

Thesis Report 2018–2019

Online Marketing Targeting Plan



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Preface

To begin with a preface for this Thesis project, it took me approximately seven months to write it. At the beginning of writing, I could not imagine the results of the project since the beginnings are always the most challenging when setting up the structure and content. Since this report is created based on two previous projects, initial thesis proposal and thesis defense proposal, I could obtain enough feedback from my tutors to lead me successfully to the final Thesis phase. With regards to the most challenging parts I have faced during the process, it is the data collection and the data analysis. Both steps are fundamental for this research and required literature support, feedback support from the tutors and finally enough time and patience from me to be able to succeed. I, Denisa Trnková, student of Hotel Management at Saxion University of Applied Sciences am the author of this thesis project. I would like to thank my first examiner Tatiana Alekseeva for her intensive support, availability, and feedback during the whole period of writing this report. I would like to thank my second examiner Katya Pushkarskaya for her feedback and support during the writing period but mainly during the defense exam and Nico Kerssens who is my new second examiner for the retake. I would like to thank my research teacher Rienk van Marle for his great help with the instrument creation and data analysis. And lastly, I would like to thank my family and friends who supported me and motivated me during all these months. Thank you again to everyone for helping me and supporting me during the entire process.

Denisa Trnková, 7th of September 2019, Spain.

Summary

To make a short summary of this Thesis project, it is written for Finca Rosario situated in Gran Canaria. The client's desire is to enter the market and to be a luxurious villa with its marvelous orange – tree plantation in a unique region of Gran Canaria in a village called Fataga. Since the business is only about to open its doors to the public it has not started generating any sales, yet which leads to no profitability and very low visibility in the market. The main goal of this project is to give advice in the form of an online marketing targeting plan which consists of segmentation, targeting, and positioning. Researching and analyzing these elements can be one of the ways to solve the company's management problem.

To be more specific, market segmentation research helps to identify the online audience – segments. Once knowing the segments, the evaluation criteria can be included, and the online target groups can be selected. Knowing the online target groups gives a lot of opportunities for the company to improve the product and to stand out from its competitors. To differentiate from the competitors, the researcher runs a competitive analysis comparing eleven direct competitors of the property. Once knowing the unique selling points and the target group, online buyer personas are created to give a more realistic approach to the targets. Furthermore, once the online buyer persona is created, the company positions the unique selling points to the target group by using the online customer journey and online communication and distribution channels to successfully reach and communicate the message to the online audience.

Declaration of own work statement

I hereby declare that:

- I am fully informed about the Thesis C assessment criteria;
- all the work I have conducted to fulfill these criteria is entirely my own;
- I have not been assisted by any other person, except the coaching offered within HBS guidelines.

Name: Denisa Trnková

Date: 07/09/2019

Signature:

A handwritten signature in blue ink that reads "Denisa Trnková" with a stylized flourish underneath.

Table of Contents

I. Introduction	8
I.1 Company background information	8
I.2 The management problem and the reason behind the thesis project.....	9
I.3 The objectives of the advisory part.....	10
I.4 The objectives for the research part	10
I.4.1 Central research question 1.....	10
I.4.2 Central research question 2.....	11
I.5 Reading guide.....	11
II. Research part	12
II.1 Research objectives and research questions	12
II.1.1 Central research question 1	12
II.1.2 Central research question 2.....	12
II.2 Literature framework.....	12
II.2.1 Core concepts	13
II.2.2 Literature review	14
II.3 Field research	20
II.3.1 Research methods.....	20
II.3.2 Research methods for quantitative research.....	20
II.3.3 Research methods for qualitative research.....	22
II.4 Conclusion.....	31
II.4.1 Central research question 1	31
II.4.2 Central research question 2.....	34
II.5 Reflection on the research.....	35
II.5.1 Validity of the research.....	35
II.5.2 Reliability of the research	37
III. Advisory part.....	38
III.1 Advice objectives and advice questions	38
III.2 Evaluation of alternative solutions	38
III.3 Implementation plan of an online marketing targeting plan	40
III.3.1 Company overview and the unique selling points	40
III.3.2 Smart Goals.....	40
III.3.3 Targeting	40

III.3.4 Positioning.....	41
III.3.5 Digital strategies and tactics.....	43
III.3.7 PDCA cycle.....	44
III.8 Financial plan.....	46
III.9 Conclusion.....	47
IV. Afterword.....	48
V. References	50
VI. Appendices	54
VI.1 Appendix A.....	54
VI.2 Appendix B.....	54
VI.3 Appendix C.....	55
VI.4 Appendix D	55
VI.5 Appendix E.....	56
VI.6 Appendix F	58
VI.7 Appendix G	59
VI.8 Appendix H	64
VI.9 Appendix I.....	64
VI.10 Appendix J.....	65
VI.11 Appendix K.....	68

I. Introduction

Online marketing is a fundamental element for a successful business where its effectiveness is based on proper targeting. The internet puts customers in control but also delivers many tools and tactics for the company to reach out and connect with those customers. One of the examples is an online targeting marketing. According to Fondalo (2017), online marketing targeting is a formalized method that identifies and then intentionally aims created content, connections and the use of platforms toward a specific demographic, psychographic and/or geographic audience focusing on their needs and concerns. In other words, online marketing targeting includes market segmentation, targeting, and positioning. Researching and analyzing these elements can be one of the ways to solve the company's problem such as not generating sales which leads to no profitability and no visibility at the market. To be more specific, market segmentation research helps to identify the online audience. Knowing the online audience gives a lot of opportunities for the company to improve the product and to stand out from its competitors. Having this information, it provides enough knowledge to form an online buyer persona.

Furthermore, once the online buyer persona is created, the company can state its position in the market based on the needs and wants of the target group which can lead to generating more sales, more profitability and more visibility. In other words, online marketing targeting can be valuable for the company since it impacts targeting, customer experience, branding, advertising, and business operations.

I.1 Company background information

It has been one year since the Finca Rosario in Gran Canaria, Spain has been acquired by new owners. Upon seeing it, the new owners immediately fell in love with the Finca despite knowing that a lot of work awaited them. Over the last year, the Finca has gone through a considerable renovation. A lot of funds were invested with the desire to convert the Finca into one of the most luxurious accommodations on the entire island. The Finca is in Fataga Valley, in the municipality of San Bartolomé de Tirajana. This valley is known as the "Valley of One Thousand Palm Trees." Many people consider this area as one of the best for getting to know Gran Canaria's rich heritage. Many people visit this area for its unique architecture, beautiful views, relaxation, and sports activities.

The Finca has six bedrooms and can accommodate twelve guests in total. Moreover, it has two kitchens, six bathrooms, a living room, and four terraces. It has an outdoor pool and a recreational area for games. The renovation is planned to be completed by the beginning of Summer 2019. The residence will be offered to customers, accommodating families or groups of friends with a minimum stay of one week with the price of around 3 500 €. Estimating 500 € per night but the owners want to rent the property during a minimum of one week or more. Therefore, it is more suitable for groups traveling in families, friends, colleagues, sports teams. The price will fluctuate based on the season. The property offers airport pick – up and drop – off service. Butler service is offered for those clients who enjoy and prefer more delicate treatment. Daily fresh bread and squeezed orange juice can be delivered for those who wish for it. Extra cleaning service can be provided if asked for. The Finca does not offer breakfast service but delicious bars and restaurants are only 10 minutes away from the property. Additionally, the property is pet-friendly and allowing events and celebrations. It offers an excellent location for sports activities such as cycling and climbing, golf. Therefore, it is possible to rent a bike or a car from the Finca. Moreover, it is surrounded by a lush plantation of orange trees sizing more than 100,000 m² – 6500 m²

of which belong to the owners of the Finca. Currently, there is no specific use yet to be determined for these trees. The Finca already offers some of the most magnificent and romantic views of mountains on Gran Canaria, which when paired together with the lush spread of orange trees, would create a spectacular and iconic panorama only 20 minutes away from the beach and Maspalomas city which offers shopping and nightlife options.

This unique location coupled with the orange trees plantation would make for what could be a competitive advantage but should be still compared with its competitors. The mission of the property is to provide an exceptional experience to its customers based on its unique location. The vision behind the Finca is to achieve being recognized as a market leader in luxurious products and highly personalized and professional services. The goal is to have at least 30 weeks booked throughout the year over the first year since its launching. The average price of 500€ per night will create an estimated sales revenue of approximately 105 000€ per year. The idea of the owners is to attract its customers through online and offline sales and marketing. To be more specific, the goal of online marketing targeting plan is to target 80% of the whole approach where 20% is left for the offline approach. The client understands the importance of online presence in the market and wants the online distribution and communication channels to be the main source of sales and a direct way of communication with the clients. The client wants to create a website with all the information and the pictures. Additionally, more online distribution and communication channels will be added to its online marketing.

1.2 The management problem and the reason behind the thesis project

The client's desire is to enter the market and be a luxurious villa with its marvelous orange – tree plantation in a unique region of Gran Canaria. Since the business is only about to open its doors to the public it has not started generating any sales, yet which leads to no profitability and very low visibility in the market. To face the above-mentioned problems a suitable digital marketing plan might be one of the ways to help to solve it. Things are progressing at an unbelievable rate, and we're approaching a pivotal point in marketing history – a time when digital marketing will overtake traditional mass media as the medium of choice for reaching the consumer of tomorrow (Ryan & Jones, 2009). The reason to write this report is in order to help the client to implement its first online marketing targeting plan for his luxurious property. However, a proper online marketing targeting plan requires a lot of research focused on different elements.

As already mentioned, the company has only started entering the market and its biggest problem is that it is missing a lot of fundamental information which is still needed to be researched. The most essential and principal element is to have a better understanding of the market. Therefore, to begin with, the client asked the researcher to conduct research on online marketing targeting which will provide a better understanding of the segments. Moreover, the client asked for advice which segment group to choose to target based on the conducted research and to give advice on product positioning. In other words, the online marketing targeting plan is consisting of three main elements such as market segmentation, targeting and product positioning. The results of this project will provide information about the target group and their online customer journey, comparison of the direct competitors and their products with the Finca Rosario. This project will research the competitive advantage of the product compared with its direct competitors where the 4Ps will be compared which are: product, price, place, and promotion.

Based on the above–explained management problem and the reasons behind starting with this project the management question is as follows: How to reach the customers by means of an effective online marketing targeting plan?

I.3 The objectives of the advisory part

The objectives for the advisory part have the focus to answer the above–stated management question. The advice will be delivered in the form of an online marketing targeting plan which is focused on choosing an ideal target group and product positioning. After conducting the research part, it will allow the researcher to give advice on targeting and product positioning. The final advisory part will focus on determining the most suitable target group for the company. The target group will be picked based on the results of the research. The most met needs and values of the segment group with the product characteristics values will be converted into target groups. In addition, it will give advice on product positioning. The product positioning will determine the most suitable way to communicate the product's attributes to the target customers through the online communication channels to stand out from its competitors.

Therefore, the defined objectives are to select at least one target group for the company and to state the most efficient way to position the product in the market in order to stand out from the competition. The advice questions will be answered later in this report and are as follows:

- What target group should the company attract?
- Who are the direct competitors for Finca Rosario?
- What are the unique selling points of the Finca in comparison with its competitors?
- What kind of digital or social media channels should the company implement in the online marketing targeting plan to effectively reach the target audience?

I.4 The objectives for the research part

The research objectives are frames based on the content of the advisory objectives which lead to delivering precise advice. The research objectives are to gain insight into the main segment groups and its characteristics such as needs and wants, values and lifestyles, online customer journey, in order to identify the online persona profile. The second objective of this research is to gain insight into direct competitors in order to identify the competitive advantages of the product of the company.

I.4.1 Central research question 1

What are the characteristics of online segment groups of Finca Rosario?

Sub–questions

- What are the demographic characteristics of online segment groups?
- What are the psychographic characteristics of online segment groups?
- What is the online customer journey of the potential customers of Finca Rosario during an entire purchase process?

The first central research question aims to define the characteristics of the segment groups to better understand their needs and wants. Of course, another important criterion is that these segments need to be active online. Several research questions are stated which could lead to answering the central research question. It is important to know the demographics of the segments to be able to divide them into groups. Defining their psychographic characteristics will lead to a better understanding of their values, motives, and lifestyles which is another very important element of segmentation. Knowing the online behavior of the segment groups in a way of an online customer journey helps to collect information which can be useful for the next stage of targeting and positioning. Since the company does not have any customer database yet it is hard to track the online customer journey, however, it could be presumed based on the answers of the potential customers which will later help to attract and connect with the customers online.

I.4.2 Central research question 2

What is the competitive advantage of a product of Finca Rosario when compared with its direct competitors?

Sub-questions

- What are the characteristics of Marketing P – Product of the direct competitors of Finca Rosario?
- What are the characteristics of Marketing P – Price of the direct competitors of Finca Rosario?
- What are the characteristics of Marketing P – Place of the direct competitors of Finca Rosario?
- What are the characteristics of Marketing P – Promotion of the direct competitors of Finca Rosario?

The second central research question is focused on finding the competitive advantage of Finca Rosario based on competitive analysis. This competitive analysis compares 4Ps of the direct competitors which are the product, price, place, and promotion to find out the differences and similarities among the companies which will help Finca Rosario to differentiate and to stand out.

I.5 Reading guide

The following chapters will focus on the research part, advisory part and conclusion. The research part provides a better understanding of the research objectives and research questions, theoretical framework together with the literature review. In addition, the research part will explain the research methods and it will give the research results while answering the research questions. The advisory part will describe the objectives and advice questions. It will provide the reader with an evaluation of alternative solutions to the management problem and will give suggestions for the implementation of the advice.

II. Research part

In this part of the report, the research objectives and research questions are described. The theoretical framework together with the literature review is defined elaborating on the core concepts. Moreover, it explains the research methods used within this research and discusses the research results while answering the research questions. This part reflects on the construct validity, the internal validity, the external validity and the reliability of the research.

II.1 Research objectives and research questions

The research objectives are frames based on the content of the advisory objectives which lead to delivering precise advice. The research objectives are to gain insight into the main segment groups and its characteristics such as needs and wants, values and lifestyles, and online customer journey, in order to identify the online persona profile. The second objective of this research is to gain insight into direct competitors in order to identify the competitive advantages of the product of the company.

II.1.1 Central research question 1

What are the characteristics of online segment groups of Finca Rosario?

Sub-questions

What are the demographic characteristics of online segment groups?

What are the psychographic characteristics of online segment groups?

What is the online customer journey of the potential customers of Finca Rosario during an entire purchase process?

II.1.2 Central research question 2

What is the competitive advantage of Finca Rosario when compared with its direct competitors?

Sub-questions

– What are the characteristics of Marketing P – Product of the direct competitors of Finca Rosario?

– What are the characteristics of Marketing P – Price of the direct competitors of Finca Rosario?

– What are the characteristics of Marketing P – Place of the direct competitors of Finca Rosario?

– What are the characteristics of Marketing P – Promotion of the direct competitors of Finca Rosario?

II.2 Literature framework

The theoretical framework and literature framework play a significant role in providing the evidence behind conducting the research. The management question and the research questions help to identify the key concepts of this research. In this thesis assignment, the researcher uses Google Scholar, Google search, Saxion Bibliotheek as search engines. The literature which is used during the research has to meet the AAOC criteria (See Appendix D). The authority stands for an author or creator of the definition. Since the topic of this project is about online marketing targeting, the authors should be

claimed as marketing professionals and experts sharing their knowledge in their books or articles. The accuracy of the article should be proved by the reference list and should be verifiable. The snowball method can be also used when reviewing the relevant references. Objectivity is very important for this research. The researcher will search for literature and articles providing either general definitions and statements regarding online marketing targeting or those offering more than one point of view. When it comes to currency and online marketing targeting up to dated sources are more relevant for this research since online marketing is rather new term in today's world.

However, some definitions describing core marketing characteristics do not have to be strictly written in the last few years. Since online marketing targeting covers more than one topic, more sources will be necessary to get a thorough understanding of it. Relevant terms for conducting this research has been searched and motivated further. The searched terms within this research were a target marketing plan, online marketing targeting plan, SWOT analysis, SOSTAC, STP model, segmentation, targeting, positioning, competitive analysis, competitive advantage, online value propositions, and online communication channels, quantitative research, qualitative research. In this part of the report, the core concepts will be described into more details which are segmentation, targeting and positioning.

II.2.1 Core concepts

Online marketing is like traditional marketing with its main goal, to go online. It is about understanding people and how they use technology which allows the company to connect with its customers in a more effective way. Smith (2011) defines online marketing as the practice of promoting products and services using digital distribution channels.

One of the ways for formulating an online marketing plan is to make a SWOT analysis which represents Strengths, Weaknesses, Opportunities, and Threats. SWOT helps in identifying an organization's core competencies i.e. potential strengths and utilizing those in exploiting opportunities and counteracting threats; and identifying weaknesses in order to diminish them. Despite the importance of SWOT analysis in strategic marketing planning and decision-making, it has following drawbacks associated with it i.e. it relies on subjective instincts, avoids quantification, and lacks prognostic powers (Agarwal, Grassl, & Pahl, 2012) hence, sometimes harms performance. Another option is to use a SOSTAC model which stands for Situational Analysis, Objectives, Strategy, Tactics, Actions, Control. SOSTAC model allows a company to organize the knowledge, goals, ideas, and objectives that may be involved in terms of online marketing and covers the most essential elements for building a great marketing plan (Ispravnikova, 2015). As a result, when formulating an online marketing targeting plan, segmentation, targeting, and positioning are the foundations for it or, as referred in this report, a target marketing plan. Camilleri (2018) defines a target marketing plan as dividing the market into segments and developing products or services to these segments. Camilleri (2018) states, that target marketing involves the identification of the most profitable market segments while focusing on the customers' needs and wants.

The development of internet use is constantly evolving and bringing new opportunities for the business and the users. The word user is now referred to as the online user and the user's activity is now understood as an online activity. The Internet provides online users the opportunity to navigate through interactive websites and social platforms creating an easily accessible and convenient online market space. Therefore, a new term focused on the online world was created. Online marketing targeting is a

formalized method that identifies and then intentionally aims created content, connections and the use of platforms toward a specific demographic, psychographic and/or geographic audience focusing on their needs and concerns (Fondalo,2017). Since the property for which this project is written has not conducted any previous analysis on potential segments, which is fundamental for any online marketing plan, this project will focus on the STP model.

II.2.2 Literature review

Popular research indicates that the influence of demographic factors like age, education, and income level influence internet adoptions that consequently affects online search intentions and behavior (Roy, Datta & Basu 2017). The STP model is a useful marketing tool to use when defining the segment groups. In the literature review, the STP model will be described in more details.

II.2.2.1 Segmentation

Camilleri (2018) describes the market segmentation as the actual process of identifying segments of the market and the process of dividing a broad customer base into sub-groups of consumers consisting of existing and prospective customers. While dividing markets into groups, the focus is placed on finding common needs, common interests, similar lifestyles or even similar demographic profiles of the segments.

To decide which customers to target, marketing managers consider the threats and opportunities presented by each segment – for instance, its size, profitability and growth expectations (Simkin & Dibb, 1998). The key point regarding segments is that to be useful, the segment groupings must contain consumers who are similar to one another and distinct from the consumers in other groups with respect to their responsiveness to your potential marketing offerings and appeals (Dickson & Ginter, 1987). While focusing on online marketing targeting, the targeted group has to be actively online, to whom direct a specific marketing asset or advertisement. For example, landing page, Facebook post, other social media post or an email. According to Lynn (2011), most marketers would agree that attractive targets are those segments that have strong sales and growth potential, are relatively inexpensive to reach with marketing efforts, are currently being served by few or weak competitors, and have needs and desires that the company's resources are well suited to satisfy. Companies can pursue either a concentrated STP marketing plan by offering a single brand to only one or two segments or a differentiated STP marketing plan in which they strive to capture many different segments by targeting a different brand to each segment (Kotler, Bowen & Makens, 2006). In both cases, a critical issue in successful market segmentation is the selection of segmentation variables which can be divided into four main categories: Demographic, Geographic, Psychographic, Behavioral (Camilleri, 2018).

II.2.2.1.1 Demographic Segmentation

Camilleri (2018) states that demographic segmentation involves dividing the market into groups that are identifiable in terms of physical and factual data. The demographic variables may include; age, gender, income, occupation, marital status, family size, race, religion, and nationality. The age range in the leisure market is very broad and children particularly play an important role. Young people in their

early to mid-twenties too are prepared to spend their disposable income on travel before they take on the responsibilities of family life. Camilleri (2018) adds that at the other end of the scale, there is the older generation already retired from work and still in relatively good health and in a good financial position which allows them to travel. The female gender is high-tech, connected, and social. They represent 58% of online sales (Skift, 2014). Generally, as personal income rises, the demand for air travel increases as well (Camilleri, 2018). According to the annual report of Gran Canaria about the tourists, there were 21,24% of businessmen, 20,43% employees with a higher position 35,34%, officials or auxiliary employees 15,68%, students 8,30% and retired people 19, 57% in 2017 (Gran Canaria, Patronato de Turismo, 2017). When it comes to the nationalities visiting Gran Canaria the most it is Nordic Countries, Switzerland, Germany, United Kingdom, Holland, Belgium, Italy, Spain, France, Ireland (see appendix A). Therefore, these countries can form one of the characteristics of the population of this research.

II.2.2.1.2 Geographic Segmentation

Geographic segmentation involves selecting potential markets according to where they are located which may consider variables such as climate, terrain, natural resources, and population density, among other geographic variables (Camilleri, 2018). According to the statistics (2017), Germany, the UK, and the Nordic countries were the most important source markets for tourism in Gran Canaria. In 2017, approximately one million tourists visited the island from Germany. A total of 13.3 million international tourists visited the Canaries in 2016 (Statista, 2019). According to the annual report of Gran Canaria about the tourists, 46,67% of men and 50,33% of women visited Gran Canaria in 2017 (Gran Canaria, Patronato de Turismo, 2017). Furthermore, it states that 27, 57% of tourists booked only a plane with accommodation for their holiday in 2017 (Gran Canaria, Patronato de Turismo, 2017).

II.2.2.1.3 Psychographic Segmentation

Camilleri (2018) says that psychographic segmentation could be used to segment markets according to motives, interests, values, and lifestyles. Motives express the reason for traveling to Gran Canaria. According to the graph in Appendix C, the tourists visiting Gran Canaria have as the motive the beach, nature, hotel facilities, exploring the island, gastronomy, nightlife, excursions, sports, history, cultural centers, city (Encuesta Sobre las características de Los Viajes y satisfacción de Los turistas, 2018). According to the statistics, in 2017 7,4% of tourists were interested in staying in 5* hotels, 30,5% in 4* hotels, 23,2% in 1-2-3* hotels, 29/9% in non-hotel accommodation, 5,4% in a house of family or friends and 3,5% for other. In 2017, 93,3% of tourists were very satisfied with their holiday to Gran Canaria (Encuesta Sobre las características de Los Viajes y satisfacción de Los turistas, 2018).

The values can be influenced by several things such as upbringing, family, home life, culture, and education. Usually 12% of the tourists travel individually, 45,4% in couple, 1,7% only with children, 9,4% couple with children, 6,3 % group of family, 7,4% group of friends, 0,5% with co-workers, and 17,3% travel in other combination (Perfil del Turista que visita Gran Canaria, 2017). The most valuable aspects during the stay in Gran Canaria in 2017 were: weather, hospitality, taxi service, service of the accommodation and security (Perfil del turista que visita Gran Canaria, 2017).

The lifestyle expresses the way the person lives, and it is expected that when traveling the same norms are required. When talking about the lifestyle, customers can be too heterogeneous in their needs and wishes. A part of psychographic segmentation is a consumer lifestyle segmentation. Consumer lifestyle segmentation is an extension of psychographic segmentation, which is based on the study of consumers' interests, opinions, and daily activities (Vyncke, 2002). Vyncke (2002) noted that lifestyle segmentation helps in classifying consumers into identifiable clusters having specific characteristics. The model Value and Lifestyles (VALS) aims to measure personal values, attitudes, and lifestyles (Solomon et al., 2006). The VALS II is a newer version of VALS model which segments people into eight groups: Innovators, Thinkers, Achievers, Experiencers, Believers, Strivers, Makers, and Strugglers (Lin, 2003; Solomon et al., 2006; Peter & Olson, 2010). The characteristic of VALS II segments are as follows (Deniz et. al., 2011; Kaya 2013; Yildirim & Cengel, 2013):

Innovators: These people are researchers, sophisticated, successful and active. Take care of themselves and are highly educated. These people are an active customer and buy products of upper social classes. Image, power, and status are indicators of their personality. They have a wide range of hobbies and open to change.

Thinkers: People who are motivated by ideals. They are mature, relaxed and confident people who care about responsibility and knowledge. They keep on current news and developing themselves. Even their incomes allow them many choices; they are a conservative, practical customer. Functionality, longevity, and price are important factors for them.

Achievers: People who are motivated by the desire for achievement. They generally focus on their career, work environment and tend to control their life. They have enormous wants. Prestigious products and services are important for them to show their success. That is why they care image.

Experiencers: People who motivated by self-expression. They are young, enthusiastic, rebel consumer who look for excitement, extraordinary and innovative products. Most of their activities are related to sports, entertainment and social activities and they spend their money mostly on clothes, readily available food, music, and cinema.

Believers: Motivated by ideals like thinkers. Believers are conservative and traditional people attached to their traditions. Families, religion, society and social rules are important for them. They prefer national and familiar products.

Strivers: Strivers are trendy and fun-loving people who are motivated by achievement. They are concerned about what other people think about them. They don't have enough money to meet their desire, so money means success for them. They are active consumers because shopping is both a social activity and an opportunity to demonstrate to peers their ability to buy.

Makers: They are motivated by self-expression like Experiencers. They express themselves such as building houses, raising children, doing handcrafts, growing vegetables. They are respectful of government authority and they consume practical and functional products instead of luxury products.

Survivors: They are poor, low educated and unqualified people who don't have tight social links. They feel comfortable with the familiarity and take safety and security as a primary issue. Strugglers are loyal to favorite brands, especially if they have an opportunity to buy them at a discount.

II.2.2.1.4 Behavioral Segmentation

Behavioral segmentation is a form of customer segmentation that is based on patterns of behavior displayed by customers as they interact with a company or make a purchasing decision. Building behavioral segments by customer journey stage allow to align communications and personalize experiences to increase conversion at every stage. Behavioral segmentation is defined as the segmentation of the market according to individual purchase behaviors. Customer behavior can be defined by online customer journey which can be visualized in a customer journey map. The goal of the map is to visualize all the touchpoints and all the interactions of the customer's journey during an entire purchase process.

The online customer journey can be divided into three parts: pre-service, service, and post-service. According to the annual report of Gran Canaria about the tourists, 43,24% of tourists book their accommodation through a tour operator, 12, 53% directly with the company, 18,34% with travel agencies, 15,60% through the internet, the rest does not know (Gran Canaria, Patronato de Turismo, 2017). McKinsey divides customer journey model into five phases: initial consideration, active evaluation, a moment of purchase, post-purchase experience, loyalty loop. The initial consideration is a way customer searches for the information. Some of the examples are a general search engine, OTAs, company's website, review pages, metasearch engines or social media.

The second phase, active evaluation can consist of various elements such as price, number of reviews. The customer can spend hours searching online or offline about a product, comparing accommodations, flights or even destinations where so-called follow ads could guide their decision. Ramanatha, Subramanian, and Vijaygopal (2017) stated in their research that price is one of the most important information that determines customer behavior in terms of the purchase decision. Additionally, they stated that sales promotions not only influence customer behavior but also have a vital role in loyalty and service operations. When the customer decides to purchase there are several options such as Direct booking (Website), Online Travel Agencies (Booking, Expedia), metasearch engines (Trivago, Kayak), review pages (TripAdvisor).

The post-purchase stage refers to consumers' post-purchase activities, such as recommending products to others (Zhang & Benyoucef, 2016). Brand loyalty Consumers are loyal to a brand and willing to repurchase its products and recommend them to others on a social networking site (Zhang & Benyoucef, 2016).

II.2.2.2 Targeting

Once the market segmentation analysis is conducted and the most profitable segments are converted into the target groups a product positioning can take place. Product positioning is an important business strategy to enhance customer retention, customer acquisition and customer satisfaction (Wang, 2013). Positioning is used mainly to identify the wants, needs, and interests of the target group and then determining the best way to communicate with the customers by creating a positive image of the company in the minds while taking in consideration its competitors. In other words, when thinking about positioning decision-makers must concurrently consider which market segments

to serve, which competitors to challenge, and which product characteristics to select (Lei & Ki Moon 2014).

According to Khan (2013), the great value of positioning is to make the product different from other competitors. Sengupta (2005), talks about four important components of the positioning concept which are product class, consumer segmentation, consumers' perception about the product in relation to competitors, and offered benefits by the brand. To strategically position and communicate the brand to the target markets, it is essential to use the marketing mix which consists of 4Ps which refers to product, price, place, and promotion. Sereikienė–Abromaitytė (2013), defines a marketing mix as interrelated actions and solutions to meet consumer needs and to achieve the company's marketing goals.

The Product is defined as a physical product or service to the consumers for which they are willing to pay (Išoraitė, 2016). Thrush (2011) states that there are three points of view of a product: customer satisfaction approach, the materiality of importance and the process and outcome perspective. In addition, he adds that the real benefits of the product make the customer buy it. Some of the product characteristics which can be taken into consideration are design, technology, utility, value, convenience, quality, packing, brand and guarantees (Išoraitė, 2016). The tourist product is defined as the total bundle of functionally interdependent tangible and intangible elements that enables the tourist on the one hand to engage in a specific activity at one or at several consecutive destinations and on the other hand to facilitate the transition to the destination(s) and the social reproduction during the trip (Koutoulas, 2001:474). The touristic product is complex and consists of goods and services gathered and offered to the client. Some of the product variables are room numbers in the accommodation establishment, type of establishment, providing breakfast, pets allowed, rental facility, nearby tourist attractions and the location characteristics (Buiga, Stegorean, Chiş, & Lazăr, 2017).

According to Išoraitė (2016), price is one of the most important marketing mix items and many scientists consider the price as one of the most important elements of the market, which increases not only profits but also market share. Moreover, Išoraitė (2016) adds that price is an expression of value for the consumer to agree to pay. Therefore, price is perceived as the only element of the marketing mix, generating revenue and the most important customer satisfaction and loyalty factor (Išoraitė, 2016). Entrepreneurship Academy (2012), defines prices as a monetary expression of value for the consumer agrees to pay.

The promotion is defined under the heading of 'communication' that would include both media advertising and sales promotion (Jackson & Ahuja, 2016). Place refers to distribution. According to Jackson and Ahuja (2016) distribution could be expressed as where the products are sold, and which type of sales channel would be used. To narrow down to the use of digital channels such as websites, mobile applications, and social media, it is considered as a cost-effective way of promoting destinations and attracting new visitors (Mariani, 2014). According to Key (2017), the most common and widely used digital marketing channels are e-mail, social media, and search engine marketing. The number of choices and decisions necessary when selecting a digital channel strategy is increasing and new social media platforms are introduced and made obsolete within the digital landscape almost weekly (T. M. Key, 2017).

Targeting consists of understanding the groups. The persona profiles are designed because it helps to visualize a fictional representation of an actual user and is applied in the early stages of product development or product redesign (The Segue Creative Team, 2016). The Segue Creative Team (2016)

adds that Personas are vital to the success of a product because they drive design decisions by taking common user needs and bringing them to the forefront of planning. Personas give a shared understanding of users in terms of goals and capabilities (The Segue Creative Team, 2016). Personas describe the needs and want of the target groups which helps to determine optimal placement of the product.

II.2.2.2.1 Online communication channels

To be able to reach the customers online a brief description of each main online communication channel is explained and supported with a graph survey (see Appendix B). Forrester Research reports that 89% of marketers use email as a lead generator, providing 50% more sales-ready leads with 33% lower costs (HubSpot, 2016). In addition, Subramani and Rajagopalan (2003), point out that product adopters' purchasing decisions are largely impacted by information from online social networks. Ryan and Jones (2009) state in their book that the website is the hub of the digital world – and perhaps the most important element in the whole digital marketing planning. Ryan and Jones (2009) add that it's a vital piece of online real estate to which all the other online activity will direct. Search engine optimization is an important process of aligning content on the website. The organic search results help to increase the targeted traffic to the website (Ryan & Jones, 2009). Pay-per-click search advertising generates search engine traffic. Moreover, affiliate marketing uses organic search engine optimization, paid search engine marketing, email marketing and in some sense display advertising (Ryan & Jones, 2009). Camilleri (2018) states that any mobile devices, including smartphones and tablets, could increase the productivities and efficiencies of organizations.

II.2.2.3 Positioning

Positioning is used to get into clients' minds by using slogans stating the advantage or benefit or other characteristics of the product or company, which can catch the attention of the targeted market and stand out in their minds (Khan, 2013). To be different from the competitors requires to benchmark the product against the competition. According to American productivity and quality center (APQC), "benchmarking is the process of identifying, understanding and adapting outstanding practices and processes from organization anywhere in the world by a firm to improve its performance" (APQC, 1993).

There are two different types of competitors, direct and indirect. Direct competitors are companies with the same or very similar services and products in the same area targeting the same audience with the same needs. Indirect competitors offer the same or similar products and services in the same area but serving a different need or target a different audience. According to Boyd (2019), the areas which should be compared are a general overview of a competitor size, revenue, number of clients, products and services, areas they operate in, active websites and social channels, company history, and significant milestones. The price of the property is 3 500 € per week. Khan (2013) summarizes in his paper positioning as a combination of communication and product features, which exhibits a certain product as a distinctive and claims its superiority over its competitors. According to Corporate finance institute (n.d), there are several types of positioning strategy based on the product attributes and benefits, product price, product quality, product use, and application or competitors.

II.2.2.4 Online marketing targeting plan

To implement a successful online marketing targeting plan different steps must be followed:

1. Identifying the business and competitors.
2. Recognizing the USP of the business which will help to be aware of future possibilities.
3. Setting smart goals.
4. Defining online marketing strategy by identifying: target audience & positioning
5. Defining digital strategies and tactics.

II.3 Field research

In this part of the project, quantitative research and qualitative research are explained into more details. The complete research method for both types is described in detail. The research analysis is included in this part together with the conclusion and reflection of the research.

II.3.1 Research methods

In this chapter a research strategy, research method, sampling plan and a method of data analysis are described for both research types.

II.3.2 Research methods for quantitative research

Adi Bhat defines quantitative research as the systematic investigation of phenomena by gathering quantifiable data and performing statistical, mathematical or computational techniques. The quantitative approach is the most suitable one for this research since its focus is to get information, to describe and to explain features of a large group of people called population. When considering the first research question, the most appropriate and reliable research strategy is a survey. Survey research is defined as "the collection of information from a sample of individuals through their responses to questions" (Check & Schutt, 2012, p. 160). It is also helpful in identifying specific individuals from who the researcher collects the data. To be more specific, this research focuses on researching the different segments and their needs and wants to be able to give advice for positioning part in the form of an online marketing targeting plan.

An important part of quantitative research is to select the right sample for data collection. Ponto (2015) states that the goal of sampling strategies in survey research is to obtain enough sample that is representative of the population of interest. A large random sample increases the likelihood that the responses from the sample will accurately reflect the entire population (Ponto, 2015). Ponto (2015) argues that in order to accurately draw conclusions about the population, the sample must include individuals with similar characteristics to the population. In order to be able to generalize, the unbiased sample of the population is needed (D. Muijs, 2004). Since the sample frame is unknown the non-probability sampling method has to be selected which means that not every individual of the population will get the same chance of being selected. The population of this research is the tourists who have already visited or are interested in visiting Gran Canaria. To be more specific, the population are people 25 years old and older with already a certain amount of income since the property is offering luxury.

According to the statistics of tourists visiting Gran Canaria (see appendix A), the population can be narrowed down by the nationality which can be from Nordic Countries, Germany, United Kingdom, Holland, Belgium, Italy, Spain, France, Ireland, Slovakia, Check Republic. According to Statista (2019), There are approximately four million tourists per year visiting Gran Canaria. When thinking of the right sample size the Macorr sample size calculator was used. Estimating the confidence level of 95% and the confidence interval of 5% when stating the approximant size of population which could be 1000 000, the calculator calculated the sample size to 400 participants.

Data collection is one of the most important aspects of quantitative research. Survey research may use a variety of data collection methods with the most common being questionnaires and interviews (Ponto, 2015). Since it would be very time consuming to interview all the participants, the selected method of data collection in this project is a questionnaire. The tree diagram helps to keep the structure when creating the questionnaire (see appendix E). There are different types of questionnaires. For this research, the structured questionnaire is created which consists of different types of questions such as nominal, ordinal, Likert scale, open questions, and multiple-choice questions (see Appendix G). There are two types, an open format and a closed format of questions. The open format allows the respondents to give their own answers. A questionnaire is a convenient way of data collection for quantitative research where the sample size is large. The questions are designed to gather data to answer the research questions. The questionnaire is spread via several online platforms to ensure better sample coverage. The researcher uses mainly social media such as Facebook since it has many different groups focusing on Gran Canaria tourism are created and allowed sharing the questionnaire. Some of the examples of the groups on Facebook are Gran Canaria Info, Gran Canaria, Gran Canaria Blog, Gran Canaria Accommodation – Villas & Apartments for Rent / Alquiler, Villa Gran Canaria, Fataga Gran Canaria, Luxury Hotels & Villas, Luxury Villas, and Vacation Rentals, cyclegrancanaria, grancanariajeepsafari, and LinkedIn. Another way of distributing the questionnaire is via contacting the client's network database in Gran Canaria which he obtained from his other accommodation properties.

The research methods used in this report is cluster analysis. The cluster analysis is helpful to discover bivariate techniques dividing information into distinct groups. Clustering is to group a set of data objects into clusters. The SPSS statistical program is used for analyzing the data in this research. The SPSS software gives a pattern to help to analyze all kind of question designs which is very effective for the quantitative study. First, the information is entered into a database and then analyzed using statistical techniques. Before analyzing, the received data should be validated and checked for the errors. The most important step is to code the data to be able to group and assign values to responses. Once the coding is ready the coded data can be analyzed. Cluster analysis is an exploratory analysis that tries to identify structures within the data. Cluster analysis is also called segmentation analysis (Statistics Solutions, n.d.).

Within this project, based on the recommendations of the research teacher Mr. Marle, the researcher uses the hierarchical cluster analysis since it is one of the most common methods supporting nominal, ordinal, and scale data which are used in the analysis. To be more specific, the used method is the within-groups linkage. This analysis is supported by descriptive statistics and comparing means. The cross-tabulation analysis makes the frequency of responses of two variables in the created cluster visible, thus displaying their relationship in tabular form. These selected different analysis types help to analyze the data in more details in each cluster, visualize the size in graphs and specify the exact mean for each variable to better interpret the results of clustering.

II.3.3 Research methods for qualitative research

The competitive analysis is conducted with a qualitative approach with a research strategy called a case study. Simons (2009) defines a case study as an in-depth exploration from multiple perspectives of the complexity and uniqueness of a project, policy, institution, program or system in a real-life (ibid., p.21). In qualitative research, the researcher can use different analysis methods and one of them is content analysis. The method of data collection for content analysis needs to start by establishing the aim, which determines the structure of the study design and sets its boundaries (Downe-Wambolt, 1992).

The aim of the content analysis is to make a competitive analysis which will give an overview of the main Finca's direct competitors and their products. The main elements which will be compared are the product, price, place, and promotion of each competitor. The information is collected from various sources. The websites which provided all the needed information for this research are google.com, booking.com, homeaway.es, and villagran Canaria.com. The researcher decided on using these sources after searching for the direct competitors via google.com and the most frequent results were given via booking.com, HomeAway.e, and villagran Canaria.com. The competitors' analysis focuses on analyzing four main topics which are the product, price, place, and promotion. The researcher looked for information related to these topics. An operationalization (see Appendix F) was created based on the theoretical framework to give the structure to the collection of the information. The established criteria for the direct competitors are to be located on Gran Canaria island either by the beach or inland, to provide luxury product and services, the price should be approximate 500€ per night and the property type should be Villa, House or similar which is not a hotel establishment being able to accommodate at least twelve people.

The aim of content analysis is to give the meaning of the collected data and to highlight the important messages, features or findings. Therefore, once having the information collected from the sources, the text must be coded, or broken down, into manageable code categories for analysis (Content Analysis, n.d.).

The content analysis requires a sampling size which should be determined based on informational needs so that the research question can be answered with enough confidence (Krippendorff, 2004, Patton, 2002). There are no established criteria when using content analysis for the size of a unit of analysis, neither the number of informants or objects to study, nor the number of pages based on the informants' own written text or transcribed data (Bengtsson, 2016). The sample size is at least ten direct competitors which need to meet previously mentioned criteria. The selected sample size will provide enough output for the researcher to make the analysis valid and reliable. The information is taken from the websites booking.com, homeaway.es, and villagran Canaria.com (see Appendix K).

To collect relevant information, a research instrument is used in the form of a guide consisting of various questions to keep the structure and to get each topic answered. The tree diagram supports the interview guide (see Appendix F). To make the coding easier to read, each competitor forming part of this research is referred to as a case. In total there are eleven cases each broken down into codes which are summarized in the tables (see Appendix J). Each case is divided into a concept which is a competitive analysis of 4Ps. The 4Ps are product, price, place, promotion which are the axial codes which are based

on the theoretical framework. Each axial code is broken down into open codes where each code is given a number referred to as a fragment number.

II.3.2.1 Research results for quantitative research

The data was collected from the respondents during three weeks via different platforms which are described in the research method chapter II.3.2. During these three weeks in May 2019, the research was able to collect 336 responses. The results were checked and separated from those with errors and not completed ones. The not relevant ones were those which scored negatively for the second question: Are you interested in going on holiday to Gran Canaria? Which of the listed accommodation types would you be interested to choose for your holiday, or if the respondent did not answer the psychographic and behavioral questions. After the validation, the researcher had 189 valid responses.

With the cleaned data, the hierarchical analysis was run based on the answers about lifestyle from each participant and the occupation variable (Appendix G). These variables were the most influencing variables for the results and showing a significant difference in the clusters when compared with other variables and the results. Once having the participants divided into clusters, a deeper analysis of each cluster was run based on each question to be able to answer the research question and sub-questions. There are 184 valid responses from which 5 are missing but can be still used in further analysis. The below-shown table represents the number of responses or the mean for each answer. When analyzing the cluster membership, the relationship between the clusters stopped changing after incorporating the fifth cluster. Having more than five clusters would not bring any relevant results since the clusters would be very small that is why there are five clusters.

II.3.2.1.1 Answer to the first sub-question

“What are the demographic characteristics of online segment groups

The hierarchical analysis created five clusters based on lifestyle and occupation variables. Focusing on the demographic characteristics, the results are shown in the table below. The highest answers for each cluster are written in red color for better visualization and comparison. The numbers are representing means for each variable. The higher mean represents more interest. Some variables scored very similarly for example, holiday house, age range, gender and nationality. For a full distribution on occupation see Appendix H. For a full distribution on nationality see Appendix I.

	Cluster 1	Cluster 2	Cluster 3	Cluster 4	Cluster 5
Size	49 participants	56 participants	29 participants	41 participants	7 participant
<i>Have you ever spent your holiday in Gran Canaria before?</i>					
Yes	25x	26x	11x	17x	4x
No	24x	30x	18x	24x	3x
<i>Which accommodation type are you interested in?</i>					
Homestay	5x	13x	5x	4x	3x
Holiday house	21x	33x	17x	21x	3x
Vacation house	25x	23x	16x	15x	2x
Country house	9x	12x	8x	5x	2x
Villa	33x	26x	9x	21x	2x
<i>What is your gender?</i>					
Male	14x	15x	12x	21x	3x
Female	34x	41x	17x	20x	4x
<i>What is your age?</i>					
<25y	34x	34x	14x	18x	2x
26y-36y	7x	10x	10x	15x	2x
37y-46y	1x	4x	2x	4x	1x
47y<	0x	6x	2x	3x	2x
<i>What is your current occupation?</i>					
Business	2x	2x	12x	12x	0x
Higher position	2x	6x	8x	18x	2x
Auxiliary	9x	15x	4x	3x	3x
Student	28x	26x	5x	8x	2x
Retired	4x	2x	0x	0x	0x
<i>What is your nationality?</i>					
Country	Slovakia, Spain, Netherlands, The UK	Germany, Slovakia, Spain, The UK	Czech Republic, France, Slovakia,	Slovakia, The UK, Spain	Slovakia, Spain

II.3.2.1.2 Answer to the second sub-question

“What are the psychographics characteristics of online segment groups?” is as follows:

	Cluster 1	Cluster 2	Cluster 3	Cluster 4	Cluster 5
<i>Lifestyle</i>					
Image and status	3,92	2,79	3,66	3,56	1,71
Upper social class products	3,55	1,59	2,59	3,46	1,14
Price is important	4,22	4,00	4,31	3,32	2,71
Doing research	4,16	4,09	3,76	3,76	2,43
Environment	4,31	3,96	4,38	4,22	3,14
Achievement	4,31	3,57	4,28	4,15	2,57
Prestigious p+s	3,78	1,91	2,79	3,73	1,43
Being Innovative	3,94	3,29	3,55	4,15	1,86
Traditions	4,02	2,88	3,41	2,88	2,00
Concern of other's thoughts	3,73	2,57	2,07	2,83	1,00
Self-expressive	3,73	3,68	3,97	3,61	1,29
Practical products	4,29	4,18	4,66	3,73	2,57
Luxury products	3,65	2,09	1,97	3,63	1,14
Safety	4,47	3,63	3,28	3,39	2,86
<i>Preferences during holiday</i>					
20min drive beach	3,14	2,88	2,93	2,85	2,50
Rural tourism	3,54	3,20	3,81	3,21	3,14
Urban tourism	3,87	3,43	3,21	3,53	2,50
Explore history	3,83	3,38	3,46	3,55	2,83
Gastronomy	4,48	3,96	4,33	4,59	2,71
Sports	3,23	3,23	3,61	3,61	2,50
Events	4,02	3,52	3,89	4,13	2,83
Nightlife	4,00	3,52	3,61	3,93	2,86
Shopping	3,85	2,75	2,57	3,77	2,83
<i>Services and facilities preferences</i>					
Breakfast at café	3,80	3,38	3,57	3,83	2,43
Renting options	3,56	3,20	3,66	3,49	2,86
Airport shuffle	3,56	2,89	2,82	3,55	1,60
Check in/out	4,48	4,15	4,43	4,28	3,00
Butler service	2,51	1,69	2,33	2,45	1,00
Juice and bread	3,07	2,19	2,81	3,46	1,86
Cleaning service	4,24	4,04	3,71	4,36	2,25
Pets	2,31	1,70	2,17	2,50	1,50
Pool	4,10	3,80	3,32	4,18	2,75
Recreational area	3,36	2,98	2,93	3,31	2,00
<i>Traveling on holiday</i>					
Individually	11x	12x	8x	5x	3x

In couple	22x	32x	13x	21x	3x
With children	7x	7x	4x	8x	4x
Family members	19x	22x	10x	15x	3x
Friends	26x	25x	19x	20x	4x
Colleagues	1x	1x	0x	1x	0x
Sports team	1x	0x	0x	1x	0x
<i>Price preferences</i>					
<50€	10x	12x	6x	6x	0x
50€–150€	18x	30x	15x	18x	3x
150€–250€	11x	8x	2x	8x	2x
250€–350€	7x	3x	5x	4x	1x
350€ and more	2x	3x	0x	5x	1x

When describing the psychographic characteristics, the three top-scored answers to each topic are written in red. The interesting results are for Lifestyle. Cluster 1, 3, 4, 5 scored all the highest for having a good work environment and motivation by achievement. Another interesting fact is that Cluster 1, 2, 3 and 5 score the highest for having practical products.

The three most favorite activities during a holiday for each cluster are to experience gastronomy, to be able to celebrate events and to have nightlife options. Flexible check-in and check-out are very valuable among the cluster. Cleaning service and having a pool at the property in another must. The leading price preference for each cluster is among 50€–100€.

It is very interesting to have the scored means for each variable presented in the table. It shows what the cluster have in common but also how big the difference is which is valuable information of the final advice chapter where the defining criteria are included and explained.

II.3.2.1.3 Answer to the third sub-question

“What is the online customer journey of the potential customers of Finca Rosario during an entire purchase process?”

The table below shows the answers to the online customer journey for each cluster. All five clusters scored the highest for Google and TripAdvisor search. The second most favorite searching method differ already and can be seen in the table. The most wanted communication method is by email and phone calls. All the clusters have preferred to do the booking via direct booking or online travel agency. When comparing the statements, the price is the most influencing factor for Cluster 5. All cluster scored high for giving recommendations and staying loyal, but the means will be compared and evaluated in the advice chapter.

	Cluster 1	Cluster 2	Cluster 3	Cluster 4	Cluster 5
<i>Searching</i>					
Google or TripAdvisor	40x	51x	20x	36x	5x
Social media	12x	12x	10x	12x	2x
Website	15x	22x	14x	10x	3x
OTA	18x	18x	8x	9x	1x
OTO	8x	6x	1x	4x	0x
Office	3x	5x	4x	3x	1x
Word of mouth	11x	15x	5x	12x	2x
<i>Communication</i>					
Email	39x	50x	26x	36x	7x
Phone call	11x	24x	12x	19x	5x
Social media	12x	10x	4x	14x	0x
Website chat	10x	8x	5x	7x	2x
In person	8x	9x	6x	6x	3x
<i>Booking</i>					
Direct booking	38x	50x	28x	34x	4x
OTA	21x	17x	7x	11x	5x
OTO	9x	7x	3x	7x	2x
Office	5x	6x	4x	1x	0x
<i>Statements</i>					
Price	3,79	3,71	3,76	3,24	4,00
Recommendations	4,27	4,20	4,31	4,37	3,86
Loyalty	4,13	4,04	3,93	4,24	4,00

II.3.2.2 Research results for qualitative research

In order to have a broader insight regarding the competitive advantage of Finca in Gran Canaria, the researcher studied eleven cases which are the direct competitors for Finca (see Appendix J).

Case 1 – Villa Montegolf	Case 6 – Villas Rivero
Case 2 – Villa Ugartenea	Case 7 – Finca Madroñal
Case 3 – Luxury Shangri La Villa Tauro Golf	Case 8 – Casa de Dragon
Case 4 – Mountains and beach resort	Case 9 – Villa Adara
Case 5 – Superb Family Villa in Sonnenland	Case 10 – Villa at Meloneras
Case 11 – Majestic Villa Monte Leon	

Between these eleven cases, some interesting similarities and differences can be found. The found similarities are mostly regarding the topics as accommodation type, size, price, and promotion. The found differences are mainly about the place and unique selling points of each property. In the results part, the sub-question based on the qualitative content analysis focused on the eleven direct competitors of Finca Rosario are answered.

II.3.2.2.1 Answer to the first sub-question

What are the characteristics of Marketing P – Product of the direct competitors of Finca Rosario?

With regards to the product and each specific accommodation type, nine properties out of eleven are called Villas and only two are called differently. Mountains and beach resort is a “(...) resort (...)” (4.1) and Villas Rivero is a “(...) resort (...)” (6.1) consisting of various small villas as well. When it comes to the capacity the majority of the properties are able to accommodate 12–15 people offering 5 or 6 bedrooms. Mountains and beach resort are “(...) recommended for 30 people offering 22 bedrooms (...)” (4.2). Villas Rivero is “(...) recommended for 34 people offering 17 bedrooms (...)” (6.2). Villa at Meloneras is “(...) recommended for 18 people offering 5 bedrooms (...)” (10.2). Majestic Villa Monte Leon is “(...) recommended for 12 people offering 3 bedrooms (...)” (11.2). When it comes to the location, La Villa Tauro Golf is “(...) located in the town of Puerto Rico which is located by the beach (...)” (3.3, 3.4). Mountains and beach resort is “(...) located in Fataga, 20 minutes driving to the beach (...)” (4.4). Superb Family Villa in Sonnenland which is the closest city to Finca Rosario. Villas Rivero is “(...) located in Agaete which is located by the beach and mountains but far away from the airport (...)” (6.3, 6.4). Villa Adara is “(...) located in a village San Bartolome–20 min driving to the beach (...)” (9.3, 9.4) which is located right next to the village Fataga. The rest of the properties are not located very nearby the Finca Fataga but have the same conditions for the location and distance to the beach.

Talking about the services and facilities of the accommodations, the majority offers pool, free parking, rental options, airport shuffle and are pet-friendly. Villa Montegolf offers these special services “(...) 24h assistance/ concierge, bicycle and car rental service, not allowed to celebrate events (...)” (1.5). Villa

Ugartenea offers some unique services and facilities “(...) fireplace, bicycle and car rental service, tennis rackets rentals, jacuzzi (...)” (2.5, 2.6). Casa de Dragon offers among other facilities “(...) bar and fitness (...)” (8.5) to its customers. The unique selling points are specific for each property. Villa Montegolf “(...) is situated nearby a Bufadero de la Garita Blowhole in Telde which is a nature attraction (...)” (1.7). Additionally, “(...) it is nearby golf and delivers grocery (...)” (1.8, 1.9). Villa Ugartenea “(...) is offering a water bottle as a welcoming amenity (...)” (2.7). Luxury Shangri – La Villa Tauro Golf “(...) is offering a full fridge as a welcoming, VIP services, luxury facilities, concierge service and is close to Golf (...)” (3.7,3.8). Villas Rivero resort offers “(...) tennis facilities, beach views from one side and from the other side mountain views, animal farm (...)” (6.7, 6.8). Villa at Meloneras among other facilities “(...) has a lift in the Villa since it has three floors (...)” (10.8). Majestic Villa Monte Leon as the only one among eleven properties mentioned cleaning service as a plus “(...) cleaning service every fourth day and every third-day pool cleaning service (...)” (11.7).

To sum up, the similarities among the product characteristics are that most of the properties are able to accommodate 12–15 people offering 5 or 6 bedrooms. Many of the direct competitors are not located nearby the Finca Rosario but have the same conditions for the location and distance to the beach. Talking about the services and facilities of the accommodations the majority offers pool, free parking, rental options, airport shuffle and are pet-friendly.

With regards to the differences among the properties is as follows:

- Villa Tauro Golf is in the town of Puerto Rico which is located by the beach.
- Villa Adara is in a village San Bartolome–20 min driving to the beach which is located right next to the village Fataga. It is accepting events.
- Villa Montegolf offers special services such as 24h assistance, concierge, bicycle and car rental service, and does not allow events. has situated nearby a Bufadero de la Garita Blowhole in Telde which is a natural attraction. It is nearby golf and delivers grocery for the clients.
- Villa Ugartenea offers some unique services and facilities such as fireplace, bicycle and car rental service, tennis rackets rentals, jacuzzi. It is offering a water bottle as a welcoming amenity.
- Casa de Dragon offers among other facilities bar and fitness to its customers.
- Luxury Shangri – La Villa Tauro Golf is offering a full fridge as a welcoming, VIP services, luxury facilities, concierge service and is close to Golf field.
- Villas Rivero resort rents tennis facilities such as rackets and has beautiful beach views from one side and from the other side mountain views which is unique. Moreover, for animal lovers, it has its own animal farm.
- Villa at Meloneras among other facilities has a lift in the Villa since it has three floors and makes it easier for a wheelchair user.
- Majestic Villa Monte Leon as the only one among eleven properties mentioned to provide cleaning service every fourth day and every third-day pool cleaning service.

II.3.2.2.2 Answer to the second sub-question

What are the characteristics of Marketing P – Price of the direct competitors of Finca Rosario?

Superb Family Villa in Sonnenland has its average price per night almost the same as Finca Rosario “(...) 490€ per night (...)” (5.8). Finca Madroñal has its average price per night almost the same as Finca Rosario “(...) 520€ per night (...)” (7.7). Villa at Meloneras has its average price per night a little bit higher almost “(...) 556€ per night (...)” (10.9) and Villa Adara has its average price per night a little bit higher than Finca Rosario as well “(...) 560€ per night (...)” (9.8). Casa de Dragon has its average price per night “(...) 660€ per night (...)” (8.8). The rest of the properties are cheaper, having an average price of approximately 350€ per night. The two resorts are exceptions where the price is way higher costing 900€ per night.

The average price for the properties is approximately 500€ per night. The properties with this average price are Superb Family Villa in Sonnenland, Finca Madroña, Villa at Meloneras, Villa Adara and Casa de Dragon.

The differences are for the rest of the properties which are cheaper, having an average price of approximately 350€ per night which might create a competitive advantage from the price point of view. The two resorts are exceptions where the price is way higher costing 900€ per night but being able to accommodate more people than Finca Rosario.

II.3.2.2.3 Answer to the third sub-question

What are the characteristics of Marketing P – Place of the direct competitors of Finca Rosario?

With regards to the place, online distribution channels are being analyzed. Most of the establishments are using the same online distribution channels which are Booking.com, HomeAway.es, Airbnb, Expedia.es or Villagran Canaria.com. Some of the other online distribution channels used among the accommodation establishments are “(...) Agoda.com, Trivago.es (...)” (2.10), “(...) Rentalhomes.com (...)” (3.10), “(...) Lascascanarias.es (...)” (7.8), “(...) Brujulea.net, Bedroomvillas.com (...)” (8.9, 9.9) and “(...) Interhome.es (...)” (10.10, 11.9). Ten out of eleven accommodation properties do not have their own website. The exception is Villas Rivero which has its own website “(...) www.villasrivero.com (...)” (6.11).

Most of the establishments are using the same online distribution channels such as Booking.com, HomeAway.es, Airbnb, Expedia.es or Villagran Canaria.com. Ten out of eleven accommodation properties do not have their own website and depend only on the third parties.

The differences are that some of the properties use some of the less favorite online distribution channels used among the accommodation establishments Agoda.com, Trivago.es, Rentalhomes.com Lascascanarias.es, Brujulea.net, Bedroomvillas.com, and Interhome.es. Villas Rivero has its own website called www.villasrivero.com.

II.3.2.2.4 Answer to the fourth sub-question

What are the characteristics of Marketing P – Promotion of the direct competitors of Finca Rosario?

The promotion consists of online communication channels which help the companies to communicate or reach the customers. “(...) Among the social media, the most popular one is Facebook which is used for promotions (...)” (1.13, 2.12, 5.11, 10.13, 11.12). Another popular social media channel among the companies is “(...) Instagram (...)” (1.13, 5.11). Each company provides contact information via email in case the clients would like to get in touch with the responsible person. The only accommodation property offering more personalized online service is Villas Rivero which has its own website “(...) www.villasrivero.com (...)” (6.11).

The similarities among social media, the most popular one is Facebook which is used mainly for promotions by many properties. Another popular social media channel among companies is Instagram. Each company provides contact information via email on the online distribution platforms in case the clients would like to get in touch with the person responsible for the accommodation. The different approach has Villas Rivero offering more personalized online due to its own website.

II.4 Conclusion

The answers to the below stated research questions are based on the quantitative and qualitative research results which are described in the previous chapter. The answers are based on the collected data which can be found in the appendix.

II.4.1 Central research question 1

What are the characteristics of online segment groups of Finca Rosario?

The detailed definition of all five clusters is described in the tables below. For a small summary, Cluster 2, 3 and 5 do not like luxurious products and do not require the VIP services offered by the property. These clusters do not like driving to the beach which creates a problem since the property is in the middle of the island. On the other side, Cluster 1 and 4 do like luxurious products and offered VIP services. The major difference between these two clusters is the motive for traveling. Cluster 1 represents younger generation – students who care about the status and image and are actively online. Cluster 2 is represented by employees with higher position. This group is motivated for the achievement which requires a lot of dedication and time for work. This group likes to be challenged and to keep on improving. It is self-expressive, creative and likes to be innovative and try extraordinary things.

Based on the answers for sub-questions segment 1 is defined as follows:

Demographic	This group is formed with more females than males. The average age is 25 years old. Represented by students from Slovakia, Spain, the Netherlands or the UK. The preferred accommodation type is Villa.
Lifestyle	Safety, traditions, research, and price are important. Although, this group cares about the work environment and is motivated for achievement and cares about the image. This group likes to buy both luxurious but still practical products.
Motives	This group does not mind driving to the beach and likes rural tourism. Among other motives, it likes to experience gastronomy and to celebrate events, to have nightlife.
Values	This group enjoys going for breakfast to cafés, to have extra cleaning service, flexible check-in, and a pool. It scored high compared with other clusters for the butler service and juice/bread service which are considered the USP for the property. It prefers to go on holiday in a couple, with friends or other family members. The price range is 50€–150€ or more.
Online customer journey	This group uses actively Google and TripAdvisor as a searching source for information. OTAs and direct website are additional searching sources. For effective communication, this group prefers emails or phone calls or social media. To make a final booking, the leading channels are a direct website or OTAs. Price is a very influencing factor for this group. It likes to give recommendations and to stay loyal to the property.

Based on the answers for sub-questions segment 2 is defined as follows:

Demographic	This group is formed with more females than males with an average age 25 years old. The highest score for occupation has a student from Germany, Slovakia, Spain, The UK. The preferred accommodation type is Holiday house.
Lifestyle	Price and research are important. Achievement and work environment as well. It likes to buy practical rather than luxurious products. Low score for prestige and luxury. This group is self-expressive and likes to try extraordinary things.
Motives	This group scores lower for driving and rural tourism. Among other motives, it likes to experience gastronomy and to celebrate events, to have nightlife options.
Values	This group enjoys having extra cleaning service, flexible check-in, and a pool. It does not require the butler service or juice and bread service neither traveling with pets which are considered the USP for the property. Besides that, it prefers to go on holiday in a couple or with friends but also individually. The price range is 50€–150€ or less.
Online customer journey	This group uses actively Google and TripAdvisor as a searching source for information. OTAs and direct websites, word of mouth are additional searching sources. For effective communication, this group prefers emails or phone calls. To make a final booking, the leading channels are a direct website or OTAs. Price is influencing factors for this group. It scored lower recommendations and loyalty.

Based on the answers for sub-questions segment 3 is defined as follows:

Demographic	This group is formed with more females than males. The average age is 36 years old. The highest score occupation has a businessman from Czech Republic, France, Slovakia, Spain. The preferred accommodation type is Holiday house.
Lifestyle	Price, safety, image is important. It is motivated for achievement and keeps traditions than being innovative. This group does not buy prestigious products from upper social and prefers practical products.
Motives	This group does want to drive to the beach but likes rural tourism. Among other motives, it likes to experience gastronomy, and to celebrate events, to have nightlife options. To stay active and to do sports as well as explore history.
Values	This group enjoys going for breakfast to cafés, to have extra cleaning service, flexible check-in, and a pool, renting options. It does not mind having butler service or juice/bread service or traveling with pets which are considered the USP for the property. Besides that, it prefers to go on holiday in a couple, family or with friends. The price range is 50€–150€.
Online customer journey	This group uses actively Google and TripAdvisor and direct website. For effective communication, this group prefers emails or phone calls. To make a final booking, the leading channels are a direct website or OTAs. Price is influencing factors for this group. It really likes to give recommendations but scored lower to stay loyal to the property.

Based on the answers for sub-questions segment 4 is defined as follows:

Demographic	This group is formed with more males than females. The age is between <36 years old. The highest score for occupation has an employee with a higher position from Slovakia, the UK, and Spain. The preferred accommodation type is Holiday house or Villa.
Lifestyle	This group is highly motivated for achievement and likes to be innovative. The work environment is important. It scored high for prestigious products from upper social class as well as for image and status.
Motives	This group scored regularly for driving to the beach and rural tourism. Among other motives, it likes to experience gastronomy, history and to celebrate events, to have nightlife options and to go shopping. It likes to stay active and to do sports.
Values	This group enjoys going for breakfast to cafés, to have extra cleaning service, flexible check-in, and a pool and renting options. It scored high for butler service or juice/bread service or traveling with pests which are considered the USP for the property. Besides that, it prefers to go on holiday with, in a couple, friends or family. The price range is 50€–150€ or more.
Online customer journey	This group uses actively Google and TripAdvisor, Social media and direct website. For effective communication, this group prefers emails or phone calls, social media. To make a final booking, the leading channels are OTAs or direct bookings. Price is not the most influencing factors for this group. It gives many recommendations and likes to stay loyal to the property.

Based on the answers for sub-questions segment 5 is defined as follows:

Demographic	This group is formed with more males than females. The age is between <36 years old. The highest score for occupation has an auxiliary employee from Slovakia and Spain. The preferred accommodation type is Holiday house or Homestay.
Lifestyle	This group cares about the work environment, achievement, and traditions. It scored high for practical products and safety, and for price.
Motives	This group scored low for driving to the beach but higher for rural tourism. Among other motives, it likes to experience gastronomy, history and to celebrate events, to have nightlife options and to go shopping. It likes to stay active and to do sports.
Values	This group to have extra cleaning service, flexible check-in, and a pool and renting options. It scored low for butler service or juice/bread service or traveling with pests which are considered the USP for the property. Besides that, it prefers to go on holiday with friends or children. The price range is 50€–150€ or more.
Online customer journey	This group uses actively Google and TripAdvisor, and direct website. For effective communication, this group prefers emails or phone calls. To make a final booking, the leading channels are OTAs or direct bookings. Price is the most influencing factors for this group. It gives many recommendations and likes to stay loyal to the property.

II.4.2 Central research question 2

What is the competitive advantage of Finca Rosario when compared with its direct competitors?

Based on the qualitative content analysis focused on the eleven direct competitors of Finca Rosario the above-written research question can be answered. The answer to the sub-question focused on the 4Ps of Marketing helps to answer the main research question about the competitive advantage. The information given in the introduction of the report about the Finca Rosario describes its services and facilities and all the other extra characteristics which are being compared to the eleven direct competitors. The competitive advantage of the property is its services such as butler service, VIP service, daily fresh bread, and squeezed orange juice delivery, and extra cleaning service. These unique selling points are a competitive advantage because they are not so frequent and applied by other accommodations. Another competitive advantage is the fact that the property is allowing events. Another advantage is for sports lovers since it has an excellent location for activities such as cycling, climbing, and golf. The magnificent views of mountains and the plantation of orange trees considered as a main competitive advantage for the accommodation. The price is to be considered as an advantage compared with that accommodation which costs more than 500 € per night. Another competitive advantage for the company is the fact that the Finca Rosario wants to have its own website to better reach, connect and communicate with its clients. All kind of contact details will be offered on the website together with the best available rate. This is a huge advantage for the company considering that only one of them has its own website.

II.5 Reflection on the research

In this part of the research, the researcher is reflecting on the validity and reliability of both types of research. The outcome of the project gives a clear understanding of the positive and the negative aspects of the research where both topics are described in more details.

II.5.1 Validity of the research

This chapter describes construct validity, internal validity and external validity of the research. This category looks at whether the instrument adequately covers all the content that it should with respect to the variable (Heale & Twycross, 2015).

II.5.1.1 Construct validity

Describing the construct validity, it is defined as the appropriate truth of the conclusion that the operationalization accurately reflects its construct (John, 2015). After conducting a literature review, the information was collected and organized based on the relevance of the research. The operationalization was created in the form of a tree diagram. The main topics were about the demographic, psychographic and behavioral characteristics of the segment groups with the sub-groups. It defined which elements are important to measure. In terms of relevance, the questions for demographic, psychographic and behavioral characteristics were considered as appropriate based on the literature review and relating to the purpose of the study.

The first four questions of the questionnaire were selecting respondents to correspond to the population characteristics and measure the construct. Reflecting on the results, the question measuring the price of accommodation is rather confusing. Whereas one segment clearly likes expensive products and scores high for "price is important for me" the same high score is for the segment which prefers less expensive products. The reason might be due to a different interpretation which leads to misleading results.

The construct validity of qualitative research consisted of collecting and organizing information to create a literature review to measure the four Ps. After that, the most important topics were used as parts of the tree diagram. It helped to give structure to collecting the information from the websites and to ensure that the same information was collected which increased the construct validity. The main topics were about the product, price, place, and promotion. To assess the construct validity of a measurement procedure, the elements and outcomes are relevant and representative of the construct and give valuable outcomes. On the other hand, to suggest improvements, the promotion topic could give more insights about online communication channels.

II.5.1.2 Internal validity

This research used a method called cluster analysis which consists of grouping cases of data based on the similarity of responses to several variables (Cluster analysis, SPSS, 2012). The 336 different and responses were collected all anonymously to assure confidentiality and trust. By sharing the

questionnaire on different social media platforms, the internal validity was increased. These platforms were selected based on a search for different activities in the area of the property or other population characteristics. To use different platforms focused on different targets helped to collect more diverse responses. The selected platforms do influence validity. If different platforms were selected, different respondents might have responded to the questionnaires. Using different platforms supports the heterogeneity of the respondents. Such as collecting information from all the possible segments and applying criteria for the target selection. To increase internal validity the questionnaire was shared among the nationalities such as Austria, Belgium, Czech Republic, Denmark, Finland, France, Germany, Italy, Norway, Poland, Russia, Slovak Republic, Spain, Sweden, Switzerland, and the United Kingdom. To ensure that the questionnaire is valid the trial test was run with a few respondents to get feedback based on the quality and comprehension of the questions.

The qualitative research used a method called content analysis consisting of collecting information from different booking websites. Eleven different direct competitors were analyzed and compared. These competitors were selected based on a comparison of different characteristics. This selection is influencing the validity because if a different competitor would have been selected the results could have changed. The eleven companies equal eleven cases. During the coding phase, the open codes were given to the text. The methodology was used for data collection. The same sources were used for collecting the information in a structured way and to increase the level of internal validity.

II.5.1.3 External validity

Verhoeven (2015) refers to external validity as it reflects the extent to which the results can be generalized to the entire field. The results were collected and analyzed from 336 respondents where after error and meeting condition examination, 189 of them were used for the analysis. Even though the specific platforms to get to the desired population were used, the responses varied among the respondents. The similarities and the differences allowed to create five different segments with different characteristics which will be used for the advice. It is possible that if the questionnaire was shared on different platforms or if the data collection took more time the results might have been different from the current results.

To talk about the external validity in qualitative research, the results from the eleven cases were compared. All the case analysis was done within accommodation property in Gran Canaria and some similarities and differences were found. Some of the examples of the similarities were the price, size, and online distribution channels. The differences were for example in unique selling points such as different services and facilities. If the information was taken from different platforms the researcher could get to other competitors with different characteristics different results would be obtained. The triangulation could not be used as a source to increase the validity since there was only one researcher.

II.5.2 Reliability of the research

According to Verhoeven (2015) reliability of research is enhanced when there are no random mistakes. The collection of the data was very challenging due to the reliable sample size for this research. After three weeks of data collection, the information was collecting from 336 respondents where the stated sample size was 400. The double-check of the answers deleted those which were not according to the population characteristics in order to increase the reliability. 189 responses were completed and valid for the research which is less than estimated. The number of respondents affects the reliability of the research. If more responses were collecting the results could have been different and more reliable. The reliability was influenced by the country of origin from the respondents as well. Most of the respondents are from Slovakia and Spain. This might be since the access to the online platform where the questionnaire could be shared was limited. If the questionnaire was shared on other platforms targeting different countries visiting Gran Canaria, the results might have been more reliable overall. Another very important factor influencing the reliability of the research is the age of the respondents which is from 23–30. This might be due to the reason that most of the responses were collected via social media and this age range might be of the average user which also influence the reliability of the research. Using the different platforms for data collection different data analysis program or even different clustering method would have influenced the current results. If the question about the willing price paid per night was constructed differently, the scores might have been different.

The collection of the data for content analysis was very flexible. The researcher was objective during the whole time of research. It was important to stay focused on collecting only important information for the research and to not get involved in any other topic. Brainstorming about sources and companies' characteristics was done. It was decided to use the most frequently displayed online platforms for accommodation in Gran Canaria as a source of data collection. The set criteria for selecting the companies and a guide to help with collecting the information from the sources were followed. It was decided to analyze and asses 11 competitors by comparing all the information given and checking all the transcripts together with the coding.

III. Advisory part

In this part of the report, the advice objectives and advice questions are described. The evaluation of alternative solutions to the management problem is given. It provides an overview of alternative solutions and an overview of the criteria used to evaluate alternative solutions. It describes the implementation of the advice in the form of an implementation plan.

III.1 Advice objectives and advice questions

The objectives are to have at least one target group and to state the most efficient way to position the product in the market in order to stand out from the competition. The stated advice questions are created based on the theoretical framework and research questions. These advice questions are investigated through the literature and field research and the answers will provide suggestions for the final advice of this thesis project. The advice questions are:

- What target group should the company attract?*
- Who are the direct competitors for Finca Rosario?*
- What are the unique selling points of the Finca in comparison with its competitors?*
- What kind of digital or social media channels should the company implement in the online marketing targeting plan to effectively reach the target audience?*

The final advice is delivered in the form of an implementation plan as an online target marketing plan. This plan consists of identifying the business and its direct competitors. Recognizing the USP of the business helps to be aware of future possibilities how customers can benefit from the differences of the product. Setting smart goals in an essential way for an effective plan. Researching and analyzing the fundamental elements of segmentation and determining the most suitable target groups for the company. Defining positioning strategy including digital strategy and tactics.

III.2 Evaluation of alternative solutions

Various options are described in detail and compared based on an overview of the criteria that are used to evaluate alternative solutions. As already mentioned, the criteria for the target selection in the literature framework is its size, profitability and growth expectations (Simkin & Dibb, 1998). Lynn (2011) adds to target those segments that have strong sales and growth potential, are relatively inexpensive to reach with marketing efforts, are currently being served by few or weak competitors, and have needs and desires that the company's resources are well suited to satisfy. The criteria of the target group are that the tourist is interested in visiting Gran Canaria, would like to be accommodated in either a holiday house, vacation house, country house or a villa. The target group must be 25 years old and older with already a certain amount of income since the property is a luxurious product. The target group must be actively using different online communication and distribution channels. Selecting the target group must score high for the competitive advantage of the property. It is its views, price, VIP services such as butler service, daily fresh bread, and squeezed orange juice delivery and extra cleaning service, allowing events, sports activities such as cycling and climbing. The below showed table compares each

cluster with regards to the criteria. If the cluster meets the criteria it is marked in green color. To see exact numbers, see chapter II.3.2.1.1.

	Cluster 1	Cluster 2	Cluster 3	Cluster 4	Cluster 5
Size	49 PAX	56 PAX	29 PAX	41 PAX	7 PAX
Accommodation type	Villa	Holiday house	Holiday house	Villa + Holiday house	Homestay + Holiday house
Age	<25y	<25y	<36y	<36y	<36y
Image and status	YES	NO	YES	YES	NO
Upper-class	YES	NO	AVERAGE	YES	NO
Price important	YES	YES	YES	YES	NO
Prestigious p+s	YES	NO	NO	YES	NO
Luxury products	YES	NO	NO	YES	NO
Rural tourism	YES	AVERAGE	YES	AVERAGE	AVERAGE
Sports	AVERAGE	AVERAGE	YES	YES	AVERAGE
Events	YES	AVERAGE	YES	YES	YES
Renting options	YES	NO	YES	YES	YES
Butler service	YES	NO	AVERAGE	YES	NO
Juice and bread	YES	NO	AVERAGE	YES	NO
Cleaning service	YES	YES	YES	YES	YES
Pets	YES	NO	AVERAGE	YES	NO
Average price	50€–150€	50€–150€	50€–150€	50€–150€	50€–150€
Price	YES	YES	YES	NO	YES

Cluster 1, 3, and 4 scored the most positively for the criteria and are more likely to meet all the requirements for being the target groups. To compare the size, Cluster 1 and 4 are larger than Cluster 3. On the other hand, the size of all three groups is large enough to have meaningful results. All clusters meet the conditions for the accommodation type, for the age and the use of online channels. Every group scores high for extra cleaning and events, renting options. These groups also meet the criteria for traveling companion. Price is important for all cluster but for C4 it is not the most influencing factor.

On the other hand, Cluster 1 is represented mainly by students who might be easier to reach and cheaper to target. Cluster 3 and 4 are more profitable based on the occupation positions. All three clusters have growth potential. Cluster 3 scores lower for VIP, butler service and bread delivery and traveling with pets. Cluster 1 scores lower for sports activities. In the table can be seen that Cluster 3 does not require luxurious products, either prestigious products or services. These criteria are one of the most important since the product itself is luxurious and expensive, so Cluster 3 is not the most suitable one. For a detailed motivation on the target groups please see chapter Targeting.

III.3 Implementation plan of an online marketing targeting plan

In this part, the implementation plan of the advice is suggested in the form of a proposal for an online marketing targeting plan. The online marketing targeting plan is defined and the advice questions (Chapter III.1) are answered in this part. After presenting the alternative solutions and assessing it according to the criteria, Cluster 1 and Cluster 4 are the most suitable choices as the target groups since both targets are potential for the company. The online marketing targeting plan consists of company short summary and its USP based on the competition analysis. Of definition of smart goals, short-term, mid-term and long-term and a deeper understanding of targeting and persona profiles and positioning.

III.3.1 Company overview and the unique selling points

The research investigated the segment groups and competitors. The competitive analyses showed that the competitive advantage of the property is its services such as butler service, VIP service, daily fresh bread, and squeezed orange juice delivery, and extra cleaning service. Allowing events, being nearby sports activities, such as cycling, climbing, and golf, beautiful views and orange trees plantation is another plus. These services and facilities are considered a competitive advantage because the competitors do not meet them. In addition, the website is an advantage to better reach, connect and communicate with clients. This is a huge plus for the company considering that only one of them has its own website.

III.3.2 Smart Goals

Short-term goals:

- To have at least 15 weeks booked during the first half a year since the company launching.
- The website traffic will consist of at least 300 different users during the first half a year.
- To have at least 300 followers on Instagram and Facebook during the first half a year.

Mid-term goals:

- During the first year to have at least 75% of customers' reviews scoring 3,5 points and higher.
- During the first year to have at least 60% of occupancy
- During the first year to have 40% of reservations booked via OTA and 20% by own promotions.

Long-term goals:

- In three years to have at least 80% of annual occupancy.
- In three years to have 45% of reservations booked via the direct website and 35% by OTAs.
- In three years to be ranked among top 20 Villa in Gan Canaria on TripAdvisor.
- After the first year to be ranked as a super host on Airbnb.

III.3.3 Targeting

To motivate the decision for choosing the target groups, Cluster 1 has big growth potential. It is seen that image and status are wanted by this group. It is supported by high scores for luxurious and prestigious products. The age is around 25 years old representing young professionals who strongly match with company's characteristics. Even though the salary level of this group might not be the

highest, but this group travels a lot. Oakes (2019) states that with 23 percent of Millennials are more likely to travel than their older counterparts, the travel and hospitality industry is expected to benefit from a \$1.4 trillion spent per year by younger affluent travelers by 2020. Being actively online and spending a lot of time to search for information via Google or TripAdvisor, Online travel agency, directly via the website is describing this target. Oakes (2019) states that Millennials not only crave the local culture and authentic adventures to tick off items from their bucket list but also because it makes a great shareable story for the online world.

Cluster 4 has strong profitability potential. The age is around 30 years old representing employees with higher position who strongly match with company's characteristics. This group cares a lot about the image and status and is motivated for the achievement which requires a lot of dedication and time for work. This group likes to be challenged and to keep on improving. It is self-expressive, creative and likes to be innovative and try extraordinary things. This target likes luxury and prestigious products from upper social classes. According to Mariano (2018), 75% of cultural, adventure and nature travelers are female which can be implemented in a positioning strategy.

These target groups differ in the preferences for the accommodation type, age, occupation. In preferences for rural tourism and sports activities and in the importance of price. The difference is in the searching and communication preferences. Safety and traditions are important for Cluster 1, also thinks of having practical products. On the other hand, Cluster 4 is more innovative, creative and less concern of what others think.

The persona profile is designed to better visualize the target group which is vital for a successful positioning. It shows the common user needs and wants of the target groups which helps to determine optimal placement of the product (See Appendix K).

III.3.4 Positioning

There are two types of customers including young professionals and employees with hire position. To give an example for the positioning plan, the age of the first group are around 25 years old and 35 for young professionals. The main difference between these two groups are the motives for traveling. The recommended positioning strategy is based on the product attributes and benefits which can be delivered to the groups

III.3.4.1 Positioning Target 1

The first target group cares about status and what other people think of their image. New products from the upper social class are a must. Online activities, sharing moments on social media is a lifestyle. This group wants to feel special, unique and cool. The new trends of Millennials to experience all kind of authentic adventures and to share online with a great story create many opportunities for interactions.

The message to be delivered to the customers is specific. The client is advised to position the Finca as "An authentic luxurious travel experience". In the beginning, it is recommended to post frequently on social media, at least 3 times per week for this target. Social media is offering endless opportunities on how to reach and connect with this target. It is important to get the attention of the target group. To

reach the target group via the online posts it is recommended to use hashtags. Once having the first followers, it is advised to stay in touch with them via different interactions. To post interesting stories and eye-catching pictures. It is suggested to use informal tone. Interaction with the followers for both Facebook and Instagram can help increase bookings. The campaigns are advised to attract the clients by the luxury, facilities and beautiful views. It is recommended to keep an eye on the competitors' social media accounts to share different material.

Another possibility is to invite online influencers to share their experience online and to attract more millennials to the property. As part of online marketing, it is recommended to invite photographers to use the property and its views for their online portfolios to increase visibility and to attract more clients. These people can add the website link or social media link to their portfolios to increase the traffic for Finca. The Google AdWords can program topics which increase the chance to reach the right customers. The topics which are recommended to use are a place for couples, a place for groups, rural tourism escape from crowded cities, great views and privacy, beautiful village Fataga for the typical cuisine. Other recommendable topics are The VIP service, butler service, bread/juice delivery, extra cleaning service, renting option, traveling with pets. Optimizing website and Airbnb content are recommendable.

The advised online travel agencies are Booking.com, Homeaway.es, and Airbnb.com. These OTAs can attract many travelers to the property. Booking is one of the most known platforms for traveling, HomeAway is a popular platform used among competitors. Airbnb is offering luxurious travel options and is popular among younger travelers. Implementation of OTAs will help to start online marketing. Once the visibility of the property increases the direct website can take over together with more own marketing.

III.3.4.2 Positioning Target 2

The second target group is represented by employees with higher position who are around 30 years old with a profitability potential. This group is motivated for the achievement and success which requires a lot of dedication and time for work. This group likes to be challenged and to keep on improving. It is self-expressive, creative and likes to be innovative and try extraordinary things. This target likes luxury and prestigious products from upper social classes.

The message to position the property is to show it as a luxurious escape to a paradise. The advised topics for the positioning include traveling in couple or family, escape from crowded cities, to experience holiday differently than just being on the beach, to talk about all the sports activities such as cycling, climbing, golf and about typical cuisine. This target likes to overcome the limits, the favorite cycling route passing by the Finca, is considered to be one of the most beautiful and the most difficult ones on Gran Canaria. It is recommended to offer holiday packages for different sports activities in groups. Another option is to position the property as a perfect team building occasion for work and relax at the same time. Other recommendable topics are the VIP service, butler service, bread/juice delivery, extra cleaning service, airport shuffle, renting option, traveling with pets, events.

To effectively reach and target the targets it is recommended to create the material more content-wise. The posting on social media is advised to be at least 2 times per week with interesting facts about Gran Canaria and the activities with good quality pictures. It is advised to include in the description of the text the distance of the nearest large city, in this case, Maspalomas. This description is used to inform the

target group of the nearest possibilities of nightlife and shopping. The Google AdWords is recommended to focus on words like innovation, experience, family, sports to increase the chance to reach the right customers. Optimizing website and Airbnb content are recommendable.

This target group is active online and investing time to search for information via Google or TripAdvisor, Online travel agency, directly via the website and via social media. It is strongly recommended to reach this target group via google search or TripAdvisor, social media and then to keep the communication via Finca direct website and online travel agencies. The recommended online travel agencies are mainly Booking.com and Homeaway.es which are the frequently used ones which can attract many travelers to the property. Travel experience packages can be offered to via Airbnb. Implementation of OTAS will help to start online marketing. Once the visibility of the property increases the direct website can take over together with more own direct marketing.

III.3.5 Digital strategies and tactics

The advantage of implementing the online marketing targeting plan is that it allows the company to reach the customers throughout the online channels. It attracts more traffic to the website and creates new leads which can be later turned into new customers. It allows the company to be more competitive, the targeted audience can be reached in a cost-effective and measurable way. Other advantages include increasing customer loyalty and driving online sales. The company can generate revenue through various advertising and online sales methods as well as increasing its visibility and brand awareness.

As a part of the positioning strategy, it is advised to activate Booking.com since is the most known platform among all the others. The commissions for bookings are between 15%–17% of the price for a night. It is recommended to activate HomeAway.es since the commissions are lower and the popularity of this platform is very high in Spain. TripAdvisor.es and Airbnb are another suggestion since the commission is very low and are very easy for using. Comparing the commissions, Booking has it significantly higher than the other platforms. It is recommended to focus more on Airbnb, HomeAway, and TripAdvisor even if Booking is the most used one. It is recommended to use OTAs mainly to make the positioning faster and more efficient at the beginning.

Both targets are active on social media which provides an excellent opportunity to reach them via different campaigns and posts. The advantage of these platforms is that they are very user-friendly offering a lot of space for picture marketing. In addition, social media can connect the company with more than just the selected target groups. The campaigns are very useful because they can be selected which group to target and how many people to target based on the provided budget. The budget is dynamic and can differ based on given preferences. It gives clear overviews on all the activities, traffic, spending and sales revenue per estimated period which can be later analyzed and modified accordingly. To lower costs, it is advised to hire a marketing company who will manage the property professionally and towards meeting the given goals. The company will get in charge of creating new content, reaching the clients and maintain communication.

It is recommended to create own website which will be a huge competitive advantage. This website is recommended to have a mobile responsive design with direct booking options. This will allow the company to use third parties less frequently. Once having a fresh new website, it is very likely that the traffic will be low. To increase it, it is suggested to use, for example, Google AdWords campaigns. AdWords campaigns create keywords on google that will appear to the client while searching. Sponsored social media content will generate traffic for the website as well. Social media content can be position

differently to each target group with a specific message. Additionally, it is suggested to implement properly search engine optimization techniques. The more clicks on the adds the more costs are required but it is very useful for tracking traffic. Another effective way of tracking traffic is the website itself. It is advised to implement Google Analytics to track online marketing activities and to analyze the traffic. It is estimated that at the beginning the costs for generating traffic will be higher but once having more visibility it will decrease. To differentiate from the competitors, once the visibility of the property on the market increases it is recommended to focus on direct marketing using more the own website than online travel agencies.

III.3.7 PDCA cycle

The PDCA cycle is a four-step model for carrying out change. Plan stands for recognizing the opportunity and to plan on how to reach it. To create an effective online marketing targeting plan it is essential to establish goals.

Short-term goals:

- To have at least 15 weeks booked during the first half a year since the company launching.
- The website traffic will consist of at least 300 different users during the first half a year.
- To have at least 300 followers on Instagram and Facebook during the first half a year.

Mid-term goals:

- During the first year to have at least 75% of customers' reviews scoring 3,5points and higher.
- During the first year to have at least 60% of occupancy
- During the first year to have 40% of reservations booked via OTA and 20% by own promotions.

Long-term goals:

- In three years to have at least 80% of annual occupancy.
- In three years to have 45% of reservations booked via the direct website and 35% by OTAs.
- In three years to be ranked among top 20 Villa in Gan Canaria on TripAdvisor.
- After the first year to be ranked as a super host on Airbnb.

Do stands for testing the change. To meet the above-mentioned goals certain actions must be done.

- To have at least 15 weeks booked during the first half a year since the company launching:

A recommended positioning is to activate OTAs. Booking, HomeAway, Airbnb, and TripAdvisor will do a lot of marketing and positioning and attract new customers for the property. These platforms are trusted among the travelers and many times used as a first option when searching. Direct booking has to become more visible for the customers.

- The website traffic will consist of at least 300 different users during the first half a year:

Even though OTAs can do a great job when targeting customers, commissions are required. The main unique selling point for the property is its direct website. It is normal that at the beginning the website will suffer from low traffic. It is recommended to include a direct website at least on TripAdvisor account and Airbnb to invite the users to visit the website with the main goal -direct booking.

- To have at least 300 followers on Instagram and Facebook during the first half a year:

Online campaigns and click for visit on social media are rather expensive. It is recommended to include it in the marketing strategy but not to focus only on it. 150 followers can be reached via paid

campaigns. Second option to increase visibility on social media is by inviting powerful influencers who will do all the marketing job. To not lose many on house expenses it is recommended to invite only one person for one or two nights. Invite event agencies to do shootings at the property for different campaigns is also effective for the image and awareness.
-During the first year to have at least 75% of customers' reviews scoring 3,5points and higher: For this goal, it is essential to always ask for feedback. Many platforms allow the client to write feedback about the customers as well. The positive comments will assure future customers to book the property. The negative comments will allow the client to improve accordingly.
-During the first year to have at least 60% of occupancy Via different online travel agencies and direct booking – website.
-During the first year to have 40% of reservations booked via OTA and 20% by own promotions. The first-year strategy is focused on getting bookings via OTAs and on introducing the website to the customers by offering a lower rate or special seasonal packages.
-In three years to have at least 85% of annual occupancy: Via the direct booking – website and online travel agencies.
-In three years to have 45% of reservations booked via the direct website and 35% by OTAs. The main idea for creating a direct website is to decrease the commissions which are paid to the OTAs. The website must be position with lower rates and special holiday offers. For example, a special offer for families, for group of friends, for sportsmen or for colleagues.
-In three years to be ranked among top 20 Villa in Gan Canaria on TripAdvisor. It is essential to offer a variety of services, to have reviews from almost every customer and to improve based on the given reviews. It is important to keep an eye on the competition, on the services and facilities, reviews and prices.
-After the first year to be ranked as a super host on Airbnb. To be a super host, is it required to have at least 10 reservations and at least 80% of the reviews must score 5stars. It is not allowed to cancel bookings and must maintain 90% of response rate.

Check stands for analyzing the results. The KPI which should be monitored is the sales revenue. Knowing how much sales has online marketing brought to the company helps to keep a track on its effectiveness and on meeting the goals for occupancy. To know how much sales are made via which channel. To monitor costs per lead is another KPI. It will tell how much it costs to acquire a new customer. To evaluate a website, mobile phone, and social media traffic and its leads. To be aware of clients' satisfaction to get positive reviews. To monitor the customer lifetime value and return on investment.

Act stands for taking actions. It is important to evaluate the performance of the company and compared it with the established goals. The mistakes will be identified and must be corrected. It is possible that the cycle will have to be redefined and the set goals will change. More marketing activities can be added, a marketing budget can be increased or decreased depending on the outcomes. It is possible that implementing website will be easier or more difficult than predicted. It might be possible that new campaigns, new advertisements will have to be created. It is possible that after a while the customers will not find the marketing content attractive and will have to be adjusted to new needs and wants. It is possible that the competition will change the marketing strategy and might create new threats for the company.

III.8 Financial plan

The initial costs include website creation. It is estimated that the website creation will cost 1000€. Gran Canaria is an island with great weather during the whole year. The first year the strategy is to generate 60% of occupancy. The goal is to have 40% made by OTAs and 20% by website booking. 60% of a year equals 31 weeks booked since the accommodation is offered in intervals of one week. 40% for OTAs equals 20 weeks and 20% for website equals 11 weeks.

The OTAs do great job for positioning the property for a decent amount of commissions. The estimated commission fee is 15% for Booking, 5% for HomeAway, 3% for TripAdvisor and 3% for Airbnb. It is estimated to book 5 weeks by Booking and HomeAway, 3 by TripAdvisor since this platform is used more for searching then booking and 7 weeks by Airbnb. The direct booking on the website has no additional commission fee=11weeks. To meet the goal for website traffic and number of follower's different campaigns can be launched. The estimated price per click on Facebook is 0,8€ and on Instagram is 0,2€.

In three years, the goal is to reach 80% of occupancy which equals to 41 weeks. The strategy is predicted to change where 45% of reservations are booked via the direct website=23bookings and 35% by OTAs= 18 bookings. It is estimated to book 4 weeks via booking, 5 weeks via HomeAway, 3 weeks via TripAdvisor and 6 weeks via Airbnb. The main reason behind the change is to decrease the commissions and to differentiate from the competitors by taking advantage of direct bookings. It is estimated to reach 150 new followers by each year via online campaigns. The calculation does not differentiate high or low season or OTAs or direct website booking where the prices might slightly differ. The estimated price per week in total is always 3500€.

Initial costs:	
Website creation	1000

	First year	Third year
Revenue:		
OTAs	70 000	63 000
Website	38 500	80 500
Total Revenue	108 500	143 500
Operational costs/ Marketing activities:		
Commissions Booking.com	2 625	2 100
Commissions HomeAway.es	875	875
Commissions TripAdvisor	315	315
Commissions Airbnb	735	630
Facebook Ads	120	120
Instagram Ads	30	30
AdWords	2 500	1 500
Marketing Company	12 000	12 000
Website domain, hosting and design	100	100
Total operational costs:	19 300	17 670
Net Income:	89 200	123 830

(Retrieved from LinkedIn.com and blog.evolvevacationrental.com and websitesetup.org and fitsmallbusiness.com)

III.9 Conclusion

To sum up, the online marketing targeting plan consists of segmentation, targeting, and positioning. The final analysis divided the population into five different clusters. Analyzing and comparing the characteristics of the segment based on the selecting criteria recommended two target groups. These two target groups are the most fitting ones and have both growth and sales potential for the company.

The analysis compared eleven direct competitors and products. The results represent the unique selling points for the company which is butler service, VIP service, daily fresh bread, and squeezed orange juice delivery and extra cleaning service, allowing events and celebrations, sports activities such as cycling and climbing, golf, views, price, and website.

The first target group is actively online using different platforms such as social media. This group does not have the highest income but considering new trends luxurious traveling is getting very famous among this generation. It is recommended to position the product as an authentic luxurious travel experience.

The second target consists of people with more income. This target group is driven by work achievement and likes to show it to others. Excitement goes together with sports which is very important for this target. It is recommended to position the product to this group as an escape from the crowded cities with its magnificent views and a lot of privacy.

Based on the results of the analyses, it is recommended to create a website which allows direct bookings, lowest rates, and more personalized attention. To activate Booking.com since it is the very popular travel site in the world. It is recommended to activated Booking.com, HomeAway.es, Airbnb.com, TripAdvisor, Facebook, and Instagram as effective online communication and distribution channels. To be successful with the plan keep on creating new campaigns and to increase the website traffic. To stay aware of competition activities.

It is advised for the company to be actively interacting with the customers and frequently adding new material. To post announcements and offer different promotions, share new pictures and to inform the clients about everything interesting going on in Gran Canaria. To create posts focusing on unique selling points targeting both target groups separately since they have differences in preferences. It is advised to keep the communication after the stay and ask for feedback to keep on improving the service.

IV. Afterword

To begin with a reflection on the day-to-day practice, I liked to follow a planning schedule for each week to finish on time. I set the goal for each week which helped me to keep the work well structured. The structure was very important for the retake as well since it was written during the summer holiday which was rather challenging.

The first part of my project was the introduction where I explained the reason for the project. The challenging part was the literature framework which required time and collecting the literature from different academic resources. The second part was the research. The research for this project consists of two types which required collecting two different types of data. This data had to be analyzed using different methods. To do the analysis correctly, I had to gain enough knowledge to conduct the analysis and to be able to interpret the results in a comprehensible way. This part was the most challenging required a lot of feedback from Mr. van Marle and a little bit of experimenting. There are different methods offered by SPSS program to run a cluster analysis. I tried several of them, and then consulted the selected choice with the research expert to increase the reliability. The selected method was a hierarchical analysis. The hard part was to pick the correct variables and criteria so I could get clusters based on the occupation. I had to redo the whole analysis many times to get to the results which are presented in to project.

The third part, the advice required comparing the results and comparing them with the criteria for selecting the target group. I had to analyze each segment group separately in order to choose the most fitting one. I find this part very challenging since the results of my analysis were not so satisfying with regards to differentiation. I was a little bit disappointed that the demographical characteristics do not play a significant role in my research, but it is just proof that the research is many times unpredictable. After many tries and theories, I was satisfied with the results. I then compared the results with the stated criteria conditions and picked the most fitting target groups. I think that creating the final implementation plan was also rather difficult. I had to make sure to make it as detailed as possible and as realistic as possible on a managerial level, so the client can implement it with no doubts.

I frequently discussed the outcomes with the thesis tutor via Skype or email due to our different location. I think the distance also influenced the understanding and the speed of project creation. Once I received the feedback, I was then improving the content of the thesis. The feedback of the research teacher also helped with the creation of this project. I scheduled two official and two extra meetings with the research teacher to discuss the structure of the instrument to collect the data and to discuss the research analysis procedure. I also discussed the project with the client as well in order to keep him updated and to make sure that the project will give the desired results for the company. The communication with the client was many times on the phone due to the different location.

With regards to the value of the thesis for the industry, it could be used in the hospitality industry in Gran Canaria for the similar accommodation types offering similar services to the clients. The segmentation analysis is based on the wants and needs of the target groups which can be implemented for any similar property. The results show that many young people prefer luxurious traveling. This trend is already proven by many articles that millennials look for authentic and luxury experience (Oakes, 2019). Oakes (2019) states that with 23 percent of Millennials are more likely to travel than their older counterparts, the travel and hospitality industry is expected to benefit from a \$1.4 trillion spent per year

by younger affluent travelers by 2020. Another trend among millennials is to share their stories on social media. Oakes (2019) adds that Millennials not only crave the local culture and authentic adventures to tick off items from their bucket list but also because it makes a great shareable story for the online world. I believe that these trends and results of the research are another proof of a change and that every accommodation, including the competitors in this project, which has something to offer to these target group could benefit of this research. According to Mariano (2018), 75% of cultural, adventure and nature travelers are female. This new trend can also influence the positioning approach of the products and services towards this target group.

To reflect on my development, I think that I gained a lot of valuable knowledge on online marketing targeting topics. Thanks to the literature insights and valuable feedback from different professionals, I could keep on improving the outcomes of the project by each week as well as to improve the writing skills to be able to deliver a high-level thesis project. Thanks to this project, I could experience what it requires to create and to deliver a management advice project to a hospitality property. To mentioned what I would do similarly, it is to set the goals for each week because that made me more motivated and organized. What I would do differently, is to write the thesis project from The Netherlands which makes the meetings and feedback sessions easier for communication and understanding.

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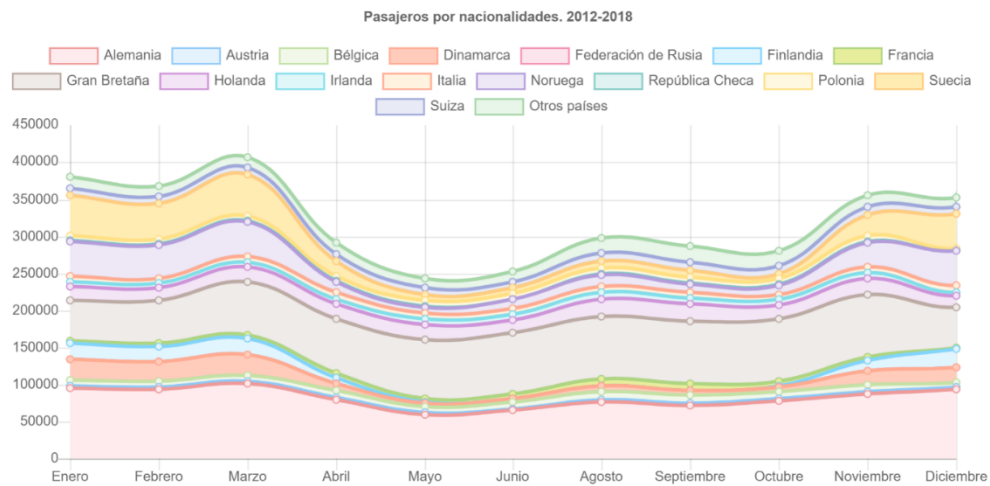
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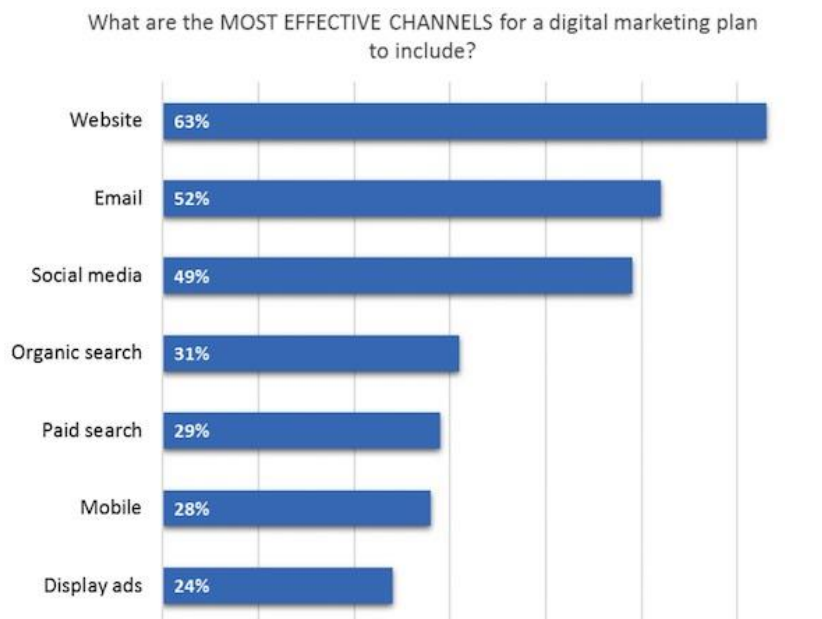
VI. Appendices

VI.1 Appendix A



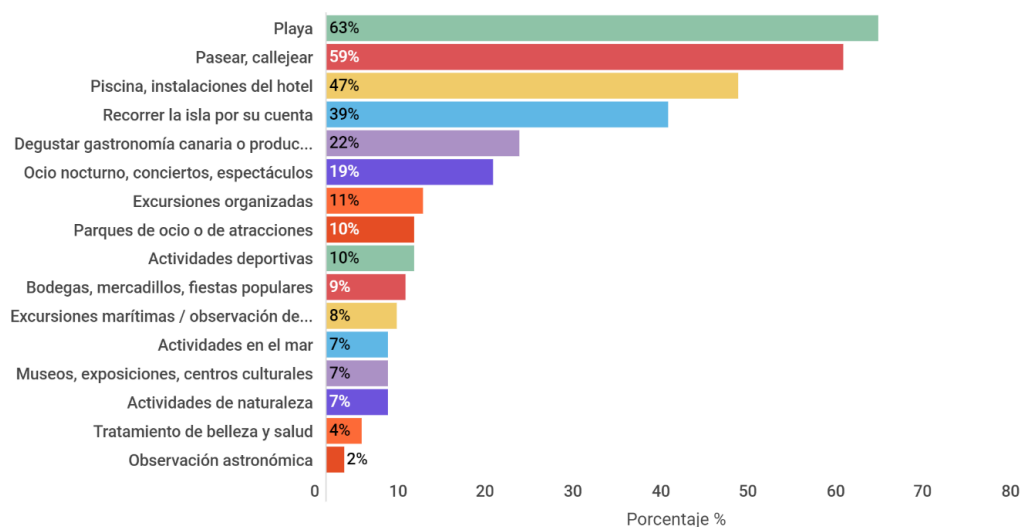
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VI.2 Appendix B



Ascend2 2017 Digital Marketing Plans Survey, Ascend2 and Research Partners, December 2016

VI.3 Appendix C



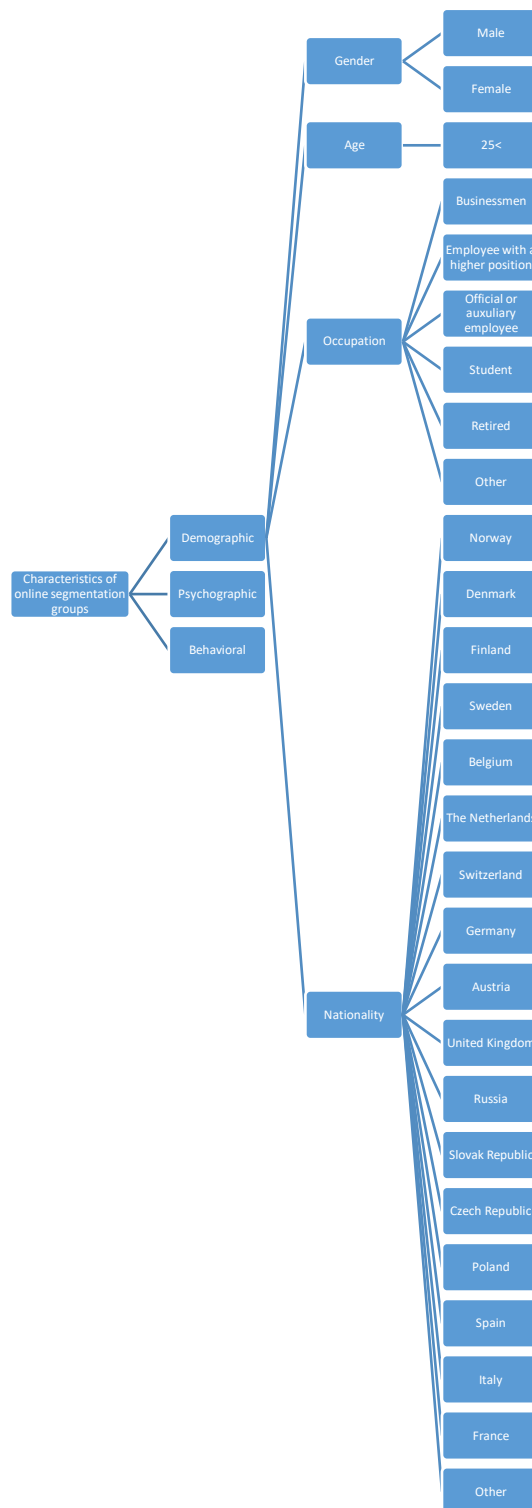
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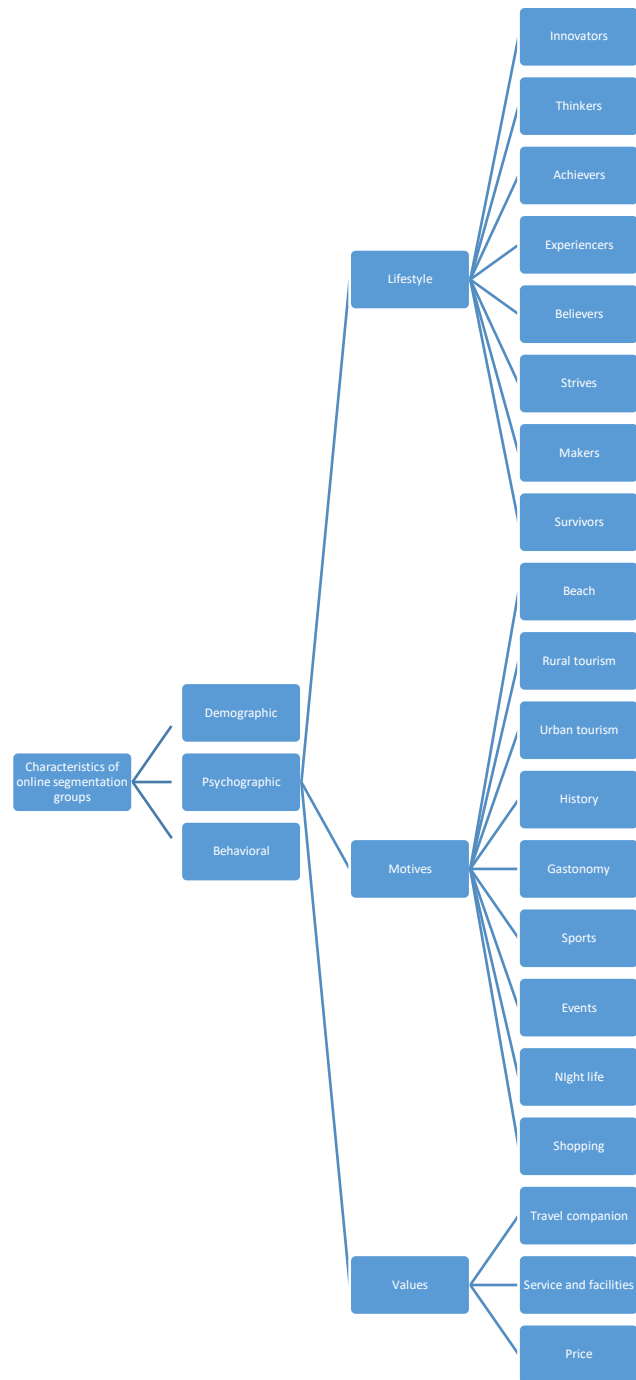
VI.4 Appendix D

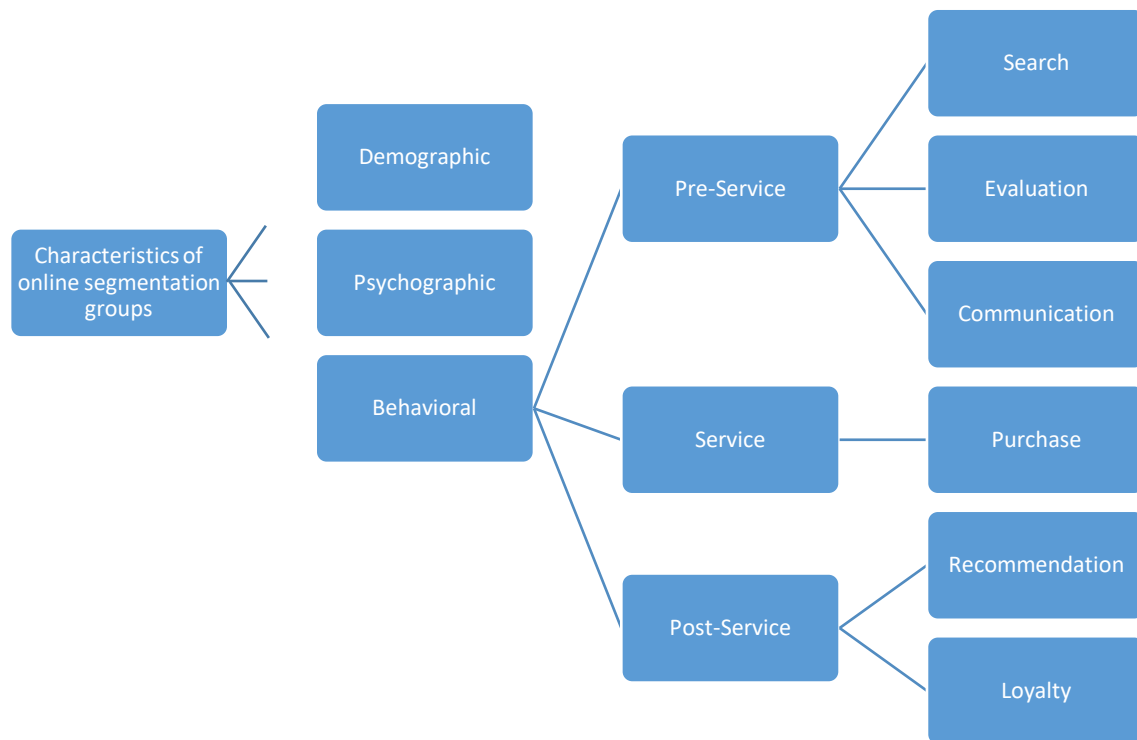
The AAOCC criteria for (Camilleri,2017) are assessed to evaluate the source used in the thesis project.

AAOCC criteria and the meaning	The use in this project
Authority	Dr. Mark Anthony Camilleri is a Senior Lecturer in the Department of Corporate Communication within the Faculty of Media and Knowledge Sciences at the University of Malta.
Accuracy	The source contains information on written on valid sources which can be verified.
Objectivity	The article is written objectively, and no personal opinion is given.
Currency	The source is up to date, from 2018
Coverage	The data source includes information on all three fundamental concepts segmentation, targeting, and positioning.

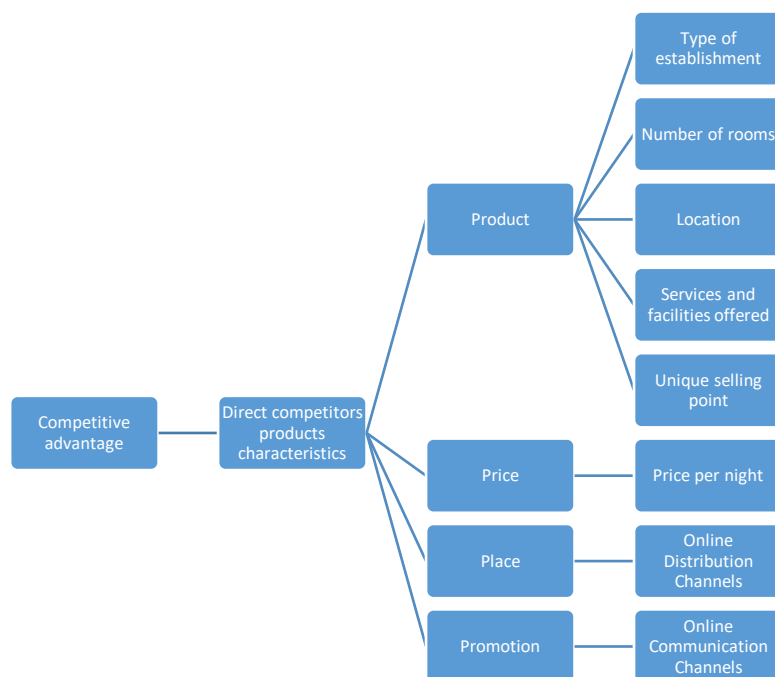
VI.5 Appendix E







VI.6 Appendix F



VI.7 Appendix G

Questionnaire

A. Have you ever spent your holiday in Gran Canaria before?

Yes	No
-----	----

B. Are you interested in going on holiday to Gran Canaria?

Yes	No
-----	----

**C. Which of the listed accommodation types do you usually choose for your holiday?
(you can select more than one option)**

- | | |
|---------------|-------------------|
| • Motel | • Bed & Breakfast |
| • Hostel | • Homestay |
| • 1–2* hotels | • Holiday house |
| • 3* hotels | • Vacation home |
| • 4* hotels | • Country house |
| • 5* hotels | • Villa |
| • Apartment | |

D. Which of the listed accommodation types would you be interested to choose for your holiday stay?

- | | |
|-----------------|-----------------|
| • Homestay | • Country house |
| • Holiday house | • Villa |
| • Vacation home | • None |

Demographic

1. What is your gender?

Female	Male
--------	------

2. What is your age?

3. What is your current occupation?

- | | |
|-----------------------------------|--------------------------|
| • Businessman/Businesswoman | • A student |
| • Employee with a higher position | • Retired |
| • Official or auxiliary employee | • Other (please specify) |

4. What is your country of origin?

- | | | |
|-----------|-------------------|-------------------|
| • Norway | • The Netherlands | • Russia |
| • Denmark | • Switzerland | • Slovak Republic |
| • Finland | • Germany | • Czech Republic |
| • Sweden | • Austria | • Poland |
| • Belgium | • United Kingdom | • Spain |

- Italy
- France
- Other (please specify)

Psychographic

5. Please specify on the scale from 1–5, indicating 1 the less and 5 the most, how each statement defines you.

- I care about my image and status.

1	2	3	4	5
---	---	---	---	---

- I like to buy products from the upper social classes.

1	2	3	4	5
---	---	---	---	---

- Price of a product is important for me.

1	2	3	4	5
---	---	---	---	---

- I always do research before taking a decision.

1	2	3	4	5
---	---	---	---	---

- My career and work environment are important to me.

1	2	3	4	5
---	---	---	---	---

- I am motivated by the desire for achievement.

1	2	3	4	5
---	---	---	---	---

- Prestigious products and services are important to me.

1	2	3	4	5
---	---	---	---	---

- I like to be innovative and try new and extraordinary products.

1	2	3	4	5
---	---	---	---	---

- I like national and familiar products.

1	2	3	4	5
---	---	---	---	---

- I like to always keep my traditions.

1	2	3	4	5
---	---	---	---	---

- I am concern about what other people think of me.

1	2	3	4	5
---	---	---	---	---

- I like to be self-expressive.

1	2	3	4	5
---	---	---	---	---

- I buy practical and functional products instead of luxury products.

1	2	3	4	5
---	---	---	---	---

- I like to buy luxury products.

1	2	3	4	5
---	---	---	---	---

- I take safety and security as my primary issue.

1	2	3	4	5
---	---	---	---	---

6. How do you usually travel on holiday? (you can select more than one option)

- Individually
- In couple
- In couple with children
- With more family members
- With a group of friends
- With a group of colleagues
- With my sports team

7. Please specify on the scale from 1–5, indicating 1 the less and 5 the most, how each statement defines your preferences during your holiday.

- I can drive for 20 minutes to the beach during my holiday.

1	2	3	4	5
---	---	---	---	---

- I like rural tourism.

1	2	3	4	5
---	---	---	---	---

- I like urban tourism.

1	2	3	4	5
---	---	---	---	---

- I like to explore history/arts during my holiday.

1	2	3	4	5
---	---	---	---	---

- I like to experience traditional gastronomy during my holiday.

1	2	3	4	5
---	---	---	---	---

- I like to be active during my holiday and do sports.

1	2	3	4	5
---	---	---	---	---

- I like to celebrate different events during my holiday.

1	2	3	4	5
---	---	---	---	---

- I like to enjoy nightlife during my holiday.

1	2	3	4	5
---	---	---	---	---

- I like to enjoy shopping during my holiday.

1	2	3	4	5
---	---	---	---	---

8. Please specify on the scale from 1–5, indicating 1 the less and 5 the most, how much the following services and facilities are important for you during your holiday.

- I like to go for breakfast to different restaurants/ cafés.

1	2	3	4	5
---	---	---	---	---

- I like to have renting options such as cars and bikes.

1	2	3	4	5
---	---	---	---	---

- I like to have the Airport Pick-up & Drop-off service.

1	2	3	4	5
---	---	---	---	---

- I like to have flexible Check-in & Check-out hours.

1	2	3	4	5
---	---	---	---	---

- I like to have butler service.

1	2	3	4	5
---	---	---	---	---

- I like to have delivered fresh bread and squeezed orange juice every day.

1	2	3	4	5
---	---	---	---	---

- I like to have a cleaning service at least once during my stay

1	2	3	4	5
---	---	---	---	---

- I like to travel with my pets.

1	2	3	4	5
---	---	---	---	---

- I like to have a pool at my accommodation.

1	2	3	4	5
---	---	---	---	---

- I like to have a recreational area with different game options

1	2	3	4	5
---	---	---	---	---

- Other (please specify)

9. How much would you be willing to pay for your accommodation for a night if traveling in a bigger group?

> 50€	50€–150€	150€–250€	250€–350€	350€<
-------	----------	-----------	-----------	-------

Behavioral

10. How do you like to search for your accommodation property? (you can select more than one answer)

- | | |
|--|---|
| <ul style="list-style-type: none"> • Online via Google, TripAdvisor • Online via Social media • Online directly via the company website | <ul style="list-style-type: none"> • Online via travel agency/ tour operator • At the office of a travel agency/ tour operator • Word of mouth • Other (please specify) |
|--|---|

11. How do you like to communicate with your accommodation property in order to get more information?

- Direct mail
- Phone call
- Social media
- Website chat
- In person
- Other (please specify)

12. How do you like to book your holiday accommodation? (you can select more than one answer)

- Online direct booking via the company website
- Online via travel agency/ tour operator
- At the office of a travel agency/ tour operator
- Other (please specify)

13. Price is the most influencing factor for my purchase decision.

Fully disagree	Disagree	Neutral	Agree	Fully agree
----------------	----------	---------	-------	-------------

14. I like to recommend the accommodation property to others if I am satisfied with my stay.

Fully disagree	Disagree	Neutral	Agree	Fully agree
----------------	----------	---------	-------	-------------

15. I like to return to my accommodation property if I am satisfied with my stay.

Fully disagree	Disagree	Neutral	Agree	Fully agree
----------------	----------	---------	-------	-------------

VI.8 Appendix H

**What is your current occupation? - Selected Choice * Average Linkage (Within Group)
Crosstabulation**

		Average Linkage (Within Group)					Total
		1	2	3	4	5	
What is your current occupation? - Selected Choice	Businessman/Business woman	2	2	12	12	0	28
	Employee with a higher position	2	6	8	18	2	36
	Official or auxiliary employee	9	15	4	3	3	34
	Student	28	26	5	8	2	69
	Retired	4	2	0	0	0	6
	Other (please specify)	4	5	0	0	0	9
Total		49	56	29	41	7	182

VI.9 Appendix I

		Average Linkage (Within Group)					Total
		1	2	3	4	5	
What is your country of origin? - Selected Choice	Austria	0	0	0	1	0	1
	Belgium	1	0	0	0	0	1
	Czech Republic	1	0	2	2	0	5
	Denmark	1	2	0	1	0	4
	France	0	0	2	0	1	3
	Germany	2	4	1	2	0	9
	Italy	0	1	2	1	0	4
	Norway	1	2	0	0	0	3
	Poland	1	0	1	0	0	2
	Russia	1	0	0	1	0	2
	Slovak Republic	13	11	9	16	3	52
	Spain	4	6	3	4	1	18
	Switzerland	0	1	0	1	0	2
	The Netherlands	4	5	2	1	0	12
	United Kingdom	9	12	1	3	2	27
	Other (please specify)	11	12	6	8	0	37
Total		49	56	29	41	7	182

Code Tree Diagrams - Case 1

Concepts	Axial codes	Open codes	Fragment numbers
Competitive analysis of 4 PS	Product	Type of accommodation,	1.1
		capacity,	1.2
		location,	1.3
		distance to the beach,	1.4
		services,	1.5
		facilities,	1.6
		attractions,	1.7
		sports,	1.8
		the unique selling point,	1.9
	Price	Price per night	1.10
	Place	Online distribution channels, website	1.11
			1.12
	Promotion	Online communication channels, contact	1.13
			1.14

Code Tree Diagrams - Case 2

Concepts	Axial codes	Open codes	Fragment numbers
Competitive analysis of 4 PS	Product	Type of accommodation,	2.1
		capacity,	2.2
		location,	2.3
		distance to the beach,	2.4
		services,	2.6
		facilities,	2.5
		the unique selling point,	2.7
		sports	2.8
		Price per night	2.9
		Online distribution channels, website	2.10
			2.11
		Online communication channels, contact	2.12
			2.13

Code Tree Diagrams - Case 3

Concepts	Axial codes	Open codes	Fragment numbers
Competitive analysis of 4 PS	Product	Type of accommodation,	3.1
		capacity,	3.2
		location,	3.3
		distance to the beach,	3.4
		services,	3.6
		facilities,	3.5
		the unique selling point,	3.7
		sports	3.8
		Price per night	3.9
		Online distribution channels, website	3.10
			3.11
		Online communication channels, contact	3.12
			3.13

Code Tree Diagrams - Case 4

Concepts	Axial codes	Open codes	Fragment numbers
Competitive analysis of 4 PS	Product	Type of accommodation, capacity, location, distance to the beach, services, facilities, the unique selling point,	4.1 4.2 4.3 4.4 4.6 4.5 4.7
	Price	Price per night	4.8
	Place	Online distribution channels, website	4.9 4.10
	Promotion	Online communication channels,	4.11

Code Tree Diagrams - Case 5

Concepts	Axial codes	Open codes	Fragment numbers
Competitive analysis of 4 PS	Product	Type of accommodation, capacity, location, distance to the beach, facilities, services, the unique selling point,	5.1 5.2 5.3 5.4 5.5 5.6 5.7
	Price	Price per night	5.8
	Place	Online distribution channels, website	5.9 5.10
	Promotion	Online communication channels, contact	5.11 5.12

Code Tree Diagrams - Case 6

Concepts	Axial codes	Open codes	Fragment numbers
Competitive analysis of 4 PS	Product	Type of accommodation, capacity, location, distance to the beach, facilities, services, sports, the unique selling point,	6.1 6.2 6.3 6.4 6.5 6.6 6.7 6.8
	Price	Price per night	6.9
	Place	Online distribution channels, website	6.10 6.11
	Promotion	Online communication channels, contact	6.12 6.13

Code Tree Diagrams - Case 7

Concepts	Axial codes	Open codes	Fragment numbers
Competitive analysis of 4 PS	Product	Type of accommodation, capacity, location, facilities, services, the unique selling point,	7.1 7.2 7.3 7.4 7.5 7.6
	Price	Price per night	7.7
	Place	Online distribution channels, website	7.8 7.9
	Promotion	contact	7.10

Code Tree Diagrams - Case 8

Concepts	Axial codes	Open codes	Fragment numbers
Competitive analysis of 4 PS	Product	Type of accommodation, capacity, location, distance to the beach facilities, services, the unique selling point,	8.1 8.2 8.3 8.4 8.5 8.6 8.7
	Price	Price per night	8.8
	Place	Online distribution channels, website	8.9 8.10
	Promotion	contact	8.11

Code Tree Diagrams - Case 9

Concepts	Axial codes	Open codes	Fragment numbers
Competitive analysis of 4 PS	Product	Type of accommodation, capacity, location, distance to the beach facilities, services, the unique selling point,	9.1 9.2 9.3 9.4 9.5 9.6 9.7
	Price	Price per night	9.8
	Place	Online distribution channels, website	9.9 9.10
	Promotion	contact	9.11

Code Tree Diagrams - Case 10

Concepts	Axial codes	Open codes	Fragment numbers
Competitive analysis of 4 PS	Product	Type of accommodation, capacity, location, distance to the beach facilities, services, sports, the unique selling point,	10.1 10.2 10.3 10.4 10.5 10.6 10.7 10.8
	Price	Price per night	10.9
	Place	Online distribution channels, website	10.10 10.11
	Promotion	Contact, Online communication channels	10.12 10.13

Code Tree Diagrams - Case 11

Concepts	Axial codes	Open codes	Fragment numbers
Competitive analysis of 4 PS	Product	Type of accommodation, capacity, location, distance to the beach facilities, services, the unique selling point,	11.1 11.2 11.3 11.4 11.5 11.6 11.7
	Price	Price per night	11.8
	Place	Online distribution channels, website	11.9 11.10
	Promotion	Contact, Online communication channels	11.11 11.12

VI.11 Appendix K

PERSONA 1 (Representing Cluster 1)

Name: Diana Tothová

Age: 25 years old

Occupation: Student

Nationality: Slovakia

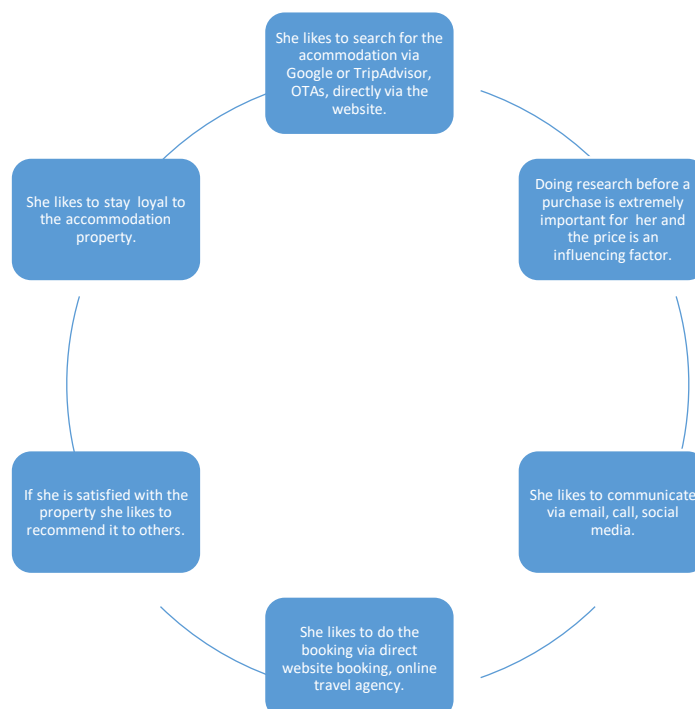
Status: Single

Lifestyle:



Diana cares about her image and likes to have products from the upper social class but the price of the product is meaningful for her. Once having the research done making big decisions come naturally. To have a challenge and keep on developing knowledge is a must. The motivation for achievement comes from a good environment at work. She likes to be innovative and to try extraordinary things but also likes to keep traditions. Diana is also self-expressive and likes to have practical, functional things and to stay loyal. This persona feels safe and secure with the family members. While on holiday, experiencing the typical gastronomy, enjoying the nightlife and shopping is a must. Having the possibility to celebrate events gives a plus for the property. This persona does not have a strict preference for the type of tourism and most importantly does not mind driving to the beach. Diana also likes to have prestigious and luxurious products from the upper social class and VIP services. Doing sports is not to be the best activity during her holiday. When traveling on holiday she values the most among other things breakfast at restaurants or cafes, flexible check-in, and check-out, cleaning service at least once during the stay, to have a pool. Overall, she goes on holiday mainly with friends, in a couple or with other family members. The most wanted property for a stay in Villa with a budget of 50€–150€ per night or higher.

Online customer journey:



PERSONA 2 (Representing Cluster 4)

Name: Samuel Malý

Age: 32 years old

Occupation: an employee with a higher position

Nationality: Slovakia

Status: Single



Lifestyle:

Samuel cares about his image and status. His work environment is very important as well as motivation for achievement. His job position gives him enough confidence in making big decisions and to challenge himself to keep on developing. This persona likes luxury and prestigious products from upper social classes and VIP services. He is also self-expressive, creative and likes to be innovative and try extraordinary things. The motives for his holidays are to experience gastronomy, to celebrate events, nightlife and shopping. He likes to do sports and to be active during his holiday as well. Urban tourism is preferred but he likes rural as well and does not mind driving to the beach. When traveling on holiday he values flexibility in checking hours, he likes to rent a car or a bike, to have extra cleaning service and a pool. Samuel enjoys going for breakfast to different places to try on new flavors. Overall, he goes on holiday mainly with friends or with other family members or in a couple. His preferable accommodation is a Holiday house or Villa with a budget of 50€–150€ per night or more. Even though the price is important it is not the most influential factor when traveling neither safety.

Online customer journey:

