



Universitat
de les Illes Balears

BACHELOR'S THESIS

MONTUÏRI AS A SUSTAINABLE TURISM DESTINATION MARKETING PLAN

Silvia Martínez del Valle

Degree in Business Administration and Tourism

Faculty of Tourism

Academic Year 2020-21

MONTUÏRI AS A SUSTAINABLE TURISM DESTINATION

MARKETING PLAN

Silvia Martínez del Valle

Bachelor's Thesis

Faculty of Tourism

University of the Balearic Islands

Academic Year 2020-21

Key words:

Sustainable tourism, Montuïri, marketing plan, smart city, ICT tools.

Thesis Supervisor's Name Antoni Serra Cantallops

The University is hereby authorized to include this project in its institutional repository for its open consultation and online dissemination, for academic and research purposes only.

Author		Supervisor	
Yes	No	Yes	No
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

INDEX

1.	CONTEXTUALIZATION	7
2.	OBJECTIVE.....	7
3.	INTRODUCTION	8
3.1.	Sustainable tourism as a way of planning the tourism offer	8
3.2.	Analysis of the tourism sector on the island of mallorca	9
3.3.	Current scenario of sustainable policies implemented	10
4.	EXTERNAL ANALYSIS	12
4.1.	MACROENTORNUM	12
4.1.1.	Demographic factor	12
4.1.2.	Technological factor	15
4.1.3.	Socio-cultural factor	16
4.1.4.	Political-legal factor	17
4.2.	MICROENTORNUM	18
4.2.1.	Clients.....	18
4.2.2.	Competitors.....	26
4.2.3.	Suppliers	28
4.2.4.	Substitutes	28
5.	INTERNAL ANALYSIS.....	29
5.1.	Resources of the destination	29
5.2.	Resources and capabilities of our company	31
5.3.	Business organization	31
6.	MISSION.....	31
7.	SWOT ANALYSIS	32
8.	DEFINITION OF STRATEGIES AND MARKETING PLANNING	33
8.1.	Strategic objectives	33
8.2.	Definition of marketing strategies	34
8.3.	Segmentation and positioning	35
9.	ACTION PLAN	36
9.1.	Product.....	36
9.2.	Price.....	38
9.3.	Place	43
9.4.	Promotion	45
10.	EXECUTION AND CONTROL	46
11.	CONCLUSION.....	48
12.	BIBLIOGRAPHY	49

INDEX OF GRAPHS

Graphic 1 Evolution of the population. Own creation based on the National Institute of Statistics (INE).....	13
Graphic 2 Comparison men and woman. Own creation based on the National Institute of Statistics (INE).....	13
Graphic 3 Total Variance of the population. Own elaboration based on the National Institute of Statistics (INE).....	14
Graphic 4 Gross birth rate of population. Own creation based on the National Institute of Statistics (INE).....	14
Graphic 5 Population by age. Own creation based on the National Institute of Statistics (INE).....	15
Graphic 6 Overnight stays. Own creation based on the National Institute of Statistics (INE).....	16
Graphic 7 Frequency of the sample distribution by age. Own creation adapted from (Crespo Jareño, 2019).....	19
Graphic 8 Percentage of the sample distribution by age. Own creation adapted from (Crespo Jareño, 2019).....	19
Graphic 9 Frequency of the sample distribution by employment situation. Own creation adapted from (Crespo Jareño, 2019).....	20
Graphic 10 Percentage of the sample distribution by employment situation. Own creation adapted from (Crespo Jareño, 2019).....	20
Graphic 11 Frequency of the sample distribution by monthly salary. Own creation adapted from (Crespo Jareño, 2019).....	21
Graphic 12 Percentage of the distribution by monthly salary. Own creation adapted from (Crespo Jareño, 2019).....	22
Graphic 13 Frequency of the sample distribution based on people they travel with. Own creation adapted from (Crespo Jareño, 2019).....	23
Graphic 14 Percentage of the sample distribution based on people they travel with. Own creation adapted from (Crespo Jareño, 2019).....	23
Graphic 15 Frequency of the sample distribution grouped by residence. Own creation adapted from (Crespo Jareño, 2019).....	24
Graphic 16 Percentage of the sample distribution grouped by residence. Own creation adapted from (Crespo Jareño, 2019).....	24

Graphic 17 Frequency of the sample distribution grouped by studies. Own creation adapted from (Crespo Jareño, 2019).....	25
Graphic 18 Percentage of the sample distribution grouped by studies. Own creation adapted from (Crespo Jareño, 2019).....	26

INDEX OF TABLES

Table 1 Sample distribution data by age. Own creation adapted from (Crespo Jareño, 2019).....	20
Table 2 Sample distribution data by employment situation. Own creation adapted from (Crespo Jareño, 2019).....	21
Table 3 Sample distribution data by monthly salary. Own creation adapted from (Crespo Jareño, 2019).....	22
Table 4 Sample distribution data grouped by people they travel with. Own creation adapted from (Crespo Jareño, 2019).....	23
Table 5 Sample distribution data grouped by residence. Own creation adapted from (Crespo Jareño, 2019).....	25
Table 6 Sample distribution data grouped by studies. Own creation adapted from (Crespo Jareño, 2019).....	26
Table 7 Average lodging price comparison. Own creation adapted from Booking.....	42
Table 8 Comparison between our offer and the offer of a hostel in Liébana. Own creation adapted from Turismo rural Remona.....	43

INDEX OF FIGURES

Figure 1 Promotional offer brochure. Own creation.....	38
Figure 2 Lodging prices brochure. Own creation.....	40

RESUMEN

Montuiri es un pueblo con un gran atractivo cultural, patrimonial e histórico que le otorga una posición privilegiada a la hora de situarlo como destino de turismo sostenible tanto a nivel local como nacional. En este plan de marketing trataremos de poner nuestro granito de arena a la hora de crear un paquete turístico que lo impulse hacia nuevos horizontes, siempre dentro de un contexto sostenible, respetuoso con el medio ambiente y sin favorecer la masificación turística de los destinos, respetando en todo momento la autenticidad de las costumbres y tradiciones del pueblo y sus respectivos habitantes. Además, el uso de diferentes herramientas TIC serán el valor añadido con el que trataremos de diferenciarlo de otros destinos competidores.

ABSTRACT

Montuiri is a town with a great cultural, patrimonial, and historical attraction that gives it a privileged position when it comes to positioning it as a destination for sustainable tourism both locally and nationally. In this marketing plan we will try to do our bit to create a tourist package that will push it towards new horizons, always within a sustainable context, respectful with the environment and without favoring the tourist overcrowding of destinations, always respecting the authenticity of the customs and traditions of the people and their respective inhabitants. In addition, the use of different ICT tools will be the added value with which we will try to differentiate it from other competing destinations.

1. CONTEXTUALIZATION

Montuïri and Ses Salines have been selected within the SusTown project funded by FEDER in the framework of the Interreg MED 2014-20 program of the European Union as two tourist destinations to carry out the promotion of sustainable tourism in small Mediterranean villages.

MUSOL Foundation, who is part of the consortium implementing the SuSTowns project, participates in the development of local action plans to prevent and address the decline of tourism using the methodology of Total Quality Management (TQM).

In each pilot municipality, a sustainable tourism product will be designed and promoted through various marketing campaigns. Subsequently, the lessons learned in the pilot municipalities will be disseminated nationally and internationally through seminars, courses and by providing advice to new municipalities wishing to join the project. In addition, these lessons learned will be systematized and incorporated into a sustainable tourism model that will be proposed to the regional authorities along with recommendations for improving public policies on sustainable tourism. Both the model and the recommendations will be disseminated.

2. OBJECTIVE

The goal of this project is to come up with an own Marketing Plan for a tourist package so that it could be developed as part of the SusTown project.

We would love to be able to contribute to such a participatory and sustainable project that aims to give value to these inland destinations but without destroying the authenticity that characterizes them, to promote them as a tourist destination but in a sustainable way and without favoring a mass tourism that could be very harmful to the preservation of their cultural heritage.

Although the main idea of the project is to develop a joint plan for both Montuïri and Ses Salines, we have chosen to focus on developing a plan just for Montuïri in order to carry out an in-depth analysis and a subsequent proposal of marketing strategies to promote the area.

So, the whole proposal will revolve around raising the value and promoting sustainable tourism as an option to showcase parts of our island to get out of the basic model of sun and beach tourism.

Mallorca has many things to show to the world and not only its beaches. Our cultural identity, our natural, historical, and archaeological heritage or our gastronomy are some of the elements that are part of the essence of the island and the goal is to be able to show it.

In addition, following the alternative proposed in the next section by some agents to create "smart cities" as a way to promote the creation of sustainable tourist destinations, the project will be based on a sustainable development environment and the creation of a product based on information and communication technology tools (ICT).

Innovation and the design of a disruptive product that promotes rural and sustainable tourism will be the keys to create this Marketing Plan.

3. INTRODUCTION

3.1. Sustainable tourism as a way of planning the tourism offer

To introduce the subject in question, let us go back to the evolution of the State tourism planning and the importance it has given to sustainable tourism as a way of promoting national and local tourism in each of the Autonomous Communities.

During all these years, society as a whole has been experiencing different structural changes, such as technological changes, the emergence of different business models, changes in the demand for different products and, consequently, climate change.

All this has also led to changes in the country's tourism activity.

Within tourism planning, one of the objectives that have been set as a priority has been to carry out measures to contribute to improving climate change. So, from this point on, the different tourist agents are beginning to ask themselves whether they are taking advantage of the opportunities of the different local models to be able to contribute to the evolution of the tourism sector towards sustainable tourism models.

In rural tourism destinations, tourism has little power to dynamize the local socioeconomic fabric. Thus, a reevaluation of the tourism planning of these sites should be carried out to be able to face the challenges that the aforementioned changes imply (Ivars-Baidal, J. A., & Vera Rebollo, J. F., 2019, p. 2-3).

In order to respond to the shortcomings of the current tourism planning model, we see that in this same article, the concept of the "Smart city" is being discussed.

Dorota Sikora-Fernandez (2017) defines Smart Cities as:

A territory with great capacity for learning, innovation, and creativity, where there are research and development institutions, higher education centers equipped with digital infrastructure and communication technologies, and a high level management performance. Cities can be defined as smart, if they have human and social capital, communications infrastructure, both traditional and modern (transport and communication technologies respectively) and their development conform to the theory of sustainable development. Likewise, the citizen

participation in its system of government should contribute towards the improvement of the quality of life.

However, this approach to smart destinations does not yet have a clear and consolidated methodology that can be considered a relevant and useful model to be followed step by step.

In the digital transformation of cities, the success rate and scalability of solutions is still relatively low, revealing the scalability of solutions is relatively low even today, revealing the realization that the transition from pilot experiences to scalable and replicable solutions is considerably difficult (Ontiveros, Vizcaíno & López, 2017, p. 11).

"Smart city" models promote the use of information and communication technologies to carry out the development of urban areas.

The keys to smart cities lie in achieving continuous learning, using creative means and maintaining a high level of innovation. All this, developed within a resource management based on the concept of sustainable development, promoting the preservation of the environment, optimizing energy consumption, and using renewable energy sources, among many other sustainable actions (Dorota Sikora-Fernandez, 2017)

3.2. Analysis of the tourism sector on the island of Mallorca

The successive tourist phases have converted the 3,620 km² of Mallorca into different spaces that can be different areas susceptible to tourist use. Society and natural resources have been deeply affected by the new society and natural resources have been profoundly affected by the new scenario inaugurated in the mid-1950s. The culturization and anthropization caused by tourism have not only consumed significant amounts of territory but have also transformed the natural and cultural landscape of an island that, over time, has been transformed into a place that has become an important part of the island's cultural life. An island that, over time, has eliminated many of the differentiating elements of the traditional coastal-inland and urban-rural geographic duality.

The public investment strategies and private investment strategies developed (from communication routes to leisure centers and residential developments) have adapted the territory to the enjoyment of visitors and, increasingly, residents of central and northern Europe. But tourism has not only specialized Mallorca as a leisure space but has also shaped the landscape and tourist centers (Seguí, 2001, 15).

The importance of this phenomenon and the constant concern that has arisen from the desire to preserve the island, has been modifying land-use planning policy to incorporate sustainability variables (Jesús M. Gonzalez. Pérez, 2003).

It should be noted that the inland and mountain areas of the island have always been an exaltation of the authenticity of Mallorcan society, also understood as spaces of cultural identity. Hence, there are more and more initiatives carried out by the different local institutions to preserve and give value to these areas.

The commitment and importance given to public planning are key elements in understanding the current proliferation of protectionist territorial policies (Ecotaxa, Law Regulating Urban Growth, urban moratoriums, Biodiversity Law, etc.). These protectionist plans are also an expression of society's social and political activism against expansionist policies. A good part of the local population yearns to maintain the identifying features of the countryside. On the contrary, the proposals of the large tourism companies aim to adapt this same landscape as a branded product, for the recreation of Central European residents with high purchasing power and visitors who are more eager to get to know the rural Mediterranean world (Jesús M. Gonzalez. Pérez, 2003).

3.3. Current scenario of sustainable policies implemented

Sustainable tourism is not a special or distinct form of tourism, all forms of tourism should aim to be more sustainable because this would benefit local communities economically and socially and encourage awareness and support for conservation of the environment.

Therefore, environmental protection and economic development should be mutually reinforcing forces in the tourism sector, especially if we consider that, according to the UNWTO, by 2020, tourism is expected to grow massively but with great opportunities for prosperity, but with great challenges if it is not well managed (UNWTO, 2006).

To understand the current state of territorial planning in our country and the policies that are being implemented, we will discuss the evolution of the instruments and approaches that have prevailed in recent years.

The predominant strategic plans have been:

- *Planes Futures I y II (1992 - 1999)*
- *Plan Integral de la Calidad Turística Española (2000 – 2006)*
- *Plan Horizonte 2020 (2008 - 2012)*
- *Plan Nacional de Turismo Inteligente (2012 - 2015)*

Main features of each plan

Planes Futures I y II (1992 - 1999): Established strategies for tourism to consolidate its position as a competitive economic sector. The principles of these plans were: sustainability, co-responsibility, concentration of action, and integration of business initiatives in joint projects with the administration.

Plan Integral de la Calidad Turística Española (2000 – 2006): This Plan was adopted at the national, economic, and local levels; it integrated 4 quality programs: Destinations, products, business sectors and training. The creation of the Quality brand was reinforced by the creation of the Spanish Tourism Quality Institute (ICTE).

Plan Horizonte 2020 (2008 - 2012): It is committed to a "new tourism economy" based on innovation and combines various instruments of action for the renewal of destinations (Vera & Rodríguez, 2012), as well as the development of Innovative Business Groupings (AEIs) in the field of tourism (Ivars, Rodríguez, Vera, & Acebal, 2014).

Plan Nacional de Turismo Inteligente (2012 - 2015): It includes smart destinations among its priority measures and entrusts the State Society for the Management of Innovation and Tourism Technologies (SEGITTUR) with the coordination of actions for their development, which are basically embodied in a pilot destination program and in the creation of a smart destination standard in collaboration with AENOR, Standard UNE 178501:2016, to which will be added later Standard UNE 178502:2018, relating to indicators and tools for smart destinations.

Currently, smart city initiatives promoted or facilitated by technology providers predominate (Komninos, 2015).

Komninos (2015) associates planning in smart cities with a reevaluation of strategic thinking and the improvement of information for management aimed at strengthening innovation, the deployment of smart infrastructure and the co-creation and delivery of e-services to citizens.

Gretzel et al. (2015b) consider that smart tourism opens a new stage in the relationship between ICT and tourism from three levels: destinations, business ecosystems and experiences (smart destinations, smart business ecosystems and smart experience) whose key aspect is the integration of ICT in the physical infrastructure.

According to Gretzel et al. (2018), currently the online environment is fundamental in the processes of inspiration, information, booking, purchase, and tourism consumption. For this reason, the DTI pursues to integrate the physical environment with the digital environment, areas that are already integrated by tour operators (online travel agencies, travel communities, metasearch engines, etc.) and telecommunications (telephone operators).

4. EXTERNAL ANALYSIS

In the external analysis we are going to carry out a study of the market and the environment that influences Montuiri when forming it as a sustainable tourism destination.

We are going to talk about the demographic factors of the Spanish society that are going to affect us when attracting our clients, the current situation of the technological factor, for example the use of different ICTs, which we will finally use to create our tourist package, the political and legal aspects that can affect our decisions and, finally, the socio-cultural factor of the society. All this would focus mainly on offering a set of services to a public such as the sustainable tourist based on different actions within a modality of smart city.

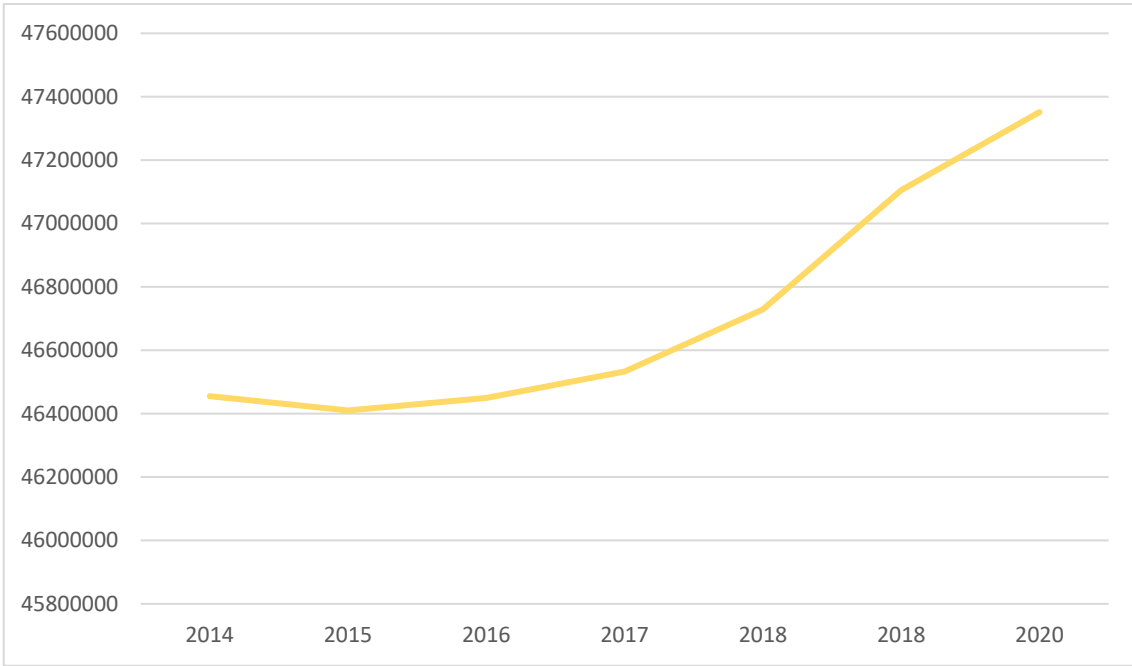
4.1. MACROENTORNUM

The macroenvironment is all the forces external to the company over which it cannot take control, i.e., aspects that do not depend on the company's own activity but may affect it.

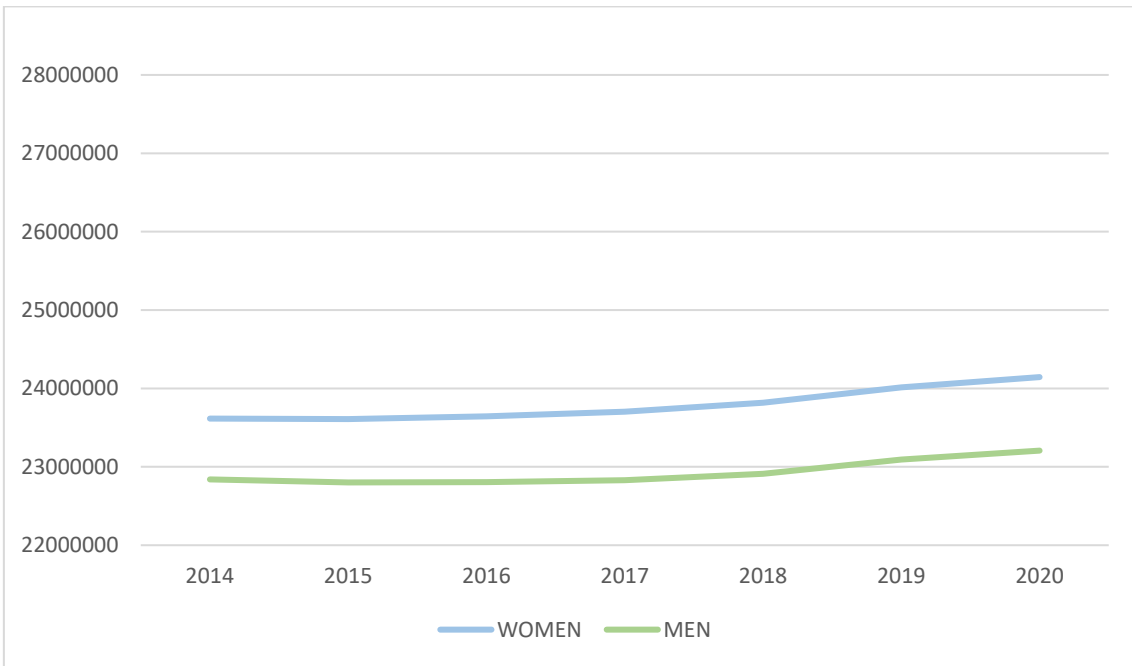
4.1.1. Demographic factor

In the study of demographic data, we will focus on the analysis of population growth and its distribution by gender and age.

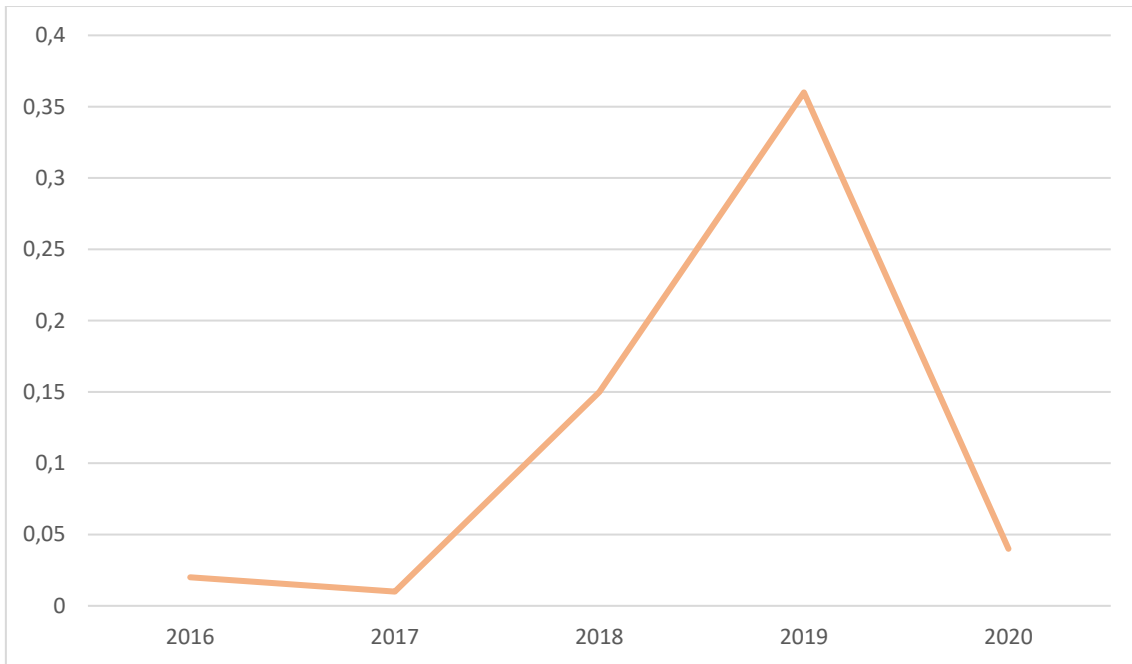
According to the data obtained from the National Institute of Statistics (INE), the following graph shows the number of men and women residents in Spain and its variation during the last years (2014-2020).



Graphic 1 Evolution of the population. Own creation based on data extracted from the National Institute of Statistics (INE).



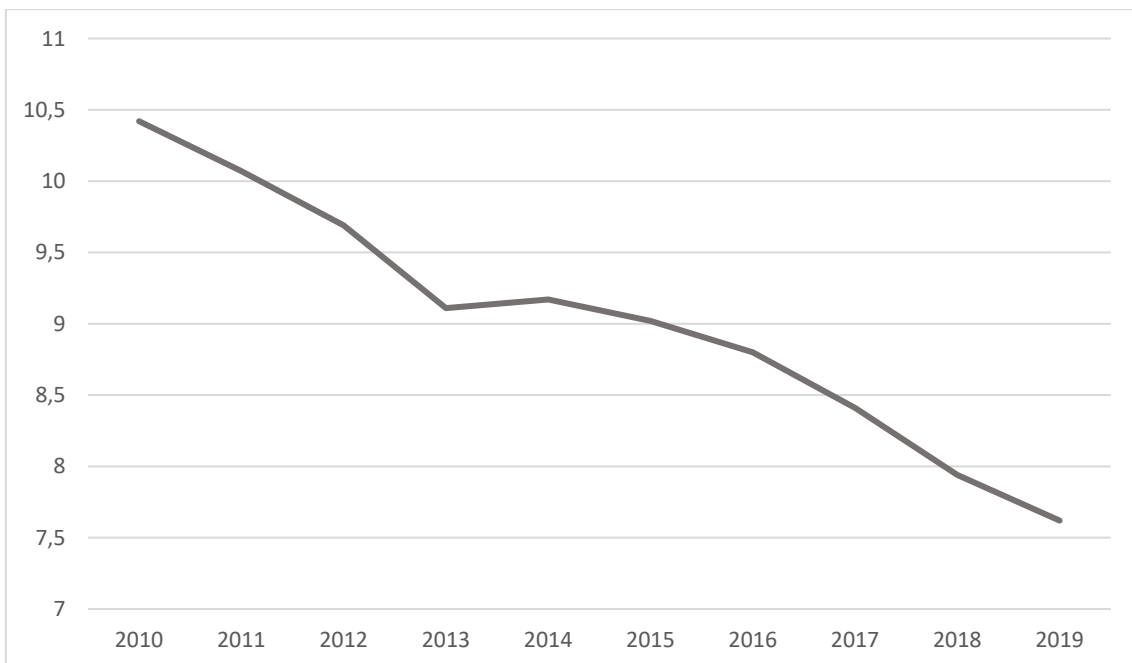
Graphic 2 Comparison of men and women. Own creation based on data extracted from the National Institute of Statistics (INE).



Graphic 3 Total Variance of the population. Own creation based on data extracted from the National Institute of Statistics (INE).

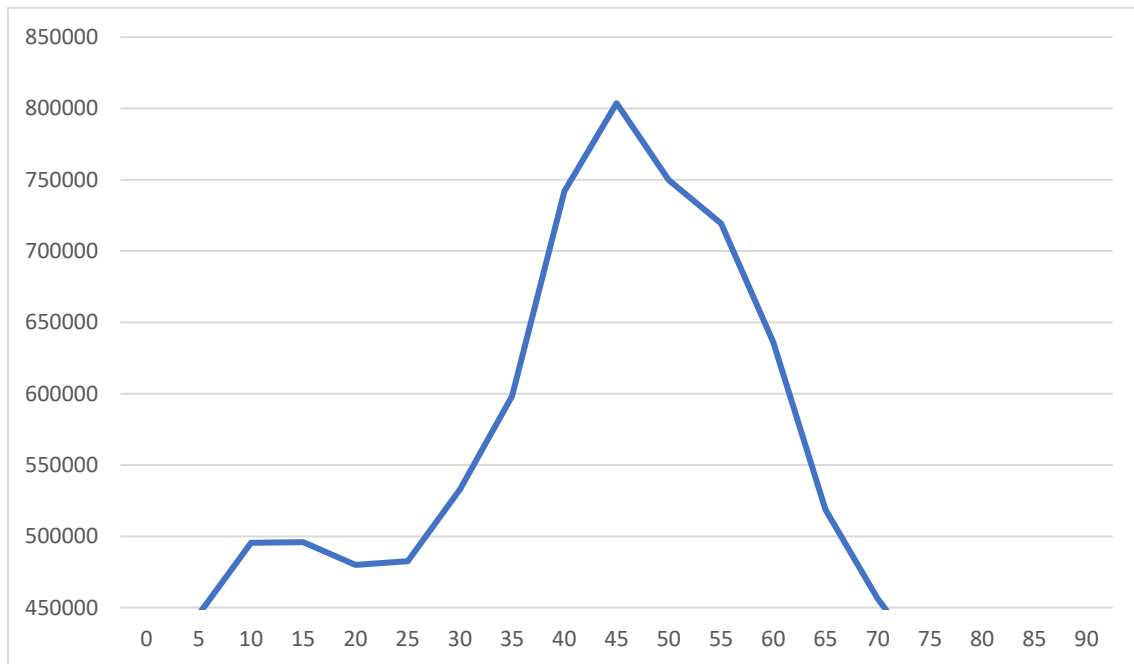
The number of women is higher than the number of men and although both groups have increased over the years, we see how the variation plummets in 2019, showing the stagnation of population growth in our country.

The following graph shows how the birth rate has decreased in recent years.



Graphic 4 Gross birth rate of the population. Own creation based on data extracted from the National Institute of Statistics (INE).

The population of our country has aged drastically during the last few years and this is mainly due to the fall in the birth rate and the increase in life expectancy.



Graphic 5 Population by age. Own creation based on data extracted from the National Institute of Statistics (INE).

In this last graph we can see that the majority of the Spanish population is between 35 and 65 years old.

These are people with a similar age range to those who consume rural tourism. According to a study carried out by the Observatory of Rural Tourism and Observatory of Ecotourism in Spain with the collaboration of the Ministry of Industry, Commerce and Tourism, 71.5% are between 40 and 65 years old and the majority are between 35 and 49 years old.

4.1.2. Technological factor

As mentioned in the introduction, the tourism product to be developed in this marketing plan will be based on the use of different technological tools. Therefore, if the use of technology has gained prominence in recent years, for our case, it does it even more.

The technological evolution constitutes an important factor of change that has modified consumer behavior and forces companies and tourist destinations to adapt, as it is difficult for them to keep pace with technological evolution (Gretzel et al., 2000).

The traveler has changed the way he or she relates to the destination. ICTs have had a significant impact on the travel cycle (J. A. Ivars Baidal, 2015)

Technological advances and their rapid adoption by demand have shaped a new tourism scenario. Buhalis (2003) observed that e-tourism reflects the digitalization of all the processes of the tourism value chain, a digital revolution that has substantially modified tourism management (Gretzel et al., 2000).

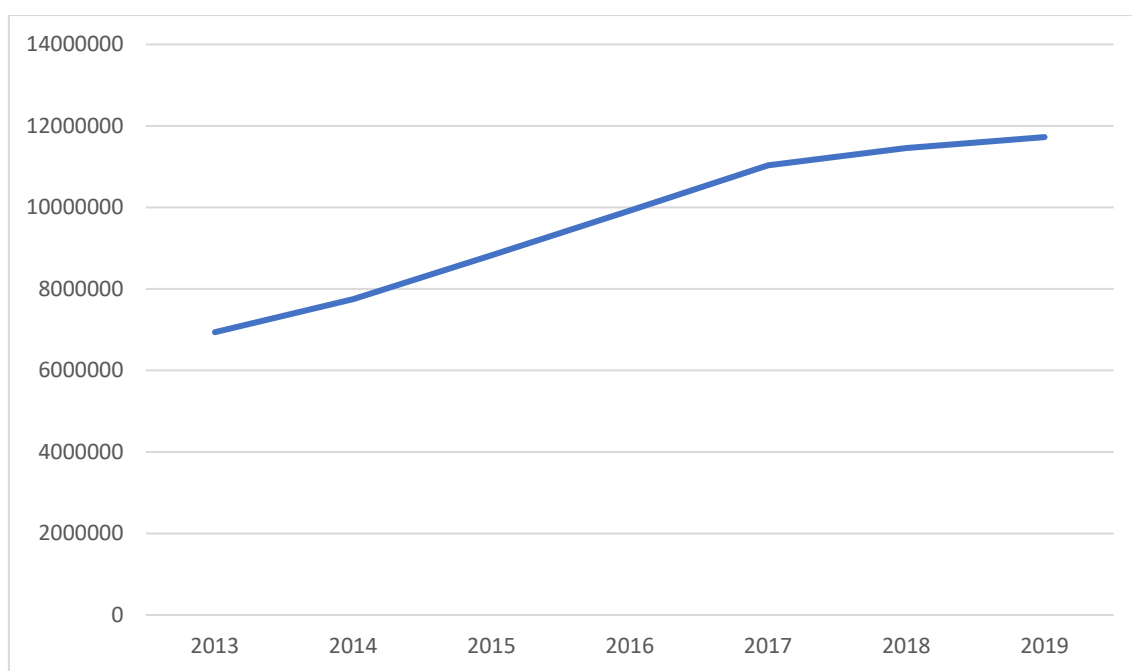
The impact of the Internet has been further amplified by the increased use of mobile devices (smartphones and tablets...), which, in turn, have led to the use of social networks, with an enormous impact on tourism activity.

In this context, ICTs become a fundamental competitiveness factor (Buhalis and Matloka, 2013), insofar as they confer tools to tourism organizations for the development of competitive advantages: optimization of efficiency and reduction of operating costs; new customer relationships that improve service, quality, and satisfaction; improving relationships with suppliers; access to more global markets; and service planning and more efficient and demand-driven planning of tourism services to the needs of demand.

4.1.3. Socio-cultural factor

During the last few years, the preferences of tourists arriving to our country have undergone a change. Tourism in our country has always been identified for being mostly sun and beach tourism, however, other types of tourism have emerged, such as, for example, rural tourism.

Users are looking for an environment of tranquility where they can enjoy nature as an alternative to mass tourism.



Graphic 6 Overnight Stays. Own creation based on data extracted from the National Institute of Statistics (INE).

In this graph we can see how overnight stays in rural tourism accommodations have increased in our country in the last years.

According to the study carried out by the Observatory of Rural Tourism and Observatory of Ecotourism in Spain with the collaboration of the Ministry of Industry previously mentioned, 56% of rural tourists have the objective of touring the environments they visit with a contemplative attitude.

At the behavioral level, 56% of rural tourists would prefer to book online (71.8%). The budget that the traveler spends on lodging when he/she practices rural tourism is mostly (80.2%), in the middle range, from 20 to 39 € per person per night.

The rural tourism has experienced a remarkable development due to the tourist's interest in being in contact with the natural environment, as well as his desire to enjoy experiences linked to the rural environment (Moral-Moral, María., & Fernández-Allés, María Teresa., & Sánchez-Franco, Manuel Jesús, 2019).

For this reason, the development of an authentic sustainable tourism is becoming a priority in the management model of the destinations and tourist services in order to avoid the degradation of the environment and to increase the satisfaction of the tourist and the competitiveness of all the destinations.

In this sense, the growth of tourism activity developed in natural and rural environments leads to the need to and rural environments leads to the need to promote the implementation of socially sustainable actions, especially to mitigate the negative impacts on the natural and social environment.

4.1.4. Political-legal factor

Both national and international politics influence the tourism sector.

As far as national policy is concerned:

- Political stability: one of the most important factors in the tourism development of any area is that it takes place in a politically stable country, which favors the attraction of tourists to its different regions. This would explain why the most disadvantaged and developing countries still have a scarce tourist activity.
- Tourism promotion: as we have already mentioned, there are different plans and policies that have been trying to promote sustainable tourism in our country. In addition, there are other alternatives to boost tourism in general, directed to companies (aids, training, tax exemptions, etc.) or to the sector in general (taxes, etc.).

International policy:

- International funding sources: Organizations such as the United Nations, UNWTO, UNWTO, etc., among others, have been involved in the UN, UNWTO, among others, are financing tourism development plans, strategic plans, construction of infrastructures, training programs, etc.
- Globalization: Among other purposes, globalization allows for the elimination of barriers to international travel.

This political-legal framework favors the generation of opportunities for tourist destinations, which are facing an increasingly complex and changing environment.

4.2. MICROENTORNUM

In the microenvironment we will deal with all the aspects or elements permanently related to the company and that influence both daily operations and results. That is to say, external agents to our company that will influence our activity in a direct way. Here we will talk about our customers, suppliers, competitors, and substitutes.

4.2.1. Clients

The main objective is to understand and define the consumer so that a marketing plan can be developed according to his tastes and characteristics and, finally, to be able to design the product that will best suit him.

In this section we are going to focus on the demographic factor that we are going to consider when defining the tourist target to which we want to direct all our strategies in order to capture them as clients of our marketing plan.

We will base our study on the data collected in the study carried out by Jose Alberto Crespo Jareño, in the Interamerican Journal of Environment and Tourism.

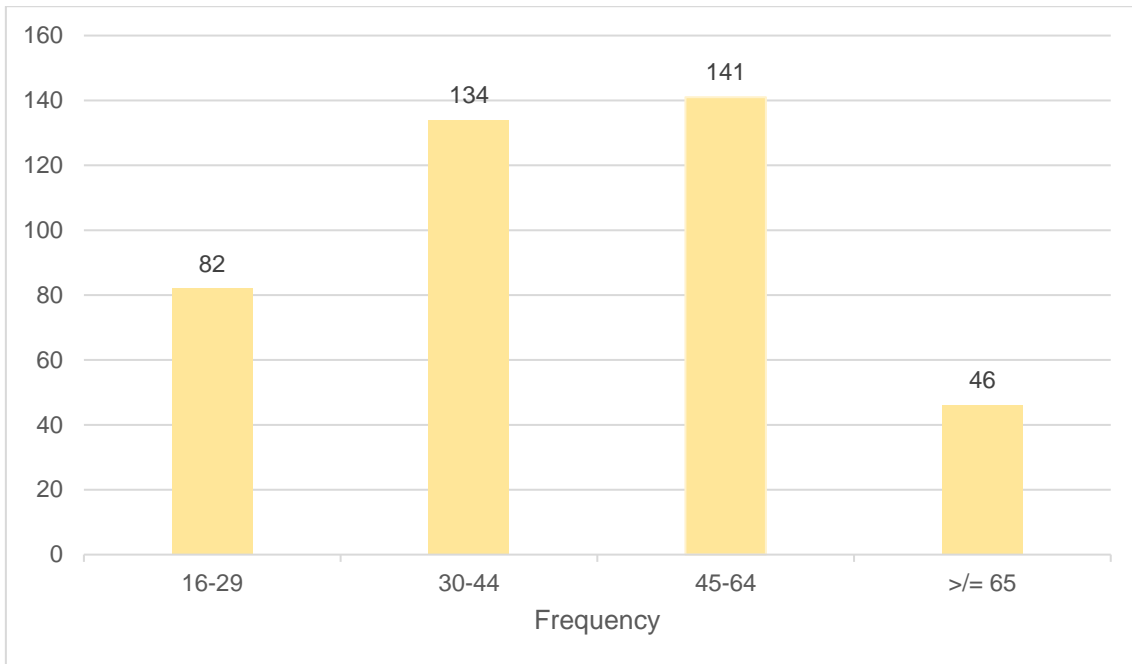
In recent years, the profile of the tourist has changed while the type of tourism on offer has also changed. New more sustainable forms of tourism have appeared, committed to the environment and where the tourist seeks to be in continuous contact with nature, rest or acquire knowledge of the local culture. Likewise, society is becoming increasingly aware of the negative ecological impacts that tourism can generate and, therefore, wants to contribute to the sustainable development of tourism.

Puertas (2006), points out that the ecotourist has a characteristic that is unique or different from the rest of the tourists, given that he/she seeks experiences and tourist activities that are different from the usual ones, where nature is essential and at the same time do not harm the environment.

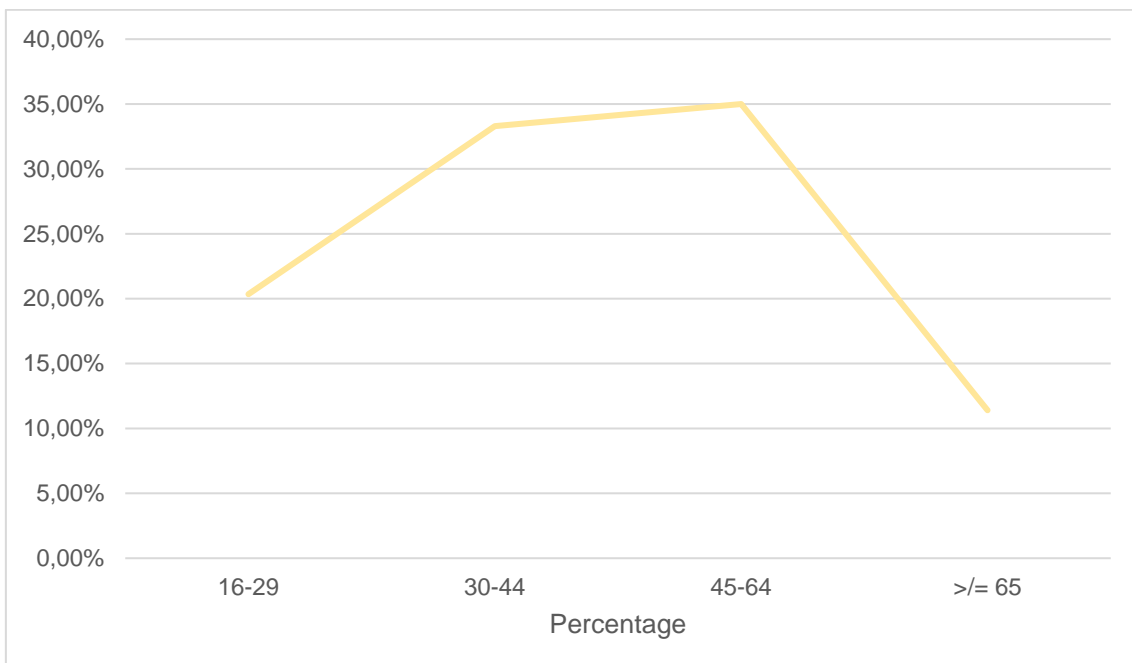
The most common profile, following Nel.lo and LLanes (2016), is that of a person who is educated, active, educated, intelligent, curious, adventurous and with

previous knowledge of the place he/she is visiting. The ecotourist seeks the new, desires a cultural exchange, learning and prefers a personalized and quality service. The ecotourist also seeks freedom, exclusivity, and privacy.

In the research carried out by this magazine, a questionnaire was conducted to find out what is the profile of "ecotourists". We are going to focus on demographic and socioeconomic aspects such as: age, income level, employment situation, locality, level of studies and people with whom they travel. Here we can appreciate the data that could be extracted from this study and, later, in the segmentation of our target we will analyze and develop it in more detail.



Graphic 7 Frequency of the sample distribution by age. Own creation adapted from (Crespo Jareño, 2019).

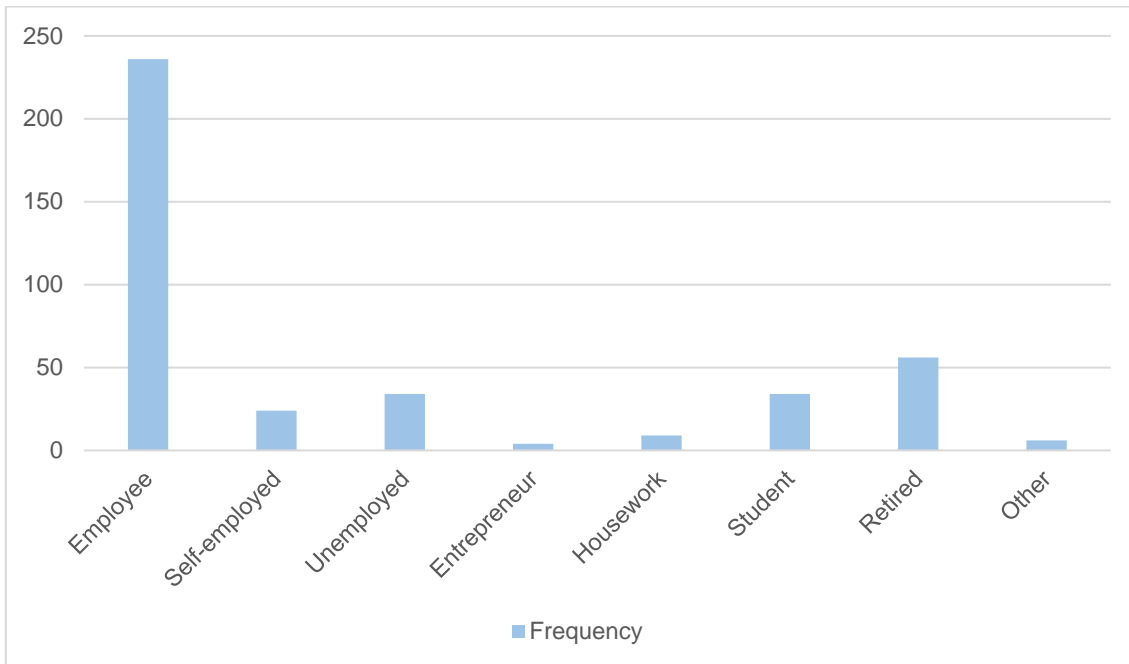


Graphic 8 Percentage of the sample distribution by age. Own creation adapted from (Crespo Jareño, 2019).

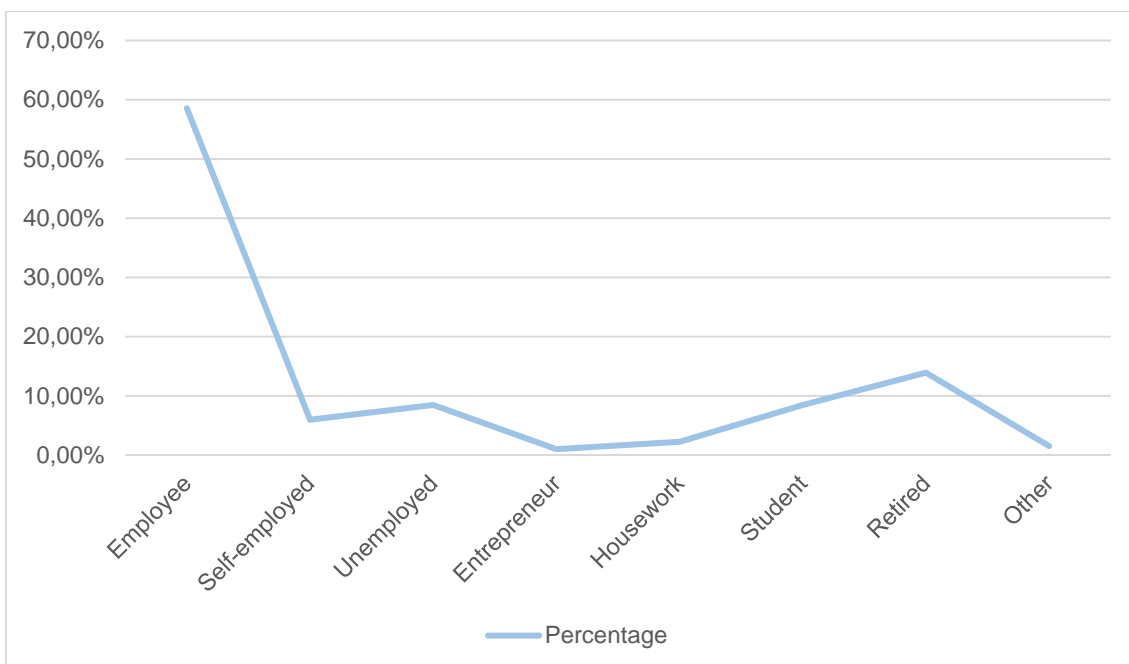
Age range	Frequency	Percentage
16-29	82	20,35%
30-44	134	33,30%
45-64	141	35,00%
>=65	46	11,40%
TOTAL	403	100%

Table 1 Sample distribution data by age. Own creation adapted from (Crespo Jareño, 2019).

68.3% of respondents were between 30 and 64 years.



Graphic 9 Frequency of the sample distribution by employment situation. Own creation adapted from (Crespo Jareño, 2019).



Graphic 10 Percentage of the sample distribution by employment situation. Own creation adapted from (Crespo Jareño, 2019).

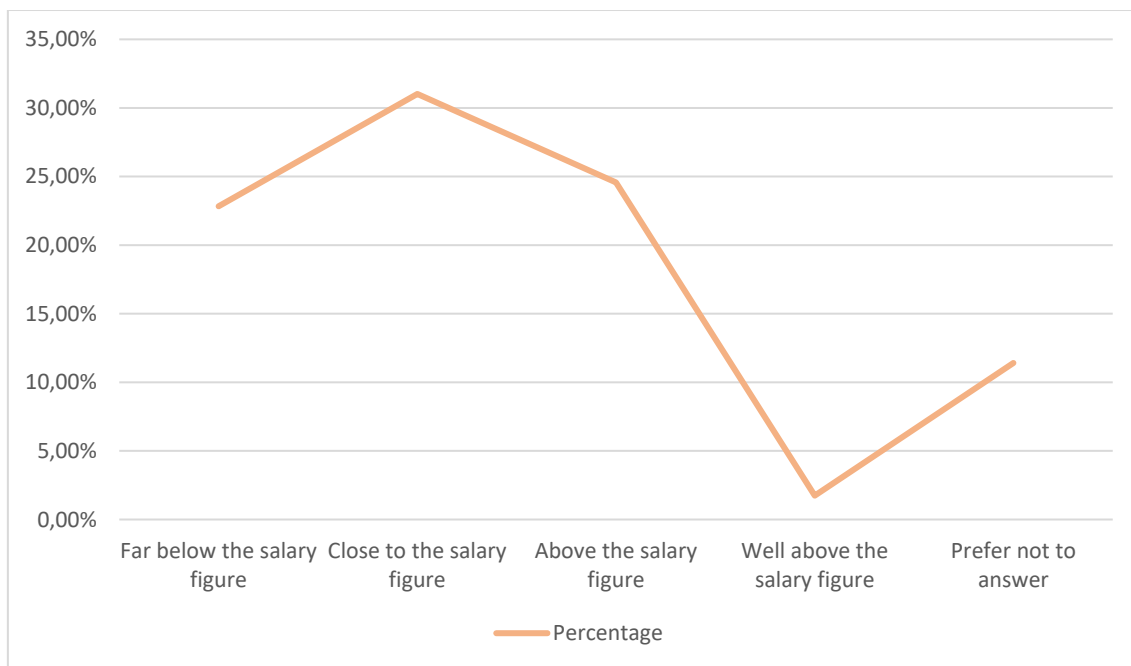
Employment situation	Frequency	Percentage
Employee	236	58,56%
Self-employed	24	5,96%
Unemployed	34	8,44%
Entrepreneur	4	0,99%
Housework	9	2,23%
Student	34	8,44%
Retired	56	13,90%
Other	6	1,49%
TOTAL	403	100%

Table 2 Sample distribution data by employment situation. Own creation adapted from (Crespo Jareño, 2019).

Approximately 64.5% of the respondents were employed or self-employed.



Graphic 11 Frequency of the sample distribution by monthly salary. Own creation adapted from (Crespo Jareño, 2019).

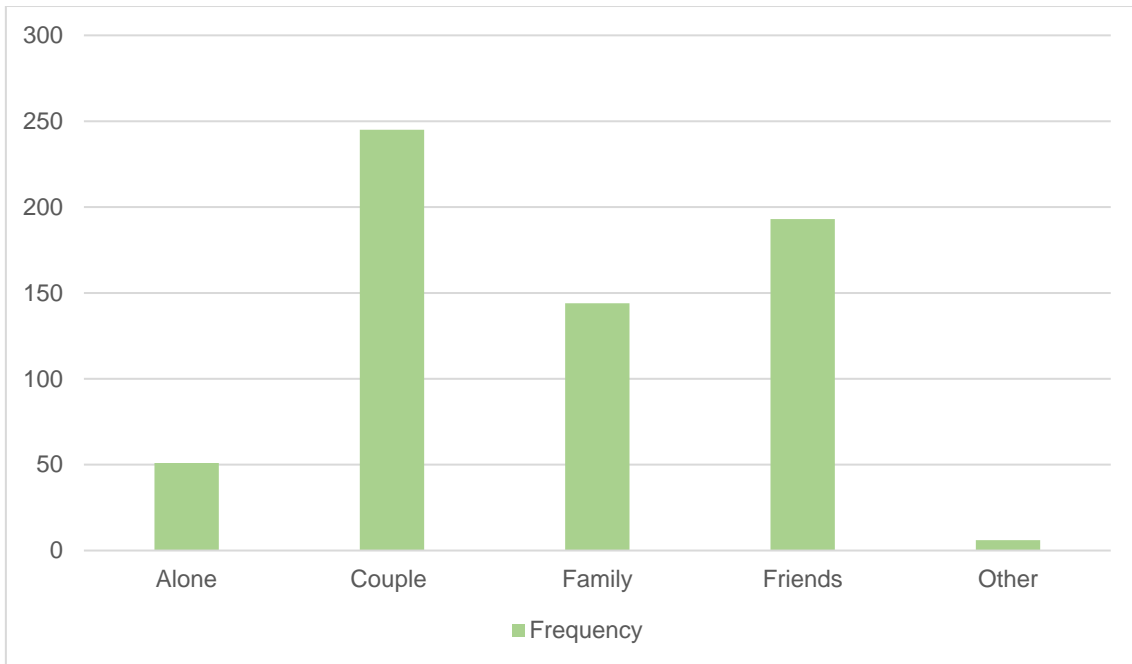


Graphic 12 Percentage of the sample distribution by monthly salary. Own creation adapted from (Crespo Jareño, 2019).

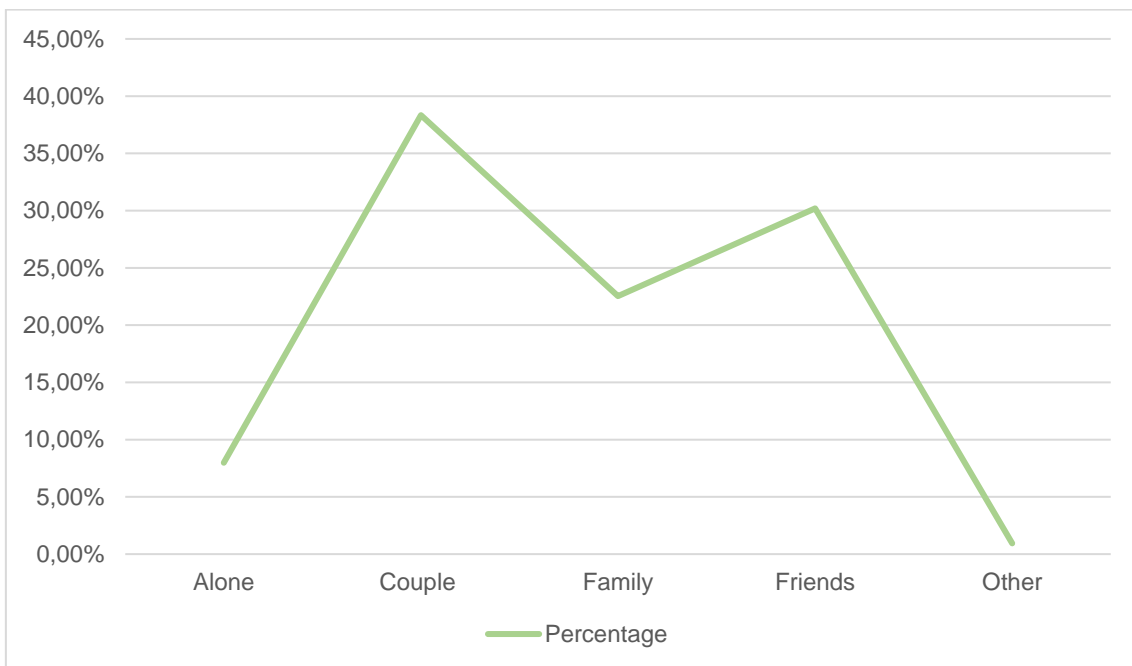
Monthly salary	Frequency	Percentage
Without own income	34	8,44%
Far below the salary figure	92	22,83%
Close to the salary figure	125	31,02%
Above the salary figure	99	24,57%
Well above the salary figure	7	1,74%
Prefer not to answer	46	11,41%
TOTAL	403	100%

Table 3 Sample distribution data by monthly salary. Own creation adapted from (Crespo Jareño, 2019).

Approximately 55.6% of the respondents obtained a monthly salary close to or equal to the average.



Graphic 13 Frequency of the sample distribution based on people they travel with. Own creation adapted from (Crespo Jareño, 2019).

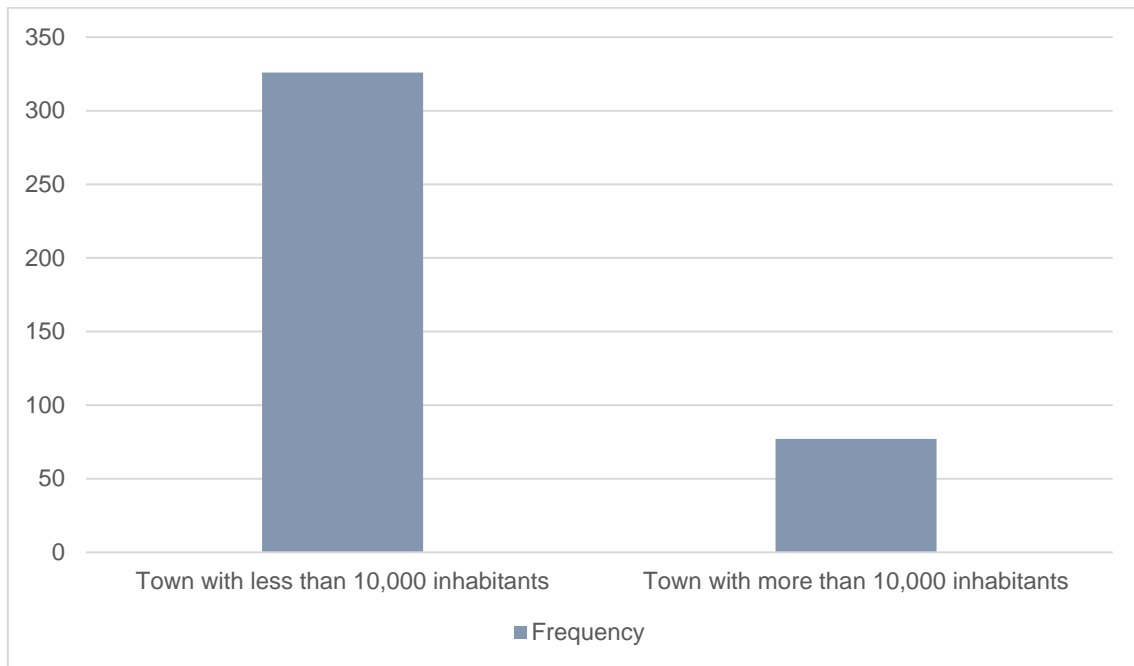


Graphic 14 Percentage of the sample distribution based on people they travel with. Own creation adapted from (Crespo Jareño, 2019).

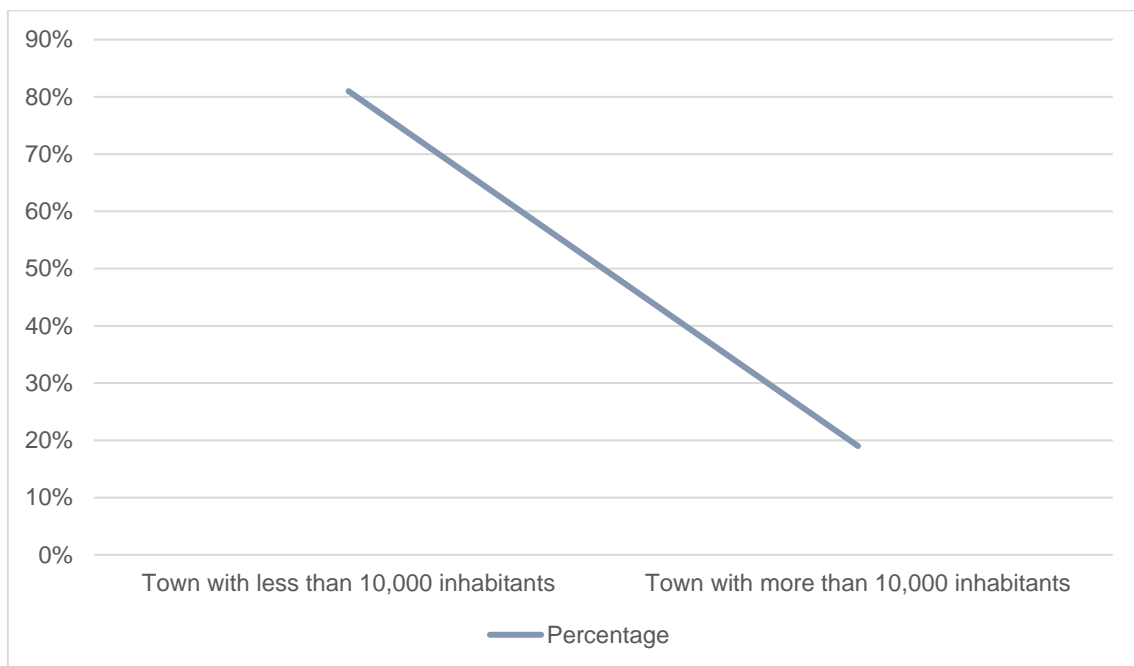
People you travel with	Frequency	Percentage
Alone	51	7,98%
Couple	245	38,34%
Family	144	22,54%
Friends	193	30,20%
Other	6	0,94%
TOTAL	639	100%

Table 4 Sample distribution data grouped by people they travel with. Own creation adapted from (Crespo Jareño, 2019).

Approximately 92% of respondents preferred to travel with someone rather than alone.



Graphic 15 Frequency of the sample distribution grouped by residence. Own creation adapted from (Crespo Jareño, 2019).

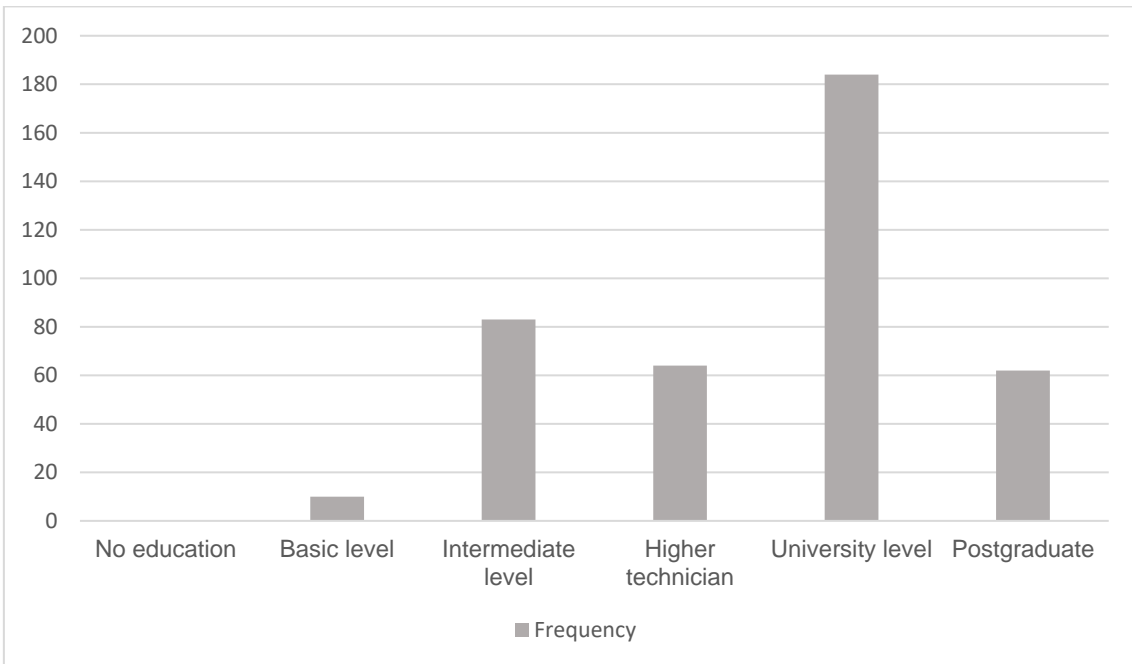


Graphic 16 Percentage of the sample distribution grouped by residence. Own creation adapted from (Crespo Jareño, 2019).

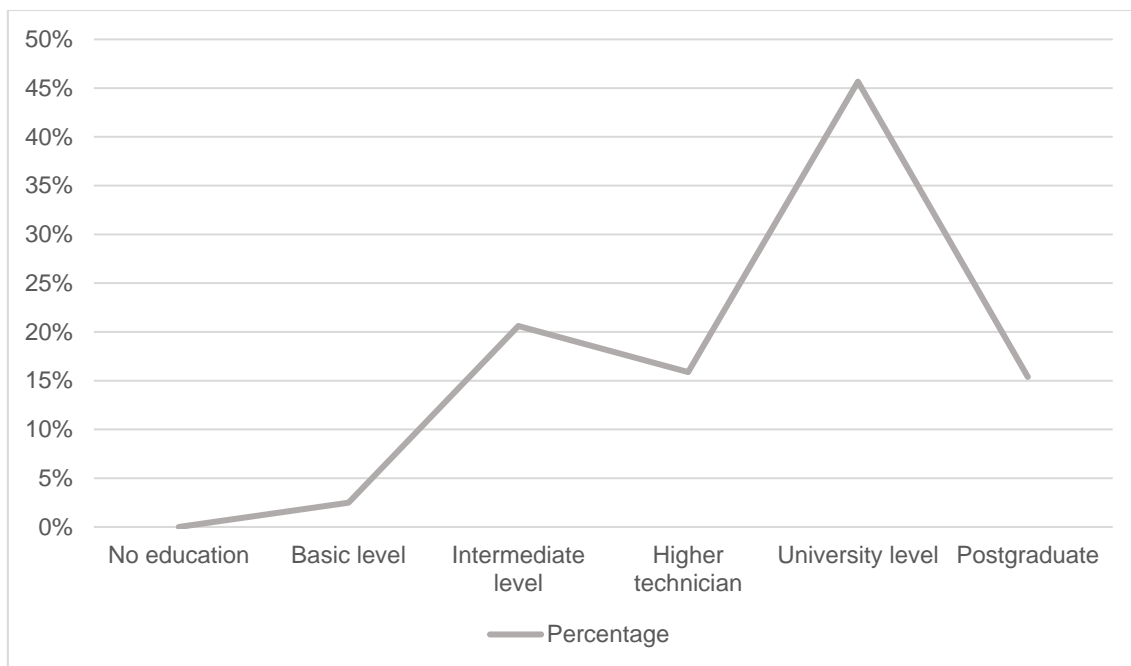
Sample by grouped by residence	Frequency	Percentage
Town with less than 10,000 inhabitants	326	81%
Town with more than 10,000 inhabitants	77	19%
TOTAL	703	100%

Table 5 Sample distribution data grouped by residence. Own creation adapted from (Crespo Jareño, 2019).

81% live in towns with more than 10,000 inhabitants.



Graphic 17 Frequency of the sample distribution grouped by studies. Own creation adapted from (Crespo Jareño, 2019).



Graphic 18 Percentage of the sample distribution grouped by studies. Own creation adapted from (Crespo Jareño, 2019).

Sample by studies	Frequency	Percentage
No education	0	0%
Basic level	10	2,48%
Intermediate level	83	20,60%
Higher technician	64	15,88%
University level	184	45,66%
Postgraduate	62	15,38%
TOTAL	403	100%

Table 6 Sample distribution data grouped by studies. Own creation adapted from (Crespo Jareño, 2019).

More than 97% had intermediate or higher education.

4.2.2. Competitors

To know how we can differentiate ourselves from our main competitors we first have to define them, know why they stand out and what they are doing to attract tourists.

In order to choose which destinations, we are interested in analyzing as direct competitors, we have based ourselves on parameters such as the level of sustainability, tourist attractiveness and, above all, the size and number of inhabitants.

It would be quite utopian to want to compare ourselves with sustainable destinations as large as Madrid, Barcelona or even Gijón and Lanzarote, since we would be comparing destinations with very different characteristics and opportunities.

For this reason, we have chosen the following destinations because they are part of the 13 places where different tourism sustainability plans will be developed within the framework of the Tourism Sustainability Plan for Destinations, which will be developed between this year and 2022.

These plans aim to balance the tourism development model in Spain, establish a new model of public-private cooperation, improve the sustainability of pioneering destinations, and encourage new ones to diversify the tourism offer.

Somiedo (Asturias)

Somiedo has been declared a Natural Park and Biosphere Reserve by UNESCO and is one of the most unique elements of Asturian ethnographic heritage. It is home to one of the most important Brown Bear populations in Western Europe, as well as a wide variety of animal and plant species typical of the Cantabrian mountains.

Liébana (Cantabria)

The Liébana Valley is located in Cantabria, bordered by the Cantabrian Mountain Range and the Picos de Europa, with part of its territory in the Saja National Reserve and the Picos de Europa National Park.

Liébana is one of the most famous holiday destinations in Cantabria, and an example of inland tourism development. The villages of Liébana are all a singular beauty, all of them enjoy great landscapes and environments, and in them all the tradition of the popular architecture of the area is preserved. Thus, Potes, the capital of Liébana, has been declared a Historic Monumental Site.

Ezcaray (La Rioja)

Ezcaray was named "First tourist town of La Rioja". Its old town preserves the traditional architecture. The activity revolves around livestock, forestry, the textile industry, the furniture industry and tourism above all, which in recent years has reached an important development with the proliferation of hotels and cottages in Ezcaray and in the villages. Its tourist activity means that it has grown from 2000 inhabitants in the low season to more than 15,000 in summer.

The three areas stand out, like Montuñiri, for their combination of the rich landscape of their surroundings and their historical and cultural heritage. In addition, one of the greatest claims to fame is that a large part of its heritage has been declared a protected area for its high cultural and environmental level.

The big difference that we can find with Montuñiri when it comes to positioning it as a sustainable tourist destination is that in the three areas, they have already been establishing plans and routes to follow to achieve it and, therefore, tourism is already part of the activities involved in the development of its local economy. Montuñiri, on the other hand, starts from a more backward position where tourism activity is still in the development phase.

4.2.3. Suppliers

Information and Communication Technologies (ICT) have transformed the way in which the different services of the tourism sector have been traditionally marketed. The new travel agencies and tour operators (OTAs) are a key part of this change.

In addition, in relation to smart destinations (ITD), travel agencies or OTAs are an important element in their role as intermediaries and marketers of the tourism offer.

The suppliers of these businesses are equipment and material sales companies, car rental companies, transportation companies, insurance companies, hotels and other lodging centers and catering companies (García and González, 2008).

In our case, our suppliers will be the following:

- Accommodation companies in the destination
- Transportation company
- Catering
- Companies that will elaborate our merchandising.
- Companies that make up the complementary activity, visits, activities, etc.

Transportation to transfer people from the airport will be contracted through an agreement with the supplier company in order to always have availability.

In everything else, we will seek to work with the best brands that offer the best quality/price ratio.

4.2.4. Substitutes

"Two goods are substitutes if one of them can replace the other due to a change in circumstances" (Nicholson, 1997:113).

According to Porter a market or segment will not be attractive if there are substitute products or when they are more technologically advanced or present lower prices. These products and/or services pose a threat because they usually set a limit to the price that can be charged for a product.

There are many types of tourist activities and as we already know, in Spain and especially in the Balearic Islands, there is a type of tourism that still nowadays predominates over the others and it is the mass tourism or sun and beach tourism. This, like any other type of tourism can become a substitute for ours.

In order to position ourselves as the first option, we must differentiate ourselves from them, provide added value to our service and innovate in the way to do it.

5. INTERNAL ANALYSIS

In the internal analysis we will identify the strengths and weaknesses of the destination and of all the agents involved in its development (public sector, private companies, local community, and tourists). In addition, we are also going to analyze what are the resources, capabilities and structural organization of us as a company creating the tour package.

One of the most important factors to highlight in this section is the competitive advantage that Montuiri can offer as a tourist destination, what could differentiate it from other competing destinations.

5.1. Resources of the destination

The resources that we can find in a destination are the intangible part of it. In order to create an attractive tourism package with a high-quality standard, we must enhance the value of showing them as the whole that makes up the destination.

Natural resources

- Countryside and landscape environment where a strong agricultural tradition still prevails, with cereal crops predominating.
- Puig de Sant Miquel (mountain).
- Roads, trails, and routes within the village and also with connection to the surrounding villages.
- Diversity of fauna and flora.

Cultural and historical heritage

- 8 mills.
- Church of Sant Bartomeu.
- Oratori de la Mare de Deu de la Bona Pau: church located at the top of the mountain.
- Creu de terme.
- Archaeological site of Son Fornés.
- The Plaça Vella and the Carrer Major: example of medieval urban planning.
- The Plaça Mayor: scenery of typical village activities.

Popular festivals and cultural events

- “Els cossiers”: It is a festival that takes place in August and celebrates the patron saint of the town.
The cossiers and the demon (“dimoni”), who are the protagonists, perform different dance pieces along a route established throughout the village.

The antiquity of this celebration dates to 1821 and is a symbol of local identity.

- “La Fira de la Perdiu”: It is celebrated on the first Sunday of December and is a partridge contest. On this day, the streets and squares of the village are filled with stalls with traditional food, artisan, organic and solidarity products.
- “Festes des Puig”: For this festivity two days are highlighted, Easter Sunday and the following Tuesday and consist of different religious festivities, such as the climb to the top of the Puig de Sant Miquel and the visit to the oratory and other cultural and social activities.
- Saturday Market: it takes place on the third Saturday of each month and you can find vendors selling different agri-food and artisan products.
- Weekly market: every Monday at the “Plaça Mayor”.

Tourist activities

Tourism activities in the rural environment are characterized by being environmentally, natural and socially respectful with the environment, natural and social, and based on the natural and cultural resources existing in the village.

The activities that can be carried out in Montuïri are a great differentiating element, since nowadays tourists are more demanding and require more alternatives, sustainable and of higher quality to enjoy their vacations.

- Visit the Museum of Son Fornés
- Cycle touring
- Hiking
- Wine tourism
- Photography
- Flora and Fauna Study
- Horseback riding
- Gastronomic days

Infrastructure and general services

- Accommodation: Montuïri currently has 6 different types of accommodation to accommodate tourists depending on the type of service they choose, from hostels to agritourism or inland hotels.
- Bars and Restaurants: Montuïri has 13 restaurants and bars to offer diversity when choosing where to eat.
- Professional trades such as workshops, electricians, or carpentry, among others.
- Small and local commerce such as bakeries, supermarkets, or haberdashery, among others.

Private services of public interest

- Banks
- Tobacconists
- Pharmacy
- Gas station
- Veterinarian

5.2. Resources and capabilities of our company

The main idea of the entrepreneurial project is that it is initially executed as part of the work of an autonomous partner who will have all the resources, skills, and knowledge to make it a success. Thus, the business activity will not be provided with large materials or establishments for its development, but it will use the necessary means to do everything telematically. It is a project that bets on ICT to communicate and evolve so, for this reason, it bets on them.

The resources and services necessary for the development of all the activity will be rented or purchased from external suppliers.

Tangible resources also include the company's personnel. In our case, since we do not need tour guides, administrative or support staff, as everything is managed through the APP, we can manage without them.

In terms of the financial resources required, since it is our own project and what we really offer as our own product is the APP and we are going to develop it ourselves, we do not need a large investment in intangible materials or in the acquisition of services. What we really need is to reach interesting agreements with supplier companies and agents involved to be able to offer the best service to our customers.

5.3. Business organization

As mentioned above, initially all business tasks will be concentrated in the hands of the sole partner of the company. If the project grows and the volume of hires increases considerably, the possibility of hiring more people, especially in high season, would be considered.

6. MISSION

The mission of this project is to create an exclusive tourist package with a high standard of quality and, above all, disruptive and innovative elements that could differentiate us from the rest of competitors and would fit perfectly into the smart city model that Montuiri could adopt within the different programs to become a powerful sustainable tourist destination.

7. SWOT ANALYSIS

The previous sections have dealt with external and internal analysis. On the one hand, the external analysis allows the destination to identify possible opportunities and threats. On the other hand, the internal analysis of resources reveals its strengths and weaknesses.

The SWOT (Strengths, Weaknesses, Opportunities, Threats and Opportunities) analysis is a very useful methodology for summarizing the analysis of resources and combining it with the key factors of the environment.

The following will show specifically the external and internal analysis of Montuiri as a sustainable tourist destination.

Strengths:

- Montuiri is located in the center of the island of Mallorca and, therefore, it has a privileged location when the tourist wants to move to other areas of the island, since no other town or city is very far away. At most in 50 minutes you are in any other place.
- Montuiri has the great privilege of being located in a quiet and safe environment, an authentic privileged natural environment. In a few minutes you can find yourself climbing to the top of a mountain or breathing fresh air, strolling through the countryside. Tourists can enjoy the tranquility of the place.
- Montuiri is only 20 minutes by car from the airport.
- Montuiri is equipped with complementary services that make it a highly attractive destination. Tourists can rest assured that if they ever need something basic they can go to a pharmacy or a supermarket located in the village itself.
- Montuiri has some very important and recognized festivities for the whole Majorcan society.
- Montuiri has great heritage, cultural and historical resources such as its old town, the mill, the church of "Sant Bartomeu" or "El Yacimiento de Son Fornés", the largest talayotic settlement on the island.

Weaknesses:

- Although it is also advisable to visit the town during the low season, since the climate of the island is not very cold and many activities can be enjoyed, there are some visits that could not be carried out because they are closed during that season.
- Although there is an offer of activities and establishments that tourists can visit, currently, the gastronomic offer or complementary activities is a little scarce. This is also the reason for offering a tourist package of just 2 days.
- Lack of tourism awareness and sensitization of the population.
- Insufficient use of tourism potential.

- Lack of digitalization in the tourist and social promotion of the town. Little use of ICT tools.
- Possible lack of integration and participation in the project to create a "Smart City" by the population.

Opportunities:

- A great opportunity is that Montuiri has been selected by the SusTown program to be promoted as a sustainable tourism destination.
- Interest of the Government of Spain in promoting sustainable tourism policies.
- Carrying out actions to promote this type of tourism will favor the lengthening of the tourist season and act as a dynamic element in the fight against tourist season to act as a dynamic element in the fight against seasonality on the island.
- The emergence of a new tourist profile that is committed to sustainable and environmentally friendly tourism. In addition, more and more tourists are looking for the authenticity of the places they visit and to be magnetized by the environment and the culture of the people they visit.

Threats:

- Lack of confidence and interest of the society to invest in these types of destinations in order to improve the offer, since they do not believe in the potential of the area.
- Lack of public resources to help promote technological development in the area.
- Economic crisis and instability in tourism activity as a result of the pandemic.

8. DEFINITION OF STRATEGIES AND MARKETING PLANNING

Once we have analyzed the context and situation of the area, its strengths and weaknesses, we will develop the strategies and objectives to be implemented. To do this, we will rely on the SWOT analysis.

8.1. Strategic objectives

Many of these objectives are related to the need to address those threats and weaknesses that, in some way, could hinder the success of the project.

- Encourage the collaboration of the population.
In order for our project to work and to finally create Montuiri as a smart city, we will need the participation of all the agents involved, that is, the

public sector, the private sector, the population living in the town and the tourists who visit it.

- Improve communication and promotion.
To create a platform for all the agents to be informed of the latest news on how to actively participate in creating a more ecological, participatory, and friendly village or information of the activities that will be carried out, so the final goal is that they are fully involved in the project itself.
- To develop a different, diversified and quality offer.
Encourage private sector investment to generate a powerful complementary offer to attract tourists and give life to the town in general so that all agents participate in the generation of income within it.
- Training in sustainable resources.
Informing the population on how to consume less and use renewable energies when doing so.
- Development of ICT tools to publicize the tourism product and streamline communication among all agents.

8.2. Definition of marketing strategies

Montuiri can be considered as a tourist destination, since it has attractions of historical, cultural, and natural interest.

In order to achieve an effective marketing plan, it is of utmost importance to identify each of its potentialities and most relevant characteristics, so as to be able to make an effective diffusion of the tourist resources in each of the channels proposed to be used.

- To give visitors the opportunity to learn about a culture of great historical importance for the island.
- To show the different heritage elements of the village: the church, the old town, the mills, the traditions such as the cossiers...
- To show the value of being able to enjoy being surrounded by nature in order to relax.
- To share activities with the people who live in the village in order to exchange experiences and get to know the culture of the place.
- To enjoy the advantages of using ICT tools to be able to do all this.

The strategy that we are going to carry out in order to achieve all the above objectives will be the differentiation of our product to position it in the market as a great option in sustainable tourism and, thus, stand out from the competition.

8.3. Segmentation and positioning

To carry out the segmentation of our target audience we are going to base ourselves on the data we obtained to define the microenvironment of our project.

According to the data obtained in that study, 68.3% of the respondents were between 30-64 years old.

64.52% were employed or self-employed, a work situation that allowed them to be very close to or even above the average of the sample about the monthly salary they received, 55.59%.

Regarding the distribution of the sample by country and studies, we see that the majority, 76.92%, have at least a higher technical education, even a postgraduate degree.

If we look at the people with whom they went on the trip, we see that most of them chose to avoid going alone and, above all, they chose to travel with a partner or friends. Being the frequency of the sample of the people surveyed the choice of partner for which they choose the most.

In addition, the distribution of the sample shows that the people who most demand this type of tourism live in residential areas of more than 10,000 inhabitants.

In addition, we could also see how different authors defined the profile of sustainable tourism as a person seeking to escape from reality, relax in nature, live adventures and eager to know and learn from other cultures.

With all this in mind, let's define our own target.

Our strategies will be directed to an audience between 30 and 64 years old with a very jovial and energetic attitude, as they will need it to be able to successfully overcome the whole experience.

It is a very dynamic tour, where tourists will have to walk a lot or go by bike to the different places in town.

In addition, they will have to make use of ICT technologies, therefore, they must have enough knowledge to be able to do it.

The profile of these tourists will be employed people with higher education, therefore, it is a good option to make sure that they will know how to use ICT tools.

Finally, we will try to create a tour package that will be attractive for people traveling with friends or couples.

Positioning consists of developing a tourist destination based on sustainability. At this point we must take into account the strengths and weaknesses of our destination, as well as the characteristics and image of our competitors in order to differentiate ourselves from them. Specifically, the positioning of Montuiri as a

tourist destination will be based on three elements: natural environment, the interaction of all the agents involved and cultural traditions.

9. ACTION PLAN

We will develop the action plan through the marketing mix, which is composed of four main elements: product, price, place and promotion. As mentioned above, we will base this plan on promoting Montuiri with actions that can fit with the actions of a smart city.

9.1. Product

The destination as a product is the set of services that will be offered to tourists so that they can live an entire experience in the place, as well as accommodation, leisure activities, complementary activities, restoration, or transport.

We will base our product on the creation of an APP, also linked to other digital tools, which will serve both tourists and the general population of the town, when living a unique experience in Montuiri.

The objective will be that all the agents involved in the process, i.e. private companies, public institutions, the inhabitants and, finally, the tourists who arrive, participate in a whole process of cooperation and promote Montuiri as a sustainable and participatory destination.

In the SWOT analysis we have talked about what are the strengths that we can find in Montuiri as a destination, and they are elements that we must take into account when promoting it and creating the tourist package as it is the main attraction for which tourists will come to know Montuiri.

One of the basic characteristics of the tourist experience that we want to promote is that it is done in a totally digital and sustainable way, so now we are going to define the actions that would be carried out to achieve this.

Creation of an APP so that all the information about the tourist's trip is registered from the moment he/she makes the reservation and, in addition, he/she can obtain information about activities in the town during his/her stay. The idea is that the tourist is supported using this APP as a tool that will guide him throughout his experience.

- When booking the trip, the tourist can download the APP and fill out a form where he/she will be asked a series of questions about your preferences when choosing accommodation or restaurant to eat in relation to what he/she wants to get and at what price he/she want it. Once all this information is collected, the APP itself will generate the tour package that best suits him/her.

- Once the tourist has obtained the best offer, he/she can contract it from the APP and, therefore, as he/she pays a single price, he/she can redeem directly from there what he/she has contracted. That is, if her/his preferences have shown that the best place to eat is a restaurant, when the tourist goes to eat there, he/she can pay directly with the APP. Similarly, they can redeem other products they want to buy within the village, for example, if the tourists need to buy something from the supermarket or pharmacy. The aim is to encourage consumption within Montuiri, since, in the price you pay at the beginning is already all this included.
- Another feature of the APP is that the city council can upload all the information regarding activities to be carried out such as a market, a concert, or an exhibition so that tourists, as well as all citizens, can attend. In addition, the necessary technology can be introduced so that tourists have an audio guide that translates what is happening at the time and so they can participate in these activities and can be integrated into the whole town.
- The tourist pack includes a tour of the old and historic center of the town and its outskirts with an audio guide where they will be told all its history as well as information regarding the heritage features that make it up.
- The tourist will receive a welcome pack with sustainable products and local products to begin to know the authenticity of the experience and try to get to know the importance and value of local products. This pack will include a solar charger, a reusable bottle that can be refilled with water in the different accommodations so that it is not necessary to buy plastic water bottles, a brochure and a map of the village made of seed paper so that it can be planted in its place of origin, food from farmers from the village's own land and a cloth bag to carry it all.
- In addition, the means of transport needed to move around the town can be chosen between bicycles or electric scooters, which will be distributed throughout the town to encourage the use of non-polluting means of transport. Another of the actions that will be carried out to achieve this will be to try to ensure that most tourists arrive on the same day and at the same time, so that they can share the means of transport, which in this case will be an electric bus to move from the airport to the town and vice versa.



Figure 1 Promotional offer brochure. Own creation.

9.2. Price

When establishing the price that we are going to set as the total price of the tourist package, we have to take into account as the company that organizes it, what it will cost us to acquire the services that we are going to offer to the tourist and, finally when these costs are determined, calculate a full percentage of benefits that we will earn as the company that creates and promotes the offer.

In addition, we must consider that currently we do not have the means and the contact with intermediaries to create a totally certain offer of what it would be if the project were a reality since the final price would be reduced because of hiring the services for a higher volume of tourists.

So, the price we are going to show, is an approximation taking into account the prices of accommodation, transportation and other companies that we need to offer a good service that different platforms offer us today.

In fact, the dates chosen for these prices are the weekend of May 7 to 9 for 1 person.

The total price includes:

- Accommodation
- Transfer from the airport to Montuïri and back
- Lunch and dinner for the whole weekend
- Welcome pack
- Bicycle

- Electric scooter
- Enjoyment voucher with an additional 80€ to spend in the stores of the village.
- The tour of the village with the respective tickets to visit some of the emblematic places of the village.

Accommodation

Depending on the accommodation chosen by each tourist, the price of the tourist package will increase or decrease. Here you can see an estimate of the price of each type of accommodation depending on what they offer and the quality of their service.

The tourist will pay a maximum of approximately 324€ and a minimum of 41€ for the two nights.

ACCOMMODATION

MONTUÏRI



CA'N MOIO

Rural hotel
Single room
1.2 km from the center

324€/pp



FINCA ES RAFAL

Rural hotel
Double room
2.1 km from the center

154€/pp



SON MANERA

Interior hotel
Single room
450 m from the center

207€/pp



EMBAT

Youth hostel
Shared room
87 m from the center

41€/pp



Figure 2 Lodging prices brochure. Own creation.

Transfer

To guarantee that our clients can travel from the airport to the destination, we will rent a 21-seater bus that we will fill as we receive the package tour bookings.

Our goal will be to ensure that every weekend, the bus will be full so that the bus rental will be profitable. We will establish a price for the transportation of **17,50€** per person, in order to have a margin of maneuver in case not all the seats are reserved.

Lunch and dinner

This is an approximation of the prices of all the bars and restaurants that can be found in the village.

In addition, this is the only service that makes a global average of what the tourist could spend on eating at the destination since it is not necessary to choose where he/she wants to go just before arriving at the destination. Therefore, it doesn't matter if finally the tourist prefers a more expensive or cheaper place for lunch and dinner, this average will include everything.

Average meal prices: 20€ x 4 meals: 80€

Welcome pack

- Local Products.
 - Assortment of fruits grown in the lands around the village with the respective annotation of the farmer in charge.
 - Typical Majorcan sausage
 - Typical crackers12€
 - Solar charger: 25€
 - Reusable bottle 8€
 - Brochure and map made of seed paper: 13€
 - Cloth bag 4€
- Total: 62€**

Additional Transport

*prices for all the weekend

- Bicycle: **16€**
- Electric Scooter: **48€**

Tickets visits

- **Son Fornés Museum**
 - General: 3,5 €.
 - Reduced: 2 €.

- Children under 12 years old: free
- Guided tour (groups between 8 and 60 people): 4,5 €.
- Wine Cellar “**Blanca Terra**”
 - Visit to the museum and the winery + tasting of three wines.
19,00 €/ person
 - Visit to the museum and the winery + tasting of six wines.
29,00 € / per person
 - Visit to the museum and the winery + tasting of six wines and cheese.
Price: 33,00 €/ per person

With all this summary of the approximation of fixed costs that will be involved in our project we can establish a price limit to set as the total price of the tour package.

It must be considered that the final price will depend on what the tourist finally chooses if he prefers to stay in the most expensive hotel because he prefers to enjoy a higher standard of quality or if he prefers to go to eat in a more expensive place or on the contrary to a cheaper one among other services.

- **Lowest price for all the weekend: 239€**
- **Higher price for all the weekend: 568€**

Competitor price comparison

To carry out a price comparison with the different destinations that we choose as direct competition, we have searched for companies that offer a similar package tour to the one we offer and we have only found one tourist accommodation company in Liébana that does it.

Therefore, first we will compare the average prices of the accommodation in each destination to have an approximate view of what it is and then we will compare our package tour with the one offered in the town of Liébana.

Here are the average prices for accommodations including different types of hostels and hotels in the destinations (we exclude private houses and apartments as we do not offer them in our product)

Somiedo	Liébana	Ezcaray	Montuiri
92€/weekend	144,50€/weekend	198,60€/weekend	181,50€/weekend

Table 7 Average lodging price comparison. Own creation adapted from Booking.

We can see that if we compare the accommodation part of our package with that of the other destinations, we are above the average of 154€ for two nights but we have a competitive price as it is not too far away from it and it is cheaper than one of the competing destinations, Ezcaray.

The company in question that oversees creating a kind of tourist package is a hostel in Liébana called "Hostal Remoña".

OFFER HOSTAL REMOÑA	OUR OFFER
<ul style="list-style-type: none"> • 2 Nights in AD • 1 Typical Lunch • 1 Typical Dinner • Route 4x4 <p style="text-align: center;">101€/pp</p>	<ul style="list-style-type: none"> • 2 Nights in AD • 2 Typical Lunch • 2 Typical Dinner • Welcome Pack • Transfer from and to the Airport • Tickets for 2 Visits • Bicycle • APP that offers you self-guides through the town and many other utilities <p style="text-align: center;">239€/pp</p>

Table 8 Comparison between our offer and the offer of a hostel in Liébana. Own creation adapted from Turismo rural Remoña.

9.3. Place

As we are committed to promoting a sustainable tourism model based on ICTs and on the concept of making our product fit as much as possible with a "smart village" model we will rely on distribution channels that follow our philosophy and values.

To reach a wider audience we will use two channels: direct and indirect.

On the one hand, the direct one is that we will carry out ourselves as the company creating the tourist package with the creation of a website and our own APP.

On the other hand, we will contact different tour operators that will be responsible for making our offer reach a wider audience. It is important that these companies share the same values and principles of promoting sustainable tourism, which contributes to the economic and local development of the different tourist areas and has a positive impact on society.

Direct Channel

To get closer to the audience, our strategy will revolve around three main axes:

- Development of a powerful, didactic, visually attractive, and interactive website. The main objective is to make it very easy to use and very intuitive so that anyone who enters feels the desire to navigate a little inside the web. The way to make reservations will be done through different questionnaires that the tourist will have to fill out where he will be asked questions such as, what days would you like to travel? what services would

you like to hire? or what kind of accommodation would you like to stay? among others...

Once we have the completed questionnaire and all the information regarding the type of trip that the tourist wants to experience, an e-mail will be sent with all the details and a CTA where you can click to carry out the final purchase process.

- Creation of an APP complementary to the web that allows the tourist to follow the same contracting process as on the web but in a more responsive way for mobile devices. In addition, the added value of the APP is that once the purchase process is completed, all the details of the trip are saved there and any changes can be made from there, and as mentioned above, it will be a very useful tool once the tourist arrives at the destination as it will inform him of any information regarding activities in the town or interesting information.
- Social networks are a key point for any company when it comes to making all its channels available to its customers. In our company it will not be less. Above all, we are going to focus on the creation and promotion of 4 social networks which are: Instagram, Facebook, YouTube, and WhatsApp.

With these tools we will, on the one hand, promote our company, a fact that we will talk about in the next section and on the other hand, facilitate access to the main website or APP so that the customer can finally access the purchase process. In the Instagram and Facebook posts and feed, the audience will always be taken to the web and, on the other hand, WhatsApp will be our best ally when it comes to contacting our customers if they have a problem, what is more, both on the web and in the APP, there will be a plugin that will make this network work as a chatbot available 24 hours a day.

Indirect Channel

As mentioned above, the objective when looking for intermediaries to distribute our tourism package was that they share the same vision that we have. We have focused on finding innovative retail companies that offer quality and exclusive products, also for us it was also important that they were small local companies to contribute to the promotion of quality tourism, with the aim of not attracting many tourists, since it is not intended to trigger a mass tourism but to offer a more exclusive product and that is not available to everyone. We have selected two of them:

- Genuine Spain: a small local company with a deep and extensive experience in Responsible and Sustainable Tourism, to offer innovative and special tourist proposals for the enjoyment of the traveler.
- Ultimate Wild Trip: a tourist agency committed to sustainable and ecological tourism, promoting the development of rural adventure tourism. Its vision is to offer unique naturalistic experiences, with low environmental impact, combined with a great cultural immersion.

9.4. Promotion

Communication is one of those variables of the marketing mix under which a series of elements such as advertising, sales promotion, public relations, sponsorship, fairs and personal sales are integrated, which should be delimited conceptually, although in practice they should act together and in coordination, helping to build an identity for the organization and projecting an appropriate image of the tourist destination (Bigné 2000).

These are the different communication strategies that we are going to implement.

- Online Marketing:
 - Social Networks: As we have commented previously, the social networks on which we are going to focus our promotional actions will be Instagram, Facebook, and YouTube, since they are the social networks where leisure experiences are most shared in which our product fits perfectly. In addition, they are networks where we can find the segment of people we want to target, a younger audience on Instagram and an older one on Facebook. YouTube will be key for the dissemination of promotional videos that we can share jointly on the other networks.
 - Strategies:
 - Create an attractive feed so when people enter on our social network they will want to see more.
 - To get followers, segment those who can fit within our target audience and start following them so they could follow us back.
 - Organize contests where the requirement is that people follow us and share it with other friends.
 - Google Campaigns: Carry out attractive ads by Google to better publicize our website. Google has different channels to attract only people who fit our values.
 - Promotional YouTube videos.

- Using the APP to build loyalty: Once tourists have downloaded the APP, we can create a link for possible future travel planning.
- Publicity: Strengthen ties with the different audiences, listening to them, informing them and persuading them to achieve loyalty and support for them. It will also be the time to involve all stakeholders in the project: the local community, tourists, private companies, the public sector, and the press.
- Public relations at events and fairs: Participating in Sustainable Tourism fairs and events or others that share the same principles as our company will help us to reinforce our corporate brand and reach a wider audience. Some examples of fairs that we could attend due to their concept:
 - B-Travel, Barcelona: it seeks to reinvent the typical dynamics of tourism fairs and orients its offer towards experiential tourism.
- Sponsorships: Reinforce the support to the different events related to our values that take place both in the town and on the island of Mallorca as a whole to reinforce the image of our brand.

10. EXECUTION AND CONTROL

When a person has a project in mind, he/she wishes with all the illusion that it turns out well, but many times there may be circumstances that make it fail. To try to avoid it or to improve the deviations it will be necessary to create control techniques to be able to maneuver quickly and revert the situation.

First of all, the most important actions for the company must be taken into account in order to achieve its objectives, prioritize them and provide them with a time frame for their possible development.

Company tasks:

- Project Feasibility Presentation
- APP creation
- WEB creation
- Communication with Montuïri Town Hall - explanation of the project
- Contact with suppliers - price concretion
- Competitors price comparison
- Creation of final package with supplier prices
- RRSS promotion
- Promotional actions - media advertising, banners, events...
- Test communication channels - forms...

The control mechanisms will be essential to know the performance of our company and the level of satisfaction of our customers. In addition, it will be the moment to decide how to act if there is a problem that prevents the objectives from being met.

It will also be the time to find out if the level of profitability that we established at the beginning is sufficient.

A control of the market and the competition should also be carried out, in order to know the degree of competitiveness of our project within the sector.

Finally, in order to know the degree of tourist satisfaction, online and anonymous satisfaction forms will be used, which can be filled in through the APP once the visit is over. In addition, both on the website and in the APP, there will be a section for suggestions or complaints so they can send them to us.

Knowing the opinion of our customers is one of the most immediate ways to be able to change what we are doing wrong and keep moving forward to achieve continuous improvement.

11. CONCLUSION

As we have been able to appreciate by carrying out this project, digital transformation, innovation and sustainability will be three very important concepts when it comes to boosting the promotion of a tourist destination. Not joining this revolution would be a mistake, since in order to succeed it is necessary to adapt to changing times and listen to the needs of society as a whole.

This is how we would like our project to be seen, a disruptive idea that aims to give a 180° turn to the concept of the tourist package, thus differentiating us from the traditionality that has accompanied it in recent years.

Montuiri is a place with a lot of potential to become a sustainable rural destination with a great patrimonial and cultural wealth that must be exploited to get the maximum splendour. But always thinking in respectful projects with its main elements and its environment so that the authenticity of its roots and its culture, is never lost.

From all these ideas our project is born, an attempt to make Montuiri an authentic destination, where new technologies and new ways of doing tourism are promoted, always accompanied by the participation and the union of all the committed agents. A destination where its own inhabitants and new visitors can leave behind their cultural barriers to enter fully into a unique experience.

12. BIBLIOGRAPHY

Bigné A., E., Font A., X. y Andreu S., L. ESIC. (2000). Marketing de destinos turísticos, análisis y estrategias de destinos.

Buhalis, D. (2003). E-tourism: Information technology for strategic tourism management. Londres: Pearson (Financial Times / Prentice-Hall).

Crespo Jareño, J. (2019). Profile of the ecological tourist, sociodemographic aspects, expectations and activities of the ecotourist in Spain. *Revista Interamericana De Ambiente Y Turismo*, (Vol. 15 N°2), 196-198.
<https://scielo.conicyt.cl/pdf/riat/v15n2/0718-235X-riat-15-02-00192.pdf>.

Fernández Fernández, Javier. (2015). El turismo sostenible en España: Análisis de los Planes Estratégicos de sostenibilidad en el ámbito local (Tesis doctoral). Universidad de Coruña.
https://ruc.udc.es/dspace/bitstream/handle/2183/14476/FernandezFernandez_Javier_TD_2015.pdf?sequence=4&isAllowed=y.

Gomila, B. (2020). Montuiri y Ses Salines serán los pueblos piloto de un proyecto de turismo sostenible. *Diario de Mallorca*.
<https://www.diariodemallorca.es/part-forana/2020/05/17/montuiri-ses-salines-seran-pueblos-2780222.html>.

González Pérez, Jesús M. (2003). La pérdida de espacios de identidad y la construcción de lugares en el paisaje turístico de Mallorca. *Boletín de la A.G.E.*, 35, 137-152. <file:///C:/Users/SILVIA%20MARTINEZ/Downloads/Dialnet-LaPerdidaDeEspaciosDeIdentidadYLaConstruccionDeLug-751691.pdf>.

Grau Palomares, Sabrina., Teruel Serrano, M.^a Dolores., Palomares Chust, Alberto. (2017). Las OTAs como elemento dinamizador de un destino turístico inteligente: procesos de integración y negociación con proveedores y clientes.
https://rua.ua.es/dspace/bitstream/10045/70152/5/Actas-Seminario-Destinos-Turisticos-Inteligentes_17.pdf.

Gretzel, U.; Yuan, Y. y Fesenmaier, R. (2000). Preparing for the New Economy: Advertising Strategies and Change in Destination Marketing Organizations. *Journal of Travel Research*, 39, 146-156.
<https://journals.sagepub.com/doi/pdf/10.1177/004728750003900204>.

Gretzel, U., Werthner, H., Koo, C., & Lamsfus, C. (2015b). Conceptual foundations for understanding smart tourism ecosystems. *Computers in Human Behavior*, 50, 558–563.

Gretzel, U., Ham, J., & Koo, C. (2018). Creating the City Destination of the Future: The Case of Smart Seoul. In Y. Wang et al. (Eds.), *Managing Asian Destinations, Perspectives on Asian*, 199–214.

Ivars-Baidal, J. A., & Vera Rebollo, J. F. (2019). Planificación turística en España. De los paradigmas tradicionales a los nuevos enfoques: planificación

turística inteligente. *Boletín de la Asociación de Geógrafos Españoles*, 82, 2765, 1–31. <file:///C:/Users/SILVIA%20MARTINEZ/Downloads/2765-Texto%20del%20art%C3%ADculo-4078-1-10-20190715.pdf>.

Ivars Baidal, Jopep . A., & Solsona Monzonís, F. Javier., Giner Sánchez, David. (2016). Gestión turística y tecnologías de la información y la comunicación (TIC): El nuevo enfoque de los destinos inteligentes. *Documents d'Anàlisi Geogràfica*. 62,2, 327-346. https://rua.ua.es/dspace/bitstream/10045/54852/1/2016_Ivars_etal_DAG.pdf.

Komninos, N. (2015). *The age of intelligent cities: smart environments and innovation-for-all strategies* (1st Edition). New York: Routledge, Taylor & Francis Group.

Moral-Moral, María., & Fernández-Allés, María Teresa., & Sánchez-Franco, Manuel Jesús. (2019). Analysis of rural tourism and the sustainability of rural accommodation. *Revista Espacios*, 40, 3. <https://es.revistaespacios.com/a19v40n01/a19v40n01p03.pdf>.

Ontiveros, E., Vizcaíno, D., & López Sabater, V. (2017). *Las ciudades del futuro: inteligentes, digitales y sostenible*. Barcelona: Ariel, Fundación Telefónica.

Sikora-Fernandez, Dorota. (2017). Factores de desarrollo de las ciudades inteligentes. *Revista Universitaria de Geografía*, 26, 1, 135-152. <http://bibliotecadigital.uns.edu.ar/pdf/reuge/v26n1/v26n1a07.pdf>.

OTHERS

<https://www.lavozdeasturias.es/noticia/asturias/2020/12/12/somiedo-destino-turistico-sostenible/00031607772936334165484.htm>.

<https://www.liebana.net/nuestra-comarca>.

<http://www.visitsomiedo.com/>.

<https://lariojaturismo.com/poblacion/ezcaray/2403bb7b-3578-4664-9aca-841c63bb30d6>.

<https://www.somiedorural.com/index.php/somiedo#headlineactividades>.

<http://www.emprendedores.es/crear-una-empresa/plan-de-negocio-empresa-de-turismo-activo/>.

<https://www.thepowermba.com/es/business/las-5-fuerzas-de-porter/>.

<https://www.skyscanner.es/noticias/todas-las-ferias-de-turismo-que-no-te-puedes-perder>.

<https://es.genuinespain.es/about-us>.

<https://www.ultimatewildtrip.com/quienes-somos/>.

<https://turismoruralremona.es/precios-y-reservas/>.

<https://www.rentalservicemallorca.com/productos/alquiler-de-bicicletas-y-patinetes-electricos/>.

<https://www.masmallorca.es/cultura/yacimiento-arqueologico-de-son-fornes.html>.

<https://www.blancaterra.com/en/tastings/>.