through social media, but must also be paired with the strategic mission, the creation of value and the human resource, all these components are essential for the company to develop in a synergistic manner (Broncano & Andrés, 2009).

The real change in tourism marketing will be the product of aligning various variables that ensure a quality image with a warm service, where the concepts or image of the company can be reflected in all workers and transmitted to all users of the same, these will be the experiential testimony of the product offered, this being the most important resource in this entire process, which will also allow to have a client on a frequent basis.

1.4 Marketing and Tourism

In recent years the tourism industry has evolved enormously. Currently 83% of tourists who seek information before visiting a destination, among the most requested information are airline ticket reservations, tourist tickets and accommodation, in addition today users have references through mobile media to take a tour (Ministerio de Turismo, 2019).

On the other hand, digital media are fully developed, since there is the possibility of evaluating the places that are visited, allowing to comment on negative references at the time of having a bad experience, which can be observed by various users deteriorating the digital image of the company, which affects when making a decision by the potential client (Bigné & Alcañiz, 2000).

At present, the European Union promotes the tourist destination through digital channels, this image is given largely by the quality of investment and resources that these designate to the creation of pages that keep tourists informed, constantly supporting development

from the market, this trend develops tourism and generates income (Quesada & Hervé, 2009).

For a company, especially a hotel company, to be competitive today, Palomino Sáenz (2014) recommends having the following components, which are:

- Unique selling proposition
- Outstanding image
- The proposal
- The testimony
- The action

The unique selling proposition. - The unique sales proposal is developed with the aim of creating an identity within the market, showing the product or the company with unique characteristics which differentiate us from the competition, this proposal must be easy for the user to understand, this is one part of who are we, where we show a specific product, associated with an image and with a specific way of doing it, in this way we satisfy a problem found within the market.

Outstanding image. - This component helps to show in a visual or audio-visual way the facilities, tourist attractions or infrastructures of the place; It must be taken into consideration that these images help to reinforce the value proposition and must be aligned with the business objectives, this audiovisual proposal will often be the first impression that the consumer has, so its content is often very focused to the services provided by an establishment.

The proposal. - The value proposition is a component that is based on market opportunities, and organizational skills and capabilities, characterized by providing a

unique service to the user, this proposal includes both structural factors, such as real estate, economic resources, or technology and a human component such as warmth or efficiency when carrying out a process, in this way we can orient our services to the needs of customers.

The testimony. - This part of the experience of the clients when they used our services, in digital marketing this component is of utmost importance because it becomes a review of the services that the user has had, the testimonial videos, can be advertised on various pages influencing the business in a positive or negative way.

The action. - The activity related to the closing of the purchase is called action, that is, the route that the user takes after seeing all the previous components, this space is the place where the client will choose or not for our services, the action is basically the purpose of a web page or an online service, in other words, this must be the goal that the user must travel to be a beneficiary of our services.

Chapter conclusions

At the end of Chapter 1, it was possible to know and verify the opportunities generated by marketing, especially digital, allowing companies to achieve an important position compared to others that do not use this resource.

On the other hand, it is concluded that tourism marketing is the product of aligning various variables that seek to provide a quality image with a warm service, which will be an experiential testimony of the product offered, allowing frequent customers.

CHAPTER II

DIAGNOSIS OF THE COMPANY 'HOSTERÍA TERMAL RODAS'

Introduction

In this chapter, a diagnosis of the situation of a company is made, for this it is important to understand how it interacts with the environment in which it operates, that is why an analysis of both the external and internal factors of the macro and micro environment is carried out. In this way, the needs that the company has, depending on the different realities, are better understood in order to subsequently set objectives as well as set goals.

2.1 Macroenvironment Analysis

The macroenvironment analysis includes demographic, political, economic, social or cultural factors, which represent all the forces that are not controllable by the company, this means that they are all consequences of the behavior of society. For the development of this study, a PEST analysis will be carried out.

2.1.1 PEST Analysis

This analysis is characterized by identifying the factors of the environment in general that will affect the development of the company. From the microenvironment analysis and internal diagnosis, we can perform a SWOT analysis that serves to contextualize the reality of it, being able to carry out strategic planning based on the results obtained from this study. This tool is highly used as it helps to describe the reality of the business environment, which will be carried out after the description of the factors: political, economic, socio-cultural and technological.

Political factors

Tourism is one of the activities that are projected in the future and is estimated as the second source of income for Ecuadorians after oil, for this reason in 2017 a national policy

called "open skies" was implemented, which seeks raise the level of competitiveness, where different alliances have been made with various airlines worldwide, which has allowed the interconnectivity of flights from various countries, thus improving the frequency of the countries (El Universo, 2019). For this reason, there has been international participation in various tourism fairs, which has contributed to making Ecuador known as a tourist destination, with a country brand called "Ecuador four worlds of diversity in one country", which shows the territorial diversity that includes the Coast, the Sierra, the Amazon and the insular region (20minutos, 2019).

However, the national tourism budget is too low, for example, in 2019 its allocation was just 18 million dollars, these resources barely cover salaries, so there is no dynamic that develops this field, another of the factors that are very alarming is that tourism policies do not have a long-term vision (Encalada, 2019).

On the other hand, we must also highlight the work carried out in the hotel sector by the Ministry of Tourism. This body seeks to promote and reactivate the economy, through promotions that have the support of public institutions. One of its most important campaigns is called ALL YOU NEED IS ECUADOR in which large amounts of money have been invested and through studies and analysis it presents videos or advertising from Ecuador in different countries or world-renowned events (20minutos, 2019).

In addition, in the search to strengthen the tourism sector in Ecuador, the *Plan Nacional de Turismo 2030* has been presented, which is a document that seeks to position our country's tourism at an international level as a model of sustainable and lasting development, respectful of the environment, careful of natural resources and their cultural heritage. In this way, the visitor's tourist experience is improved, offering innovation in tourist attractions through technology and the media, in addition this tool seeks to improve

the lines of action in: Destinations and Quality, Connectivity, Tourist Safety, Marketing and Promotion, and Promotion of investment (MINTUR, 2019).

It is worth mentioning how the current governmental situation in the country directly affects tourism, giving an impression of instability towards the tourist who contributes little when choosing a destination.

As the last point of this section, it is important to mention the Law of Water Resources, Uses and Use of Water that came into force since August 6, 2014, which prohibits the privatization of water, understanding that it is an indispensable resource for life ; However, it does not have any effect on thermal tourism, since it only offers a service that takes advantage of the properties of thermal water, enhances them and creates suitable environments to enjoy it, but in no way privatizes it (Secretaria del Agua, 2014).

Economic factors

Tourism at the international level contributes 9.8% of GDP, where 1 in 10 people obtain employment thanks to this industry. It is estimated that 277 million people are hired worldwide, while at the national level it is estimated that 493,985 people are hired in this medium; On the other hand, in Ecuador in 2017 there were more than 1,617,914 international arrivals, representing a growth of 14% in relation to previous years, which shows the impact of the advertising campaigns carried out by government agencies in different countries and events (Ministerio de Turismo, 2018).

In Ecuador, it is estimated that 904 thousand trips were made nationwide during 2018, which represents a growth between 25% and 27% of trips in relation to the previous year, which contributed to the occupancy within the hotel sector to a 42%, where an average rate of \$ 61 per room and \$ 55 per day of travel is considered (Ministerio de Turismo, 2019).

According to the Ministry of Tourism (2019), tourism demand in Ecuador increased in 2018 by 11% and specifically 51% in relation to 2017, with 1.3 million people entered by land, followed by 1,078,017 by air (without considering the increase in Venezuelan migration) being a total of 2.4 million people.

On the other hand, Ecuador's GDP in 2018 was 42,005 million euros, while it has debtor obligations of 45.78% of GDP, that is, its per capita debt amounts to 2,468 euros per inhabitant. In 2019, GDP fell by 0.2%, which indicates that there is a low standard of living based on the other countries in the GDP ranking (Producto Interno Bruto, 2019).

Interest rates have risen from 2013 to 2018 0.83 points, reaching 8.82% per year, the average inflation in the period 2011-2020 was 2.08% and the current dollar exchange rate is \$ 1.19 per every euro (Mayorga, Campos, Arguello, & Villacis, 2020).

Social factors

One of the most practical resources to stimulate a business within tourism in Ecuador, is to know the client who frequents our business in order to identify the type of service they are looking for, that is why the Ministry of Tourism in Ecuador has prepared a Study of the *International Tourism Profiles 2017*, a tool that serves as a guide to identify the characteristics of tourists who enter Ecuador and from there ideas and business models arise (Ministerio de Turismo, 2018). This document compiles more than 20 key variables for the market, which contribute to the behavior of tourists in consumption habits, destination preferences and even the products they buy the most when looking for a souvenir, in addition this manual is a powerful instrument that helps us understand the demographic characteristics of our population, such as age, education level, social status and economic conditions of those who frequent the country. On the other hand, it also presents us with a guide on where to publish the advertisements, which are the most

frequent visited by tourists, as well as the types of accommodation, the interest that tourists present when choosing a destination, among others (Alvarracín, 2017).

This study informs us that 58% of foreign tourists correspond to the male gender, while 42 to the female, the average age of the tourist who visits Ecuador is 36 years and the main reason for their visit is for vacations with 56.9% , while 18% for visiting a family member or friend and 17.1% for business. Foreign tourists stay in their Ecuadorian destination for about 8 nights. Of the tourists who annually visit Ecuador, 21.5% visit the province of Azuay and spend \$ 1283.70 per person during their stay, 6.1% of their expenses incur in tourist entertainment and relaxation activities (Ministerio de Turismo, 2018).

Finally, it is important to emphasize the increase in nature and relaxation tourism, Hair, Bush, & Ortinau (2010) mention that the preferences of foreign tourists are oriented towards relaxation activities, because one of the main reasons for visiting another country is for vacations, which includes rest, relaxation and entertainment.

Technological factors

Tourism is a market that has been developing widely through smart devices, currently there are 83% of tourists who turn to their mobile devices to obtain information prior to the trip, there are also many more advantages such as: booking flights, land or river transportation, booking hotels and restaurants or looking for a personalized experience with a particular dynamic, such as sports, gastronomic, cultural or entertainment tourism (Comercio, 2016).

Technology has generated interconnectivity with service users, who provide specific information on the experience, for example: service quality, infrastructure conditions, price-quality ratio, among others. It must be taken into consideration that most clients

have mobile devices that allow them to have almost immediate and updated information (Valles, 1999).

On the other hand, technology is present in the implementation of computer systems that contribute to providing a more pleasant experience, as well as mechanisms for the safety of users or the improvement of an activity that can be sports, gastronomic, among others (Valles, 1999).

At present, technology allows complete tourism planning, through the use of applications such as Kayak, Despegar.com and Hopper, which allow the reservation of flights and even suggest tentative dates where prices tend to devalue so that the person can have economic access to this service, in the same way for accommodation, tools such as Airbnb and Booking.com provide various accommodations that fit the budget of the tourist, who also use Trip Advisor, Facebook and Instagram to read reviews about places that They plan to visit or look for activities to include in their itinerary (Alvarracín, 2017).

2.2 Micro environment analysis

A microenvironment is made up of factors in which we can influence when implementing an action, that is, all these forces are in close proximity to the company. Within a company we can appreciate conditions such as: the clientele, that is, the users of the facilities, the contact with the suppliers who contribute in good commercial relations providing a good reputation to the company when requesting loans, and any dynamics or external event that affects the Hostería Termal Rodas.

2.2.1 Market

The Baños de Cuenca parish has become one of the main tourist attractions of the city, this is due to the large number of hot springs that this region has, this market attracts

national or international tourists to enjoy the benefits of the waters volcanic that offer medicinal qualities that they contribute and also to enjoy a moment of bone and relaxation; activities with these characteristics are called *health tourism* that provides its clientele with a relaxation experience in order to reduce stress levels.

In this sense, Baños is widely favored, as it has a supply of thermal waters that originate from a volcanic fault that provides thermal water at a temperature of 78 degrees celsius, and that as an added value is accompanied by services of a sports nature, of entertainment and relaxation such as: sports fields, mud baths, mixed water baths, whirlpools and gastronomy.

The tourism market in Cuenca is very promising, the city as such has geographical and climatic conditions that allow it to develop in imaginable ways, new trends and attractions make Cuenca culturally attractive, being a highly desirable destination that has obtained several awards as the best place destination for short vacations, however, we cannot ignore the economic situation and the conditions of the native people of this city that make businesses that want to provide services with added value of comfort not profitable on their own, but they must be oriented to a different target of people such as foreigners whose economy and reality allow the use of these services, which due to their characteristics often present high prices.

Ecuador has 105 hot spring concessions distributed mainly in the provinces of Tungurahua, Napo, Imbabura, Pichincha, Azuay, Carchi, among others, which is why it is a new segment that attracts more and more tourists to the country.

And understanding that of the tourists who annually visit Ecuador, 21.5% visit the province of Azuay, 56.9% do so for vacations, and of the \$ 1283.70 per person they spend during their stay, 6.1% of their expenses incur in activities of tourism, entertainment and

relaxation, a viability of the project is projected since it is corroborated that foreign tourists have significant economic capacity that will allow them to invest these resources in thermal tourism activities.

2.2.2 Competition

In order to address the issue of competition, it is interesting to define this term; Competition is considered to be the difference that a product has with another which benefits it for its acquisition at the time of buying or choosing, that is, the competition is simply the other entities that seek to attract the customer in a better way by offering them an additional service (León & Miranda, 2003). Within the area of inns that have hot springs we can find that the value proposition is similar among inns, it can be noted that most offer an experience with hot springs and relaxation massages, they also have a proposal of typical gastronomy and also various areas sports such as soccer fields or table games.

The differences that have products that are offered within this market vary in the type of facilities in which it offers its services; In several hostels there is a rustic atmosphere that mainly includes relaxation, while others such as the Hostería Termal Rodas, etc., present an image mainly of an activity with medicinal benefits and family entertainment.

On the other hand, several inns in the sector use technological means that are very limited, that is, the vast majority of spas have a website and social networks, which although it is a way to attract customers, but as long as they are managed and updated frequently ; We have also seen that other types of spaces have not been generated which contribute to the publicity of your company, many times the omission of these tools is due to not investing items that administrators generally figure as an expense and not an investment.

We can find, for example, in other agencies at the international level that there are alliances with hospitals or health centers to improve conditions, there are also gastronomic routes or adventure tourism, these value proposals; Although they are widely listened to today, they are rarely applied by government or private institutions, that is, the client is not sought, but rather waits for it to arrive.

The reality in relation to the competition within the spa area of the city of Cuenca is that almost all the inns offer the same service with certain peculiarities, but in reality this market often lacks an advertising management aimed at a defined target, of In this way the client is attracted by the proximity of the place and not by a particular feature that defines it differently in relation to the others.

Hosterías identified as competition

Hostería Durán

This is the first thermal water spa in the City of Cuenca, it has more than 80 years of operation and was created by Ricardo Durán, who realized the medicinal properties which at the beginning was the exclusive use of the family, this It became one of the most profitable inns in the area, currently has 36 remodeled rooms, and can accommodate around 350 people, the facilities are made up of:

- Thermal pool
- Thermal Turkish
- Contrast hot springs
- Volcanic mud cave
- Coffee shop
- Rooms
- Parking

- Events room
- Restaurant
- Sports fields

An estimated cost of entering the swimming pools for adults is 8 dollars and 4 dollars for children and senior citizens, the water is between 38 to 40 degrees celsius with a maximum capacity of 30 people (Hosteria Duran, 2018).

This inn is one of the best known in the City of Cuenca, due to its trajectory within the hotel sector, it also has an event room and very attractive tourist spots for the visitor; However, these areas are rarely used, giving us to understand that there is no dynamic to exploit these infrastructures and offer added value, in this way we can understand that the added value that this facility has is based solely on the trajectory it has had through the years.

Regarding the means and supports for promoting its services, the inn presents a good management of its website, allows you to view the services they offer and also allows you to view the availability of the facilities and generate budgets according to the number of visitors and services they want to use. On the other hand, they generate packages and promotions and publish them through their social networks, which present a more or less stable traffic generating around 50 likes per publication.

Novaqua Spa

Novaqua Spa, is part of the tourist complex of Hostería Durán, this has thermal pools with a temperature between 36 to 38 degrees Celsius, its facilities are modern and have a sauna, Turkish bath, it also has hot springs ranging from 42 to 8 degrees centigrade, which has a healing purpose, these facilities have massage and cosmetology services seeking to provide a relaxing experience to the client.

This business model, unlike Hostería Durán, shows a renewed character, where the know-how of the business is presented as personalized attention in relaxation or massage services, which provides a variety of alternative treatments, focused on providing a more pleasant experience to the client, focusing on body beauty. This spa stands out from the others for having a target of clientele that spends much more when looking for an alternative of rest and a presence has been observed in different shopping centers or other places, being a new and quickly recognized brand.

However, understanding that advertising through technology is an expensive resource, but highly necessary when developing a business model, we can see that the investment that has been proposed is high developing specialized packages for families, couples and individual relaxation, additional They launch seasonal promotions to them, for example: Black Week, Valentine's Day, etc. Their promotions and packages are publicized through their web page that presents a high web development in its design, which also includes a link button with Hostería Duran. In addition, we can find advertising on billboards around the city and radio spots mainly on FM88, to finish it can be emphasized their good management in the management of their social networks in which their publications present around 50 likes, in general it is evident good advertising management for which they have achieved a rapid positioning considering that it is one of the newest companies in the thermal area of the Baños parish.

The services can only be used through packages that are the following:

- Dream thermal plan, which includes: Aromatic Drinks Station, Thermal Pool, Contrast Thermal Baths, Thermal Turkish, Sauna, Drawer Baths, Mud Cava, Jet Bath and Relaxing Massage.

Price per Couple: \$ 80.00

- Gourmet thermal plan includes: Aromatic Drinks Station, Coffee and Empanadita, Thermal Pool, Contrast Thermal Baths, Thermal Turkish, Sauna, Cajon Baths, Clay Cava and Lunch or Dinner with daily menu at NovaCafé.

Price: \$ 30.00

- Anti-stress thermal plan includes: Aromatic Drinks Station, Thermal Pool, Contrast Thermal Baths, Thermal Turkish, Sauna, Drawer Baths, Clay Cava and Relaxing Massage.

Price: \$ 40.00

- Basic thermal plan includes: Aromatic Beverage Station, Thermal Pool, Contrast Thermal Baths, Thermal Turkish.

Price: \$ 15.00

Balneario “El Riñón”

This spa is highly recognized by people who seek to relax, its customers are mainly drivers or people who are in the field of construction, this spa has the highest temperature thermal water, which serves to provide Turkish baths or sauna to its guests. customers.

The interesting thing about this spa is that it has a different target clientele from the rest, this one, unlike the others, is not focused on the foreigner or the elderly, nor on the businessman who seeks to deal with stress problems, this being an alternative to another type of clientele that seeks to relax after a strenuous work day, for which their services have been highly recognized.

It must be taken into consideration that this population is also a very good alternative when consuming a product, such as the use of hot springs due to the frequency that they attend, contrary to the business sector, this population can be present in regular numbers

all On the days of the week, in addition, the population of transporters and workers generally at the time of rest seek to have a comfortable room to spend the night and do not want to spend large amounts of money on a luxurious stay so they opt for a more accessible option, its only price is \$ 6 for all services.

In this way, this is one of the hotel companies that has a different dynamic from the rest and has been able to capture a large segment of the market that, despite being little recognized by the competition, is a generator of strong income in this tourism field for reasons of work, managing to assertively identify a population that is little recognized.

Despite having this competitive difference, we can see that this inn does not have an official website, dealing only with social networks such as Facebook without recent movements and WhatsApp, which largely limits new trends in technology, so we can see that the management of the business lacks marketing strategies that may affect its operation in the future.

Hostería Agapantos

Hostería Agapantos is a hostel that has been operating since 2003, it has an accommodation that is characterized by having family cabins, has the capacity to receive a total of 32 people, and has services such as Wi-Fi, swimming pool, bathrooms Drawer and whirlpool, the cabins have kitchens that allow customers to cook their own food, this attracts tourists who have a limited budget, their prices include pool and Turkish for \$ 3 and all services \$ 6.

This inn also has beautiful places that offers the consumer an experience surrounded by nature, in addition to being located a few minutes from the City of Cuenca, you can get many attractions and typical food restaurants near the area, this inn is an alternative for a clientele that enjoys family activities and has a reduced budget.

What we can notice about this inn is that it has little advertising development, the pages in which we can find information about this spa are very limited, and the few pages it has have limited photographs on the web, so we can Note that the development of this family theme is a viable option, but it lacks a media impact.

Table 1: Summary of competing companies

Company	Services	Prices	Means of promotion
Hostería Durán	<ul style="list-style-type: none"> • Thermal pool • Thermal Turkish • Contrast hot springs • Volcanic mud cave • Coffee shop • Rooms • Parking • Events room • Restaurant • Sports fields 	\$8	<ul style="list-style-type: none"> • Website • Facebook
Novaqua Spa	<ul style="list-style-type: none"> • Thermal pool • Contrast Baths • Thermal Turkish • Sauna • Drawer Bathrooms • Cava de Barro • Relaxing massages • Restaurant 	From \$ 15 to \$ 80 depending on the package	<ul style="list-style-type: none"> • Website • Social networks with paid advertising • Billboards • Radio spots
Balneario ‘El Riñón’	<ul style="list-style-type: none"> • Thermal pool • Thermal Turkish • Hydromassage • Accommodation 	\$6	<ul style="list-style-type: none"> • Facebook inactive

			<ul style="list-style-type: none"> WhatsApp
Hostería Agapantos	<ul style="list-style-type: none"> Pool Drawer bathrooms Hydromassage Cabins 	De \$3 a \$6	<ul style="list-style-type: none"> Facebook without frequent movements

Source: Own elaboration.

2.2.3 Suppliers

We can define providers as natural and legal persons that provide a service for the inn but are outside the company's payroll, their main activity is to provide services such as: internet, food, beverages or supplies that serve To improve the infrastructure of the premises, we can also place them within services such as guardianship or advertising. The relationship with suppliers is of utmost importance for a company, being in direct contact with society, in addition to providing a supply service to meet the needs, they also serve as a reference source in relation to the company's economy, it is To say that as the company requires external services, it will gain credibility in the market based on its purchasing power.

This relationship is of great interest to a company, because when it goes through expansion processes, suppliers can provide credits or offer better prices for products; in the same way, having periods of recession they can solve products until the situation has been regularized, by having a good relationship with suppliers the company can have financial support to help it cope with its situation.

On the other hand, suppliers are actors who give references to the public about what the company's situation is like, having a very important social interaction that indirectly describes the characteristics of the company but has a very high impact within the

company. society, that is to say that the company generates a reputation in relation to how it does its work, generating approval or not by consumers.

The company has a privileged location in terms of its main product, the hot springs, as it is located on their slopes. In addition, the infrastructure implemented guarantees the quality of the water. Therefore, it does not depend on third parties to carry out the process of its services, however, it has providers to complete the services it provides to its clients, among them we have:

ETAPA. - This company provides the company with internet service of 6 megabytes, for 8 years, the relationship with this company is quite stable and bearable, as there have been problems regarding the router or connection, they have been able to solve it, the times of attention to these inconveniences have been a little late.

DIRECTV. - They are satellite television service providers, they have had a relationship for 10 years, the relationship with them is close, when there are problems with the decoders, signal, or channels they have resolved it in an acceptable time.

SUPERMAXI. - The food and products that are used for the preparation of food and beverages are acquired through this supermarket chain, there are discounts for purchases since the owners have a discount card as they are partners, the relationship with these suppliers is almost non-existent because the products are purchased directly from your physical store.

It is worth mentioning that, although the relationship with the suppliers is good, since each party has fulfilled its obligations, no strategic alliances or negotiations were carried out to obtain discounts or benefits for the preference of their services.

2.2.4 Consumers-Customers

According to the 2017 International Tourism Profiles guide, 58% of tourists are male and are between 36 years old, of which 56.9% come for vacation, recreation or leisure; 18% visit family or friends; and 17.1% do it for business. It is also considered that the tourist 55 years and older spends around \$ 1,516.20 when they make a tourist trip (Alvarracín, 2017).

Currently the clientele of the Hostería Termal Rodas is composed mainly of inhabitants of the Baños parish, of the Azuay province and Ecuadorian tourists, that is, its clientele is mainly national, with little presence of foreign tourists. The behavior of the clients responds to a local and national reality where the resources that are invested in activities of this type do not reach high items, looking for an option that moderately presents a good value for money, however, the influx of people is really what allows a profitability for the company.

Relaxation activities are considered to be a very popular proposal nowadays, that is why the main source of clients that hosterías have are people who come for their healing properties, which are highly requested by people with pains of the bones and joints. In addition, due to the characteristics of this activity, clients seek to have experiences related to relaxation, where the first source of visitors to the hot springs are tourists; secondly, we have groups of business executives with great job responsibilities and senior citizens (Acerenza, 2006).

2.2.5 Stakeholders

When making decisions to define a direction for the company, it is necessary to identify all the actors that have a representation in it for the development of an appropriate planning, in this way the various criteria and stakeholders that influence decision making.

Table 2: Stakeholders

Stakeholders								
Actors	Internal	External	Direct	Indirect	Individual	Collective	Public	Private
Client		×	×		×		×	
Suppliers	×			×	×			×
Comunity		×	×			×	×	
GAD		×		×		×	×	
Chamber of Tourism		×		×		×	×	
Competition		×	×			×		×

Source: Own elaboration.

Among the stakeholders we can see that we have more external actors, more directly involved, a greater number are collective and private.

Table 3: Matrix of stakeholders

Matrix of stakeholders			
Groups	Interests	Perceived problems	Mandates or Resources
Potential client	Health, therapy, physical and mental recovery, relaxation, entertainment.	Interest in the offer.	Suggestions for better service, claims, money.
Providers	Labor relationship, wholesale, advance payments, increase market share.	Resolution of problems within the services they provide, supply.	Internal policies, presentation of merchandise.
Community of Baños	Job opportunity, tourism.	Opposition to proposals that may be presented, collaboration with improvements or projects in the sector.	Collaboration, economic contribution, openness to customers.
GAD	Tourism permits, advertising and promotion.	Non-compliance with permits or requests.	Operating permits, fees.
Chamber of Tourism	Tourism advertising and promotion.	Organization, fulfillment of promises, equal support.	Generation of foreign tourism.
Competition	Development in the market, tourism.	Competitive threats.	Quality standards.

Source: Own elaboration.

2.3 4P analysis

For the effective development of marketing strategies for the company, in addition to the information presented above, the current diagnosis of marketing policies must be taken into account:

2.3.1 Product

Currently the Hostería Termal Rodas offers its clients the following services: hot springs through 5 pools with capacity for 60 people, thermal contrast hot springs of 45, 40 and 8 degrees of temperature, 2 Turkish with capacity for 12 people each, 16 rooms for lodging with a maximum capacity of 45 people in total and restaurant.

2.3.2 Place

Establishment located in the Baños parish, an area that has thermal resources, appropriate structures for the effective and constant operation of the water temperatures, turks and lodging of people with the respective bio security measures.

2.3.3 Price

Establishment located in the Baños parish, an area that has thermal resources, appropriate structures for the effective and constant operation of the water temperatures, turks and lodging of people with the respective bio security measures.

Illustration 1: Price of thermal services

Piscinas Mayores	\$3.00
Piscinas Niños	\$1.50
Turco	\$3.00
Piscina y Turco	\$4.00
Termas	\$6.00

Source: Hostería Termal Rodas (2018).

Illustration 2: Room prices

ACOMODACIÓN	PRECIO	10% SERVICIO	12% IVA	PRECIO TOTAL
Individual	36,22	3,63	4,35	44,20
Matrimonial	50,00	5,00	6,00	61,00
Doble	52,99	5,30	6,36	64,65
Triple	62,71	6,27	7,53	76,51
Familiar	71,10	7,11	8,53	86,74
Junior Suit	77,46	7,75	9,30	94,51

Source: Hostería Termal Rodas (2018).

The values that are handled in the inn are within the standard in the thermal sector and can be made in cash or transfers to the company's bank account.

2.3.4 Promotion

Currently, this factor is one of the main factors that have influenced the loss of prominence of the Hostería Termal Rodas in the thermal sector, given that the advertising and promotion methods that are currently applied are basic and, furthermore, their real value has not been proven. impact on attracting customers. The hostel's website only shows elementary information about the company in a very basic way, its design is very conservative and it does not allow a true interaction with the client. No other promotional tools and strategies currently used in the company are identified.

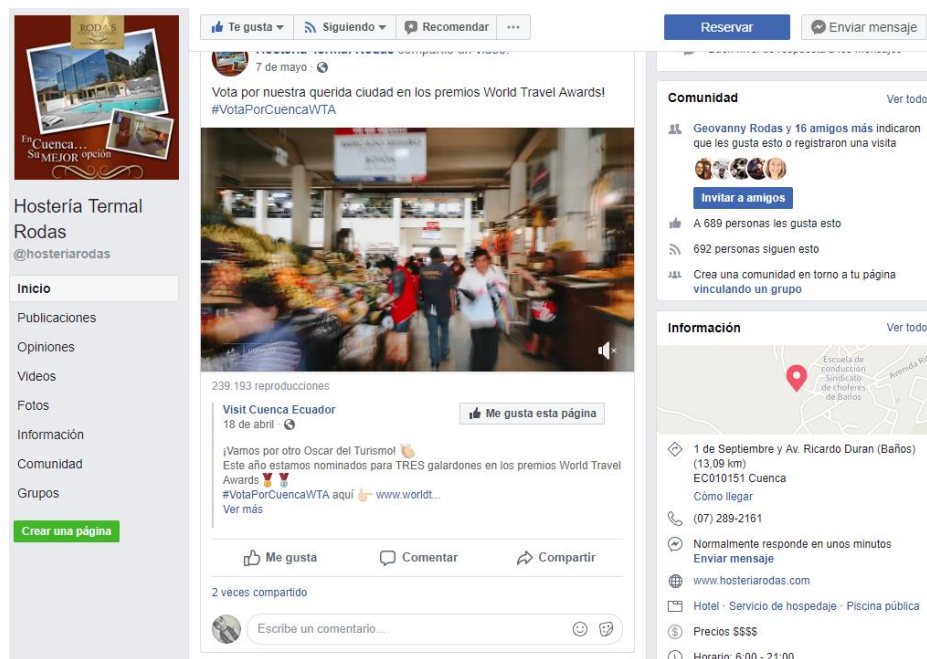
Illustration 3: Hostería Termal Rodas website



Source: Hostería Termal Rodas (2018).

There is also a Facebook page created to attract customers and promote the services of the inn, however, there is no proper management or analysis of indicators to verify its scope and impact.

Illustration 4: Hostería Termal Rodas facebook page



Source: Hostería Termal Rodas (2018).

2.4 SWOT Hostería Termal Rodas

Table 4: SWOT Hostería Termal Rodas

STRENGTHS	OPPORTUNITIES
<ul style="list-style-type: none"> The inn is located in the local environment, which is why it is often recommended by people who live in Baños and Cuenca. There is an excellent relationship with suppliers. Improvements have been made to the facilities. Studies have shown that the thermal water generated in the 	<ul style="list-style-type: none"> Foreign tourism in Cuenca is more common than you think and there are not many businesses that focus on the specific needs of these people. The city of Cuenca is a destination with several gastronomic, cultural and entertainment activities, however, thermal tourism focused on foreign tourists has not been

<p>geographical position of Hostería Termal Rodas specifically; It has a higher temperature and a higher concentration of minerals, that is, it has more medicinal qualities.</p> <ul style="list-style-type: none"> • There is physical space for later extensions. • There is a transfer service to the airport, massage service, tour and tourist guides. 	<p>widely exploited, but it has a high potential for productivity.</p> <ul style="list-style-type: none"> • The competition of Hostería Termal Rodas lacks an optimal management of technologies; which are the most common means used by foreigners to search for activities within their itineraries. • Foreign tourists can pay higher amounts of money, this allows offering quality services that are productive at the same time.
WEAKNESSES	THREATS
<ul style="list-style-type: none"> • The company lacks strategic planning to guide the course of actions • The main owners lack a vision of adaptation or change around the market. • Certain parts of the facility still need renovations. • It is necessary to collect information to improve the productivity of the company. 	<ul style="list-style-type: none"> • The delinquency situation in the Baños Parish is getting worse every time. • Government conflicts in the country reflect instability, which is not attractive to foreign tourists. • Taxes aimed at foreign tourism are increasing.

<ul style="list-style-type: none"> • The inn employees know little or no English. • No customer satisfaction measurements have been made. • Lack of use of technologies in advertising. 	
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Source: Own elaboration.

Table 5: Weighted SWOT (internal factors)

FACTOR TO BE ANALYZED	WEIGHT	QUALIFICATION	WEIGHING
STRENGTHS			
The inn is positioned in the local environment, which is why it is often recommended by people who live in Baños and Cuenca.	0.10	2	0.20
There is an excellent relationship with suppliers.	0.05	2	0.10
Improvements have been made to the facilities.	0.15	5	0.60
Studies have shown that the thermal water that is generated in the geographical position of Hostería Termal Rodas specifically; It has a	0.25	5	1.25

higher temperature and a higher concentration of minerals, that is, it has more medicinal qualities.			
There is physical space for later extensions.	0.35	5	1.75
There is transfer service to the airport, massage service, tour and tourist guides.	0.10	3	0.30
TOTAL			4.20
WEAKNESSES			
The company lacks strategic planning to guide the course of actions.	0.20	3	0.60
The main owners lack a vision of adaptation or change around the market.	0.25	4	1.00
Certain parts of the facility still need renovations.	0.10	5	0.50
Information gathering is necessary to improve the productivity of the company.	0.10	3	0.30
The inn's employees know little or no English.	0.10	2	0.20

No customer satisfaction measurements have been made.	0.10	3	0.30
Lack of use of technologies in advertising.	0.15	5	0.75
TOTAL			3.65

Source: Own elaboration.

The total sum of the previous matrix scores 4.20 in favor of the weighted values of the strengths, while the weaknesses add up to a value of 3.65, which determines that the internal strengths of the organization as a whole make it possible to overcome the weaknesses detected.

Table 6: Weighted SWOT (external factors)

FACTOR TO BE ANALYZED	WEIGHT	QUALIFICATION	WEIGHING
OPPORTUNITIES			
Foreign tourism in Cuenca is more common than you think and there are not many businesses that focus on the specific needs of these people.	0.15	3	0.45
The city of Cuenca is a destination with several gastronomic, cultural and entertainment activities,	0.25	4	1.00

however, thermal tourism focused on foreign tourists has not been widely exploited, but it has a high potential for productivity.			
The competition of Hostería Termal Rodas lacks an optimal management of technologies; which are the most common means used by foreigners to search for activities within their itineraries.	0.25	5	1.25
Foreign tourists can pay higher amounts of money, this allows them to offer quality services that are productive at the same time.	0.35	5	1.75
TOTAL			4.45
THREATS			
The criminal situation of the Baños parish is getting worse every time.	0.25	3	0.75
The country's government conflicts depict instability,	0.40	4	1.60

which is not attractive to foreign tourists.			
Taxes for foreign tourism are increasing.	0.35	4	1.40
TOTAL			3.75

Source: Own elaboration

The weighted total equivalent to 4.45 of the opportunities indicates that the external environment is favorable for the organization, compared to the value of 3.75 resulting from the weighting of the threats, being able to take advantage of these opportunities to generate business opportunities for the company.

Chapter conclusions

As can be seen through the information presented in this chapter, the Hostería Termal Rodas is currently going through a moment of recession within the activity that it has normally had in the last 30 years, however, situations and scenarios have been identified both internal and external that represent opportunities for improvement and in the same way, there are strengths that will be used to mitigate the threats present in the company's scope of action.

It is important to clearly identify the situation of the company, since they serve as input for the development of the following points, it should be emphasized that the use of tools such as SWOT, PEST analysis, 4P analysis, etc. They facilitate the organization and visualization of situations that are relevant in decision-making.

CHAPTER III

MARKET RESEARCH

Introduction

Market research helps to collect information through various sources in a systematic and objective way, with the purpose of directing information that contributes to decision making, minimizing the risk of factors such as assumption or bias (Bigné & Alcañiz, 2000), that is why the important data generated through this resource is presented below.

3.1 Problem

The economic and political crisis of the last decade has forced companies and individuals to seek new development opportunities in the innovation of ventures that are especially compatible with the use of new technology and internet tools, in addition to understanding the behavior of potential local clients. as foreigners for growth in the sale of products and services.

On the other hand, the decrease in income as an effect of the growth of competition and the lack of innovation in the promotion of the company's services have generated the need to seek new solutions that allow attracting new customers. That is why, through marketing and its tools, we seek to develop a comprehensive plan to attract new customers and increase the competitiveness of Hostería Termal Rodas.

3.2 Tool design

The information gathering of this research is carried out by means of a quantitative methodology, a survey applied to 25 foreign clients received by the Hostería Termal Rodas in 2019 is used as a study tool, they constitute the unit of analysis and population of this study.

The tool was designed in such a way that, at first, it allows to know the tourist profile of the Hostería Termal Rodas client, evaluate the current services offered and identify the additional services necessary for the comfort of the foreign tourist. The survey was applied through a Google form sent to the emails of the 25 people selected through probability sampling. The survey design can be found in Annex 1.

3.3 Results

After applying the tool to 25 foreigners who have made use of the services of the Rodas inn, the results are as follows:

3.3.1 Socio demographic data

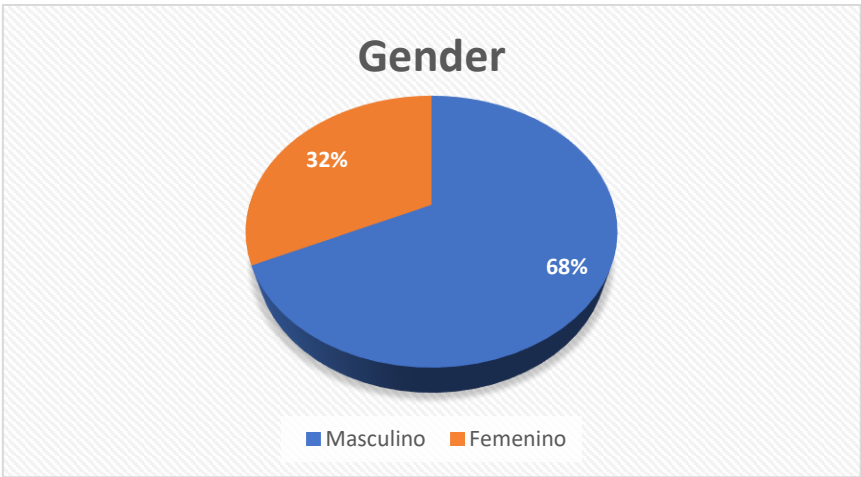
3.3.1.1 Gender

Table 7: Gender of the foreign clients of the Hostería Termal Rodas

	Frequency
Male	17
Feminine	8
Total	25

Source: Own elaboration

Figure 1: Gender of the foreign clients of the Hostería Termal Rodas



Source: Own elaboration

El 68% de los encuestados pertenecen al género masculino mientras que el 32% al género femenino, por lo cual se puede decir que la mayoría de clientes extranjeros que visitaron en el 2019 la Hostería Termal Rodas son hombres.

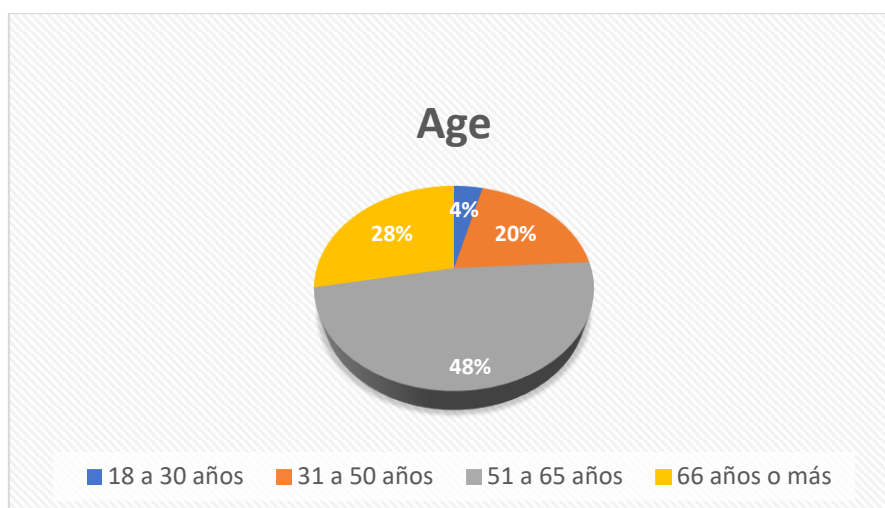
3.3.1.2 Age

Table 8: Age of foreign clients of Hostería Termal Rodas

	Frequency
18 to 30 years	1
31 to 50 years	5
51 to 65 years	12
66 years or more	7
Total	25

Source: Own elaboration

Figure 2: Age of foreign clients of Hostería Termal Rodas



Source: Own elaboration

Regarding age, 48% of those surveyed are between 51 and 65 years old, 28% are 66 years old or older, 20% are between 31 and 50 years old, and 4% are between 18 and 30 years old, results with which it is concluded that foreign clients who frequent the Inn are mostly older adults.

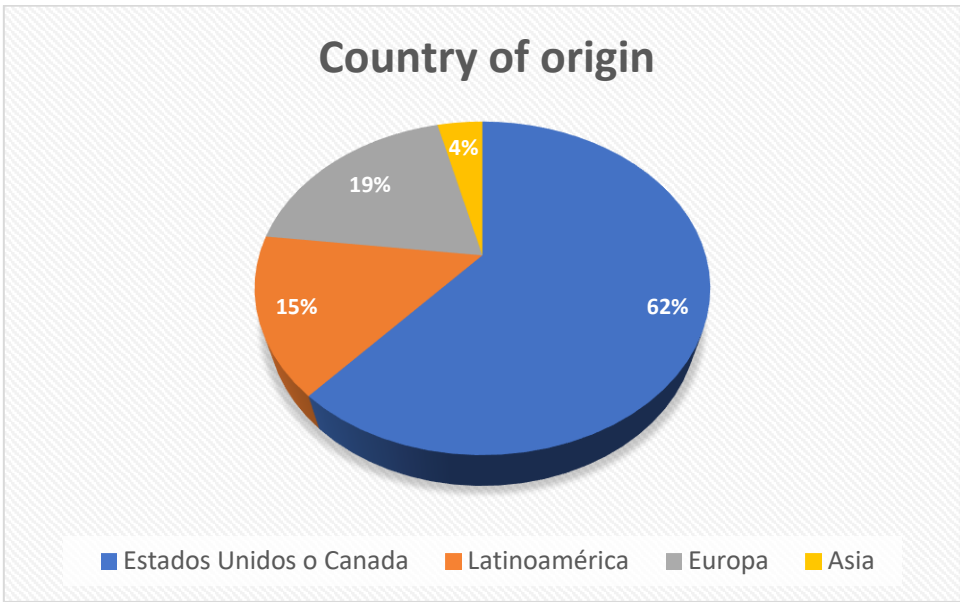
3.3.1.3 Country of origin

Table 9: Country of origin of the foreign clients of Hostería Termal Rodas

	Frequency
United States or Canada	16
Latin America	4
Europe	5
Asia	1
Total	25

Source: Own elaboration

Figure 3: Country of origin of the foreign clients of Hostería Termal Rodas



Source: Own elaboration

62% of foreign clients who visited Hostería Termal Rodas in 2019 are from the US or Canada, 19% are European, 15% are from Latin America and 4% are Asian, so it can be said that most of the Customers who come to the inn are from North America.

3.3.2 Questions

3.3.2.1 Through what means of communication did you find out about the services of the Hostería Termal Rodas?

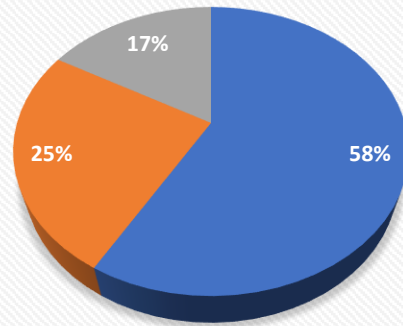
Table 10: Through what means of communication did you find out about the services of the Hostería Termal Rodas?

	Frequency
Trip advisor	14
Social media	6
Friend recommendation	4
Total	25

Source: Own elaboration

Figure 4: Through what means of communication did you find out about the services of the Hostería Termal Rodas?

Through what means of communication did you find out about the services of the Hostería Termal Rodas?



■ Trip Advisor ■ Redes sociales ■ Recomendación de amigos

Source: Own elaboration

As can be seen, the results show that 58% of the respondents found out about the services of the inn through Trip Advisor, 25% through social networks and 17% through recommendation of friends, with which concludes that most of the customers have accessed the information of the inn through digital platforms.

3.3.2.2 What means of communication do you regularly use to choose a place to go?

Table 11: What means of communication do you regularly use to choose a place to go?

	Frequency
Facebook	13
Trip advisor	7
Friend recommendation	4
Travel agencies	1
Total	25

Source: Own elaboration

Figure 5: What means of communication do you regularly use to choose a place to go?



Source: Own elaboration

The results show the preference of Facebook to find places to visit, this response constitutes 52%, while 28% use Trip advisor, 16% go to different places for recommendations from friends and 4% go to an agency of trips for advice, with the data of the previous question and the current one, it is concluded that the advertising of the Hostería Termal Rodas should be focused mainly on social networks and digital platforms in general.

3.3.2.3 For what reason do you visit the hot springs?

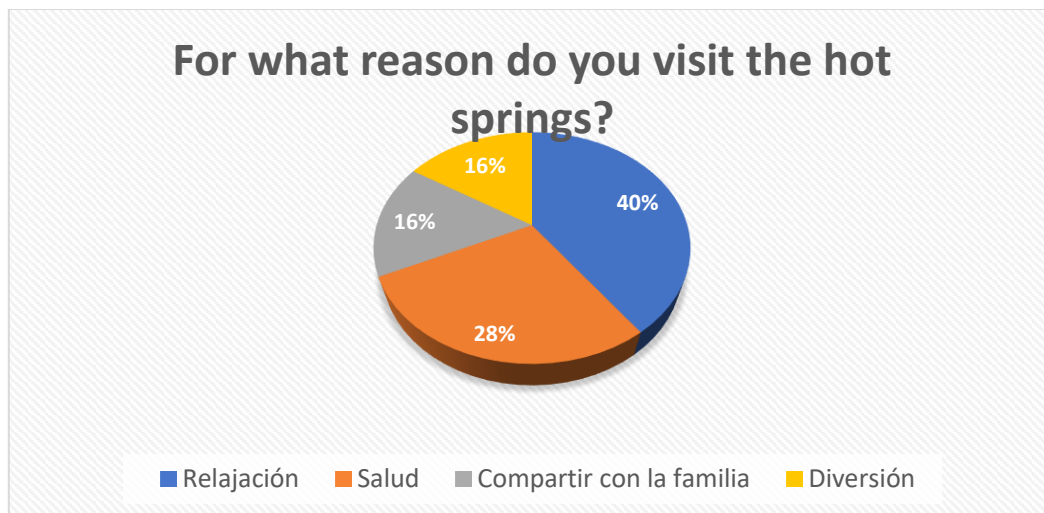
Table 12: For what reason do you visit the hot springs?

	Frequency
Relaxation	10
Health	7

Share with family	4
Fun	4
Total	25

Source: Own elaboration

Figure 6: For what reason do you visit the hot springs?



Source: Own elaboration

40% of foreign customers go to the hot springs for relaxation reasons, 28% for health reasons, among them are: muscle, back and bone pain and benefits in the skin and pores, 16% for fun and sharing with the family, data that can be used for the marketing of the company.

3.3.2.4 When you go to the hot springs, who do you do it with?

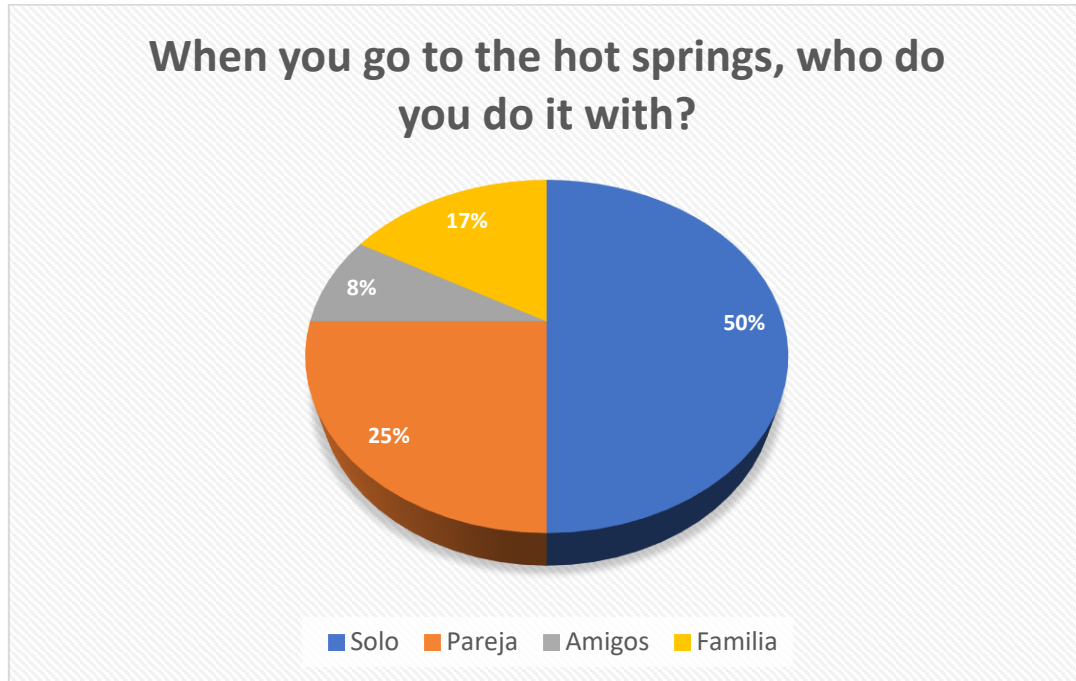
Table 13: When you go to the hot springs, who do you do it with?

	Frequency
Alone	12
Couple	6
Friends	2
Family	4

Total	25
-------	----

Source: Own elaboration

Figure 7: When you go to the hot springs, who do you do it with?



Source: Own elaboration

50% of the foreign clients surveyed go to the hot springs alone, 25% with their partner, 17% with other relatives and 8% with friends, so it can be said that the clients have come mainly alone or with your partner and synthesizing the information with the previous question, it is concluded that for relaxation or health issues.

3.3.2.5 How do you rate the facilities of the Hostería Termal Rodas?

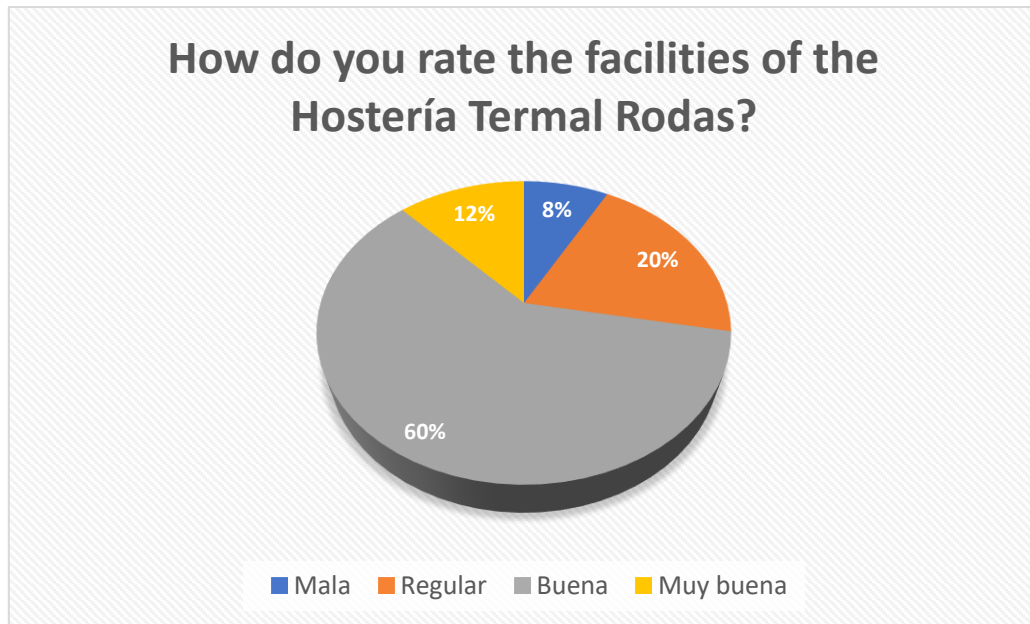
Table 14: How do you rate the facilities of the Hostería Termal Rodas?

	Frequency
Bad	2
Regular	5

Good	15
Very good	3
Total	25

Source: Own elaboration

Figure 8: How do you rate the facilities of the Hostería Termal Rodas?



Source: Own elaboration

60% of the clients who came to the Hostería Termal Rodas in 2019, rate the facilities as good, 20% as regular, 12% mention that they are very good and 8% that they are bad, that is, the 80% of the total place the facilities in a good - very good range.

3.3.2.6 How do you rate the care received at Hostería Termal Rodas?

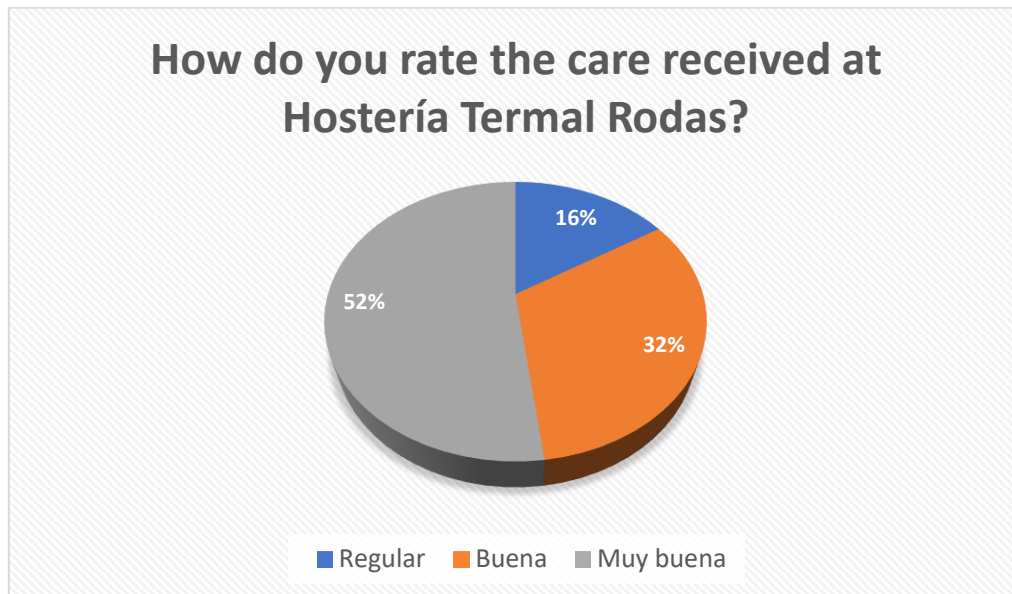
Table 15: How do you rate the care received at Hostería Termal Rodas?

	Frequency
Regular	4
Good	8

Very good	13
Total	25

Source: Own elaboration

Figure 9: How do you rate the care received at Hostería Termal Rodas?



Source: Own elaboration

Regarding the care received by the inn, 52% mention having had a very good service, 32% good and 16% regular, as an observation of this last percentage they mention that the service personnel are generally not in common areas, so people have to fetch them.

3.3.2.7 How do you rate the food at Hostería Termal Rodas?

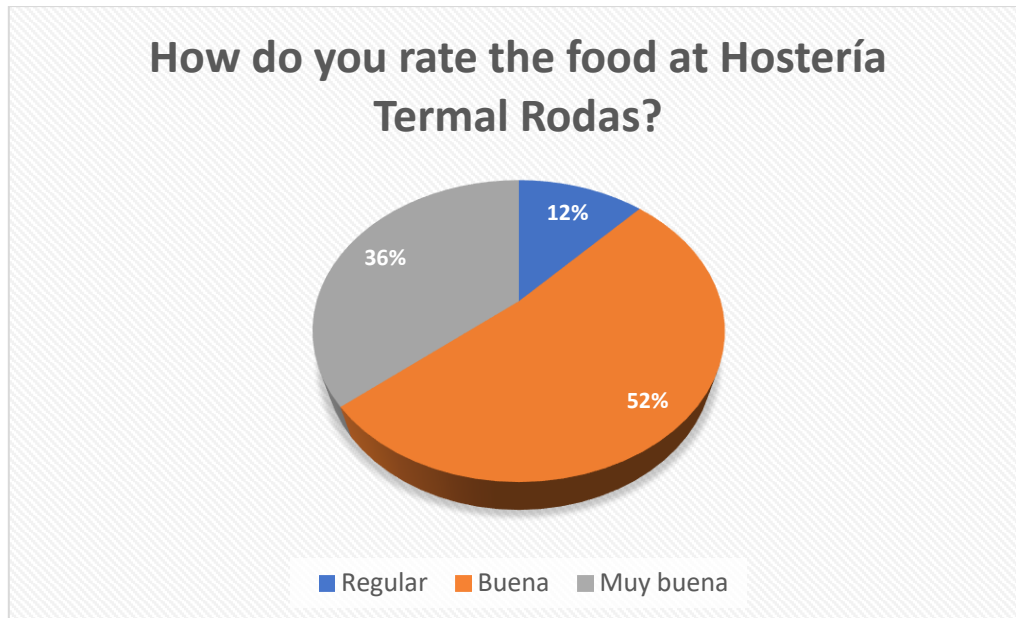
Table 16: How do you rate the food at Hostería Termal Rodas?

	Frequency
Regular	3
Good	13
Very good	9

Total	25
-------	----

Source: Own elaboration

Figure 10: How do you rate the food at Hostería Termal Rodas?



Source: Own elaboration

52% of foreign customers rate the food served in the inn as good, 36% as very good and 12% as fair, which is why it is concluded that 88% of customers were satisfied with the food they ate.

3.3.2.8 What is your opinion on the cleanliness of the establishment?

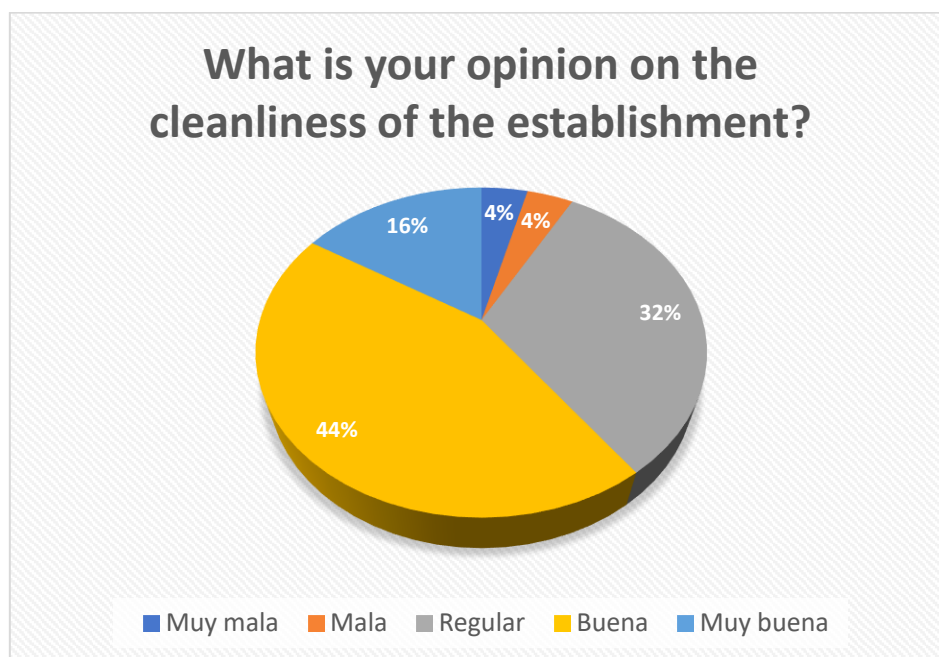
Table 17: What is your opinion on the cleanliness of the establishment?

	Frequency
Very bad	1
Bad	1
Regular	8
Good	11

Very good	4
Total	25

Source: Own elaboration

Figure 11: What is your opinion on the cleanliness of the establishment?



Source: Own elaboration

Regarding the cleanliness of the inn, 44% of the people surveyed say that the cleaning is good, 32% that it is regular, 16% that it is very good and 8% that it is bad or very bad; In this question, a 40% percentage of dissatisfaction with cleaning is found, obtaining an opportunity for improvement to apply it in the establishment.

3.3.2.9 What is your opinion on the signage in the establishment?

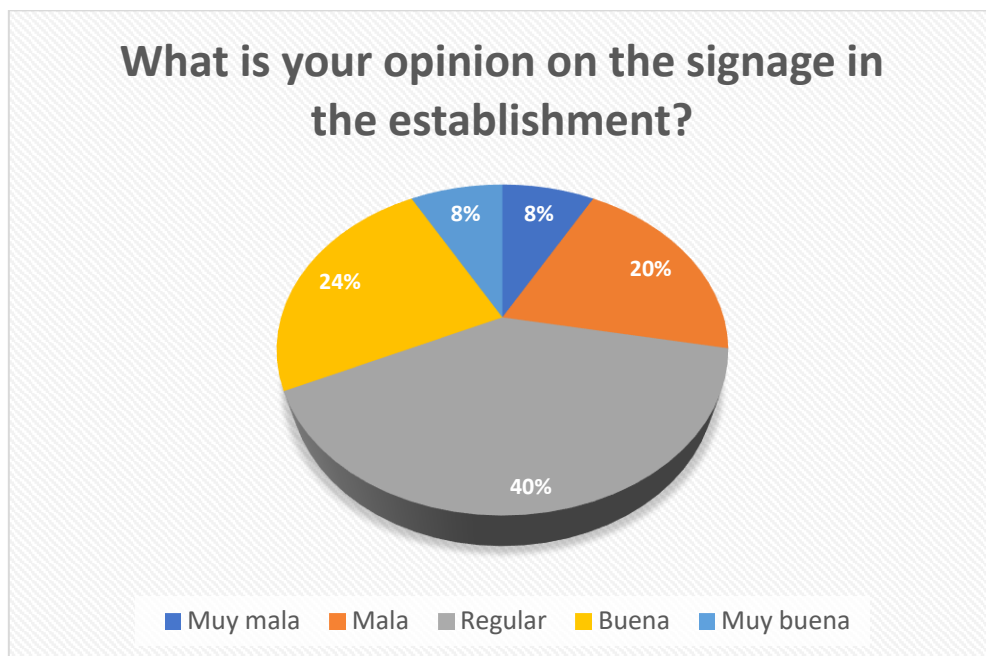
Table 18: What is your opinion on the signage in the establishment?

	Frequency
Very bad	2

Bad	5
Regular	10
Good	6
Very good	2
Total	25

Source: Own elaboration

Figure 12: What is your opinion on the signage in the establishment?



Source: Own elaboration

In this aspect, there is also evidence of an opportunity for improvement since the percentages indicate that 40% of the respondents mention that the signage in the inn is regular, 24% that it is good, 20% bad, 8% that it is very bad. and the remaining 8% that it is very good, with which a 66% dissatisfaction is obtained in this variable.

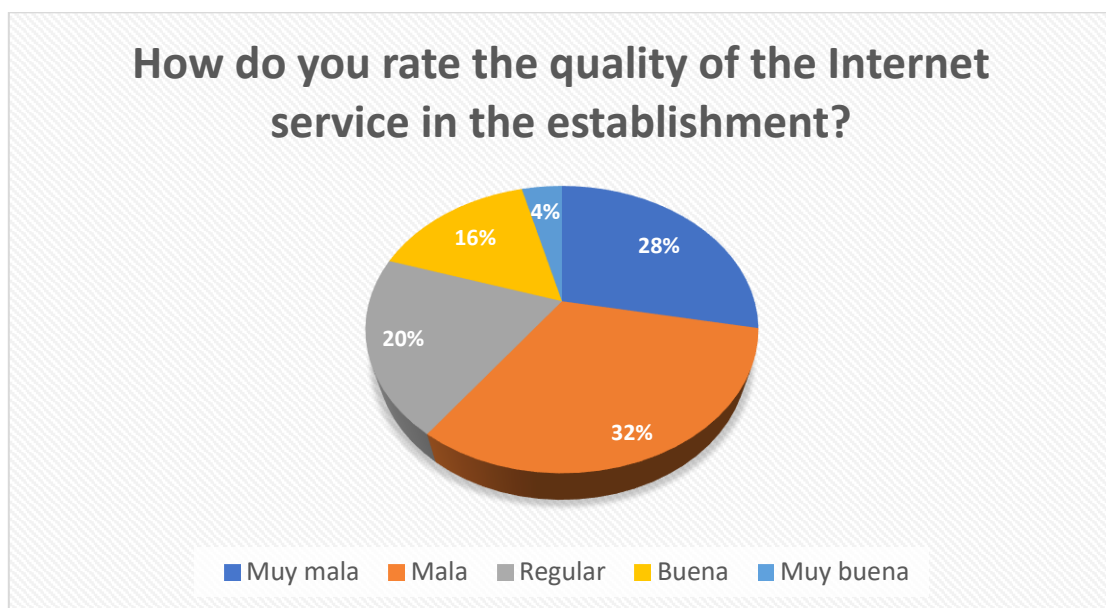
3.3.2.10 How do you rate the quality of the Internet service in the establishment?

Table 19: How do you rate the quality of the Internet service in the establishment?

	Frequency
Very bad	7
Bad	8
Regular	5
Good	4
Very good	1
Total	25

Source: Own elaboration

Figure 13: How do you rate the quality of the Internet service in the establishment?



Source: Own elaboration

Regarding the quality of the internet service in the inn, 32% of those surveyed mention that it is bad, 28% that it is very bad, 20% that it is regular, 16% that it is good and 4% that it is very good, obtaining 80% dissatisfaction from the customer. This aspect is of great importance due to the high level of use of the internet by foreign clients, in studies such as Hernández & Suyeri (2018) it is precisely mentioned that this target of people qualifies as essential a good internet service in the places they visit.

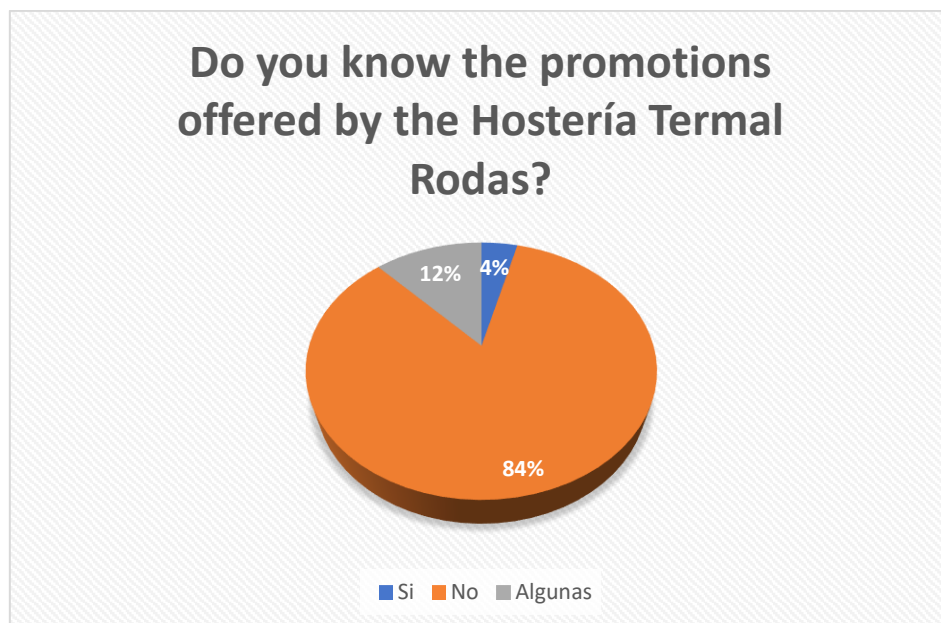
3.3.2.11 Do you know the promotions offered by the Hostería Termal Rodas?

Table 20: Do you know the promotions offered by the Hostería Termal Rodas?

	Frequency
Yes	1
No	21
Some	3
Total	25

Source: Own elaboration

Figure 14: Do you know the promotions offered by the Hostería Termal Rodas?



Source: Own elaboration

This question was asked with the purpose of knowing the offer and dissemination of promotions by the inn, however, the results reflect a lack of management, obtaining that 84% of the clients do not know the promotions, 12% know some and 4% if they know them because they are frequent customers; this point generates valuable information to apply in the marketing plan that is proposed in the next chapter.

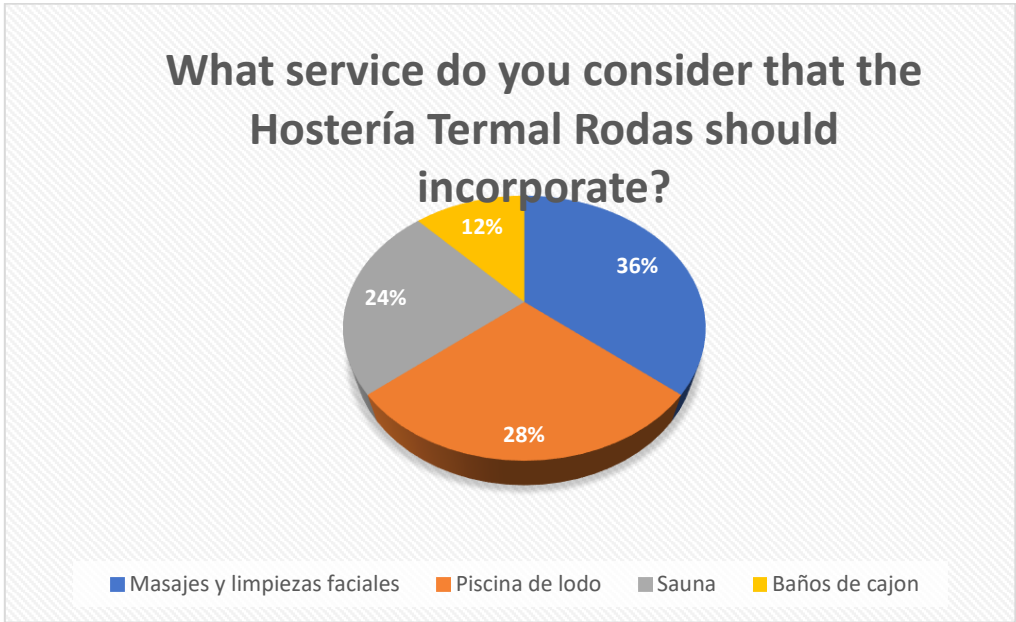
3.3.2.12 What service do you consider that the Hostería Termal Rodas should incorporate?

Table 21: What service do you consider that the Hostería Termal Rodas should incorporate?

	Frequency
Massages and facials	9
Mud pool	7
Thermal turkish	6
Drawer baths	3
Total	25

Source: Own elaboration

Figure 15: What service do you consider that the Hostería Termal Rodas should incorporate?



Source: Own elaboration

To finalize the survey, information was collected on the services that would improve the experience when visiting the Hostería Termal Rodas, the results indicate the following: 36% would like massages and facial cleansing to be incorporated; referring to spa services, 28% mud pools, 24% sauna and 12% drawer baths, information that serves to project the growth of the inn, achieving a better recruitment and satisfaction of foreign customers.

Chapter Conclusions

To conclude the chapter, it is important to make a synthesis of the information presented above, then, in light of the results, it can be said that the foreign clients who visit the inn belong mainly to countries in North America and Europe, in a higher percentage Male gender, they visit the hot springs for relaxation and health reasons.

Foreign customers who visit the company prefer to use technology to obtain information, manage and make their purchases through digital media such as Trip Advisor and social networks, for this same reason they need efficient internet services and more sophisticated features such as: mud baths, massages and facial cleansings that allow a relaxing and at the same time beneficial experience that provide healing properties, finally, other opportunities for improvement have been identified, such as reinforcing the signage of the establishment and increasing the presence of customer service personnel in common spaces, these observations are truly important to establish strategies according to the behavior of the foreign client, creating a space where they feel comfortable and satisfied, allowing a preference and leadership within the thermal sector in the city of Cuenca.

CHAPTER IV

MARKETING PLAN

Introduction

Gómez Valdez (2014) mentions that the marketing plan is a business management tool, organized and structured, which analyzes the particular business model of each company and proposes a route to increase profitability and position it, thus, in this chapter a plan is designed based on the results obtained in the information gathering carried out in the previous chapter, in a way that allows the progress and organizational development of the Hostería Termal Rodas.

4.1 Objectives

The objectives represent the results that are desired to be obtained through the strategies and are formulated based on the analysis of the company; external, internal, opportunities and weaknesses, being able to mitigate unfavorable situations, enhance strengths and take advantage of opportunities.

For their definition, the SMATH methodology is used, which means:

- **Specific**
- **Measurable w/Measurement**
- **Achievable**
- **Relevant**
- **Time-Oriented (Acero & Garzón, 2017)**

That is, it is a methodology that defines clear goals by answering questions such as: What do you want? And where? Otherwise, the fulfillment of the objectives will be difficult, after that, it is necessary that they be measurable and achievable in a way that allows control and can be executed since the unreal objectives are not met. Relevance is a point

of utmost importance because it is necessary to know what the proposed action is for, finally, establish a time in which the goal must be met, having consistency when defining the objectives (Corrales, Coque, & Brazales, 2017).

General objective

Increase the number of foreign visitors to the Hostería Termal Rodas by 40% of the total number of clients, during the next 5 years.

Specific objectives

- Diversify and improve the products and services offered by the Hostería Termal Rodas, through the implementation of spa services such as massages and facial cleansing and the implementation of mud baths and sauna in a period of 2 years.
- Design and execute promotional and advertising campaigns to generate high traffic of people on social networks and website within the next 2 years.
- Position the Hostería Termal Rodas within the 3 thermal companies preferred by foreign clients in the city of Cuenca within the next 5 years.

4.2 Segment

The segment refers to defining a part of the market towards which the offering of a product or the provision of a service is focused (Alvarracín, 2017). The segment of this proposal is mainly composed of:

- Foreign people, tourists or residents in the city of Cuenca with needs for relaxation, entertainment or relief from ailments and diseases.
- National tourists
- Cuencanos in ages between 30 to 60 years of a medium-high socioeconomic stratum.

4.3 Target

The target is the tool that defines the characteristics of the ideal buyer of a business, specifying the audience helps to focus on a market niche, so that according to its characteristics it can be influenced through language, advertising, promotions, etc. When the target of a business is not clearly defined, marketing campaigns do not connect with the customer and results are not evident, it is as if the message will not reach the right people and does not provoke any reaction within a certain market.

The target of the Hostería Termal Rodas is made up of men and women aged 50 and over, of medium and medium-high socioeconomic status with needs for relaxation or prevention and relief of pain or illness through thermal and spa services.

4.4 Positioning

Positioning is defined as the place that the brand occupies in the minds of people, the product of an advantage that is generated in relation to the competition. This helps to be present in the client's memory in such a way that when he needs a service within the market to which the service belongs, he remembers our service and prefers it (Kotler, 2012).

Michael Treacy (1993), mentions that companies can have a positioning for 3 reasons: the first is operationally excellent companies, they have very good efficiency, are well planned and manage lower prices than those of the competition, the second is the company of intimate clients, which stand out for the satisfaction of the specific needs of each client, in which efficiency is sacrificed to a certain extent to meet the client's requirements, and the third is the technologically excellent company, which are those that have the latest technologies in its products and services always maintaining a leadership in innovation.

According to the characteristics and behavior that has been evidenced in the foreign client, a positioning through the application of the intimate client methodology is convenient, because the client of the proposed segment and target has specific needs that it seeks to satisfy through attention personalized that generates an experience of comfort, relaxation and well-being of the body and mind, but on the other hand to manage the image of a more accessible price than the competition, that is, the competitor packages cost up to \$ 80, which is a high price, but within them are included food, drinks, fruits or wine, while for our part we present to the consumer a more accessible price of \$ 30 dollars for the use of all the services of the inn, plus additional food and beverage services or any other personalized service, are charged individually, creating an image of accessibility.

Finally, cheaper packages are presented according to the services that you want to use, since people like to be able to choose only the services they are looking for and pay only for them, this provides an image of flexibility and a personalized service.

4.5 Products

In addition, services are included based on the information obtained in previous chapters, being as follows:

Main products and services

- Swimming pools with capacity for 60 people in total.
- Thermal contrast hot springs of 45, 40 and 8 degrees of temperature.
- Turkish hot springs with capacity for 24 people.
- Room accommodations, a maximum capacity of 45 people in total.
- Anti stress massages
- Reducing and firming massages
- Facial cleansing

Complementary services

- Internet with fiber optics
- Transportation service from the airport, terminal or place of accommodation
- Food service
- Parking

As can be seen within the proposal, services that clients have suggested through the applied survey are incorporated, within them we have:

Infraestructure: swimming pools with capacity for 60 people in total, turkish hot springs with capacity for 24 people, room accommodations for 45 people in total.

Spa services: Anti-stress, reducing and firming massages, as well as facial cleansing; The provision of these services will improve the user experience by turning the company into a hot spring and spa, offering the client sensations of relaxation and at the same time, adding more business opportunities for the company.

Complementary services: It is convenient to mention that one of the necessary requirements for a foreign tourist to feel comfortable in a place is an internet that allows good navigation fluency; For this reason, the current plan will be improved by incorporating a fiber optic network with greater speed and range, in the same way, additional transportation services from the airport, terminal or place of accommodation, for which a new provider will be incorporated into the company. Finally, adapt the parking lot by matching the terrain and defining spaces for each vehicle.

4.6 Price

The foreign target has an advantage in relation to the local public and that is that they have the economic resources to pay for a service as long as it satisfies their needs. The proposed price list is detailed below.

Table 22: Price proposal for the Hostería Termal Rodas

Product or service	Price
Pools with capacity for 60 people in total.	\$3,00
Thermal contrast baths of 45, 40 and 8 degrees of temperature.	\$6,00
Turkish hot springs with capacity for 24 people.	\$3,00
Rooms for lodging, a maximum capacity of 45 people in total.	Prices range from \$44 to \$95
Volcanic mud pool capacity for 10 people.	\$6,00
Turkish hot springs with capacity for 24 people.	\$3,00
Anti-stress massages	From \$10
Reducing and firming massages	\$30 each session
Facial cleansing	\$20

Source: Own elaboration.

In this section, the product values of the new services that the Hosteria will implement have been included, which have been established based on the prices of the competitions and also offers the option that the client can use any service independently, that is, she does not necessarily have to buy a package, as in other companies it is required.

Packages

Table 23: Packages proposed for the Hostería Termal Rodas

Package	Price
----------------	--------------

Pool - turkish hot springs	\$6
Thermal baths - mud pool - turkish hot springs	\$15
Full access to all the services of the Inn (includes an anti-stress massage)	\$ 30

Source: Own elaboration.

Due to the characteristics of the clients, payments are made in cash, debit and credit card or PayPal, with no minimum consumption for electronic payments..

4.7 Place

Within the current company square, the following improvements are proposed, aimed at making the Inn a pleasant and comfortable place for foreign people.

- Carry out tidy and clean activities more frequently around the pool, turkish bath and baths.
- Increase signage and locate guidance or caution signs in places of greater visibility.
- Change your plan or internet provider to one that provides fiber optics, increasing user capacity and fluidity in navigation

Likewise, the distribution channels are mainly focused on technologies commonly used by foreign tourists, which according to the information gathering are: Trip Advisor, social networks and, in general, digital media. In addition, the mechanism for purchasing the service can be done physically or by typing through various payment mechanisms that will be described in more detail at a later time.

4.8 Promotion

In this marketing plan, promotional and advertising tools are developed aimed at generating the greatest number of visits from foreign people possible to the inn, taking into account that this aspect is one of the main axes on which sales management are generated. and advertising currently, the following strategies are proposed:

Redesign the hosteria website

A redesign is proposed, using a color palette that generates visual comfort, is interactive allowing the person to find all the necessary information and even generate an automatic message when entering the page, allowing a real interaction and management with the client already which is the landing page in which you can view the infrastructure, services, company information, prices, schedules, benefits, important news, promotions and online purchases through Pay Pal or credit card, which leads us to the next strategy that is the launch of promotions.

Launch of promotions

The creation of promotions is a strategy that generates support in sales management, since, on the one hand, it convinces the client through facilities or extras for occupying a service and, on the other, it allows the influx of people on non-crowded days.

The following promotions are proposed in entry price by number of people, by day of the week and little crowded hours, promotions in food and beverages, discounts by frequency, that is, for acquiring monthly, quarterly and annual memberships, or for the use of several services together, that is, packages; These must be launched gradually in a way that generates content for the web site, social networks and publicity in general.

Community management

According to the results obtained in the application of the survey and the external analysis that was carried out in previous moments, the influence and prevalence of social networks in today's world can be clearly evidenced, much more taking into account the target to which we focus, which is made up of people from highly developed countries where they use these tools in their daily lives, from home shopping to planning and purchasing a service, that is why it is convenient to manage social networks, specifically the hostel's Facebook and Instagram accounts, in which little content is currently generated. In them, information about the company (location, hours, etc.) will be presented first, multimedia publications of services and promotions will be made that will later be publicized.

Among the activities of network management is the management of communities, customer service, content publication, generation of likes, comments and in general any interaction that allows sales and the positioning of the company, since the more interaction the page becomes present among the first options when a prospect conducts a search.

On the other hand, it is important to attract traffic on Trip Advisor since it is the mechanism most commonly used by foreign tourists to visit the Inn, for this, 2 strategies are proposed mainly, the first is to encourage customers to share their opinions on this network social, in a way that allows the company to appear among the first options when a search is carried out, this will be achieved by giving them a small card with the instructions to generate a review, in addition, an email will be sent reminding them that their opinion is important for the company and let us know through Trip Advisor. Finally, the comments will be monitored periodically, paying special attention to negative observations to correct them and obtain better ratings in the reviews.

Contract paid advertising in networks to advertise the services of the inn

Complementing the previous point, advertising helps to generate traffic of visits on the networks or the website, where the person can find information with which they make a decision. For this, it is important to attract the customer's attention by advertising publications with attractive graphic content, with attractive texts and with interesting promotions. Effective advertising is obtained by generating an audience in the media, that is, by choosing the demographic characteristics of the people we want to reach, thereby better targeting resources and increasing the possibility of sale.

Within this aspect, it is also proposed to create a database of clients through networks, it is worth mentioning that this point is aimed at foreign people residing in the city, when the person goes to the networks of the hostel they will be located in a database of possible clients, to whom a message will be sent from time to time informing them about current promotions; understanding that they are foreigners, the message and all types of publication must be expressed in Spanish and English.

Off-line advertising

Foreign tourists who visit the city of Cuenca do not always consider a visit to the hot springs in their itinerary, so it is important to present this option with a focus on relaxation, medicinal properties and above all by making available the services of the Hostería Termal Rodas that, in addition to the thermal services, presents a transportation service according to the client's needs. To do this, we propose the elaboration of triptychs where the information is presented in a colorful and attractive way in Spanish and English, the triptychs are located in tourist places visited by foreigners, a strategy that is complemented by the following one, which is strategic alliances.

Strategic Alliances

This strategy refers to union with other companies with a commitment to mutual support and promotion, that is, it allows the directing, advertising and promotion of a company's services through the media of other organizations. In the case of the Hostería Termal Rodas it is necessary to strengthen links with restaurants, cafes, museums where there is an influx of tourists or foreign residents, for example: Goza cafeteria restaurant, Café del Parque, Jodocco, Raymipamba, Museum of Modern Art, Cultures Aborigines, Hat House, Central Bank Museum, etc., so that they can include the triptychs with the services of the Inn in their establishments and in the same way the Inn will generate a space for advertising other companies.

On the other hand, it is convenient to create links with travel agencies, since they are the ones who frequently have direct contact with foreign people and can direct them to the Inn, in compensation they will be offered a commission percentage for the N ° of people sent in the month, quarter or year.

Chapter conclusions

The approaches presented in the various sections of the marketing plan seeks to generate a business opportunity and the positioning of the company in exchange for the satisfaction of the client's needs, providing a welcoming, relaxing, therapeutic and entertaining experience, for this the investment of time and resources that will be reflected in results during the next 5 years.

CHAPTER V

ACTION PLAN

Introduction

In this last section, aspects of planning, costs and evaluation mechanisms are developed; inputs that consolidate the marketing plan planned in the previous chapter and direct the actions to the fulfillment of the objectives set.

In accordance with them, the execution of this proposal must be carried out, which is better adapted to the current reality and raises technical elements that promote the positioning and ensure the permanence over time of the Hostería Termal Rodas.

5.1 Organization and assignment of tasks

Next, the strategies proposed in the previous chapter are compiled, assigning a person in charge, delegating tasks and establishing a frequency of execution, so as to allow an organization to subsequently supervise and evaluate the actions in execution.

Table 24: Organization and assignment of tasks

Organization and assignment of marketing plan tasks								
Overall objective								
Increase the number of foreign visitors to the Hostería Termal Rodas by 40% of the total number of clients, during the next 5 years.								
Specific Objectives	Strategies	Responsible	Executor	Year 1	Year 2	Year 3	Year 4	Year 5
1. Diversify and improve the products and services offered by Hostería Termal Rodas, through the implementation of spa services such as massages and facials and the implementation of mud baths and sauna in a period of 2 years.	Adapt the facilities according to the needs and preferences of the foreign public	Administrator	Service and customer service personnel					
	Redesign the website of the inn	Administrator	Advertising agency					
2. Design and execute promotional and advertising campaigns to generate high traffic of	Launch of promotions	Administrator	Advertising agency					

3. Position the Hostería Termal Rodas within the 3 thermal companies preferred by foreign clients in the city of Cuenca within the next 5 years.	people on social networks and website within the next 1 year.	Community management	Administrator	Advertising agency					
	Contract paid advertising in networks to advertise the services of the inn	Administrator	Advertising agency						
	Off-line advertising	Administrator	Administrator						
	Strategic Alliances	Administrator	Administrator						

Source: Own elaboration.

5.2 Budget

The budget is an advance calculation that includes the costs generated by the acquisition of resources, whether materials or services necessary for the execution of the activities contemplated in the marketing plan.

Table 25: Budget

Execution budget (5 years)						
Strategy	Resources	Year 1	Year 2	Year 3	Year 4	Year 5
Adapt the facilities according to the needs and preferences of the foreign public	Signage and signs	\$100	\$100	\$100	\$100	\$100
	Fiber optic internet plan	\$600	\$600	\$600	\$600	\$600
	Construction of a mud pool, sauna and hot springs (includes maintenance)	\$6.000	\$1.000	\$1.000	\$1.000	\$1.000
Redesign the inn's website	Professional services	\$100	\$100	\$100	\$100	\$100
Launch of promotions	Hiring of advertising agency	\$1.800	\$1.800	\$1.800	\$1.800	\$1.800
Community management						
Contract paid advertising in networks to advertise the services of the inn	Paid advertising in networks	\$600	\$600	\$600	\$600	\$600
Off-line advertising	Triptychs	\$40	\$40	\$40	\$40	\$40
Strategic Alliances	Alliance management (transportation)	\$40	\$40	\$40	\$40	\$40
TOTAL		\$26.400,00				

Source: Own elaboration.

5.3 Indicators

When a previously established plan is carried out, it is necessary to evaluate the activities that are carried out, since those that are not measured cannot be improved; The indicators precisely provide a tool through which the data that provide us with information on the results obtained are established, to prolong the execution of the strategy, replace it or enhance it, creating circles of continuous improvement.

Table 26: Indicators

Indicators	Strategy	Indicator
	Adapt the facilities according to the needs and preferences of the foreign public	Short surveys to clients regarding the services of the Hostería Termal Rodas (monthly)
	Redesign the website of the inn	Website visit traffic (monthly)
	Launch of promotions	Percentage of sales corresponding to promotions (monthly)
	<i>Community management</i>	Number of shared posts Number of likes in posts Number of comments on posts (monthly)
	Contract paid advertising in networks to advertise the services of the inn	Interactions generated in advertising Number of inquiries received through the advertising media used. (monthly)
	Off-line advertising	Percentage of sales generated by offline advertising (annual)

	Strategic Alliances	Percentage of sales generated by the address of travel agencies and other allied companies. (annual)
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Source: Own elaboration.

Chapter Conclusions

With the tools developed in this chapter, the strategies established in the marketing plan can be executed in an orderly and anticipatory manner, with them we will know the actions to be carried out, the people responsible and executors of each action, the resources and costs necessary to carry out and the mechanisms measurement to verify the effectiveness of the strategies developed.

CONCLUSIONS

In the last 10 years the thermal sector has undergone great changes, due to the appearance of new companies with owners and administrators with a focus more on business, innovation and marketing, which have made their establishments achieve a competitive advantage over thermal companies. more traditional companies that previously had a good profitability through their business model managed for years, however, this same event is an opportunity to improve processes and adapt to a new reality where planning and advertising are the main axes for success of a company.

The Hostería Termal Rodas has years of experience where it has been preferred by its clients, who are the reason for the company's existence, however, it is time to make changes that seek an evolution or transformation, focusing mainly on the foreign public without leaving aside from the local public, for this purpose a series of improvements in the services and benefits offered by the inn are proposed, making it a pleasant place, in accordance with the demands of this target.

Marketing today is an extremely decisive factor, not only because of its ability to attract potential customers, but it transcends and becomes a subject of adaptation to new trends, globalization and the environment, with advertising practices that allow to ensure the continuity and sustainability of the company over time; Organizations that do not have this ability to adapt do not grow or are competitive, on the contrary, they disappear because they do not generate the necessary resources to be able to continue in activities, which is why this marketing plan seeks to guarantee the continuity of the company, create business opportunities and turn the Inn into a competitive company within the thermal sector.

It is important to apply information gathering tools to know the opinion of the client according to the company, to know their needs and to understand the behavior of the

public to whom the business is focused, with this the improvement actions have a real basis and are not They make based on assumptions that at the end of the day may or may not be true.

The permanent monitoring of the strategies that are executed is of utmost importance to verify the scope of these, so that, in case of not obtaining the expected results, the respective modifications can be made according to the market, understanding that it is in constant change and it is necessary to have a capacity for adaptation.

Benchmarking investigations are a tool that allows the disappearance or reduction of competitive advantages that other companies in the same sector may have generated, carrying them out every certain season will keep the company competitive and can also generate new ideas about improvements that can be made in the inn.

The marketing plan opens the way for a true business planning in the Hostería Termal Rodas, in order to develop a strategic plan in the future that links both marketing, processes, human talent, finances and administration; planning that will allow a clear route to be traced to where the company wants to go and will define the actions to achieve objectives.

The preparation of this study has served to identify the weaknesses of the company and mitigate them through its strengths, proposing improvement actions that are designed based on the local reality, the clients and the company.

Finally, it should be mentioned that the large successful national and world companies began with small changes that together achieved a position and increased the profitability of their businesses, it is important to start in the same way, gradually executing changes that at first not necessarily they will have too great an impact but accompanying them

processes or actions that add value and indicators, will result in a hostel with the prominence it had in previous years.

RECOMMENDATIONS

Manage the necessary resources for the execution of activities and always measure the results obtained, since only with this will it be possible to have a true advance of the company.

Carry out benchmarking research to identify practices, products or services that are offered in competing companies and implement them at the Hosteria, always staying at the forefront of the sector.

Always try to create a close link with the users of the Inn, so they will comment on the positive aspects of the company in the networks and that will help attract customers, in addition, constantly raise information about the experiences that users had to rectify downsides and having a business habit of continuous improvement.

Although foreigners in the city are mostly tourists, there is also a percentage of resident foreigners, so it is necessary to ensure the loyalty of these customers, so that they prefer the thermal services offered by the Hostería Termal Rodas compared to those of the competition. .

Seek a good adaptation to change, understand that the market is in constant motion and that in order to be a competitive company it is necessary to invest time and resources to keep updating according to new trends.

Finally, it is recommended to take care of human talent, since they are the ones who deal directly with the client and can generate positive or negative experiences in them, ensure

that they understand the English language moderately so that good communication can be had and in case of detecting a lack in this sense, encourage their study through the different learning mechanisms paid or not.

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ANNEXED 1

ENCUESTA HOSTERÍA TERMAL RODAS

Marque con una X según corresponda su situación u opinión sobre la Hostería.

¿A qué género pertenece?

Masculino	
Femenino	

¿Cuál es su edad?

17 años o menos	
18 a 30 años	
31 a 50 años	
51 a 65 años	
66 años o más	

¿Cuál es su país de origen?

Estados Unidos o Canadá	
Latinoamérica	
Europa	
Asia	
Otros	

¿A través de qué medio de comunicación se enteró usted de los servicios de la Hostería Termal Rodas?

Trip Advisor	
Redes sociales	
Recomendación de amigos	

Trip Advisor	
Otros	

¿Qué medio de comunicación usa regularmente para elegir un lugar al cual ir?

Facebook	
Trip advisor	
Recomendaciones de amigos	
Agencias de viaje	
Otros	

¿Por qué motivo usted visita las aguas termales?

Relajación	
Salud	
Compartir con la familia	
Diversión	
Otros	

Cuando acude a las aguas termales ¿en compañía de quién lo hace?

Solo	
Pareja	
Amigos	
Familia	
Otros	

¿Cómo califica usted las instalaciones de la Hostería Termal Rodas?

Mala	
Regular	

Buena	
Muy buena	

¿Cómo califica usted la atención recibida en la Hostería Termal Rodas?

Mala	
Regular	
Buena	
Muy buena	

¿Cómo califica usted la comida en la Hostería Termal Rodas?

Mala	
Regular	
Buena	
Muy buena	

¿Qué apreciación tiene usted sobre la limpieza del establecimiento?

Mala	
Regular	
Buena	
Muy buena	

¿Qué apreciación tiene usted sobre la señalética en el establecimiento?

Mala	
Regular	
Buena	
Muy buena	

¿Cómo califica usted la calidad del servicio de Internet en el establecimiento?

Mala	
Regular	
Buena	
Muy buena	

¿Conoce usted las promociones que ofrece la Hostería Termal Rodas?

Si	
No	
Algunas	

¿Qué servicio considera usted que debe incorporar la Hostería Termal Rodas?

Masajes y limpiezas faciales	
Piscina de lodo	
Sauna	
Baños de cajón	
Otros	

¡Gracias por su colaboración, esperamos verlos pronto!