



Lisbon School
of Economics
& Management
Universidade de Lisboa

MASTERS IN MANAGEMENT (MIM)

MASTERS FINAL WORK

PROJECT

MARKETING PLAN FOR HOTEL MAR E SOL

ANA MAFALDA NETO DA SILVA PINTO PALMELA

OCTOBER - 2023



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MARKETING PLAN FOR HOTEL MAR E SOL

ABSTRACT

This project aims to create a Marketing Plan for Hotel Mar e Sol, located in São Pedro de Moel, Portugal, that will outline strategies and an implementation plan tailored to the needs of the hotel. Since 2008, in their last big renovation, the Hotel has tried to change its image to a luxury, yet family hotel, located on the beach that shows both elegance and comfort, while still being in a small community and approachable. In order to get the hotel to keep up with the challenging industry, the Plan was designed to combat their weakest areas, both the service quality and the brand image of the business.

In order to create this plan, the methodology of Action Research took place, in which interviews with members of the staff and management of the hotel were conducted, as well as an online questionnaire, that resulted in insights that were taken into consideration while elaborating this project. As a result, this study will show that the areas of intervention rely on the modernization of the rooms and common areas of the hotel, on a structured social media plan, on the improvement of services provided, and on the structurization of the events planning business the hotel has.

All in all, this Marketing Plan will present a small-term structured plan, presenting the internal and external analysis of the hotel following the models of Kotler and Armstrong (2018), Wood (Wood, 2017), Westwood (2016) and McDonald (2007), in order to implement the strategies that are needed to get better results for the hotel, as well as the measures needed to ensure the continuous and sustainable development of the hotel.

Key Words: Tourism, Hospitality Industry, Hotel, Marketing Plan, Action Plan, Service Marketing, Service Quality, Service Brand

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ABBREVIATIONS

AI: *Artificial Intelligence*

AMA: *American Marketing Association*

FB: *Food & Beverages*

HMS: *Hotel Mar e Sol*

IHHP: *Intangibility, Inseparability, Heterogeneity, and Perishability*

IoT: *Internet of Things*

MP: *Marketing Plan*

STP: *Segmentation, Targeting, and Positioning*

TP: *Turismo de Portugal*

UNWTO: *United Nations World Tourism Organization*

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MARKETING PLAN FOR HOTEL MAR E SOL

1. INTRODUCTION

This Project aims to define a Marketing Plan, giving SMART objectives and future lines of action for Hotel Mar e Sol, a four-star hotel. The company is in the hospitality industry and uses to its advantage the fact that it is very near the beach and sea at central Portugal.

In order to be able to create a Marketing Plan for the hotel, it is paramount to understand the marketing concepts, so that we can work with them while creating the Marketing Plan that will be determined to map the new objectives and how to achieve them through the marketing mix. The Marketing Plan is a key input to the business plan since it helps identify opportunities for the business, as well as create a good positioning in the market the company is in. “It is a communication tool combining all the elements of the marketing mix in a coordinated action plan.”. (Westwood, 2016, p.1)

Services also need a good Marketing Plan that will cater to their specific needs. Despite many marketeers on focusing on marketing the products, marketing services are very different given their natural limitation of being intangible, perishable, inseparable, and variable. As such, in this project, we will take into consideration these limitations and create strategies that will be beneficial to the services, and that will generate more revenue taking into consideration the marketing needs of the company. The branding of services is also essential to allow the customer to distinguish the services provided, despite them being very similar between hotels. In fact, if branding is made properly, according to O’Neill and Matilla (2004) the customer will remember the promises made by the business, along with the positioning the brand has, and it may lead to generating competitive advantages that are essential for services to thrive, as well as more sales.

Service quality and branding are both topics that are essential for a business in the tourism and hospitality industry to have success. Both allow the customer to have a great experience and remember the service, as well as position it in their mind. Moreover, the conjugation of both characteristics allows the hotel to enhance its competitive advantages, thus generating more sales that will have a positive experience due to the good services provided and that will, in the end, create good reviews and recommendations, both in the format of physical and digital mouth-to-mouth that will allow more customers to choose the hotel and generate loyalty in past customers.

According to Salazar, Costa, and Rita (2010), hospitality businesses benefit from highlighting their regional aspect, associating it with feelings and emotions to attract more tourists. Furthermore, the partnership with local activities and businesses is also a benefit that will attract more people and create a better and more wholesome experience for the customers. HMS has a

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big focus on the region since it is a hotel that has been managed by a family that also has great ties with the community and continues to extend those ties to their business.

Hotel Mar e Sol, the company that we are creating this plan for, was founded in 1968 by Fernando Jacinto Ferreira. It was a hotel with a panoramic view of the sea, and only 100 meters away from the beach, in a small locality, São Pedro de Moel, in Marinha Grande, Leiria. The hotel came to bring many new visitors to the small town and became a very important business in town, that would help the small village grow. In fact, in 1980 the first renovation was done, due to the big success of the Hotel, which was managed by the family of the founder.

In 2008 the biggest renewal yet was done, and the Hotel became a more luxurious space, being granted a four-star rating, and adding new services to its portfolio, namely its Spa – Cubo D’água, and its Lounge area for parties – Noon Jacuzzi & Terrace Club. With the last renewal being made, the Hotel went through a rebranding, being now a bigger brand than a family hotel. In fact, all services started to be more premium, and the priorities shifted for the Hotel. Despite still being managed by the family of the founder, the focus was on giving a premium service to the clients and presenting a luxury brand that was still family friendly.

However, with the renewals and new and improved services, there comes a need to also adapt the marketing strategy and plan in order to stay competitive and take the most out of the changes that were made, taking into consideration the need to restore the money spent in the renovation and create more value to the business. Therefore, we will focus on the service quality, given that it is one of the problems in the Hotel that has been pointed out by the consumers, more specifically the amenities and the service in the rooms. Furthermore, we will also explore more strategies related to digital marketing, an area that has much room to grow in this hotel, as well as align the branding of the hotel to keep it aligned with the new services that are provided and that change the positioning and competitive advantage of HMS.

Taking all these into consideration, this project will focus on analyzing the current situation of the company, both internally and externally; understanding the current situation of the market and which Marketing strategies will be best to use in the hospitality sector to date; creating the marketing mix for the hotel, focusing on the SMART objective defined as well as taking into consideration the needs and expectations of the company, taking a deeper look at service quality and branding. Finally, taking into consideration the goals created and the plan for the marketing mix, a plan will be presented following a one-year implementation of the Plan and the budget that is available to make the changes needed for the Hotel.

2. LITERATURE REVIEW

The Literature Review of this Masters' Final Work will address the topics that will be more important to understanding the Marketing Plan that will be defined for Hotel Mar e Sol. Some well-known authors and specialists will be mentioned and quoted, as well as sources from reputable journals in the areas of marketing, tourism, and business, among others. We will be analyzing the concept of Marketing as well as the importance of a Marketing Plan. After that, we will look at the concept of Service Marketing and its Quality, followed by the understanding of branding and brand value. Finally, we will be analyzing the context of tourism and the hotel industry.

2.1 Marketing and Marketing Plan

We are impacted and affected by Marketing every day. As stated by Perrault, Cannon & McCarthy (2015) the presence of companies on mass media, their presence on social media, and in stores presents us with daily choices defined by the companies are all a result of the marketing that companies have. According to the American Marketing Association (2023), "Marketing is the activity, set of institutions, and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large".

Marketing is the anticipation of the customer's needs and wants. By understanding what the customer will need, the organization can create value from it, engaging with the customers and creating a profitable relationship with them (Westwood, 2016). According to Kotler and Armstrong (2018), marketing creates value for customers, and, in return, the company can capture the value generated by the consumer. All in all, companies use different methodologies and marketing strategies to create value for customers and from customers.

When we talk about Marketing we can talk about the Marketing Concept, which, as mentioned above, is the idea that the company is driven by the customer and its end goal is to satisfy their needs. However, on the other hand, the idea of Marketing Function defines marketing as the process of the definition of markets, quantification of needs of customers in said markets, determining the value proposition for the company, as well as communicating it to the customers and monitoring if the said value was indeed delivered to the customers. (McDonald, 2007)

We live in a world that is changing rapidly, and with it, the needs and wants of the customers change as well. Therefore, companies must be able to accompany this constant change and development of new technologies and interactions that happen with clients. According to Wood (2017), the changing world we live in brings urgency for companies to have a defined Marketing

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Plan, so that decision-makers, the top managers, can make the best allocation of resources when it comes to marketing capabilities that will meet the new needs of customers. Therefore, companies can maintain their competitiveness by being able to develop a dynamic MP that allows them to evolve and adapt to the changes that may happen, whether it is to adapt to a new law, new technology, or a new macroeconomic environment.

A Marketing Plan, in Wood's (2017) work, can be defined as a structured process that will end up defining the decisions and actions related to marketing so that the companies can reach already defined goals, using the marketing resources available. The definition of this plan will most likely be done by a management process, that will systematically formulate basic assumptions, set objectives, target the customers that the company will be selling to, define how the goals will be attained, and then schedule and budget the cost of all the actions and activities needed in order to implement the plan they designed. The plan may be defined in a more relaxed or structured way depending on the size and environment of the company. (McDonald, 2007)

This plan must include the answers to *who, what, when, where, how, and how much* regarding the organization's marketing, however, it cannot be seen as a stiff and defined document with goals that will be accomplished in the following year. The MP explained by Wood (2017), despite being specific and with well-defined SMART goals, must be also flexible and allow the company to adapt to the constant changes in the world, whether that is in terms of new products being released, new competition entering the market or simply new ways for customers to shop. Since it is a Plan that, eventually, will relate to other parts of the organization, the goals defined for the MP must be coherent, as mentioned by Kotler and Armstrong (2018), with the goals and the vision that the company defines for itself, taking into consideration the short- and long-term goals.

Defining the Marketing Plan is essential for the company, given that it can help with the definition of goals, as well as help the company attain its end goal: maximize profits and revenue while minimizing costs. The company must, however, decide if they are using a strategic MP, covering a period beyond the next fiscal year, or a tactical MP that has more details and actions that will be taken during a short-term period. (McDonald, 2007)

The Marketing Plan that I will be presenting will be based on the Tactic Marketing Plan, given that the medium and long-term strategy for HMS has already been defined. Therefore, I will be presenting a short-term strategy that will focus on specific and more detailed activities and actions that can be taken in less than two years. Furthermore, I will also present several analyses that will support my MP, following the methodologies present in Table 1.

2.2 Service Marketing and Quality

Services, according to Wirtz and Lovelock (2022), are “economic activities performed by one party to another. Often time-based, these performances bring about desired results to recipients, objects, or other assets” (Wirtz & Lovelock, 2022, p.6). With the increasing importance of the service industry, there is a need to improve the way we market services, given that the strategies used to market tangible or intangible goods are different.

Adam Smith (2005), in his Wealth of Nations book presents two types of labor, productive and unproductive. The former is referred to as manufacturing labor, where the worker transforms the materials into a new product, adding value to it, and the latter is perceived as a task that would not transform materials and hence, would not add value to the economy and would not bring profits. However, nowadays, we see services as a motor of the Global Economy.

In fact, services have been dominating the Global Economy, and many authors agree we have been undergoing the service revolution. Even when it comes to emerging economies, we have been witnessing an increase in the share of the services industries, being that more than half of the Gross Domestic Product can be attributed to the service industry, generating, consequently, a growth in the generation of jobs that are usually requiring higher education to perform. (Wirtz & Lovelock, 2022)

According to Hole, Pawar, and Bhaskar (2018) globalization is also related to the increase in value and importance of the service industry. The technological evolution has been a pusher for the increase of services and how they are provided. While services have always been around, the growth of e-commerce has allowed services to be distributed in new ways and through more channels. Nowadays the competitiveness of service businesses is fiercer than ever. Thus, there is a need to develop marketing strategies that are specific to services.

The nature of services comes with a few characteristics that differ from the ones we see in the manufactured goods and that will impact the strategies to market them. The Intangibility, Inseparability, Heterogeneity, and Perishability of services contribute to the vexing problems service marketeers must surpass. These characteristics end up creating eight marketing problems that are enumerated by Zeithaml, Parasuraman and Berry (1985) as (1) Cannot be stored; (2) Cannot protect services through patents; (3) Cannot display or communicate services; (4) Difficulty setting prices; (5) The consumer and other consumers are involved in the production; (6) Difficulty in mass production; (7) Difficulty in standardization and quality control; (8) Cannot be inventoried.

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Marketeers, hence, developed a new Marketing Mix that is specific to the service providers as explained by Wirtz (2023). Instead of focusing on the four (4) P's that are studied in the manufactured goods, Product, Price, Place, and Promotion, three (3) new Ps were added, that help study and overcome the nature of services, Process, Physical Environment and People. Adding more elements allows the marketer to take into consideration the limitations and problems in marketing the service and create strategies to overcome them, focusing on the three new P's. In this MP, we will be studying and analyzing the Seven (7) P's of the Marketing Mix that was created to analyze the service industry.

The service marketeers need to find the best strategy so that they can still be competitive with the growing service industry and its importance. Hence, the need to do a good marketing analysis, both internal and external, as well as market research is paramount. One of the strategies that allow services to have a competitive advantage and that will maintain the service competitive is the Quality of Service, as mentioned by Hole et al. (2018). Service Quality is “a high standard of performance that consistently meets or exceeds customer expectations” (Wirtz, 2023, p.52) Therefore, the service provider must guarantee that the consumer is satisfied and that the service is being performed in a way that will ensure that the customer will want to return and spread the word about.

However, customer satisfaction has a limitation that is highlighted by Wirtz (2023). While consumer satisfaction reflects the moment in which the service is provided, and how the consumer feels about the service when it is consumed, it may be tainted by some type of judgment by that specific client. Whereas service quality refers to stable beliefs and conceptions about the firm, not just the one service provided.

While the quality of the material goods can be measured by the number of defects that were produced or the returns on the goods because services have the four limitations mentioned above, they can be abstract, and their quality measurement can be a challenge. Thus, Zeithaml, Parasuraman and Berry (1988) developed an assessment of quality that does not lie in the measurement of objective quality. They created SERVQUAL, an instrument of questions that measures the quality of service, having as a foundation the perceived quality of services, which is the comparison from the expectations consumers have and perception of the service.

This instrument, developed in 1988, can be applied to many service industries. The survey has 22 questions that are based on five dimensions of services – tangibles, reliability, responsiveness, assurance, and empathy. The reliability of this tool is 0.9 and thus, can be seen as a reliable tool

that has a high performance in assessing the quality of services. The 22 questions can be found in Annex 1.

2.3 Services Brand Value

The branding of the company allows the consumer to create and define the concept of the brand in their mind as well as the value proposition, which is important since “strong brands enable customers to better visualize and understand intangible products” (Berry, 2000, p.128). In fact, as Onkvisit and Shaw (1989) point out, despite services being often treated as commodities, an undifferentiated good that is sold, they should be seen as a product, a good or service that has value-added and differentiated from commodities, having some competitive advantage. When this happens it is easier to identify a specific attribute that is the competitive advantage and work with it to make the branding of the service meaningful and impactful.

To Perreault, Cannon, and McCarthy (2015), branding is a way to identify the product or service with the use of a name, design, color, symbol, or a combination of these. The essential components of branding are the brand awareness and brand attitude. As explained by Rossiter (2014), brand awareness is how and if the brand is identified by the consumers, being a necessary precursor of brand attitude, the reason why buyers will choose and perceive a brand, based on their buying intentions and motives, as well as in their evaluation of the brand and how their brand awareness is transmitted.

In some service industries, such as the hotel industry, we can create service tiers, which are levels used to differentiate the service provided explained by Wirtz et al. (2022). Therefore, in a hotel, the price and the service expected in a twin room with a view of the street is different from that in a private suite with room service and a view of the sea. This can be beneficial when the branding is well-defined, and the customer has good brand awareness since it caters to the needs of different types of buyers. In fact, when marketing and creating brand experiences, the service is exploring different types of customers that will relate more to the brand because of the experience they expected and what they got. Therefore, there is great importance in branding the experiences and creating tiers in the marketing of services.

The concept of brand equity, as explained by Pina and Dias (2020) can be divided into the economic value of the brand and the consumer perspective that highlights the qualities and value of the brand. However, they mention that the latter is the most important, due to the value given by customers based on previous interactions and feelings towards the brand. Thus, a high level of brand equity will increase the trust in the product, which is especially important in services, since

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they are intangible, and it might lead to higher loyalty, intent to repurchase, and customer satisfaction. In a study made by El-Adly & ELSamen (2018), the perceived value of the hotel is more important to customers than the awareness of the hotel. Therefore, it is paramount that hotel managers focus on creating value for their brands, rather than just creating awareness in their communication, proving the importance of brand equity in the hospitality industry,

Davis (2007) makes an important list of reasons why services that focus on developing good branding and expanding their brand equity end up having a competitive advantage over services that simply do not overcome the nature of IHHP with the use of marketing. When consumers have good brand awareness, they are first of all more willing to buy that service and may even associate the service with a good and positive experience, even if they have not yet lived it. Furthermore, when it comes to overcoming a negative experience, he is more likely to allow that to pass. Finally, when it comes to risk assessment, the client perceives the services with better branding to have less risk and thus are more willing to buy such service.

2.4 Marketing in the Hospitality Industry

According to George (2021), the hospitality industry is defined as being a sector inside the tourism industry that provides services regarding food and shelter for tourists. However, with the development and increase in tourism, hospitality has grown to be much more than that. Nowadays the industry provides more than travel, accommodation, and food, it also has entertainment, gaming, events, and recreation.

However, accommodation is still the focus of the hospitality sector, given that tourists must stay 24 hours away from home to be considered for tourism. The main purpose is to give the traveler a comfortable and convenient way to stay away from home and explore other places. Because of the convenience of the sector, tourists often choose their hotel or accommodation based on the location, value for money, transportation near the place where they are staying, as well as the level of service provided. (George, 2021)

Edgell, Ruf, and Agarwal (1999) define tourism marketing as being set in a few determinant parameters: being research-based, goal-oriented, strategic, analytical, and directed. Essentially, there is a great need to focus on the consumer, but they mention a greater need to also focus on a strategic Marketing Plan that will ensure quality, efficiency, and effectiveness in the process. Thus, the authors create a framework set in six main steps: needs analysis, research and analysis, creative infusion, strategic positioning, Marketing Plan development and training, implementation, evaluation, and adjustment.

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In the hospitality and tourism industry, marketing is often reduced to the sales component, as it is the one that will give a higher return to the business. When businesses notice poor marketing performance, usually the problem lies with the fact that the Marketing Mix may not be used properly. To Kotler, Bowen, and Baloglu (2022) it is paramount that the business focus on providing added value to the experience of their customers, allowing them to experience a differentiated and better service. To Lien, Wen, Huang, and Wu (2015), sales and online bookings will increase when the hotel excels in both service quality and brand image which has a positive influence on the purchase intentions, trust, and perceived value.

Salazar et al. (2010) studied the importance of service quality in hospitality, mentioning that it is the basic component of the tourist product. This research shows that the service quality ends up affecting the way customers perceive their experience and if they are more or less likely to recommend the hotel or return. Furthermore, the hospitality sector is also affected by online reviews, as they are so important when it comes to recommendations and end up being a deciding factor when it comes to choosing a location to be hosted in.

This industry can have a real impact on the Sustainable Developmental Goals created in 2015, by the United Nations. In fact, Sustainable Tourism has been specifically included in the goals regarding (8) Decent Work and Economic Growth; (12) Responsible consumption and production and (14) life below water, presented in UNWTO (2023). As a result, an Annual Ecotourism Conference, presented by Stylos, Rahimi, Okumus and Williams (2021), is held with key stakeholders that create measures to protect the environment, the communities and how the tourism sector can sustainably grow.

Nowadays, with the digitalization of the world, the hospitality industry must follow the trends and keep up with the constant change explained by Erdem and Barakazi (2023). When it comes to AI, IoT, Sensors, Augmented Reality and the Metaverse, Face Recognition, and Sound Technology, hotels can benefit from the use of the new technological trends to upgrade their service level and create a better and more diverse experience for their guests. As a result, smart hotels, which are technologically based hotels, filled with new information and communication technologies, started to arise. These hotels present fewer human errors, in the services provided, as well as more efficient services for consumers that need less effort to have a service provided. Furthermore, after the pandemic context lived in the world since 2020, these hotels also offer reduced contact with people, minimizing the transmission risks.

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3. REFERENCE

Following the Literature Review for the Project, a reference table that follows the steps and structure of the Marketing Plan for HMS was created, taking into consideration different authors that will be the reference for each step presented in the table below.

Table 1 was created following the Marketing Plan Structures that were presented by Kotler and Armstrong (2018), McDonald (2007), Wood (2017) and Westwood (2016). However, we will also follow the inputs that were given by Wirtz and Lovelock (2022), Zeithaml et al. (1985) and George (2021) when it comes to Marketing Services, in specific in the hospitality business, regarding the limitation of the services that are then bridged by the creation of the 3 P's referent to the services.

When discussing the Marketing Strategies we will also follow the inputs of O'Neill and Matilla (2004), Zeithaml et al. (1985), Onkvisit and Shaw (1989) and Davis (2007) in order to explore the correct strategies when it comes to the problems identified as the Service Quality of the Hotel, as well as the Branding that is necessary in order to stay competitive and in line with the services offered.

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Marketing Plan Structure		Authors
Mission and Values of the Hotel		(Kotler & Armstrong, 2018) (Wood, 2017) (Westwood, 2016)
External Analysis		(McDonald & Payne, 2006)
Macro Analysis Analyzing the Political, Economic, Social demographic, Technological and Environmental context (PESTE)	Micro Analysis Analyzing the market, competitors, behavior of the buyer and brand value	(Kotler & Armstrong, 2018) (Wood, 2017) (Salazar, Costa, & Rita, 2010) (Rossiter, 2014) (Onkvisit & Shaw, 1989)
Internal Analysis Analyzing the resources of the hotel, in terms of people, finances, suppliers, distribution, communication, product, price, physical evidence and processes.		(Perreault, Cannon, & McCarthy, 2015) (McDonald & Payne, 2006) (Hole, Pawar, & Bhaskar, 2018) (George, 2021)
SWOT Analysis Analyzing the Strengths, Weaknesses, Opportunities and Threats the Hotel faces		(Westwood, 2016) (Kotler & Armstrong, 2018) (McDonald, 2007)
Marketing Strategies and Objectives Defining the Objectives for the Hotel as well as the general marketing guidelines the company should follow, implementing the Marketing Mix, taking into consideration the Segmentation, Target, and Positioning of the brand, as well as the value proposition of the hotel		(Wirtz, Essentials of Services Marketing, 2023) (Zeithaml, Parasuraman, & Berry, Problems and Strategies in Services Marketing, 1985) (Kotler & Armstrong, Principles of Marketing, 2018) (Edgell, Ruf, & Agarwal, 1999)
Budget, Planning and Control Creating the calendar, budget, and measures of control to implement the strategy defined in the Project		(Westwood, 2016) (Wood, 2017)

Table 1 - Reference Table for the Project

4. METHODOLOGY

To Baker, Hozier and Rogers (1994), the Marketing Research can be a distinction point between a company that is sales oriented and one that is marketing oriented, being that the latter will have a focus on having good research that is unbiased and focused on the client and what are his needs and wants.

According to Malhotra (2020), the Marketing Research is important to identify and solve the problems of the company that is being studied. Thus, all the marketing research can be divided into Problem-identification research, which is used to identify the problems that may not be noticed at first, or a Problem-solving Research, which will help solve the issues that were discovered in the problem-identification research.

Defined by Saunders, Lewis, and Thornhill (2023), the Marketing Research is a systematic process that has a clear goal to identify patterns and study the topic chosen. Therefore, we will in this chapter clearly present the goal of the elaboration of this Marketing Plan, as well as explain the types of strategy and methodology that will be followed throughout this Plan.

4.1 Goals, Type of Study, and Strategy

This Marketing Plan has the goal to study the ways in which Hotel Mar e Sol can improve their results and improve the relationship with their customers when faced with a new era for tourism and hospitality. This study will focus on understanding the areas in which the hotel has room to improve and will then create solutions for the analysis conducted, going through both the problem-identification and then the problem-solving research.

The research that will be conducted during this study will be conclusive research, defined by Malhotra (2020) which will assist the Hotel Managers during decision making and will give them the best course of action to take, providing clear information and insights that were taken after the data collection and analysis of the research. Specifically, we will be using descriptive research, which is used to give detailed information on the topic that is being researched and give relevant information, such as market information or information on the topics of the marketing mix.

For this type of study, and following Saunders et al. (2023), two main methodologies have been used, the qualitative, through interviewing the staff of the hotel, specifically one of the managing partners, as well as a few other staff members; and quantitative, through an online questionnaire that is directed to potential clients of the Hotel. All the data collected has been taken from one time period, and used only once, therefore, we are using cross-sectional research. By using these two methodologies we are using the mixed-model research approach, which allows a broad vision of the Marketing Plan.

The strategy that was used during the elaboration of the Marketing Plan is called Action Research and it is defined as being the type of study that is elaborated with a relationship between the researcher and the practitioner, this way ensuring that the changes that must be done and have

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been studied by the researcher will be put to action. In the case of this specific study, the constant contact and interviews directed are a clear example of how this strategy was used.

4.2 Sampling and Data Collection

The sampling method that was used for this study was the non-probabilistic convenience sampling, in which the selection of the sample is left primarily to the interviewer. Because in this case the researcher chose to interview one of the managing partners, some staff as well as produce a survey in which the answers of the target of the Hotel are taken with more importance. This type of sampling is the least expensive, according to Malhotra (2020), however, it can also come with more constraints. Furthermore, internet sampling was used, when the online survey for possible clients of Hotel Mar e Sol was created. In order to reach a greater number of possible future clients of Hotel Mar e Sol, a nonpanel recruited online sampling was used when the divulgation of the survey was sent through social media and e-mail to potential respondents.

During the construction of this report, the first data that was consulted was secondary data, through the audit of the hotel that was created by a private entity hired by the management, as well as websites, literature regarding hospitality and tourism, and studies obtained through Turismo de Portugal, INE and other entities that publish information available to the public.

In regards to primary data, the data collected from the five interviews that were done with the managing partner – one interview- as well as to the staff of the hotel - four interviews - with the reception, F&B workers, and housekeeping, following the script on Annex 2 have given this research a perspective from the inside and important information regarding the processes as well as the opinions of those that are in contact with customers and the daily life of the hotel.

Furthermore, the online survey that was constructed based on the ServiceMax presumptions to evaluate the quality of services. The online questionnaire was posted on social media, in Instagram, Facebook and LinkedIn, as well as sent to specific people that had been on the hotel via e-mail and phone number. The questionnaire had 172 responses and was then analyzed based on the Google Forms analytics. From the 172 responses 67 were in between the ages of 51 and 64, 41 were between the ages of 18 and 25 and 37 between the ages of 31 and 50. There were also 18 respondents with ages between 26 and 30 and 9 that were over 65. 62,2% were female and 37,8% were male. On average, the respondents have a monthly household income between 1500€ and 3000€. The questionnaire is presented on Annex 3 and the answers are presented in Annexes 4 through 10.

4.3 Limitations

Every study has its limitations and, as Baker, Hozier and Rogers (1994) would say, “a significant amount of tourism research is neither efficient, effective, or accountable is that many users of tourism research do not demand efficient, effective, and accountable research” (Baker, Hozier, & Rogers, 1994, p.7)

In this study one of the limitations that has been pointed in the previous point is that, due to the non-probabilistic methods used during the research, despite saving money and time, they may have some type of bias and have skewed results. In the hospitality industry it is important to have descriptive information and interviews with members of the staff, however, they may give some type of bias when it comes to the information that has been collected.

Another constraint has been the number of previous customers of the hotel. Due to the limitation on the number of previous customers that have filled the online questionnaire created, we have had to base our Marketing Plan on the general public idea of the quality of hotels and what is their preferences, as well as give more importance to the interviews of the workers, basing other assumptions on Booking.com and the reviews left online.

Finally, there were some constraints when it came to the financial data that has been collected for the budget and control of the Marketing Plan.

5. MARKETING PLAN

5.1 Mission, Vision, and Values

Hotel Mar e Sol is a tourist enterprise with a long history and knowledge of several generations and a connection to the region where it is located. The Hotel was founded in 1966 and it has been managed by the generations to follow, always with the development of the village in mind, as well as the guests' needs.

The Hotel is managed with its values of Respect, Integrity, Teamwork, and Autonomy, and these have been in the mind of all the members of staff while creating the best experience for the guests and while presenting them with the beauty that can be taken from the village it is situated in.

While the hotel's mission is to adapt to market trends and changes, adjusting its offer and positioning to current and new markets, always with customer satisfaction in mind, its vision is

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to be a reference beach hotel that is known for its events, hospitality, guest service and for allowing guests to have the best experience of feeling like they are part of the region they are staying in, surrounded by the ocean and the pine forest.

5.2 Situation Analysis: Marketing Audit

5.2.1 External Macro Analysis: PEEST Analysis

Political-Legal Factors

The Political environment in Portugal presents a long-term stability that has come from the many years in democracy and with a strong political environment. Almeida (2023) states there will be no elections in 2023, other than the regional election in Madeira, which will maintain the government the same and with a sense of continuance, with the majority of the deputies of Parliament, 120, being from the same party. Furthermore, the Portuguese Government has started a Stability Program, explained by the Financial Ministry (2023) to be developed between 2023 and 2027 in order to create more stability in a time where many variables need the state to act and ensure and equilibrium to all the Portuguese people.

Despite Portugal's political stability, we must also take into consideration the world context and how the politics around the globe may also affect the context of the Portuguese political state. According to the Time Magazine (2023), the top 10 risks that the world will face when it comes to politics are the war between Ukraine and Russia, the new political commander of China, recent AI advances on weapons of mass destruction, inflation, the political situation in Iran, the “Energy crunch”, the stalling of the GDP, the political divergence in the United States of America, the boom of TikTok and the water stress.

In Portugal, the Ministry of the Economy, and the Sea, with a Secretary of State for Tourism, Trade and Services is responsible for defining tourism policies. As part of the Ministry of Economy and the Sea, Turismo de Portugal (2023) is the National Tourism Authority responsible for the promotion, enhancement, and sustainability of tourism.

Approved by the Council of Ministers on May 21, 2021, the Reactivate Tourism Action Plan aims to guide the sector in the intention to fix the Portuguese economy with Portugal 2030, the Portuguese strategy plan. As the country's main sector, and after the impact of COVID-19, this plan pretends to stimulate economic growth and create new mechanisms that are more sustainable and resilient for the sector.

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Turismo de Portugal has established a Strategic Plan (2017) until 2027 which aligns with the vision that this activity is a hub for economic, social, and environmental development, all around Portugal, allowing the country to be both a competitive and sustainable destination.

Economic Factors

According to Banco de Portugal (2023), the national Portuguese bank, the structural changes suffered with the increase in qualification of the people, increase in financial stability that is backed by the increase in savings of families as well as the changing business environment have created an economy that is able to compete internationally and generate sustainable wealth and domestic demand.

Since the year 2021 inflation has been a real problem in world economy, varying 1,3% in 2021 and 7,8% in Portugal in 2022, as shown in Pordata (2023). However, in July of this year, according to Diário de Notícias (2023), the inflation rate of the eurozone has decreased to 5,3%, while in the same month in 2022 it had been 8,9%. In the June Boletin report created by Banco de Portugal (2023), the inflation is expected to reduce from 5,2% this year to 3,3% in 2024 and 2,1% in 2025, accompanied by a 2,7% growth in the portuguese economy as well as a 2,4% increase in 2024 and 2,3% increase in 2025. In the labor market, from 2023 to 2025 Banco de Portugal (2023) expects a 0,6% growth per year, and a final unemployment rate at the year 2025 to be of 6,8%.

Environmental Factors

Since 2019 Portugal has been able to decouple environmental pressures, like energy consumption and air pollutants from economic growth, as well as ensure clean water and sanitation, which has been a product of the new regulatory framework of environmental services. The fact that Portugal has been able to improve the Sustainable Development Goals established by OECD (2023) number 6 and 7, respectively, it still has a hard time in ensuring sustainable consumption and production patterns and protect and sustain the use of marine and terrestrial ecosystems, as part of SDG number 12, 14 and 15 respectively.

In order to follow the vision of the Strategic Plan Tourism 2027, Turismo de Portugal is enforcing some measures that will ensure the goals defined are met. Since one of the goals is to have a more sustainable sector and for tourists to know they are in a sustainable destination, 8 strategic objectives were created, 3 of which are directed to environmental goals: Increase energy efficiency levels in tourism companies; Promote the rational management of water resources in tourism; Promote efficient waste management in national tourism activities.

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In 2020 the +Sustainable Tourism Plan 20-23 was created, aiming to create smaller objectives that will lead to the fulfilment of the Tourism 2027 Strategic Plan, strengthening the Agenda for Circular Economy in the Tourism Sector. In this plan, the targets for 2023 were for 75% of tourist restaurants to have energy and water efficiency as well as waste management systems and for them to not use single-use plastics; to have 50000 professionals trained in the areas of sustainability and to have Portugal associated with sustainability in 200 international references.

Social Factors

According to data collected by Pordata (2023), the total population in Portugal, in 2022, is around 10.4 million people, of which 5.2 million are part of the active population that is working. In the same year there were 8 babies born for each 1000 people and the life expectancy when they were born was 81 years old. On the other hand, 11,9 people died for each 1000 people. This data shows the country's aging panorama, given that more people are dying than being born.

The Well-being Index was created to provide results on an annual basis that make it possible to monitor the evolution of well-being and social progress. Defined by INE (2023), the well-being concept is measured by two key areas - families' material living conditions and quality of life. The index created in 2004 is measured taking into consideration the definitive data of the year n-2 and the preliminary data of the year n-1. The national well-being index of 2021 was 45.7, on a scale of zero to 100, with the categories that are the lowest being the economic well-being, the work-life balance and the civil and governmental participation.

In 2022, according to INE (2023), 47,7% of the Portuguese population went on at least one tourism trip, which includes having to spend at least one night outside their household, which is a 3,7p.p increase in comparison to the previous year. However, the amount of people that traveled inside the country were only 34,4%, a decrease of 4,1p.p. The average costs of the trips made were superior to the previous year, being 232,5€, however this increase is mainly due to the tourism outside the country that increased after the pandemic. The average cost per day of a tourist residing in Portugal and on a domestic trip is of 163,3€.

According Pereira (2022) the travel tendencies of 2023, analysed on the end of the year 2022, tourism is increasing, and travelers across the globe even say that it is more important for them to travel now than before the pandemic. Most tourists are influenced and actively looking for inspiration both online and offline. In fact, 52% of travelers admits they look for inspiration and guidance from friends and family and 44% looks for it in travel suppliers, both of these being the most used in influencing a trip. In terms of social media as a search engine, the Generation Z and

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Millenials use it the most, as expected, and it has an impact on 35% of travelers, more than the more traditional means of communication for tourism, such as travel agencies, TV and newspapers and magazines. However, for the portuguese traveler there are some variables that can put a stop to those intentions, such as the increasing price of fuel, inflation, the current political issues and the natural disasters.

Technological Factors

In the past decades technological advances have been shaping the world in many different areas, changing the way we live in a society and in businesses. The most recent advances lie in the Artificial Intelligence, which will change the way the world is growing and developing. As mentioned in Forbes (2023), in Silicon Valley, the epicenter of technological revolution, the innovation in this area is historically powerful and life-changing and thus, we can assume that the same will happen with the introduction of AI on our day to day life.

In the tourism sector, technological innovations are also paramount to connect all the stakeholders and create value, as mentioned by Buhalis (2020). In his perspective, in the following decades, the use of AI and Big data will be revolutionary for this sector. Moreover, the author mentions the Ambient Intelligence Tourism which is based on the use of all disruptive technologies to create a new infostructure that is able to connect all the stakeholders, allowing a flexible, sensitive and adaptive environment that caters to their needs. This new environment uses AI, fifth generation mobile network, mobile devices, machine learning, 3D printing, Internet of Things, gamification, sensor and beacon networks, cryptocurrency and so many other technologies that be deceipted in Annex 11.

5.2.2 External Micro Analysis

Market Analysis: Tourism and Hospitality Sector

In 2022 the value of the tourism receipts increased by 109,7% in regards to the previous year, coming to 21.1 billion euros in receipts. Despite these values still not reaching the levels of pre-pandemic tourism, according to INE (2023) the country is definitely going in the same direction, since there is only a 15,4% difference from 2019 to 2022 receipts from the sector.

In this year there were 26.5 million guests accounted for, 15.3 million of which were foreign. People from the United Kingdom (8.9 million), Germany (5.4 million), Spain (5 million), France (4.4 million), and the United States (3.4 million) are the ones that most travel to Portugal. (INE, 2023)

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On a study made by INE in September of 2023, with data regarding July of the same year, there have been already 18.1 million guests that have generated 754 million euros in recipes, which is already an increase when comparing this data with the values achieved by the same time during 2019, before the pandemic hit. Therefore, we can conclude that the overall context of tourism in Portugal is favorable and restoring the values that has been increasing before the pandemic and that made tourism one of the most important sectors in Portugal.

According to Pordata (2023), in Portugal there are 79 people working in the tourist accommodations for every 1000 people that are working. On average their income is of 822,4€ per month, however there is a discrepancy on the average wage of men, whom earn on average 883,1€ per month and women who earn 775,5€ per month.

Portugal has been a relevant market when it comes to tourism, both from residents that want to get to know their country in a better way, and for foreigners that want to come and visit the country known as a garden by the sea. In fact, Portugal was the 13th world market in terms of tourism receipts in 2022, being the 7th in the european market. Furthermore, Portugal ranked 16th out of 117 countries worldwide that are in the Travel & Tourism Competitiveness Index in 2021.

In regards to the travels in Portugal, the central region remains the most traveled destination in domestic trips, wit followed by the northern region and with the Lisbon Metropolitan Area now being the third most wanted destination, taking the former place from Algarve, one of the most known beach destinations in the country. (Turismo de Portugal, 2023)

In accordance to the data collected from the questionnaire that was elaborated for this Project, Portuguese tourists enjoy traveling mostly for leisure and fun, followed by visiting friends and family and only then business and other type of traveling.

Preferences in Tourism and Service Quality

In order to analyze the preferences and consumer habits of tourists that are from Portugal and that travel inside the country we will use the questionnaire that was designed for this specific Project, from the 172 responses that were gotten and based on answers from all over the country as shown in Annex 3, as well as some information that was elaborated by the entities of Tourism in Portugal.

From the questionnaire we can conclude that the majority of the respondents, 91,9%, travels inside Portugal every year, staying at least one night in a tourism accommodation, whether that is

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a hotel or some other format of accommodation. However, 52,9% of respondents say they stay once or twice a year in a hotel and 27,9% say they stay more than twice a year in a hotel. On average, people who stay in the hotels stay only for one or two nights, despite 8,7% admitting they usually stay 5 or more days.

In regards to the preferences of the traveling, as was already corroborated by the study made by INE (2023), 83,1% of the respondents, thus the majority, say the main reason they travel inside the country is due to leisure. Furthermore, more than half of them, 52,3% travel mostly with family, 31,4% with a partner and 8,7% with friends. Although 7% of the respondents say they travel alone, only two travel alone for leisure, while the other 10 travel alone for business.

Also in line with the study designed by INE (2023) is the average price people pay per night. 63,5% of respondents put their price frame between 51€ and 100€ and 22,9% say they pay between 101€ and 200€ a night. Since the average cost per night in domestic travel accounted by the study was 163,3€ it comes in line with the results from this questionnaire.

When asking about the location where they prefer to stay, 39,2% of the answers claim they prefer to stay in a beach location when they are traveling, which is the best scenario possible for HMS since it is a beach hotel. Other responses show a preference in a city setting by 20,3% and a historical setting by 17,4%. Rural tourism also has some impact being chosen by 12,8% of the sample.

In terms of service preferences, according to the questionnaires the most important aspects of service lie on hygiene and safety, as well as comfort. These are the three pillars that have more impact. However, also with a high classification comes the well functioning of the equipment and also the price of the room being accessible. It also comes as a preference the speediness of processes as the check in and check out. In regards to the preferences of commodities for a beach hotel in specific, by far, the most important is the closeness to the beach and the fast and easy access to it.

Competitors Analysis

In the district of Leiria tourism has been naturally taking a more important role in the region with the increasing measures to have more cultural events, new and improved infrastructures, as well as an increase in promotion of the region. Adding all these to the fact that this is a district that can offer beaches, pine forest and other natural elements along with a high number of industries, more people come to visit the district every year.

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When it comes to the competitors of Hotel Mar e Sol, we can consider hotels in the same area of São Pedro de Moel, such as Hotel Miramar, despite it being of 3 stars and not having so many amenities as HMS, the prices range from 81€ and 93€. However, the biggest competitor of HMS is Hotel Cristal Praia & SPA Vieira, both the Resort and the Hotel, that are located in a different beach but on the same municipality. According to Tripadvisor (2023), the prices per night are around 99€ and 131€, depending on when the guest is staying.

Looking more into hotels with SPA, in the district of Leiria the terms and spa of Monte Real is the accommodation that is most well known for its treatments, as well as the most expensive, with prices ranging from 103€ to 134€. In Your SPA Hotel Alcobaça the guest can stay in a more rural area, enjoying the SPA treatments paying per night between 90€ and 108€. Finally, also in the area and, despite being away from the beach, it also offers SPA commodities to the guests is the Hotel Villa Batalha, which offers a historical location combined with relaxation for guests with prices ranging from 84€ to 101€.

Finally, the last category of competitors lies in the beach of Nazaré. It is a beach on the same district that is also well known for its surfing and it is a tourist point for many people visiting Portugal and the central region. Nazaré offers a high volume of tourism accommodations and when it comes to hotels, both Hotel Miramar Sul and Hotel Praia are the ones with 4 stars that can be considered indirect competitors, with prices ranging from 74€ and 117€, and 100€ and 153€ respectively.

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MAIN COMPETITORS'S CHARACTERISTICS	
Hotel Cristal Vieira Praia & SPA	This hotel is located in the same municipality as HMS. Also being located on a beach, this hotel has modern rooms with recent equipment, offers SPA treatments and also has a water park and pools in the hotel that can be used by guests or waterpark costumers. This 4 star Hotel is also a family hotel that has been growing in the community and becoming a reference in the area, much like Hotel Mar e Sol.
Hotel Miramar São Pedro	Also located in São Pedro de Moel, this 3 star hotel offers less ammenities and does not have the beach view or proximity as HMS, however, it is fairly less expensive and it offers meals to guests and outside costumers, much like HSM.
Hotel Praia Nazaré	Located 2 minutes from the beach known for the giant waves, great whether and beautiful views, the Hotel is modern and offers a comfortable yet contemporary look to the guests. This 4 star hotel has a pool and a gym and offers a rooftop to the guests that wish to have a better view of Nazaré while enjoying their stay.
Monte Real Termas, Hotel & SPA	A refernece in the SPA and terms hotels, in Monte Real guests can enjoy treatments that are specialised to their medical and relaxation needs. Their guests can enjoy massages, water circuits, turkish baths, sauna and all the ammenities they can enjoy, whether they are staying in the hotel or just visiting for a SPA day. The village it is located in is well know for this hotel, which can be important for people looking for good quality SPA and Terms services.

Table 2 - Competitors Analysis. Source: Own Creation

5.2.3 Internal Analysis

People

Hotel Mar & Sol is operated by a team of 28 permanent staff members, 6 of whom are highly qualified, with experience in tourism, hotels, and restaurants. An annual evaluation of their performance is realized in order to ensure the high quality of staff members. The human resources at Hotel Mar & Sol undergo specific periodic training, both internal and

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external, with a view to maintaining knowledge and acquiring new knowledge and service techniques. These factors demonstrate the company's concern and determination to achieve its objectives, the quality of its human resources as service providers and the satisfaction of its customers' needs. However, the staff does not have benefits outside their salary and some productivity rewards.

Financial Resources

The financial results of HMS have been consistently increasing. The positive results have been due to the consistent increase in the occupancy rate, the results of the restaurant with both guests and outside customers visiting the restaurant and, finally, with the most recent events that have been taking place in the Hotel, mostly during summer. As a seasonal business, HMS needs to ensure that the occupancy rate in the winter does not decline as much, in order to maintain good results, which they partner with local factories in order to have guests that are on business during the off season. Furthermore, the SPA services provided are also open all year round, being a source of income even during the autumn, winter and spring. Lastly, the events have been a recent focus of the hotel. With summer sunsets, private events such as birthdays or parties, business events and even thematic meals happening during christmas or easter, the Hotel attracts guests, and thus revenue, during the off season.

Supplier Resources

Given the small dimension of the Hotel, the regular number of suppliers is between 10 and 15, highlighting the most important ones as MAKRO and Espírito Líquido, that supply the food and beverages needed for the services provided at the hotel. Furthermore, there also a few numbers of suppliers that are used only when needed, such as during the duration of an event.

Product

The hotel is housed in a ground floor and 3-storey building, comprising 57 accommodation units, 2 singles and 55 doubles, corresponding to an installed capacity of 112 beds. Furthermore, the Hotel offers other commodities such as:

- Restaurant with 300 seats.
- Indoor bar and lounge area with 100 seats.
- Roof Top Bar with jacuzzi, lounge area and terrace with capacity for 250 people and one room with total capacity for 100 people.

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- SPA with an area of 350m² with a gym, sauna, Turkish bath, jacuzzi and massage and therapy rooms.
- Essential service and support areas for the operation, such as the kitchen and offices.

Price

Since tourism is a seasonal activity that will depend on the demand, competition and season, as well as the occupation rate of the hotel, the prices that are implemented on the rooms per night will vary. The prices of Hotel Mar e Sol can go from 99€ on the low season, to 131€ during the high season, per room per night. Regarding the services provided by the Hotel, the prices for meals will be around 35€ per adult, whether that is on the restaurant with the menu, or during the special occasions when the chef arranges a buffet. Regarding the SPA services, those can go from 8€ for a simple Turkish bath or use of the sauna for 15 minutes, to 130€ for a two people hot rocks massage that will last 60 minutes. Prices for events that wish to use the room on the rooftop or the restaurant can be discussed and each party and event will be analyzed and a price will be offered.

Place

Hotel Mar e Sol is present on both online and offline means. Regarding their online presence, they have a website where the possible customers can learn more about the history, the commodities and services offered, as well as make a direct reservation. Customers can also make their reservations on the traveling websites such as Trivago, Booking.com and Tripadvisor. Finally, offline, they are present on travel agencies.

Promotion

In terms of promotion, the main promoter of the hotel is their online presence, both with the website and social media, followed by internal marketing and finally with offline presence.

In regards to their social media, they have been under a hacking attack on their social media, thus, there was the need to create a new account on Instagram, from scratch, on July from 2023, that has been consistently updated and in brand with the hotel, having 378 followers. On Facebook, the Hotel counts with 11000 followers and likes, and the page has been updated recently. Their website, hotelmaresol.com, underwent a renovation in the beginning of 2023, now presenting their new branding and more information on the services of the hotel, as well as presenting more pictures. Finally, their online presence on the travel websites, depicted in Annex

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12 is also of great importance, considering their ratings of 7,9 (out of 10) in Booking.com, 3,5 (out of 5) in tripadvisor and 7,9 (out of 10) in trivago.com, and the online comments depicted in Annex 13.

On their offline presence, we must take into account all the internal marketing, with brochures of the hotel that are available in the service areas, such as the reception area, and on the rooms. The brochures of the hotel can also be found in other establishments throughout the town, in the tourism points, as well as on the travel agencies.

Processes

For guests to make accommodation reservations they can use online distribution channels mentioned previously (Booking.com, Triavgo, Tripadvisor, etc.) or the website of the hotel. Once the reservation is done, the hotel sends a confirmation via e-mail. The check-in and check-out processes, carried out at the hotel reception, involve certain sequential tasks in order to get the personal information of the guest. The analysis of the quality of the service is made in the room and delivered to the reception, and the questionnaire can be found in Annex 14.

The processes involved with the reservation of the restaurant, as well as the events is made solely through direct communication, either through e-mail telephone or in person. In this type of reservation a series of questions regarding the personal information are made and, in case of events, more details regarding the amount of people and details are made in order to get to a personalized budget.

Physical Evidence

The rooms of the hotel, although a little bit dated in terms of design and decoration, have been created to look simple and elegant. The color scheme of the whole hotel, both in the rooms and common area, are the earth tones that can bring together the beach and the pine forest, bringing the environment to the inside of the hotel. Along with this color scheme, both the logo of the hotel and their most recent social media posts try to follow the same colors and simple and clean look. The image of the hotel, that has recently been reviewed, also tries to follow a more modern and elegant line. The staff of the hotel has a uniform that consists of black shirt and pants, as well as hair neatly trimmed or tied, giving a elegance and elevated look to the staff and a more luxury feeling to the hotel.

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5.2.4 SWOT Analysis

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> - Location near the beach, pine forest and in the village of São Pedro de Moel. - Good reviews on the tourism websites. - Promotion dynamics in the district that are well known. - Wide range of services provided. - Occupation rate even during the off season. - Qualified People. - Recently updated website with pictures and other important information. - Hotel View. 	<ul style="list-style-type: none"> - Rooms need improvement in the commodities they offer and a new sophisticated and comfortable look. - Underdeveloped CRM system - Equipment is not modern in the rooms, such as the blow-dryer or the equipment in the bathrooms. - Not many activities for guests during the off season. - Social Media underdeveloped.
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> - More amenities for the business guests. - More communication with companies that are based in the nearby city of Marinha Grande known for its industry. - One of the few establishments with 4 stars in the municipality. - Close to important highways. - More online presence. 	<ul style="list-style-type: none"> - High wear and tear of the equipment due to the location near the sea. - Low knowledge and promotion of the village in which the Hotel is located. - The village the Hotel is located at has almost no activity during the off season. - New Players that are offering the services the Hotel is offering;

Table 3- SWOT Analysis

5.3 Marketing Strategies and Objectives

5.3.1 Marketing Strategies and Objectives

- Grow to 3000 followers on Instagram on the main account.
- Get consistent on social media and improve the number of interactions.
- Improve the equipment and amenities of the rooms.
- Improve the reservation rate of the off season to 50%.
- Get the ratings on the booking sites to 8 out of 10 or 4 out of 5.
- Improve the image of the hotel on the common areas.

5.3.2 Segmentation, Targeting and Positioning

The customers of the Hotel are mainly from the Northern of Portugal, Centre of Portugal or from the Metropolitan Area of Lisbon, if they are domestic tourists, or they are from France, Germany or Spain. The age of these individuals is mainly from 36-40, 41-65, or 65 plus, with the hotel targeting middle and upper class customers, mainly with families or retired. These customers come mostly to enjoy their leisure time during the summer, however, there are many corporate customers that are targets of the hotel, due to the proximity to Marinha Grande's industrial area.

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Within the beach tourism, the main segment that the Hotel caters to, as well as the wellness tourism, the Hotel targets the customers that are looking to stay in a Hotel that is in close proximity to the beach and the forest, as well as with good access to both. Furthermore, in terms of corporate tourism, the main target are business people that come for a short or medium period to work in a factory and that, due to their higher position, prefer to stay in a hotel that has better accommodations and location. While the tourists that look for leisure may not be as loyal, the corporate business guest is usually a loyal customer that likes the elegance and luxuries that the hotel provides and thus, will come back to it.

When it comes to positioning, the Hotel wants the customers to associate them to a relaxed environment that is comfortable and also luxurious. Furthermore, the Hotel wants to be known in the region for their summer events and SPA treatments, showing that they can be versatile and cater to different needs. Lastly, they want to be associated to the beauty of the town they are settled in, and bring the community to the Hotel.

5.3.3. *Competitive Advantages*

- History of the Hotel and the family that has been running the hotel's knowledge and presence in the community where the hotel is inserted.
- The location of the hotel, near the beach, the pine forest and with great accesses to both as well as being in the Centre of Portugal next to two main highways – A1 and A8.
- The view of the Hotel
- Quality of the Service and Staff.
- Number of services provided by the hotel, from food and beverages to the SPA.
- Summer events on the rooftop every week with specific targets for each event.

5.5 Marketing Mix

Product
<ul style="list-style-type: none">• Remodeling of the rooms, including their furniture, the equipment, and commodities in them, including the ones with balcony.• Decorating the common spaces with more elements that will give a luxurious feeling, while also resembling a beach hotel.
Price
<ul style="list-style-type: none">• Creating corporate packages to attract more business clients and take advantage of the industrial area and have more clients during the off season. This should include a business menu for lunch and dinner, an ability to use the business room on the rooftop, and a free drink at the end of the day.• Creating limited time offers with a slight price reduction that will be promoted in the different travel agencies and booking websites.

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- Create Experience Packages that can include more than the room in the price and ensure the clients have the best experience:
 - Beach Experience: Includes the price of the room, a set of towels from the Hotel, an awning in the beach and a surf lesson for each person in the room.
 - Nature Experience: Includes the price of the room, a hike in the pine forest with a guide and a bike for each person in the room.
 - Luxury Experience: Includes the price of the room, a massage in the SPA, an amount of free drinks per day and a room with a balcony.
- Develop a group menu price for the restaurant, for groups that are more than 10 people.
- Create a pricing for events that can help customers understand a price range they might have to pay. Event packages can be created for weddings, birthday parties, corporate events, baptisms, and other important events, based on the amount of people, with a basic package, or if they want the decoration and entertainment, creating a deluxe package.

Place

- Presenting the events services of the hotel in event sites
- Presenting their events on the main social media of the Hotel, presenting it to future clients, as well as presenting the pricing on the website.
- Create more contracts with local distributors, that can enhance the regional culture in the hotel.

Promotion

- Have a CRM system updated and use it to send e-mails to clients with information and exclusive deals.
- Adding more elements to the website, such as the history of the hotel and updates on the events the hotel is having.
- Creating a more cohesive branding for the hotel, for the social media, events, and all communication that will follow the same guidelines, color scheme, and aesthetic.
- Creation of a communication plan for accommodation, events, and F&B for each platform that is being used, ensuring that the posts are more consistent and cohesive.
- Increase in the answers given to customers on social media and the booking platforms the hotel is in.
- Cohesion of the social media accounts and creation of one single account that is active for Instagram and cohesive posting on Facebook.
- Creation of reels with videos from the hotel and interaction with the staff, the rooms, and the involved environment.
- Partnership with micro-influencers whose main target is families and people older than 35 years old, such as Sandra Silva.

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- Creation of short videos to promote the events that took place in the hotel to show potential customers what they can expect from the events at the hotel.
- Celebration of the birthday of the hotel with a party open to people and with invitations for loyal guests.
- Creation of a newsletter for customers and an internal newsletter for the staff members to be aware of all the events and news of the hotel.
- Creation of a Photoshoot with people to make the pictures of the hotel more accessible and for customers to be able to relate more.

People

- Create a program of rewards that will motivate the workers to stay in the Hotel and to deliver the best service to the guests and reduce the rotativity of staff, such as seasonal rewards.
- Create a benefits program for workers that have been in the hotel for more than a year, such as medical care or other benefits.
- Team Building days, during the off season, to keep the team engaged and motivated.
- Create a career plan that is associated to the performance report of the staff.

Processes

- Reduce the time spent in the services by getting most information on the reservation process, both for accommodation, SPA and F&B.
- Create a line to the SPA in order to make it easier for guests in the hotel to book the treatments, as well as guests from outside the hotel.
- Implement a chatbot on the website to facilitate the reservation process.

Physical Evidence

- Offer a postcard of São Pedro de Moel as a departure gift, so the guests will remember their experience in the Hotel.
- Create more brochures to spread in the tourism region, on the tourism points, the agencies and in the hotel itself.
- Create signals to use on the roads that lead to the region the hotel is located in.
- Creation of Physical Vouchers to be gifted.

5.6 Budget, Planning and Control

5.6.1 Budget

The budgeting for this marketing plan is based on the forecast of the costs of each of the strategies that have been presented above in the Marketing Mix Plan, without considering the costs of the staff. This budgeting is for the year 2024, taking into consideration the forecasted

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results of 2023. The values used are based on data given by the Hotel that is confidential and cannot be shared.

STRATEGY	COST
Product	4.000€
Price	500€
People	1.500€
Place	700€
Promotion	1500€
Processes	500€
Physical Evidence	1.300€
TOTAL	10.000 €

Table 4 - Marketing Budget for Hotel Mar e Sol in 2024

5.6.2 Planning and Calendar

The Marketing Plan is based on the actions that were defined on the marketing mix and it also depicts the months in which they will be either applied or started and then continue, such is the case of the processes that must be implemented and then must be done. The duration of the plan designed is of one year, even though some action might need more time to implement. The plan was based taking into consideration the fact that some action will cost some money and thus, a medium-term time frame is needed.

Table 5 - Implementation Plan for the Marketing Plan in 2024

Strategy	Action	J	F	M	A	M	J	J	A	S	O	N	D
Product	Remodeling the rooms												
	Decorating common spaces												
Price	Creation of the Business Packages												
	Creation of the Experience Packages												
	Group Menu for the Restaurant												
	Pricing of Events												
	Limited Time Offers												
Place	Presence in Event Websites												
	Events in Social Media												
	Local distributors												

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	Products for the Hotel's Store													
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Table 6 - Continued

Strategy	Action	J	F	M	A	M	J	J	A	S	O	N	D	
Promotion	CRM System													
	Update the Website													
	Branding													
	Social Media Accounts													
	Communication Plan													
	Answers to Customers													
	Videos													
	Photoshoot													
	Influencers													
	Birthday Event													
	Newsletter													
People	Reward and Benefits Program													
	Team Building													
	Career Plan													
Processes	Reservation Processes													
	SPA Fast Line													
	Chatbot													
Physical Evidence	Departure Gift													
	Brochures													
	Road Signals													
	Physical Vouchers													

5.6.3 Control and Implementation

After designing the Marketing Plan, along with the calendarization of the actions and strategies that were defined, it is important to specify how we will measure and control the implementation of the plan defined.

In order to assure that all the Marketing activities are being made and the results are being analyzed and the necessary adaptations are occurring, the Hotel must have regular Marketing Audits, every three months. These audits are of the responsibility of the Marketing Manager, along with each designated staff member that oversees the action that is being implemented. Furthermore, the analysis and control of the sales, occupancy tax and profit must be done to understand if the Marketing Plan is working. Finally, to measure the success from the customers point of view, satisfaction questionnaires must be filled by the guests and the results must be analyzed periodically.

6. CONCLUSIONS, LIMITATIONS AND FUTURE RESEARCH

Hotel Mar & Sol has a long history in the industry and in the region, it is located. The family that manages the business has tried to keep it updated and on par with the constant changes in the world that lead to changes in the industry. When new challenges arise, the Hotel is ready to find a way to overcome it. Thus, this Marketing Plan comes as a way to improve, once again, the performance of the Hotel and allow it to enter the new digital era, where the competitiveness of tourism increases as the amount of people traveling and looking for new destinations increases as well.

When it comes to the quality of the services provided by the Hotel, despite the large variety offered, some services should undergo a review of the processes. Namely, the hotel needs to review the room service, the cleaning services and the activities provided to the guests. Regarding the staff from the hotel, they have been identified as one of the strong suits of the business, and the antiquity of the members is a positive point that allows the new members to adapt quickly to the environment and learn how to treat the guests.

The SPA services and the events that have been taking place have been a way to attract more guests who enjoy activities on the hotels they are staying in, or that simply are looking for something to do in the region, despite not staying in the hotel. While the SPA services are available to everyone, they should be more publicized given their competitive price and their diversity. The events in the Hotel are already recognized in the area, however, the private events as well as corporate events have less information on the website and social media and, thus, due to that and the lack of a general price point and information provided, they have an opportunity to grow and reach more people. The areas of the hotel are optimized to entertain and have events and that is a route the hotel should explore and follow.

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The communication and branding of the hotel is one of the biggest issues. In regard to the physical evidence, the hotel façade is deteriorating, due to the proximity to the ocean, the rooms need an overall brighter and modernized look, and the common areas of the hotel do not reflect the luxury experience the website and services provided do. Therefore, the modernization of the living areas is paramount, and it must follow the brand book that should be created, explaining which colors can be used, the fonts in written signalization, as well as the logo. In terms of communication, while also mirroring the image that has been mentioned above, the hotel must focus on the consistency of the posts on all their social media, as well as transmitting clear messages to the current and possible guests, so that they do not need to look in each social media and the website to get all the information they need.

In terms of limitations, this Project was done with only confidential data regarding the years of 2014 and 2015, thus the financial results could not be shared, and some assumptions had to be made in order to implement this Marketing Plan. Furthermore, the online survey was also limited and reached mainly people from the districts of Leiria and Lisbon, which could generate in some way a biased result.

Finally, the hotel has done a great job keeping up to the changes in the world but in the future is in their best interest to keep updated on the current trends of the hospitality industry, mainly the smart hotels and how they can also implement AI, IoT and other technological applications to increase their guests' experience.

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ANEXXES

Annex 1 – SERVQUAL Questions

Dimensions	Variables (Statement of Issues)
Tangibility (Tangible Aspects)	<ul style="list-style-type: none"> - They are the physical elements such as office furniture layout, communication materials, and physical appearance of contributors regarding uniforms or clothing and equipment. <p>Q1- Equipment Q2- Physical environment Q3 - Physical appearance of contributors Q4 - Materials associated with the provision of services</p>
Reliability	<ul style="list-style-type: none"> - It is the ability to perform the established service in a safe and reliable way. <p>Q5 - Keeping promises Q6 - Interest in solving customer problems Q7 - Interest in performing the right service the first time Q8 - Commitment to fulfill the services Q9 - Persistence in performing the services correctly</p>
Readiness	<ul style="list-style-type: none"> - It is the willingness to help customers and to provide prompt service <p>Q10 - Commitment to compliance of established deadlines Q11 - Readiness for customer service Q12 - Willingness to solve problems Q13 - Availability for solving customer's questions for clarification</p>
Safety	<ul style="list-style-type: none"> - It is the ability of contributors to provide information, decisions and correct knowledge, and inspiring confidence. <p>Q14 - Employees inspire customers' confidence Q15 - Customers feel secure when interacting with the Institution Q16 - Courtesy and education of employees Q17 - There is knowledge that causes customers safety</p>
Empathy (Courtesy)	<ul style="list-style-type: none"> - It is the personalized attention given to customers. <p>Q18 - Individualized attention to customers Q19 - Convenient schedules for customers Q20 - Personalized service to customers Q21 - Attention to provide the best service to customers Q22 - Understanding the specific needs of customers</p>

Annex 2 – Interviews Scripts

Interview Script for Management

1. History, Mission, Values, Brand positioning

- What is Hotel Mar e Sol? History? Mission? Values?
- How would you define the brand “MAR e SOL”?
- Which are your most valuable characteristics?
- What are your main objectives for 2024? And in the short-term (2-3 years)? And long-term (5 years plus)?

2. CLIENTS / CUSTOMERS

- Who are HMS's clients? Business (B2B)? Consumers (B2C)? National? International? Countries of origin?
- Who do you define as your main target market?
- How would you characterize these clients? In which segments do you think they fit into?

3. CUSTOMER SATISFACTION AND QUALITY SERVICE

- How do you measure the satisfaction of the client?
- Which is the most frequent feedback that customers leave you?

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- What type of service quality tools do you use?
- What do you think you need to do in order to improve the quality of the service provided?
- Do you think you are client centric? Why?
- According to your customers, what are the main improvements points that the Hotel should have?

4. INTERNAL ANALYSIS – HOTEL M&S

4.1 Strengths and Weaknesses

- What are your biggest strengths?
- What do you identify as being your biggest competitive advantage?
- What do you think are your improvement points (weaknesses) for the Hotel?
- Do you consider that the service provided can be improved?

4.2 Product Tactics & Brand Image

- How would you characterize HSM's product / service offer?
- What is the brand image of the hotel?
- What image do you want your customer to associate to the hotel?
- Have you decided to invest in new products (spa, noon terrace, etc.)? Why? What are the advantages?
- What are the bundles you offer?
- Do you have partnerships with other local businesses? And how do you incorporate them in your service offers?
- How many suppliers does the hotel have?
- Who are your biggest and most important suppliers?
- Do you have international suppliers?
- Do you have packages with activities from the area?

4.3 Pricing Tactics

- How do you define the pricing of the rooms and other products?
- What is your overall profit margin?
- Which price strategy do you follow?
- Which of the products that you have is the most profitable? And which is the one with most sales?

4.4 Communication Tactics

- What is your main communication channel?
- Which social media platforms do you use?
- Do you have a communication strategy?
- How much do you spend on communication? (% of the budget)

4.5 People (3Ps Services)

- How many workers do you have?
- What type of training do you give your employees? Do you focus on continuous learning? How?

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- Do you have a performance evaluation for the workers?
- In average, how long does a worker stay in the hotel?
- What is the career development they have?
- Can you share the structural organization?

4.6 Processes (& Channels) - (3Ps Services)

- Which is the most used reservation process?
- What is the channel that has more interaction? (Online? Which channels specifically? In person?)
- How do customers book with you?
- Do you have reservations for events?
- Is there any specific procedure at the check in and check out of the client?
- Do you ask for feedback after the stay of the customer?

4.7 Physical Evidence - (3Ps Services)

- How would you define the decoration theme of your Hotel?
- Who decorates the space in the lobby and rooms?
- Do you have a gift shop or any type of merchandising in the rooms?
- Do you have any brochures outside the hotel? (traveling agencies, etc.)
- Do you have signals and communication in roads and other access points of the hotel?

Interview Script (for Workers)

- How long have you been working here?
- What made you choose this place of work? In your opinion, what made the Hotel select you as a valuable employee for HMS?
- What is your academic background?
- What job do you do?
- How many languages do you speak?
- Do you have direct contact with the client?
- Do you like the work environment of the hotel?
- Do you have benefits (apart from salary)? Which?
- Have you ever tried any service provided by the hotel?
- Do you usually get feedback from clients? Can you share some of the most common feedback?
- Do you think the products that are provided have good quality?
- Which image do you associate with the hotel?
- Overall, do you think customers are satisfied at the end of the stay?
- Please provide improvement suggestions.

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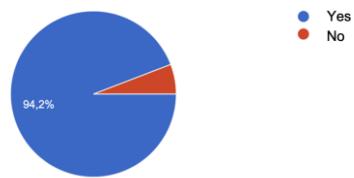
Annex 3 – Online Survey Script

Questions	Answers
1 Do you travel within the country?	Yes Less than once a year Once or twice a year More than twice a year
2 How many times a year do you travel within Portugal, having to stay away from home?	No Less than once a year Once or twice a year More than twice a year
3 How often do you stay in Portuguese hotels?	1-2 days Alone Beach Work
4 On average, how many days do you stay in the hotels you frequent?	3-4 days Partner River
5 Who do you travel with?	Family Dan
6 Which travel destination do you prefer?	Friends City
7 For what purpose do you most often travel within the country?	Excursions Rural
8 What is the average price you spend per night in a hotel?	Adventure History
When planning your travel destination, what sources of information do you consult in order to choose your accommodation?	200€ or more
When evaluating the service quality of the hotel you are staying in, which attributes do you consider most important? Please indicate your preferences on a scale of 1 (Very Low Importance) to 5 (Very High Importance)	Friends and Family Books and Guides Tourism agents Social Media Booking.com Momondo Trivago.com eDreams.com Other
10.1 The hotel is visually appealing	1 (Very Low) 2(Low) 3(Moderate) 4(High) 5(Very High)
The hotel has various services and amenities (swimming pool, dining rooms, games rooms...)	
The hotel is modernized (furniture, technological devices, rooms with modern amenities,...)	
10.4 The common areas are comfortable	
10.5 The equipment in the common areas and rooms is working properly	
10.6 The common areas are well maintained and sanitized	
10.7 The room is comfortable	
10.8 There are enough amenities in the room (hairdryer, kettle, towels, water, shampoo,...)	
10.9 The room has a good view	
10.10 The food served is well prepared and tasty	
10.11 The dining areas are sanitized	
10.12 Hotel staff are well dressed and groomed	
10.13 The hotel staff are friendly and always have a smile on their face	
10.14 The staff are quick and always ready to respond to requests	
The hotel offers services and activities for guests to do during their stay (kids' club, excursions, local activities...)	
10.16 The hotel's opening hours are extended	
10.17 The hotel is in a safe area and has security	
10.18 Access to the hotel is easy (public transport, parking area...)	
10.19 The price of the room per night is affordable	
10.20 Services are carried out quickly and efficiently (check-in, check-out, room cleaning...)	
When evaluating the service quality of the hotel you are staying in, which attributes do you consider most important in the hotel communication? Please indicate your preferences on a scale of 1 (Very Low Importance) to 5 (Very High Importance)	
11.1 The hotel is recognized and has a good reputation	1 (Very Low) 2(Low) 3(Moderate) 4(High) 5(Very High)
11.2 The hotel is well rated on booking websites	
11.3 The hotel has its own website with space for information and bookings	
11.4 The hotel has social networks and an online presence	
11.5 The hotel shares its upcoming events on social media	
11.6 The hotel shares its events on social media	
The hotel presents partnerships it has with companies in the area so that you can enjoy activities during your stay	
11.8 The hotel is visited by digital influencers or famous personalities	
11.9 The hotel has a distinctive logo	
11.10 The hotel has a cohesive color scheme in the facilities and social networks	
11.11 The hotel clearly displays the prices per night	
11.12 The hotel features staff members on social media and digital platforms	
11.13 The hotel seems to have a family atmosphere	
11.14 The hotel seems to have a calm atmosphere	
11.15 The hotel seems to have a lot of events and activities	
11.16 The hotel seems to be well located	
11.17 The hotel seems to be well frequented	
11.18 The hotel shares many photos of its facilities	
11.19 The hotel shares a lot of photos with guests or during events	
12 Which social networks would you like to see this hotel on?	
13 Would you like to receive email communication from the hotel after your visit?	
Would you like to receive commercial communication with discounts via e-mail or telephone contact?	
What amenities do you consider most important? Please indicate your preferences on a scale of 1 (Very Low Importance) to 5 (Very High Importance)	
15.1 Extended spa hours	1 (Very Low) 2(Low) 3(Moderate) 4(High) 5(Very High)
15.2 Variety of services available at the SPA	
15.3 Gym access	
15.4 Quick access to the beach	
15.5 Access to booking beach-related activities at the hotel	
15.6 Access to the Jacuzzi during extended hours	
15.7 Access to extended meal times	
15.8 Bar service with extended hours	
15.9 Room service available	
15.10 Business communication after visit	
15.11 Contact with the hotel after your stay to give your opinion	
15.12 Communication from the hotel about future events	
16 Age	18-25 26-30 31-50 51-64 over 65
17 Gender	Feminine Masculine Would rather not specify Other
18 Marital status	Single Married Widow Divorces/Separated Student Worker Student-worker Pensionist Fired Other
19 Professional status	
20 District of residence	
21 Number of people in household	1 2 3 4 5 6 >7
22 Average monthly household income	<700€ 700€-1500€ 1500€-3000€ 3000€-5000€ >5000€

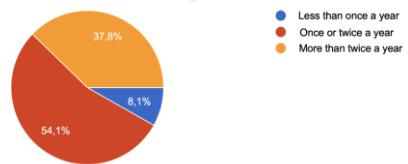
Figure 1 - Questions in the online survey

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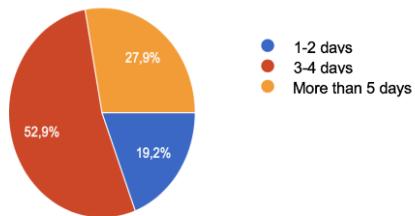
Annex 4 – Do people travel inside the country?



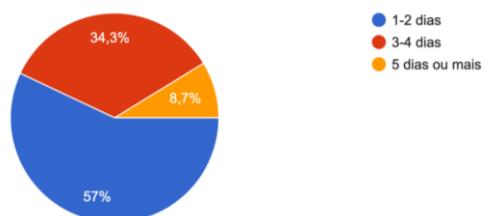
Annex 5 – How often do people stay outside home when traveling in Portugal.



Annex 6 – How many times do travelers stay in Portuguese Hotels

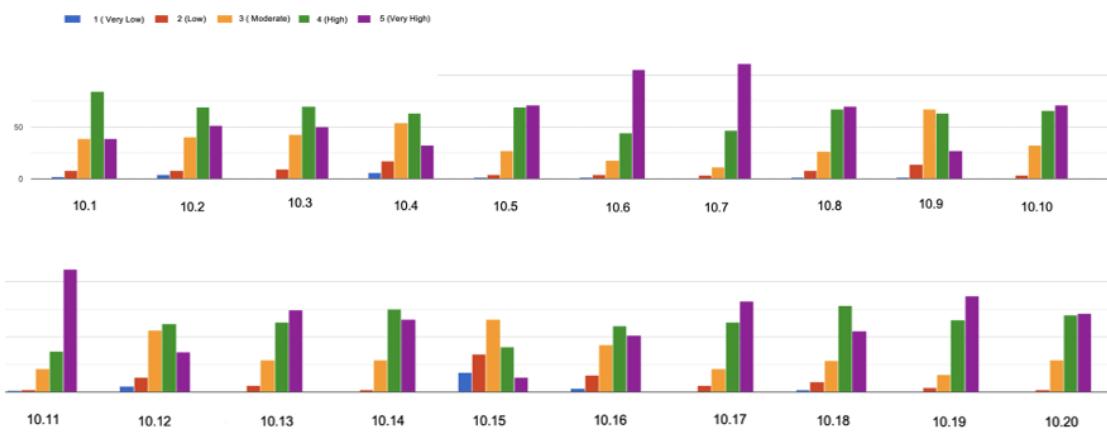


Annex 7 – On average, how many nights do people stay in hotels.

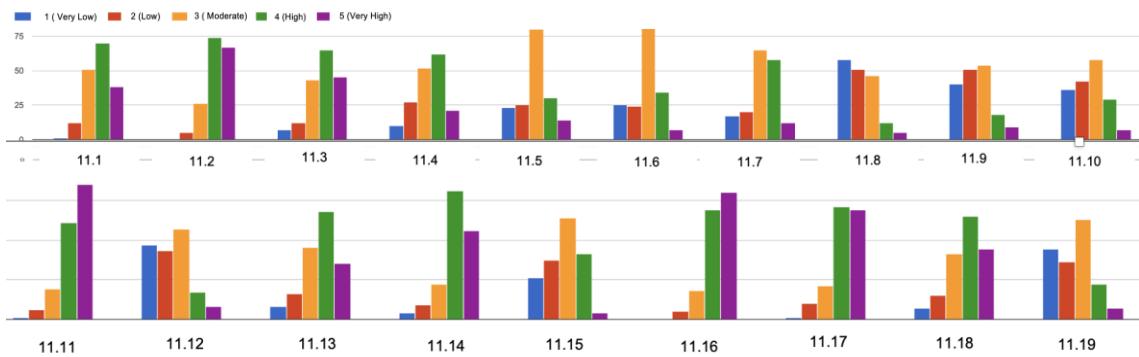


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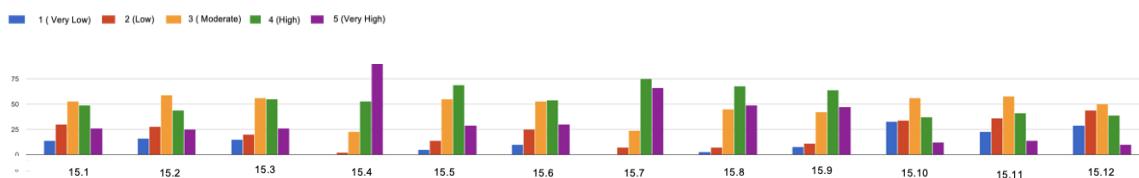
Annex 8 – Importance of attributes as mentioned in question 10 of the survey.



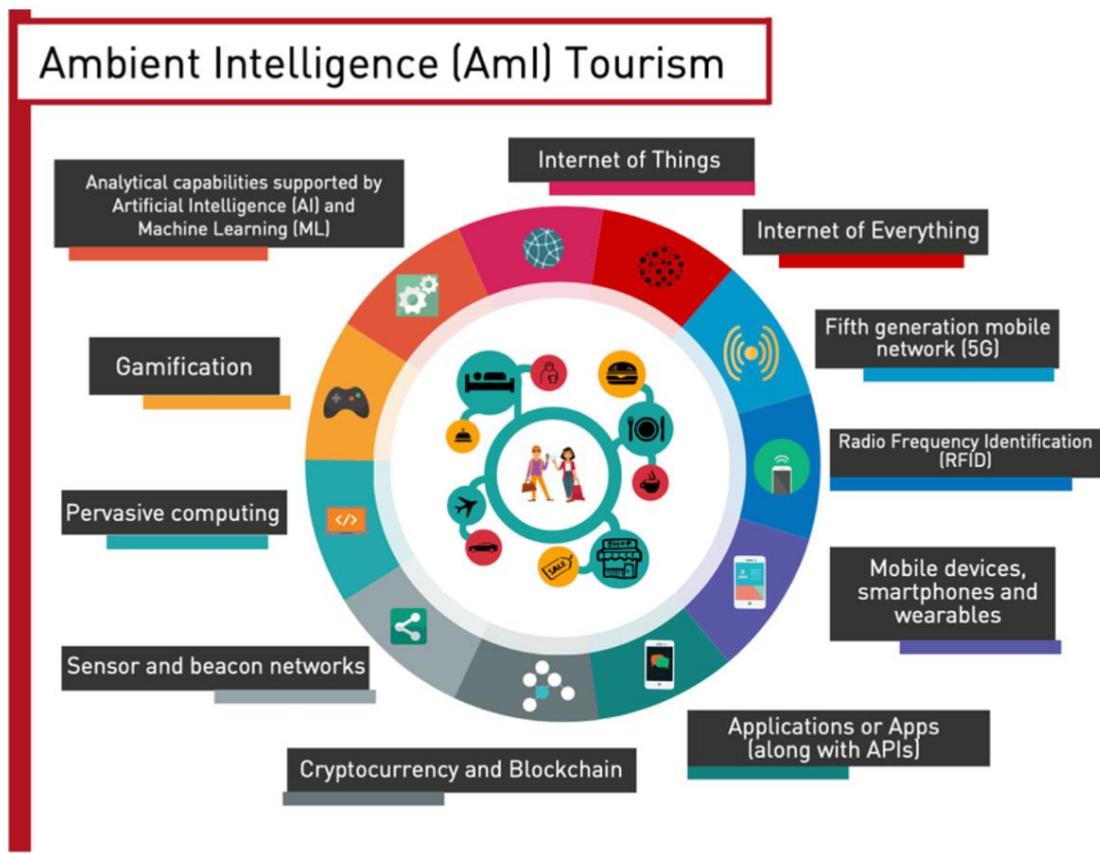
Annex 9 – Importance of attributes as mentioned in question 11 of the survey.



Annex 10 – Importance of attributes as mentioned in question 15 of the survey.



Annex 11 – Ambient Intelligence Tourism



Annex 12 – Booking, TripAdvisor and Trivago Ratings



3.5 Very good 223 reviews

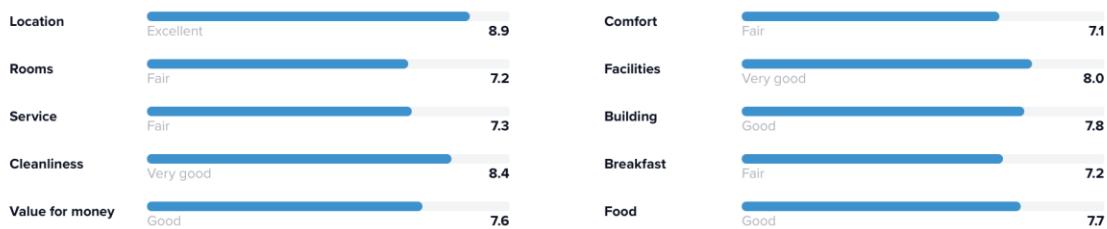
Location		4.5
Cleanliness		4.1
Service		3.8
Value		3.5

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Rating

7.9/10

Good



Annex 13 – Comments from guests on TripAdvisor, Booking and Trivago



Comfortable hotel beside the ocean

This is a good seafront hotel with a great roof top bar & deck giving great views of the ocean. We stayed as part of a cycle group for one night. Room was spacious & clean. Breakfast was a really good buffet



Very good seafront hotel

Stayed here one night on a cycle tour and found it quiet and very comfortable, other than an unfortunate issue with the aircon not working - apparently this is being fixed. Situated right on the seafront, our room was spacious and comfortable. There's a very nice rooftop bar and breakfast was excellent. Staff all lovely.



Good business hotel

Great service, very comfortable room, friendly and professional personnel. Beautiful views. All my business needs were fulfilled to my satisfaction. High-speed wifi, modern and value for money. Highly recommend. Good breakfast variety



the hotel promotes partys

the hotel promotes partys group and forgets that they have clients that buy the stay nights to rest. the restaurant close because don't have capacity to serve rooms clients. the clients who want to eat in hotel restaurant have to dinner in a smal facilite not very confortable.

Anonymous
United States of America

"The staff is stellar. They are worthy of a five star rating. The young lady who checked us in is brilliant."

[Read more](#)

Maria
United Kingdom

"Comfortable rooms, great location and great breakfast"

[Read more](#)

Lucy
Portugal

"Great Location in the center of town and right at the beach / seaside. Breakfast was really good with great coffee. Friendly staff and Great Massage"

[Read more](#)

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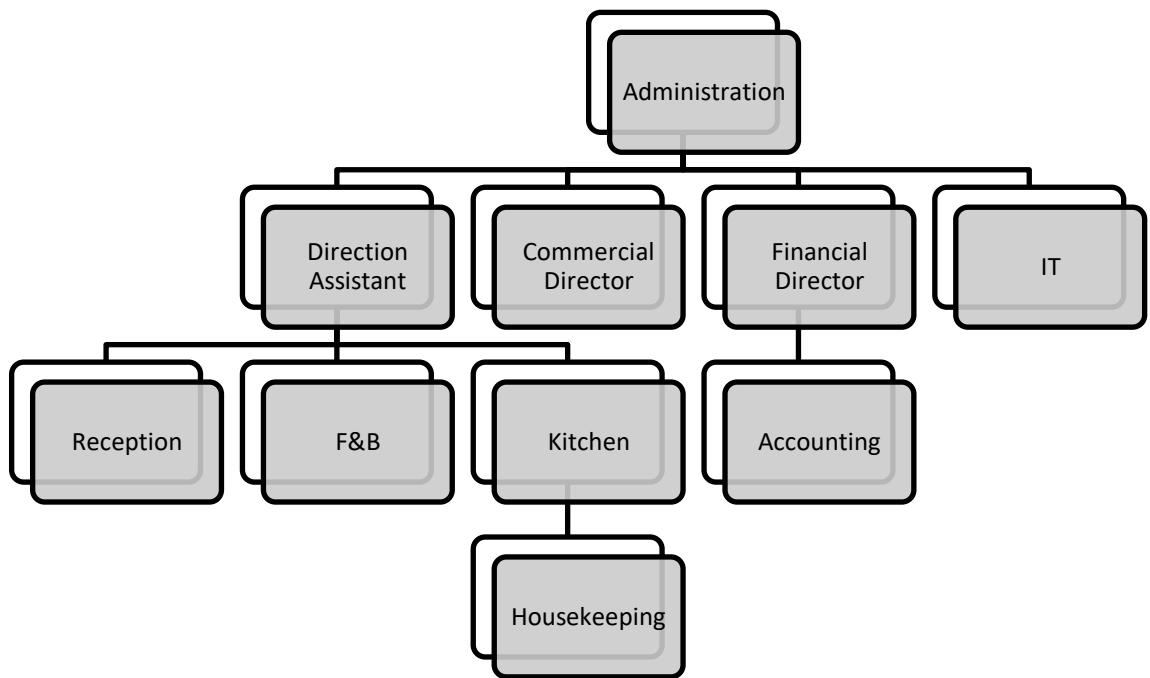
-  · Great Location in the center of town and right at the beach / seaside. Breakfast was really good with great coffee. Friendly staff and Great Massage
-  · The spa is not included and applies an extra charge. When you use the sauna, the shower didn't work and there was no relaxing area. But overall enough for one sauna round to warm and re-charge.
-  · Great location! Good value! Reasonable beds, cosy room with good lighting. Hotel is well built so you dont hear the next door guests for example.
-  · The hot breakfast was always cold and lacked in quality. The SPA is not a spa, its a room with a jacuzzi and a turkish bath that doesn't work well and a sauna, lack any 'spaness' to it. The entrance hall is lit up by the worst led lights you will ever encounter in a Hotel, truly awful lighting! Hall at night looks like an airport hall! The bathrooms are too small for a couple to share...very little space.

Annex 14 – Satisfaction survey for guests at the hotel

Questionário Questionnaire		
Nome Name <input type="text"/> Quarto Room <input type="text"/> Data Date <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> E-mail <input type="text"/>		
Simpatia Kindness   Recepção Reception <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> Serviço de Limpeza Housekeeping <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> Restaurante Restaurant <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> Bares Bars <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> Manutenção Maintenance <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	Serviço Service  	
Outros Others  Boas práticas ambientais Good environmental practices <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> Limpeza Cleanliness <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> Conforto Comfort <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> Qualidade do pequeno-almoço Food quality in breakfast <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> Qualidade do almoço/jantar Food quality in lunch/dinner <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> Variedade do Pequeno-almoço Food variety in breakfast <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> Variedade do almoço/jantar Food variety in lunch/dinner <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> Voltaria ao hotel? Would you return to the hotel? Sim <input type="checkbox"/> Não <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Recomendaria o hotel? Would you recommend the hotel? Sim <input type="checkbox"/> Não <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Como teve conhecimento do hotel How did you find out about the hotel? Agência de viagens <input type="checkbox"/> Travel Agency <input type="checkbox"/> Internet <input type="checkbox"/> Publicidade <input type="checkbox"/> Advertising <input type="checkbox"/> Recomendação de amigos/familiares <input type="checkbox"/> Recommendation of friends <input type="checkbox"/> As suas sugestões Your suggestions <input type="text"/> 		

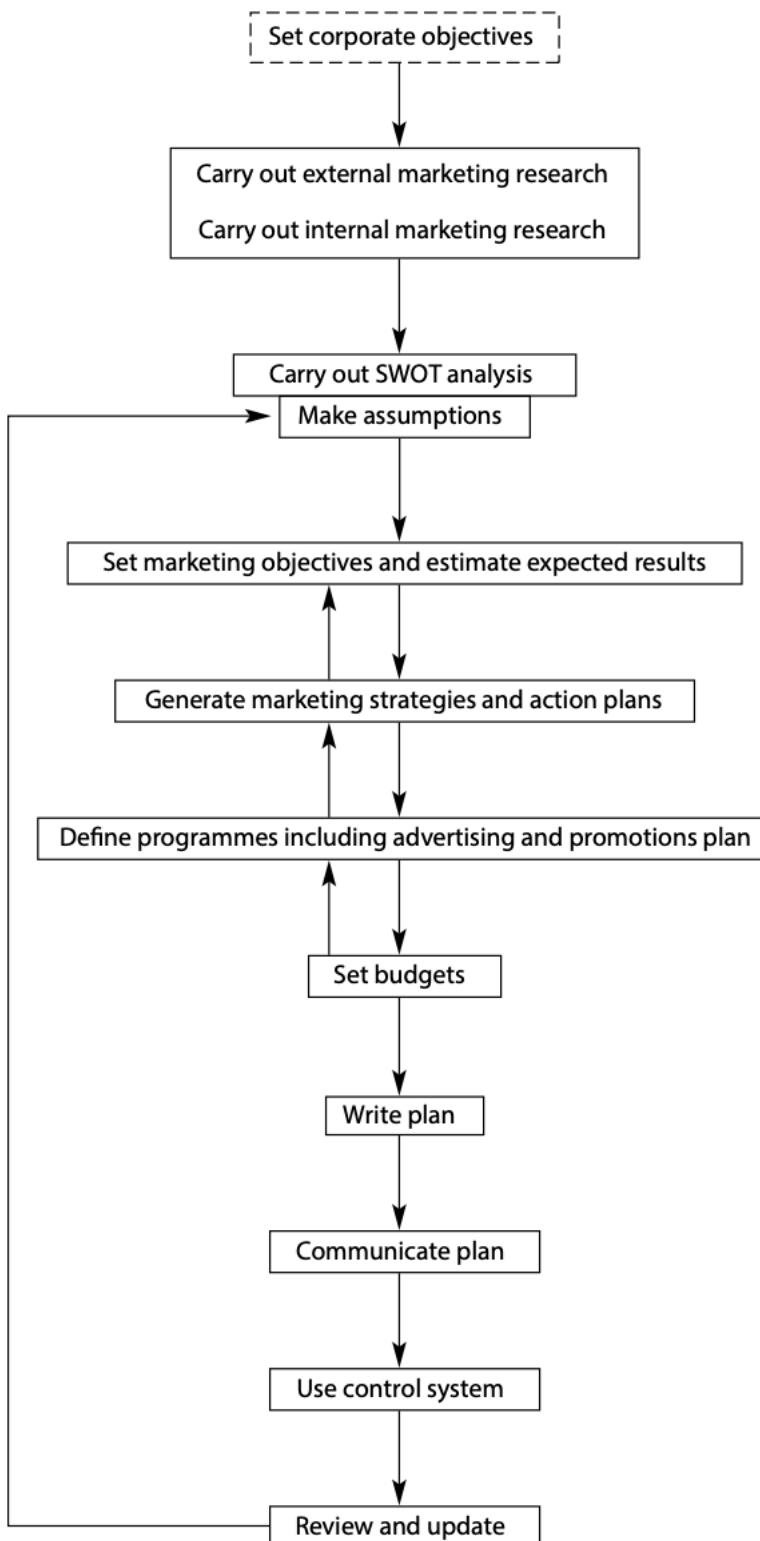
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Annex 15 – Organizational Structure of the Hotel



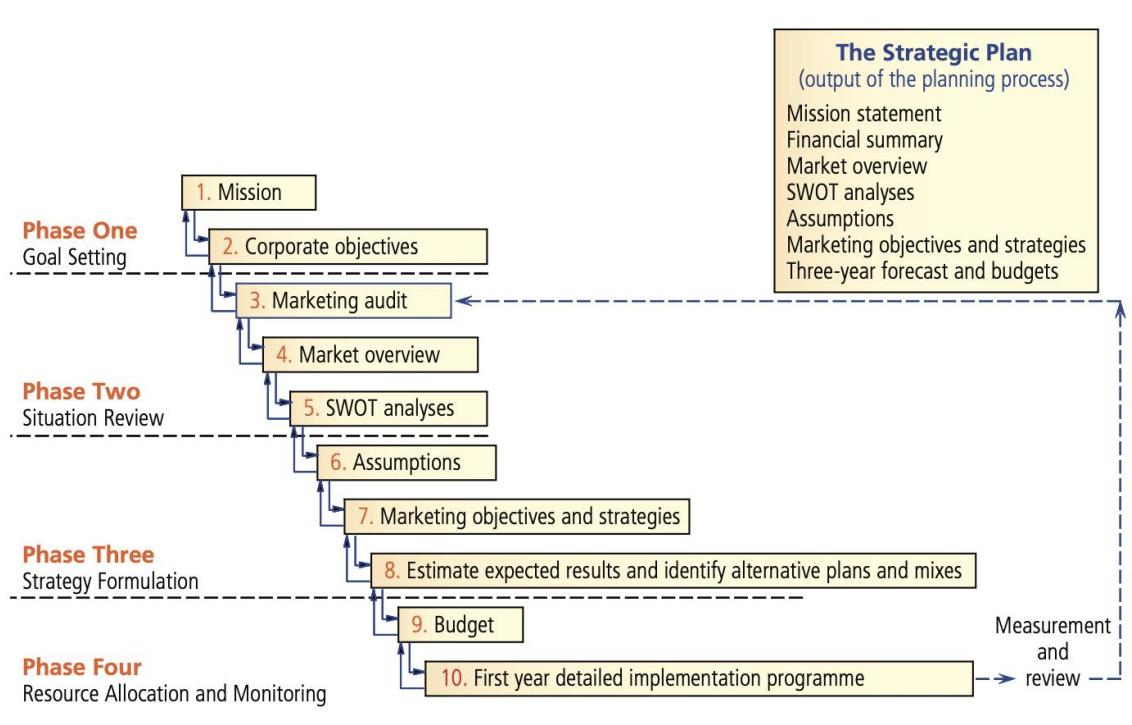
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Annex 16 – Marketing Planning Process according to Westwood (2016)

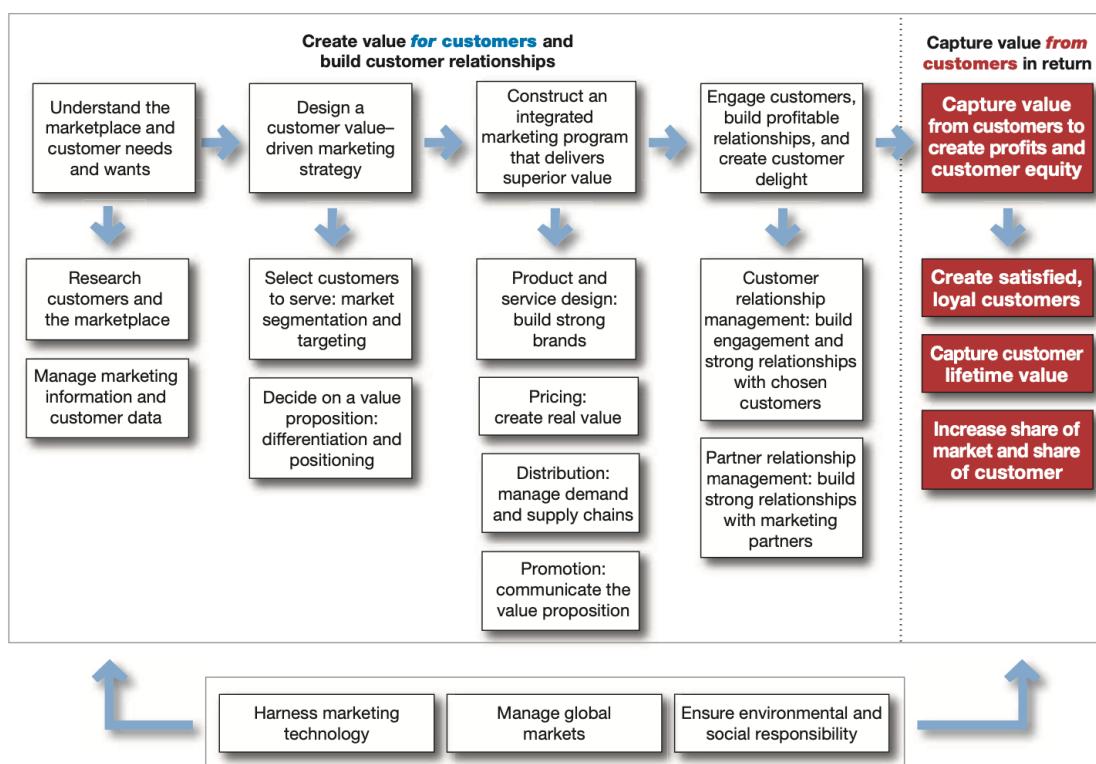


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Annex 17 – Marketing Planning Process according to McDonald (2008)



Annex 18 – Marketing Planning Process according to Kottler and Armstrong (2018)



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Annex 19 – Marketing Planning Process according to Wood (2016)

