El Parador de Gijón

[CUSTOMER-DRIVEN MARKETING STRATEGY]

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Customer–Driven Marketing Strategy for
El Parador de Gijón – Restaurant ‘Llar del Molín’

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Preface
With this thesis I round off my four years of Tourism Management studies at Saxion University of Applied Sciences. The thesis is written for El Parador de Gijón, belonging to the four star hotel chain Paradores in Spain and is written in accordance with the Saxion reporting guidelines.

The thesis planning started with the confirmation to write my thesis for the organisation ECPAT (End Child Prostitution, Child Pornography and Trafficking of Children for Sexual Purposes) in Guatemala. I got to know about this organisation during a guest lecture at Saxion and I was really interested in their company profile. In agreement with ECPAT Guatemala, I planned to write my thesis in Germany. However, even before the thesis semester started I was confronted with cultural differences. It turned out that my expected company supervisor was not available at many times and did not respond to my emails anymore. Thus, in December I cancelled the project and started to look for a company in Spain. At that time I did my Erasmus studies in Gijón, Spain, and, as I liked the place, I decided to stay to search for a company with whom I would be comfortable writing my thesis. Aside from my studies I taught German and through this work I was lucky to establish contact with Pilar Valdés Nomparte, the director of the four star hotel El Parador de Gijón. Previously, the hotel chain Paradores was unknown for me and when I educated myself to the company’s background, mission and vision, I was surprised and enthusiastic about the company profile. Although the subject and company changed completely from my original plan, I am satisfied with how everything turned out. I got the opportunity to write my thesis with a foreign company in a foreign country where, furthermore, I enhanced my skills in marketing and where I could enjoy the pleasant Spanish atmosphere for half a year longer.

I would like to thank Mrs. Valdés Nomparte for supervising me during the whole thesis semester, for sharing her knowledge with me and for listening and answering my questions. Moreover, I would like to give thanks to my thesis supervisor, Mr. van Haaps for sharing his knowledge, for giving productive feedback and for his support during the last four months. Furthermore, I also would like to say thank you to my second examiner, Ms. Juritsjeva for her critical feedback during the initial thesis proposal defense exam as the feedback of the exam helped me to find the right track on the subject and thesis structure. Furthermore I would like to express my appreciation to all my friends in Gijón that supported me during this semester, helped me to distribute the questionnaires and cheered me up at all times.

Johanna Slupinski
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Management summary

Due to the financial crisis in 2008, Spain’s leading national four star hotel chain Paradores faces financial difficulties. This is also the case for El Parador de Gijón, one of the 94 Paradores, which is in the red during the winter months. Several factors influence the current situation. Among them is the absence of Gijón’s residents visiting El Parador de Gijón’s restaurant Llar del Molín which is specialised in serving typical local Asturian food.

The objective of the thesis is to contribute to solving the financial loss of El Parador de Gijón during the winter months by developing a customer–driven marketing strategy for its restaurant Llar del Molín to increase the customer share of Gijón’s inhabitants. Hence, the thesis paper should find a solution on the following management question: “How can El Parador de Gijón attract Gijón’s residents to its restaurant Llar del Molín and thus contribute to gaining customer share with the overall objective of improving the hotel’s financial performance during winter months (November till March)?”. In order to give advice on the management question, two central research questions are answered. Firstly, “what customer characteristics can be defined among Gijón’s residents?” and secondly, “What is the current market situation, with regard to restaurant choices, in Gijón?”.

The conducted literature review gives insight into the customer–driven marketing strategy’s core concepts, which are: market segmentation, customers’ needs and wants, marketing mix, and competitive analysis. The core concepts are divided into several aspects and sub-aspects which lay the foundation of the operationalisation, out of which the questionnaire was developed to question Gijón’s residents.

The research strategies for this thesis project are survey research and desk research. The survey research elaborates on the first central question. Hereby the data collection method was a written questionnaire which was handed out to the local people in Gijón. The goal of the questionnaire is to give insight into market segmentation and the needs and wants of Gijón’s residents with regards to restaurant selection. The focus in this thesis project is to segment the residents according to their lifestyle by means of the Roper Consumer Styles Model and to apply the segmentation strategy “personas”. Personas are fictional people that give a “qualitative” picture of the obtained data of the target market and present a certain customer group. Next, field research elaborates upon the customer–driven 4C’s marketing mix model which allows creating a detailed picture of the customer–driven marketing strategy. Finally, the desk research complements the field research and investigates on the second central questions by creating and evaluating a SWOT analysis. The desk research helps to detect the company’s strengths, weaknesses, opportunities and threats to develop a customer–driven marketing strategy that has a competitive advantage.

The results of the field research show that in general Gijón’s residents are on the one hand price sensitive but on the other hand demand quality. The respondents cannot be put into clear consumer groups of the Roper Consumer Styles Model however each age group of respondents is a mixture of some consumer groups. The majority of respondents can be allocated to the consumer groups’ dreamers, adventurers, organics and settled. Dreamers and adventurers can be described as price sensitive that like liberty, risk,
cultural exchange and that dream of fortune. In contrast, settled respondents are more reserved and need peace and security. The respondents that have an organic consumption look for self-development and sustainability in life.

The identified personas that fit best to the current management style of El Parador de Gijón are respondents who follow a settled or organic lifestyle and who, furthermore, are older than 30. Furthermore, the research found that age plays a big role in the respondents’ needs and wants in a restaurant. The respondents under 30 years are more price sensitive than older respondents and, moreover, use the internet as the only source to retrieve information about a restaurant, while older respondents are more likely to spend more money on food quality. Aside from the internet, print media is another medium to reach these prospective clients.

With regards to the desk research, the most important findings are, primarily, that El Parador de Gijón’s internet presence needs to be improved as the internet plays a big role in bringing the restaurant efficiently to the market. Additionally, the restaurant has a disadvantage among the other restaurants in hosting events, offers the daily menu for a non-competitive price and needs a better variety in the cafeteria menu to attract more clients.

The last part of the thesis is the advice which gives answer to the question: How does the formulated customer-driven marketing strategy support the increase of the number of Gijón’s residents visiting the restaurant? In order to answer this question, the advice discusses the three alternative solutions that were identified during the field and desk research which should enhance the customer share of the restaurant. These are: offering small-scale events, lower the price of the daily menu and offer a new cafeteria menu. The discussion shows that offering small-scale events during the winter months is the best alternative. By offering small-scale events every weekend during the winter months, the best fit personas are addressed, which is the customer group that has disposable income, like the classic atmosphere of the restaurant and is in favour of social events to meet up with friends and family. This alternative is initially promoted via print media and later by the internet. This alternative furthermore is innovative and has the most possibility to create a competitive advantage.

In summary, the best solution to increase the number of Gijón’s residents going to the restaurant is to offer small-scale events every weekend during the winter months which are targeted at the best fit personas. By attracting these personas to the restaurant, it is expected to increase the turnover during the winter months.
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1. Introduction
In the following, the company and client are presented, and then the reason and relevance of the project and the management question to be solved, are stated. The research and advisory part elaborate on the results and knowledge being produced to answer the management question.

1.1 Company information and client profile
The thesis project is carried out for the hotel ‘El Parador de Gijón’ for which the client is the hotel director, Pilar Valdés Nomparte. The hotel is a century-old mill situated in ‘Isabel la Católica’ park in Gijón, Spain and has functioned as a hotel since 1967. The hotel is well located within a short distance to the city centre, harbour, stadium, exhibition centre and San Lorenzo Beach in East–Gijón. With a total of 40 rooms the hotel can accommodate a maximum of 79 guests. In addition, the hotel has two event rooms plus the restaurant and cafeteria with the ability to host a maximum of 85 people for different kinds of events. The hotel’s restaurant and cafeteria ‘Llar del Molín’ is specialised in serving typical Asturian cuisine. The menu features a selection of the most classic examples of the region’s cooking with a wide variety from small snacks and plates to larger portions with prices ranging from €4 to €20 per dish. The restaurant and cafeteria are also accessible for guests who are not guests in the hotel. The restaurant offers breakfast from 7.30 am to 11 am, lunch from 1.30 pm to 4.00 pm and dinner from 8.30 pm to 11.00 pm. The cafeteria offers a snack card and is open from 11 am to 12 am. El Parador de Gijón is one of the 94 state-owned hotels of the four star hotel chain ‘Paradores’ distributed all over Spain. The headquarters of the hotel chain is in Madrid, Spain, from where all the central decisions for each hotel are made. The hotel chain’s special feature is that the hotels are situated in historic and cultural heritage buildings such as medieval castles, palaces, monasteries, ancestral houses etc. as well as in geographic locations with significant natural interest. The hotel chain’s concept is to promote quality tourism in regions with fewer economic resources while acting as a guardian of the national and artistic heritage. Furthermore, Paradores is known for its gastronomic offer, where guests can enjoy quality food from different Spanish regions.

In line with the company’s concept the mission is:

*Paradores is an instrument of state tourism policy. The company presents an image of modern, high-quality tourism abroad and contributes to geographical integration, recovery and maintenance of our country’s cultural and artistic heritage, and the preservation and enjoyment of natural spaces. It also acts as the driving force behind stimulus actions for areas with limited tourism or economic activity (Paradores, 2015, para.2).*

Furthermore, its vision is:

*The goal of Paradores is to offer high quality, comprehensive service which is distinctive, affordable and personalized. The chain is committed to the natural, economic and historical environment, with which it aims to strengthen the image of Spanish tourism, linked to sustainable development (Paradores, 2015, para. 3).*

(Paradores, 2015; P. Valdés Nomparte, personal communication, February 09, 2015)
1.2 Reason and relevance of the project

In the following, the reason and relevance of the thesis project is described. It includes the reasons for the current situation and the management’s question, which indicates the issue the hotel wishes to be solved.

Since the economic crisis in 2008, many of the Paradores hotels have run at a loss. Consequently, in recent years many employees have been dismissed and investigations on the capability of each Parador have been undergone. The new management plans of the director of Paradores, Juan José Zaballa, are to ‘study the viability of each Parador based on an analysis of its profitability and demand’ (Delgado, 2012, para.4). The problem El Parador de Gijón faces is that it is in the red during the winter months (between November and March) bringing pressure from the headquarters in Madrid. This problem occurred as well during the crisis in 2008. Several factors have influenced the current situation. First of all, the hotel is faced with high fixed and variable costs. The management tries to keep the variable costs as low as possible by, for instance, shutting down a corridor of unoccupied rooms in order to save heating costs and furthermore by purchasing environmentally friendly technology. Ongoing investigations are done to detect more ways to save costs. In addition, the occupation rate of the rooms has decreased by 26% in the last five years and also the average price paid per room per night has stayed only slightly above the minimum price of 75€.

This is influenced by the high level of competition in the area as four 4-star hotels are located in the surrounding area, which makes the situation yet more difficult. Most of these hotels are equipped with more modern facilities and can host more guests for larger events. However, the situation can also be drawn back to the headquarters of Paradores in Madrid, from which all marketing activities are managed. Every decision and promotional activity is made by them and it is difficult to forward a request as the management is focused on lowering costs. The issue of lowering cost inhibits the reformation of the management style of El Parador de Gijón. In order to gain independence on cost control, franchising could be an option as Paradores has a strong brand recognition and business portfolio, thus it may be easier to find financial support from banks or similar institutions. On the other hand, there needs to be a closer look on the further dependency of the franchisor. Still, El Parador de Gijón would need to serve the same service to the customers and use the same materials and equipments. (Salar & Salar, 2014). Hence, whether franchising could help to solve the financial situation could be another strategy to consider but this is not an option by the management of Paradores at the moment, because the situation is quite complicated as the hotel chain is stated-owned and most of the hotels are situated in iconic historic buildings. However, the chain is aware of the option of franchising and it could be as well an option for El Parador de Gijón on the long-term (P. Valdes Nomparte, personal communication, March 14, 2015). Another option could be outsourcing some of the hotel’s activities to a third party where the advantages would be saving costs and focusing more on the core processes as secondary work processes are taken care of by another party. However, the disadvantages may be a loss of control and doubts about the quality and performance of the third party. (Troaca & Bodislav, 2012). This option may as well be possible to take into account in the future but not at the moment, as the centralised management style brings many problems to future ideas.

Another factor is looking at the service quality which El Parador de Gijón constantly tries to improve. Yearly collected questionnaires help to receive feedback of the hotel and restaurant performance. Due to this, the restaurant already lowered the prices in 2010. This change contributed to the fact that the restaurant ‘Llar del Molín’ currently contributes more turnover in the winter months than the hotel rooms itself. As more
turnover is generated by the restaurant the focus is on compensating the restaurant performance with the hotel performance. However, the current clients of the restaurant are the ones that also stay overnight at the hotel, and the hotel questions why no external local guests come to eat at the restaurant. El Parador de Gijón faces a lack of knowledge about which market segments they should target and also what the needs and wants of these target groups may be in order to attract them to the restaurant (P. Valdes Nomparte, personal communication, February 09, 2015).

In conclusion, it can be said that several factors play a key role in the current financial situation. However, in agreement with the local management, this thesis project focuses on the last point mentioned, namely the absence of Gijón’s residents in frequenting the restaurant. The management question to be solved in this thesis project is: How can El Parador de Gijón attract Gijón’s residents to its restaurant Llar del Molín and thus contribute to gaining customer share with the overall objective of improving the hotel’s financial performance during winter months (November till March)?

1.3 Advisory part
In this section, the advisory objective and also the advisory question that are going to be answered are stated. The advisory objective and question indicate which results that should be produced to be able to answer the management question.

Advice objective
The overall advice objective is to contribute to stopping the financial loss on the long term of the hotel El Parador de Gijón. Within this thesis project the main objective is to increase the customer share by writing a customer–driven marketing strategy about attracting distinct target groups of Gijón’s residents to come to the restaurant Llar del Molín. By evaluating the research results, the findings may show that first a financial investigation is needed to increase the customer share of the restaurant in order to save costs in the long run. The following question should be answered within the advisory part of the thesis: How does the formulated customer–driven marketing strategy support the increase of the number of Gijón’s residents visiting the restaurant?

1.4 Research part
In the following section, the project objective – which is the basis of the research – is stated. Furthermore, the central research questions and sub–questions that are going to be answered in the research part of the thesis are stated. The research objective, central questions and sub–questions indicate which results should be produced to be able to formulate solid advice on the management question.

Research objective
The research objective of the field and desk research is to contribute to writing a customer–driven marketing strategy for El Parador de Gijón dealing with increasing the number of residents coming to its restaurant Llar del Molín.
The objective within the field research, which the first central research question and sub-questions elaborate on, is firstly the identification of a suitable target group(s) by segmenting the market. Having selected the suitable target group(s) the objective is secondly to recognise the specific needs and wants of the selected target group(s) in order to formulate a customer–driven marketing strategy. These questions are researched via survey, thus a written questionnaire with closed questions was handed out to members of the local community. The first central research question and sub-questions are:

1. What customer characteristics can be defined among Gijón’s residents?
   1.1 What personas can be defined among Gijón’s residents?
   1.2 What are the needs and wants of the personas?
   1.3 Which persona(s) is/are the best strategic fit for Llar del Molín’s current management style and is/are thus most appropriate to target?
   1.4 What other persona(s) can become a strategic fit in the future?
   1.5 What marketing combination will attract the targeted personas to visit the restaurant?

The second central research question and sub-questions are elaborated via desk research. The objective within the desk research is the identification of El Parador de Gijón’s strengths, weaknesses, opportunities and threats by comparing the company with its direct competitors in order to identify El Parador de Gijón’s competitive advantage. The findings of the desk research help to customise the market combination of the customer–driven marketing strategy. The second central research question and sub-questions are:

2. What is the current market situation, with regard to restaurant choices, in Gijón?
   2.1 To what extent is ‘Llar del Molín’ attractive to Gijón’s residents?
   2.2 To what extent are ‘Llar del Molín’’s competitors attractive to Gijón’s residents?

1.5 Reading guide

The reading guide gives an overview of the structure of the thesis proposal defence report. The report is divided into three main parts. The first part comprises of the theoretical framework, the second part the field research and the last part forms the advice of the thesis project. The theoretical framework is the basis of the field research and elaborates on the used search methods, the definitions and literature research of the core concepts, the relation between the core concepts and operationalisation. The field research part frames the chosen research strategy, the chosen method of data collection, the selection of data sources and the method used to analyse the collected data. Within the advisory part a framework of the elements, aspects and steps that will be discussed in the advisory part of the thesis is stated. Next, a description of how financial implications have an influence on the advice is given. A detailed overview of the structure of the thesis project is presented in the Global Work Breakdown Structure (GWBS) in the appendix. Moreover, the thesis proposal defence report gives an overview of the planning, organisation and people involved during the thesis semester.

2. Theoretical Framework

Next, the theoretical framework of the thesis project is elaborated. It provides a logical and coherent structure by establishing a link between the information retrieved out of the literature research and the new knowledge generated in the field research (Brotherton, 2008). In the following, the search methods,
the definitions of the concepts, the literature review, the relationship between the concepts and the operationalization are elaborated.

2.1 Literature review
The main concept of the literature review is ‘customer–driven marketing strategy’ which will be broken down into sub-concepts. The literature research will elaborate on the main concept and identified sub-concepts in order to collect in-depth knowledge which lays the foundation of the operationalisation of the research.

*Customer–driven marketing strategy*
The centre of approach of a customer–driven marketing strategy is the customer. Hence, it needs to be decided which customers to serve as there are many customer types with different needs and wants. First of all, it is necessary to identify customer groups that have similar characteristics in order to determine which market segment(s) offers the best opportunities. Therefore, market segmentation is necessary to meet the distinct needs and wants of the chosen market segment(s).

After having selected the most suitable market segment(s), it needs to be decided on how the company will differentiate and position its market offerings relative to its competitors. In order to position its product it is presumed that the company is aware of the marketing environment. A competitive analysis, in form of a SWOT analysis, helps to understand the company’s situation in relation to its competitors. The SWOT analysis evaluates the company’s strengths, weaknesses, opportunities and threats to be able to identify marketing opportunities.

The information gathered out of market segmentation, needs and wants of the target segment(s) and the outcome of the SWOT analysis helps to design an integrated marketing mix which comprises the components product, price, place, and promotion giving further details of the marketing strategy. (Kotler et al., 2010). Summarizing, the most important sub-concepts of ‘customer–driven marketing strategy’ to research are:
market segmentation, customers’ needs and wants, marketing mix and competitive analysis. In the following these sub-concepts are elaborated.

(Figure 1. Process Customer–Driven Marketing Strategy, source: own creation)

This process shows the interconnection of the sub-concepts. The analysis of each sub-concept forms the customer–driven marketing strategy.

*Market segmentation*
The purpose of customer segmentation is to develop an efficient marketing strategy by saving marketing expenses and time because customers in the same segment have similar consumption patterns. If customer segmentation is not divided well, marketing efforts are less effective and less profitable (Hwang, Choi, Lee, & Park, 2012).

Four segmentation bases have emerged as the most popular in segmentation studies namely geographic (markets segmented by geographic region, population density or climate), demographic (markets segmented by age, sex, size and family type, etc.), psychographic (markets segmented by life-style variables) and behavioral segmentation (markets segmented by purchase occasion, benefits sought, user status). The most common approach is demographic segmentation because it is easy to measure and if other segmentation variables are investigated, demographic characteristics must be known to assess the market size in order to reach it efficiently (Kotler et al.) However, in the highly competitive world, specifically demographic traits are no longer enough to serve market segmentation as market segments of the same age or education level still differ in their needs and wants which are the most important characteristics for organisations. (Goyat, 2011).

The Roper Consumer Styles Model by the Gfk group (2007), responds to the necessity of modern market segmentation. This model gives insight into psychographic segmentation by dividing the market into target groups according to value orientations, attitudes and behaviour of consumption patterns. The model presents eight different groups of customers with the same lifestyle and need patterns (see appendix C). The identification to which group targeted customers belong makes it easier to align the marketing strategy successfully. (Gfk group, 2007). However, it needs to be taken into account that the majority of customers cannot be assigned to one specific group as values, attitudes and consumption patterns overlap with other groups.

Next to that, Alan Cooper noted that simple user models and segmentation methods are too abstract and subordinate for marketers to stimulate ideas. He points out that in order to target customers, marketers should design their strategy in a way that it meets the needs of one specific person called persona who represents a customer segment. The concept ‘personas’ is used to describe specific customers. Hereby a profile with a photo is created that states personal characteristics and personal details. By individualising the customer, a value of deeply understanding of the target customer segment is created. Personas compliment the basic segmentation methods which produce quantitative data by proposing qualitative descriptions of fictional customers. A critical point of personas is that they are difficult to validate as the profiles are created without a scientific method. Personas remain fictional and empirical as there is not a clear and direct relationship between the real customer data and the personas. (Karowski, Soares, & Stanton, 2011).

With regard to the thesis project, it can be said that the basic segmentation method of Gijón’s residents will be applied to get an idea of the target market. Furthermore, a focus will be laid on identifying values,
attitudes and consumption patterns by using the Roper Consumer Styles Model. The quantitative outcome of segmentation data is then used to create personas in order to visualise the market findings.

**Customers’ needs and wants on restaurant choice**

The hospitality industry has become a competitive marketplace where customers have a wide range of choices. Thus, understanding the customers’ needs, wants and demands is critical for successful management. A customers’ dining decision is stimulated by several criteria which need to be fully understood by the restaurant managers to keep their current customers, but also to target possible future costumers. When managers understand their customers, they can integrate these demands into their product and service attributes to gain a competitive edge. Each restaurant experience can be thought of as a unique bundle of tangible and intangible products and services provided to the customer. (Harrington, Ottenbacher, & Kendall, 2011; Hwang & Zhao, 2010).

The technique of measuring service quality and service quality dimensions to satisfy customers’ needs and wants has been discussed a lot in marketing. Several service quality models such as SERVQUAL and Service Quality Attributes by Haywood–Farmer focus on identifying the gap between customer expectations and customer perception. Comparing the dimensions of the two models’ three main dimensions can be identified. The first dimension is ‘tangibles’ and includes aspects such as location, size, decoration, appearance of personnel. The second dimension is ‘people behavior and conviviality’ and comprises the aspects communication, warmth, friendliness, solving problems, anticipation etc. The third dimension is ‘professional judgement’ and looks at advice, guidance, innovation, honesty, discretion, knowledge, skill etc.. (Yarimoglu, 2014).

Keith and Simmers (2011) refer to the technique of ‘Restaurant Comment Card Content Analysis Dimensions’. Four dimensions and their indicators are investigated: food (quality, price, temperature, taste, variety, portion etc.); service (friendliness, speed, time, quality, helpfulness etc.) environment (cleanliness, atmosphere, restrooms, comfort etc.) and overall experience (experience and service quality).

Further literature review confirms that the dimensions of the three techniques/models mentioned above are the most used dimensions to look at, as many other articles mention these aspects. (Harrington et al. 2011) refer to the mentioned dimensions and their related aspects as follows: food quality (food safety, food appeal and dietary characteristics); service quality (menu variability, price fairness, employees' hospitality, relationship benefits and waiting time); atmospherics (noise level, cleanliness, decoration, seating comfort, lightening and music (Harrington et al.)).

However, the models used to research service quality are generally aligned to guests that are currently visiting a certain restaurant. SERVQUAL and the model Service Quality Attributes ask the participants before and after the dining experience to identify the gap of customer perception and expectation. Also, the ‘Restaurant Comment Card Content Analysis Dimensions’ are designed to ask the restaurant guests after their dining experience. With regards to the field research of the thesis the sample randomly selects residents in public places for which the models cannot be taken over as such, as the questionnaire is about
the general needs and wants of restaurant selection. The dimensions of, for example, SERVQUAL are firstly too exhaustive and too detailed to integrate all of the categories in the questionnaire and secondly, dimensions such as ‘customer experience’ cannot be investigated. Thus for identifying the needs and wants, no model is applied. The questionnaire focuses on the proposed dimensions of Harrington et al. *food quality, service quality and atmospherics*, which are a shortcut of the dimensions of the models mentioned.

*Marketing mix*

The basic marketing mix can be collected into four groups of variables: product, price, place, promotion. According to Kotler et al, “product means the goods–and–services combination the company offers to the target market; Price is the amount of money customers must pay to obtain the product; Place includes company activities to make the product available to target customers; Promotion means activities that communicate the merits of the product and persuade target customers to buy it” (p. 70). Although the 4 P’s provide a memorable and practical framework, critics say that the traditional marketing mix is outdated and too simplistic as it is not broad enough to cover the various tools and strategies used in contemporary marketing. It has been noticed that the traditional marketing mix cannot be easily applied as it omits the connection and integration between variables, people, participants and processes. The model has an internal viewpoint with the focus on the short term, sales and transactions and simultaneously under-values the importance of strategic, long term relational thinking and a consumer–focused approach. Furthermore, it lacks in strategic elements, as it does not take into account external and uncontrollable factors which define the company’s strategic opportunities and threats. Thus, a variety of theoretical approaches evoked from the traditional marketing mix to 7 P’s for the marketing of services and to broader frameworks of tourism marketing (Gordon, 2012; Pomering, Noble, & Johnson, 2011).

Paul and Bihani’s (2014) approach builds on Lauterborn’s customer–driven marketing mix who was a pioneer in replacing the 4 P’s with the 4 C’s: customer needs, convenience, cost and communication. Customer need is the reformation of ‘product’, but Paul and Bihani (2014) say that Lauterborn’s ‘customer need’ should be changed into ‘customer solution’ as customers are interested in dissolving their problems in the form of need rather than the products and services offered by a company. Furthermore, customer cost replaces traditional marketing component ‘price’ and refers to the total cost that occurs for the customers, meaning not only the actual price but also other associated costs such as the cost of transport to the restaurant. Customer convenience is the reformation of place and is based on the paradigm of providing convenience to the customers’ while buying/using the products or services. In the same line of reasoning promotion is replaced through communication which allows a more customer-centric view. Furthermore, Paul and Bihani (2014) added a 5th C, ‘customer expectation’, which is the key element of satisfaction and is the belief of a product’s attributes or performance at some time in the future. The customer-centric marketing mix opens up another perspective of marketing but still there is a lack of important factors to integrate that shape in today’s marketplace, for example stakeholders.

Bag and Biswas (2013) developed the ‘Four P’s Compass Model’ which develops each P of the traditional marketing mix in terms of four directions of a compass. Considered product related factors are: new, eco-
friendly, sustainable, and warranted. The price should be determined by looking at the variables: nominal, environment, stabilize, and weighted. Variables related to place are national and international, effective and efficient distribution, social and cultural circumstances and weather (avoidance of environmental pollution). Finally, promotion should be looked at numberless consistent message, electronic devices application, special discount offer and well information. Although the four P’s compass model’s disadvantages are that it is very operational, the company’s internal viewpoint and product is considered to be a physical product and not a service, this model also takes into account stakeholders, competitors and the environment.

Moreover, another approach is that of Pomering et al. (2011), who argue that the marketing mix needs to have both a sustainable and a social marketing perspective as the tourism industry is faced with growing environmental, social and cultural impacts. Their marketing mix comprises 10 P’s from former marketers which are product, price, place, promotion, participants, process, physical evidence, partnership, packaging and programming that shall be cross-referenced against the triple bottom line (people, planet and profit). This marketing mix takes into consideration the societal marketing orientation that targets the needs, wants and interests of the customers but simultaneously meets the needs for society-at-large: environmental integrity, social equity and economic prosperity. (Pomering et al.).

The last approach seems to be the most exhaustive one, which takes into consideration all possible perspectives to create a customer-driven marketing strategy. For this thesis project, most approaches are too extensive to investigate. The most appropriate perspective for the thesis project is the customer perspective, for which the 5 C’s model by Paul and Bihani (2014) would be the most suitable choice. However, the 5th dimension ‘customer expectation’ is not investigated in the survey research method, and thus the applied marketing mix focuses on the 4 C’s – customer solution, customer cost, convenience and communication. By furthermore looking at the customers’ needs and wants and the competitors, the 4C’s marketing mix is well extended.

**Competitive analysis**
Managing the marketing process requires a complete analysis of the company’s situation. A SWOT (strengths, weaknesses, opportunities and threats) analysis is one of the most popular tools which focuses on the organisation’s capabilities (internal analysis) which is then followed by environmental scanning (external analysis) to identify possible opportunities and threats. (Coman & Ronen, 2009). “The goal is to match the company’s strengths to attractive opportunities in the environment while eliminating or overcoming the weaknesses and minimizing the threats” (Kotler et al., p.72). The popularity lies in its simplicity and clarity to identify market opportunities and threats that create or threaten the value and position of the company. However, it needs to be taken into consideration that no straightforward methodology exists to identify strengths and weaknesses. Furthermore, the strategy is to define the core strengths and weaknesses because an extensive number of strengths and weaknesses make it difficult to translate the findings into actions. The analysis is typically a one-time event and does not consider changes of strengths and weaknesses on the long-term. (Coman & Ronen, 2009).
The focus in this thesis project is to analyse the company’s micro environmental forces which are mainly about a comparison of the company’s direct competitors in relation to the hotel’s management. (Kotler et al.) A SWOT analysis will be conducted via the desk research to identify factors that should be taken into consideration when formulating the marketing strategy. It is necessary to know about the competitors' strategy to identify competitive advantages and thus to secure a successful implementation of the new strategy.

2.2 Operationalisation
The operationalisation of ‘marketing strategy’ is based on measurable components out of the literature research which is the starting point of the research. Operationalisation breaks the concepts into aspects, sub-aspects and indicators which lay the basis for the development of the questionnaire (Brotherton, 2008). The operationalisation and questionnaire can be found in appendix D and E.

3. Research
3.1 Approach of field research
In the following, the chosen research strategy, data collection methods and data analysis which enable to collect empirical data to answer the research questions are elaborated.

3.1.1 Overview of the questions that will be answered using field research
The field research is designed to collect knowledge about the research questions ‘What customer characteristics can be defined among Gijón’s residents?’; ‘What personas can be defined among Gijón’s residents?’; ‘What are the needs and wants of the personas?’; ‘Which persona(s) is/are the best strategic fit for Llar del Molín’s current management style and is/are thus most appropriate to target?; ‘What other persona(s) can become a strategic fit in the future?’; and ‘What marketing combination will attract the targeted persona(s) to visit the restaurant?’.

3.1.2 Description of chosen research strategy
According to Brotherton (2008), there are several main research designs to choose from. These are: experimental research, survey research, comparative research, case study research, observational research and action research. It needs to be taken into account that all of the research strategies have both strengths and weaknesses. The basic consideration in the decision making process is whether the chosen research strategy is able to answer the research questions. There should always be a connection between the demonstrated literature review, conceptual framework and the chosen research design. Moreover, another argument for choosing a certain research strategy is the use of previous validated methodology.

In order to answer the first central research question and its sub questions, the survey research method of quantitative nature is chosen to be the most appropriate one. With regards to these research questions, it is necessary to receive information from a large group of people as the aim of this research method is to generalise the results of the sample. It is therefore crucial that the chosen sample is representative for the overall population to generalise these results. This is mainly done by written or verbal questioning.
combination of the right size and composition of the sample and asking the right question to the sample are therefore pivotal preconditions. The research method’s advantages are that it is easy and quick to perform and that, if implemented correctly, it delivers reliable results. Obvious disadvantages are that it is firstly an artificial situation and secondly the respondents can only answer the questions that are asked.

Furthermore, surveys can be used for descriptive or analytical purposes (Brotherton, 2008, p.114). This survey will be of a descriptive nature as the purpose is to identify the residents’ characteristics with the intention of relating these to their preferences and attitudes on restaurant choice. Furthermore, due to time reasons the survey will be conducted on a cross-sectional basis, meaning that the research is implemented at a particular point in time which has the disadvantage that “effects of changes in context, conditions, attitudes, preferences, behaviour and so on over time are not taken into account” (Brotherton, 2008, p.115).

Evidently, there are several ways to conduct a survey – namely directly, semi–directly or indirectly. In this case, the survey research will be conducted by handing out written questionnaires in public places in the centre of Gijón. Thus, the research is conducted in an indirect way which means that the written questionnaire needed to be clear and understandable to avoid systematic errors in form of misinterpreting the questions. Several errors can occur by conducting this research method. Bias can already be integrated in the selected sample because it is randomly chosen and the sample does not reflect the overall characteristics of the population. The sample is randomly chosen because it is the first time that El Parador de Gijón has done research on segmenting the market and researching the residents’ needs and wishes on restaurant preferences in Gijón. Taking into account the risk of the survey method, the research is planned in detail and with sufficient time to conduct the research allocated.

3.1.3 Description of chosen method of data collection
After having decided which research strategy is appropriate for the thesis project, the method of data collection is elaborated. This section describes in more detail how the research is put into operation in order to collect empirical data. Again, there are different types of data collection methods that each have their respective pros and cons, namely questionnaires and questions, interviewing, observation and projective techniques (Brotherton, 2008).

For the survey research, the data collection method will be a written questionnaire in Spanish. Questionnaires help to retrieve precise information and are “directive in nature as the questions they contain dictate what is to be asked” (Brotherton, 2008, p.132). Furthermore, questionnaires can ask closed or open questions and can be structured or unstructured. An unstructured questionnaire with open questions is mainly used to retrieve qualitative data and is more suitable on a smaller scale. If quantitative data on a larger scale is required, a structured questionnaire with closed questions is mainly used, which also allows to carry out a statistical analysis. As the aim of the survey research is to generalise the identified characteristics of Gijón’s residents to first of all segment the market and then to identify their needs and wants with regard to restaurant selection, a structured questionnaire with closed questions will be designed.
Next, the questions will be designed very specifically with options to answer. It needs to be taken into consideration that both types of questionnaires differ in the degree of validity and reliability. A structured questionnaire with closed questions decreases validity as the situation is artificial and increases the reliability while also reducing the error of inconsistencies in its implementation. To prevent errors, the designed questions are checked whether they are mutually exclusive, exhaustive, specific and clear. (Brotherton, 2008; Van der Mey, Bijvank, Tonnaer, & Verwijmeren, 2012).

Furthermore, instructions in the beginning of the questionnaire will inform the respondents about what they need to do, to increase the reliability of the research. The questionnaires will be firstly filled out in public places such as at the university, libraries, entrance of a cinema, theatres and gyms. By asking local people in public places, it is appropriate to deliver the questionnaire at different times and on different days in order to gain a wider diversity of clients and to avoid the limitations of one time at one place. Restaurants will be avoided because the answers may already be predetermined. Hereby it is meant that if the questionnaire is handed out for example in a McDonald’s, the respondents may all belong to the group that favours low-cost restaurants. By avoiding restaurants, it is more likely that the composition of the sample is more reliable. As the respondents will fill out the questionnaire in public places, most of them are under time constraints and favour a questionnaire that is structured, easy to understand and easy to complete which supports the choice of a structured questionnaire with closed questions as “closed questions are quicker and easier to answer than open ones because the responses are included in the questionnaire and the respondents do not have to think about how they should word these answers” (Brotherton, 2008, p.137).

Secondly, the questionnaire will be handed out to Spanish speaking friends and colleagues at work that live in Gijón. On the one hand, the advantage is that the help of friends and colleagues increases the chance that the minimum amount of collecting 150 questionnaires is achieved. The respondents may take the questionnaire home and hand it on to other friends and family members, thus the respondents also have more time to fill out the questionnaire. On the other hand, it will have a negative influence on the composition on the sample, meaning that most friends are students and that all colleagues hold an employment position. This might lead to the fact that the actual financial and work situation of the local people is not represented in the sample which leads to bias in generalising the findings.

3.1.4 Description of the selection of data sources
In order to generalise the findings of the quantitative research a sample needs to be selected. “A sample is a smaller version of the whole it is obtained from that reflects the same characteristics as those of a whole” (Brotherton, 2008, p.164). As this field research is of a quantitative nature, “the desire to use a sample to make valid and reliable generalisations about a population is a central purpose” (Brotherton, 2008, p.165).

For the reliability of the research, it is crucial that the residents who participate in the field research need to be representative of the ‘population’ (the residents of Gijón). As there is no database available, the sampling method will be non–probability–based sampling, more specifically a convenience sampling
without quota sampling. Gijón’s inhabitants will be asked to fill out the questionnaire in a time period of two weeks. Both the time frame and the absence of a database have a negative impact on the reliability of the research. Since segmentation plays an important role because the needs and wants of the inhabitants depend on different factors, the sample needs to be large enough to explore the segmentation variables and the needs and wants of each subgroup. According to the sample size calculator Raosoft (www.raosoft.com/samplesize.html), the recommended sample size for this research is 384. This is calculated by the indications of accepting a 5% margin of error, a 95% level of confidence and a response distribution of 50% and Gijón’s population size ((275, 735) www.ine.es). Due to time limitations of the thesis project, the risk exists that this amount cannot be reached which has an effect on the external validity of the research. However, the minimum collection of questionnaires should be 150 (M. van Rijn, personal communication, March 19, 2015).

3.1.5 Description of the method of data analysis to be used
The obtained qualitative data will be processed with the software SPSS. Therefore, the questionnaires have to be pre-coded and typed into the system. The SPSS output will include descriptive statistics and bivariate analysis. The descriptive analysis gives ‘simple’ data output such as the percentage of male and female that participated in the survey whereas the bivariate analysis explores relationships between the core concepts, and provides a deeper insight into the research. The bivariate analysis gives evidence if it emerges, for example a relationship between certain market segments and needs and wants of restaurant choice. The deeper insight of the bivariate analysis gives more information which helps to formulate detailed and more realistic final advice. (Brotherton, 2008).

3.2 Approach of desk research
For the aforementioned advice on the new marketing strategy, it is necessary to know El Parador de Gijón’s competitors to get insight into the current market situation. The second central research question ‘What is the current market situation, with regard to restaurant choices, in Gijón?’ and sub questions ‘To what extend is ‘Llar del Molín’ attractive to Gijón’s residents?’ and ‘To what extend are ‘Llar del Molín’’s competitors attractive to Gijón’s residents?’ is researched via desk research. According to Cambridge Dictionary (2014), desk research is defined as “a type of market research that involves collecting and examining information that already exists and is easy to get, such as company records, published government reports, and information in newspapers, magazines, and on the internet.” This means that information is collected via existing sources such as the competitors’ internet homepages, brochures and flyers to complement the necessary information that is needed to answer the management question. The form of data collection is the most suitable one as the information can be gathered via existing sources. However, the risk exists that not all of the information needed can be found via the existing sources. Due to the fact that the researcher writes the thesis in Gijón, it is possible to go directly to the restaurants/bars to ask for additional information.
4. Results

4.1 Survey research results

In this section, the most important survey results are described. Further tables which focus on the Roper Consumer Styles Model can be found in appendix C. The percentages of the results are the ‘valid percentages’ of the data output which ignore the missing percentages. If the relationships in the sample found are significant, the findings can be generalised to the whole population.

Respondents' Profile

The questionnaire was filled out by 181 citizens, from which 54.3% are female and 45.7% are male. 11.6% of all respondents are 19 years or younger, 24% are between 20 and 24 years old, 18.2% are between 30 and 44 years old, 21% are between 45 to 64 years old and 8.8% are 65 years or older. Thus, the most represented age groups are the age groups 20 to 24 and 45 to 64.

With regards to the respondents' family situation, 45.2% of the respondents are single, 26% in a relationship, 22.6% in a relationship with children, 3.4% are single with children and 2.8% are ‘other’, a frequent indication of being widowed or divorced. There exist a strong and significant relationship between age and family situation. It can be said that among the younger age groups (till 29 years old) a high percentage is single and a smaller percentage is in a relationship. No respondent under 29 years old is in a relationship with children. Respondents from 30 years onwards tend to be in a relationship or have a family with children.

The most frequent occupation is student (41.6%), followed by worker (30.9%) and being retired (11.2%). Only 5.1% has an apprenticeship, 4.5% is self-employed, 3.4% is temporarily without work and 1.1% is unemployed. 2.2% is represented by ‘others’, frequently meaning ‘housewife’. There exists a strong and significant relationship between age and occupation. The younger age groups (till 29 years) are mainly students, age groups until age 65 are represented by workers and all respondents in the age group 65+ years old are retired.

In general it can be said that the consumer pattern of the respondents is “quality for an economic price”, which means that the respondents are on the one hand price oriented but on the other hand demand quality for their money. With regards to the Roper Consumer Styles Model, which specifies eight consumer groups, the respondents cannot be put into clear consumer groups that describe one consumer pattern. Clear matches of product and trip that describe the same consumer group are rare and not significant. However, there exist a weak but significant relationship between age and type of trip and age and type of product. The age group <19, can be said to be a mix of the consumer groups of homebodies and adventurers, meaning that they look for status and security on the one hand and on the other hand want to live their dreams and passions. The respondents of the age group 20 to 24 are mainly a mix between the consumer groups of dreamers and adventurers who look for cheap offers and fun in life. The age group 25 to 29 can be assigned to the consumer groups of adventurers and organics. These people are young and dynamic who want to be free and live a sustainable lifestyle. The age group 30 to 44 is quite diverse and between demanding, organics and dreamers. Although the majority looks at the price, many value high
quality and ecological products. A greater diversity can also be found in the age group 45 to 64 years old, meaning that their values and lifestyle are heterogeneous. A group of respondents belongs to the dreamers and open-minded consumer groups, another group belongs to the settled consumer group and another group can be grouped to the rational-realists and organics consumer groups. The age group 65+ is a mixture of the consumer groups settled and organics which shows that their lifestyle is sustainable and settled and that security in life is important.

Respondents’ needs and wants
When looking at the dimensions of food quality, service quality and atmosphere, it can be said that the needs and wants of the respondents are for most of the categories homogeneous. When looking at the food quality dimensions, especially ‘taste’ was rated to be very important. The mean score is 4.65 out of 5, followed by an importance for ‘portion’ (mean of 3.97) and ‘presentation’ (mean of 3.75). ‘Biological ingredients’ are ranked as neutral (mean of 3.17). Referring to the service quality dimensions ‘price’ (mean of 4.18), ‘employees’ hospitality’ (mean of 4.18), ‘waiting time’ (mean of 4.14) and ‘menu variety’ (mean of 3.87) are ranked as important. ‘Clients’ benefits’ (mean of 3.4) is not very important and ‘menu for children’ (mean of 2.7) is seen as neutrally important. There exist a weak relationship between age and ‘menu for children’. This category is especially important for the age group 45 to 64 and unimportant for the respondents under the age of 30 years. With regards to the dimension atmosphere, the dimension ‘cleanliness’ is very important (mean of 4.6) and ‘noise level’ (mean of 3.9) and ‘seating comfort’ (mean of 3.85) are seen as an important factor. A weak but significant relationship exists between age and the importance of ‘noise level’. This dimension is especially important for the respondents that are over 30 years old. Not very important are ‘decoration’ (mean of 3.5) and ‘lighting and music’ (3.67). In summary the most important needs and wants are ‘taste’ and ‘cleanliness’ of the restaurant, followed by ‘price’, ‘employees’ hospitality’ and ‘waiting time’. ‘Biological ingredients’ and ‘menu for children’ are the least important needs and wants.

Respondents’ dining out behaviour
The majority prefers to go to a casual dining restaurant (68%) either once per week (37.6%) or once in a month (33.7%) where they spend 16€ to 20€ (31.8%) or 11€ to 15€ (27.8%). Other than that, fine dining restaurants are preferred by 21% and quick service restaurants only by 11.8%, 16.9% visit a restaurant less than once per month and 11.8% more than once per week. The minority with 8.5% spends 10€ or less when going to a restaurant. 15.9% spend between 21€ and 25€ and 15.9% spends 25€ or more. There exists a weak but significant relationship between age and spending behaviour. It can be said, that younger respondents spend less than older respondents. Furthermore, a significant relationship can be found between age and choice of restaurant. The majority favours to go to a casual dining restaurant and particularly the older age groups 45–64 years old and 65+ generation are more in favour of fine dining restaurants than the younger age groups.

With 18.9%, the majority prefers to go to a Spanish restaurant, followed by an Asturian restaurant with 17.3%. Another one of the favourites is an Italian restaurant with 16.4%. Moreover, tapas bars (15.5%) and cider bars (13.1%) are of interest as well. Less interest is shown for Mexican (8.5%) or Asian (7.6%)
restaurants. ‘Others’ was filled out by 2.7%, frequently referring to Indian restaurants. In general, there is no relationship between age and the choice of food, however cider and tapas bars are not favoured by the generation 65 years or older. A weak but significant relationship can be found between age and the choice to go to an Italian restaurant, Mexican restaurant and tapas bar. Italian and Mexican restaurants are especially preferred by the age groups >19 and 20 to 24 and all age groups except for 65+ like to go to a tapas bar.

Furthermore, 60.4% indicated that they go out for dinner, 35.9% for lunch and only 3.7% for breakfast. Again a weak but significant relationship can be found between age and going for lunch. The respondents above 30 years tend to go more for lunch than younger respondents. Furthermore almost all respondents like to go out for dinner. The main reason why the respondents go to a restaurant is ‘events’ which accounts for 39.9%, signifying birthdays, family reunions and parties were indicated as an example in the questionnaire. This is followed by meeting friends and family members with 29.2%. Next, 13.5% go impulsively, 12.9% because of internal conditions and only 4.4% for business reasons. When going to a restaurant the majority goes out with friends (38.2%), followed by family members (32%) and partner (22.2%). Only 6% indicated that they go to a restaurant with colleagues and only 1.6% eats out alone.

**Respondents’ reach**
The most important source when looking for a restaurant is ‘word-of-mouth’ as the respondents rely very much on recommendations from family and friends (38.9%) when choosing a restaurant. This is followed by looking at review sites (17.3%), the restaurant’s homepage (11.1%), social media (10.6%) and Google (9.6%). Travel guides (4.1%), newspapers (3.6%), flyers (3.6%) and “other” (1.2%) are less used as a source to retrieve information. A frequent indication for “other” is to go directly to the restaurant of interest and ask for information. A weak but significant relationship exists between age and the looking for information via Google search engine and social media. Especially the respondents under 30 years use these mediums while the older generations do not use them.

To get in contact with Gijón’s residents, 42.8% indicated that they prefer the communication via internet, followed by flyer (18.1%), newspaper (13.4%) and television (12%). 9.4% like to get informed through the radio and 4.3% via email. There exist a strong and significant relationship between age and the medium of information search and preference of receiving information. The older generation (65+) tends to prefers printed communication (flyer, travel guides, newspapers) than the internet while the other age groups prefer the internet.

**4.2 Desk research results**
A detailed elaboration on each competitor and the outcome of the SWOT analysis can be found in appendix F. An overview of the SWOT resulting from the desk research is shown in the table below, which gives answer the second central research question “What is the current market situation, with regard to restaurant choices, in Gijón?” and sub-questions “To what extent is ‘Llar del Molín’ attractive to Gijón’s residents?” and “To what extent are ‘Llar del Molín’’s competitors attractive to Gijón’s residents?”
Competitors

The following restaurants were identified as Llar del Molín’s competitors due to the fact that they follow a similar concept as that of El Parador de Gijón or they are located close to the hotel. These are:

- Amalur
- Avant Garde
- Carling Goal
- Stadium Doze
- Hat Trick Molinón

The restaurant Amalur (situated in the four star hotel abba Playa Gijón) and the restaurant Avant Garde (situated in the four star hotel NH Gijón) focus on food quality and service quality which is why they tend to attract the upper middle class of Gijón. Carling Goal, Stadium Doze and Hat Trick Molinón are bars/restaurants that are directly located under the stadium and next to El Parador de Gijón. These bars attract a broader share of clients, but especially people that like to see events in the stadium.

SWOT Analysis

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Weaknesses</th>
</tr>
</thead>
<tbody>
<tr>
<td>S1) Competitive prices (except for daily menu)</td>
<td>O1) Limited space for hosting events</td>
</tr>
<tr>
<td>S2) Ancient style and nice view over the park</td>
<td>O2) Internet presence only via the hotel chain</td>
</tr>
<tr>
<td>‘Isabel la Católica’</td>
<td>‘Paradores’</td>
</tr>
<tr>
<td>S3) Garden terrace</td>
<td>O3) Hidden localisation</td>
</tr>
<tr>
<td>S4) Strong brand recognition</td>
<td>O4) No regular scheduled events</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Opportunities</th>
<th>Threats</th>
</tr>
</thead>
<tbody>
<tr>
<td>O1) To attract clients from the football</td>
<td>T1) Sport bars which attract young people</td>
</tr>
<tr>
<td>stadium by offering more snacks such as</td>
<td></td>
</tr>
<tr>
<td>tapas/ hamburger</td>
<td></td>
</tr>
<tr>
<td>O2) To attract business clients due to the</td>
<td>T2) New options for other entrepreneurs to open</td>
</tr>
<tr>
<td>urban business environment by offering daily</td>
<td>a restaurant in the new retail zone at the</td>
</tr>
<tr>
<td>menus for a better economic price</td>
<td>football stadium</td>
</tr>
<tr>
<td>O3) Extending the opening hours when there are</td>
<td>T3) Broader menu offers of the other restaurants</td>
</tr>
<tr>
<td>big events in the stadium</td>
<td></td>
</tr>
<tr>
<td>O4) Better sign posting</td>
<td>T4) Modern facilities of the other restaurants</td>
</tr>
<tr>
<td>O5) Create small-scale events</td>
<td></td>
</tr>
<tr>
<td>O6) Create own social media pages and TripAdvisor page for the restaurant</td>
<td></td>
</tr>
</tbody>
</table>

(Table 1. SWOT analysis, source: own creation)

Outcome SWOT analysis

Results from the SWOT analysis show that Llar del Molín can use its strengths to realise new business opportunities. In terms of location, Llar del Molín’s surrounding is quieter and more peaceful when comparing it with the sport bars nearby. The garden terrace and view over the park ‘Isabel la Católica’
convey a pleasant place to rest and are definitely an advantage compared to the sport bars which have a view over the car park. However, the desk research showed that the hotel and restaurant is a hidden location. Clients’ comments revealed that the hotel is not well signposted and hard to find. The sport bars under the stadium are visible from a long distance from the car park which is a big advantage for them. Although their outside seating area is unsightly in comparison to the garden terrace of Llar del Molín, people are not aware of what Llar del Molín’s has to offer. Hence, better signposting might be an opportunity to enhance the customer share. Furthermore, the strong brand recognition and the competitive prices could entice business clients. As the hotel and restaurant is situated in the business and conference area of Gijón, many workers might be interested to have lunch in one of the surrounding restaurants, which could make this an opportunity to attract more business clients. However, until now all the other competitors offer a better value-for-money daily menu, which calls for a change in Llar del Molín’s daily menu to win over these customers which could be done by changing the wide daily menu on offer to a smaller scale offer, so that it is possible to lower the price.

Llar del Molín is not a sport bar, where fans can follow football matches. However, a good business opportunity is to attract football fans before and after matches in the stadium to have a snack or drink at the cafeteria. By extending the opening hours until 2.30am (like the nearby sports bars) when there is a big event in the stadium might enhance the share of clients. The menu offered by the sport bars such as Spanish tapas or hamburgers might be of more interest to the football fans than typical Asturian food. By adding these to the menu of the cafeteria, Llar del Molín can create a competitive advantage because it already offers the dishes and snacks at competitive prices. This also gives the opportunity to redesign the menu in a more readable way which would appeal to clients as the TripAdvisor comments show that many clients are not satisfied with it.

In addition, the missing internet presence is a factor that negatively influences business growth as neither El Parador de Gijón nor Llar del Molín can promote their offers efficiently to their clients due to their dependency on Paradores, making it difficult to offer promotions on a smaller scale in Gijón. All the competitors are better represented on the internet. Each one publishes at least once per day a post or tweet about an upcoming event, new offers etc. to inform their clients. The centralised way of social media by Paradores limits each hotel to do its own promotion which causes loss of valuable information to clients of the particular hotels and restaurants. The amount of likes and followers on social media of Paradores shows that there is enough interest from Paradores’ clients to look for information on social media. It is notable that El Parador de Gijón has a Facebook page, so although there exists a centralised management style it seems to be possible to at least have a Facebook page. However, it is not used by El Parador de Gijón which is a definitely a lost opportunity to attract more clients. Furthermore, Llar del Molín is not on TripAdvisor, which is another loss of clientele. The hotel abba Playa Gijón can be a benchmark example because their restaurant likewise belongs to a hotel chain and they have two different TripAdvisor accounts. By installing self–managed social media pages, El Parador de Gijón and Llar del Molín might attract more clients. Furthermore, if signposting and social media presence is managed in a better way, Llar del Molín can protect itself as well against new business options of entrepreneurs in the region.
The current situation shows that Llar del Molín is not using its location when it comes to hosting events. The disadvantage is that the sport bars under the stadium can host as many guests as Llar del Molín, and Amalur and Avant Garde can cater to a much broader audience. The modern facilities of the other bars attract other, younger audiences which makes it hard to compete. The bars particularly target people that want to enjoy good sports matches while also dining out. The events focus on music and comedian events for a younger audience. Amalur and Avant Garde focus on large-scale and luxurious events. An opportunity for Llar del Molín could be to offer small-scale events to small groups to stand out from their competition.

In conclusion it can be stated that there are points of improvement that can also be easily implemented, such as sign posting. Other points of improvements again depend very much on the headquarters in Madrid, such as if Paradores allows the creation of distinct social media pages and the modification of the cafeteria’s menu.

4.3 Conclusion of field and desk research
By combining the findings of the field research with the findings of the desk research, particularly ‘communication’ and ‘convenience’ of the marketing mix, points of improvement are highlighted. The findings show that Llar del Molín misses out on reaching Gijón’s residents as the most effective way of communicating with Gijón’s residents is through the internet and the restaurant is not represented on the major review website TripAdvisor, nor does it use its own social media page. This, coupled with the hidden location, affects the customer convenience and results in the restaurant missing out on many potential clients. The restaurant is not signposted well enough, which means that, although Llar del Molín’s price offers are competitive, the majority goes to the restaurants/bars under the stadium because they easily find them.

Aside from that, the ‘customer cost’ can be evaluated as competitive as the restaurant does offer competitive prices and a good location in the city. Particularly the price of the cafeteria’s menu is more economic than those of the other bars and knowing that Gijón’s residents are very price sensitive, the restaurant and cafeteria have a competitive advantage. The findings show that a high percentage is in favour of Asturian restaurants, however many respondents indicated that they are fans of Spanish, Italian and tapas bars. Thus, to enhance the satisfaction of ‘customer solution’, an opportunity would be to modify the menu of the cafeteria. A business opportunity could be to offer more international food in the menu of the cafeteria. Furthermore, the findings show that all of the respondents go to a restaurant with company. This shows that Gijón’s inhabitants are social people that enjoy to be surrounded by a group of friends or family members. Word-of-mouth is the most important factor which lures customers, this is why it is important for Llar del Molín to detect and satisfy the clients’ needs and wishes.

4.4 Discussion of the field research
In the following, the criteria validity and reliability are discussed to determine the quality of the research.

4.4.1 Validity
“Validity refers to the accuracy of research data. A researcher’s data can be said to be valid if the results of the study measurement process are accurate. That is, a measurement instrument is valid to the degree that it measures what it is supposed to measure” (Yilmaz, 2013, p. 318). In other words, validity determines to what degree the research gives an accurate reflection of reality. There are different types of validity, these are: internal validity, external validity and construct validity.

**Internal validity** refers to whether there is a causal relationship between the treatment and the outcome (Yilmaz, 2013, p.318).” Internal validity looks at how authentic and reliable the research is and offers answers to the questions: “Are the conclusions of this research correct? Would other researchers agree with these conclusions?”. On the one hand, the internal validity is decreased due to time limitations of the research which meant that the triangulation method could not be applied. It is a technique used to increase the confidence by utilizing more than one data analysis or data collection method. The research includes only one measurement instrument which decreases the internal validity. On the other hand, the internal validity is increased by the use of academic literature in order to operationalise the core concepts out of which the questionnaire was developed. This strengthens the confidence in the conclusions of the research.

**External validity** reflects the degree to which one can generalise research results or the effects of the treatment beyond the present conditions of testing; that is, other settings, programs, persons, places, times, cases, or approaches (Yilmaz, 2013). In other words, external validity puts into question the representation of the research population. The external validity of the research can be rated as low in the sense that more than half of the questionnaires were collected via friends which means that the respondents' profile in many cases was predetermined, which can be also seen in the data output. As all of the researcher’s friends are students at university, the younger age groups (19 years or younger and 20 to 24 years old) are mainly students. Furthermore, work colleagues distributed the questionnaires to friends and family, which means that many respondents are employed and which does as well not reflect the actual situation in Spain. The percentage of people being self-employed, temporarily without work or unemployed is very low. Furthermore, the distribution of the questionnaires in public places was relatively limited. The public library was one of the best places to find respondents, which is also a place where mainly the more educated population of the population spends free time. Here, many of the 65+ respondents filled out the questionnaire. The results show that this age group favours fine dining restaurants and spends more money when going to a restaurant. These findings cannot be generalised as different settings and people with other educational backgrounds would properly generate other data output. In general, 181 of Gijón’s residents participated in the research which is only less than half of the proposed 384 respondents the sample calculator indicated but more than the requested minimum of 150. This amount of data is satisfying and increases the external validity. Aside from that, attention was paid on distributing the questionnaire equally among men and women and among the age groups to increase the representativeness of the sample. As the sample exists out of 54.3% women and 45.7% men and all age groups participated in the research, the confidence level of the external validity is increased. Additionally, the research approach is non–probability based sampling on a convenience basis which has a low external validity in nature. A non–random way of sampling raises the question in how far the sample
can provide verified information about the population. Thus the information about the relationship between sample and population is limited which makes it difficult to generalise the results to the population.

"Construct validity refers to the degree to which conclusions can be made from the operationalisations of a study to the theoretical constructs on which operationalisations are based" (Yilmaz, 2013). In other words: Did the questionnaire actually measure what it was supposed to measure? The construct validity of the research can be said to be high as the theoretical framework of the thesis is based on academic literature which was selected via the AAOCC criteria. Hence, the researched core concepts are the basis of the operationalisation out of which the questionnaire was made. Consequently, it is assured that the questionnaire measures what it was expected to measure. To measure the degree of construct validity may involve as well comparing the result obtained from the measure of those previously obtained from another or measures of the same construct(s) (Brotherton, 2008). The construct validity is reduced due to the fact that the research was carried out for the first time and thus cannot be compared to any other research. Nonetheless, the questionnaire stems from the theoretical framework which increases the construct validity.

4.4.2 Reliability
“Reliability means consistency or the degree to which a research instrument measures a given variable consistently every time it is used under the same condition with the same subjects” (Yilmaz, 2013, p. 317). The research reliability is increased by testing the measure before the data collection is carried out (Brotherton, 2008). For this research, no pre-usage testing was carried out to unknown respondents, which decreases the research’s reliability. However, the content and interpretation of the questionnaire’s questions was checked by several people, among them, the research teacher, the thesis supervisor and several of the researcher’s friends. Another measurement of reliability is the stability aspect of the research which can be assured by repeating the research over time and is known as the ‘test, retest’ method (Brotherton, 2008). Referring to this aspect, the research was investigated on a cross–sectional basis, which means only one time survey, which reduces the reliability because it was not compared to an outcome of another time. Furthermore, the research was not compared to any similar research that was already carried out, but as the questions are based on operationalisation and literature, the research can be undertaken by another research quite well which increases the reliability. Taking into consideration the method of pre-usage testing and retesting, the reliability of the research is low. However, it is supposable that if the research would be repeated under similar conditions likely outcomes would occur in particular with regards to the needs and wants of the customer, because the data output showed very homogenous results. Herewith especially the food quality, service quality and atmosphere dimensions are meant but also the choice of restaurant type and kitchen choice.

4.5 Conclusion
After having analysed and concluded the most important findings the sub–questions of the first central research questions are answered and conclusions are drawn based on the field research.
### What personas can be defined among Gijón’s residents? And what are the needs and wants of the personas?

<table>
<thead>
<tr>
<th>Persona profiles</th>
<th>What they say about themselves</th>
<th>Name</th>
<th>Age</th>
<th>Occupation</th>
<th>Family situation</th>
<th>Hobbies</th>
<th>Consumer pattern</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>“The worst thing for me is to be bored”</td>
<td>Laura González García</td>
<td>19</td>
<td>Student (1&lt;sup&gt;st&lt;/sup&gt; semester of marketing studies)</td>
<td>Single</td>
<td>Hanging out with friends, dancing</td>
<td>Cheap but trendy</td>
</tr>
<tr>
<td></td>
<td>“After my studies I want to go backpacking in Asia”</td>
<td>Julián Rodríguez Mendes</td>
<td>23</td>
<td>Student (5&lt;sup&gt;th&lt;/sup&gt; semester of engineering studies)</td>
<td>Single</td>
<td>Football, huge fan of Sporting Gijón</td>
<td>Products of good image</td>
</tr>
<tr>
<td></td>
<td>“I value good food and sharing time with my friends. Next semester I would love to go to Istanbul for a study abroad semester”</td>
<td>Andrea Álvarez Sánchez</td>
<td>26</td>
<td>Student (2&lt;sup&gt;nd&lt;/sup&gt; semester of master in business administration)</td>
<td>Single</td>
<td>Cooking and surfing</td>
<td>Good quality for an economic price</td>
</tr>
<tr>
<td></td>
<td>“I am looking for a work–life balance.”</td>
<td>Carolina Santa Cruz</td>
<td>38</td>
<td>Accountant</td>
<td>Married for 10 years; one son</td>
<td>Jogging and meeting friends</td>
<td>Sustainable</td>
</tr>
<tr>
<td></td>
<td>“After work there is nothing better than lying in the garden or going for a walk with our lovely dog.”</td>
<td>Camila Costa Diaz</td>
<td>47</td>
<td>Nurse</td>
<td>In a relationship</td>
<td>Weekly yoga class</td>
<td>Quality orientation; spends money for health &amp; family</td>
</tr>
<tr>
<td></td>
<td>“I would describe myself as a risk taker and liberty seeker”</td>
<td>Angel Fernandez Torres</td>
<td>56</td>
<td>Temporarily without work, normally construction worker</td>
<td>Married for 27 years; two grown up children</td>
<td>downhill mountain biker</td>
<td>Good quality for an economic price</td>
</tr>
<tr>
<td></td>
<td>“I am looking for challenges in life”</td>
<td>Marcos Rodríguez Sánchez</td>
<td>54</td>
<td>Self–employed, lawyer</td>
<td>Single</td>
<td>Running and being busy with his job</td>
<td>Quality rather than quantity</td>
</tr>
<tr>
<td></td>
<td>“Spending time with our grandchildren makes us happy”</td>
<td>José Fernandez Mulliez &amp; María Alonso Zapata</td>
<td>73 &amp; 72</td>
<td>Retired</td>
<td>Married for 45 years; three grown up children and five grandchildren</td>
<td>Water aerobics, spending time with their grandchildren</td>
<td>Spend money for family and healthy products</td>
</tr>
<tr>
<td>Eating out behaviour</td>
<td>She goes to a quick service restaurant with her <strong>friends once per week</strong> after University</td>
<td><strong>Once per week</strong> he goes to a casual restaurant or bar with his friends and once in a while also with his family</td>
<td><strong>Once per month</strong>. Andrea likes to go to a restaurant with her <strong>friends and family members</strong></td>
<td>Carolina goes <strong>more than once per week</strong> to a restaurant. She prefers Eating out with her <strong>partner, family and friends</strong> during lunch and dinner time.</td>
<td>Camila likes to go out for dinner <strong>once per week</strong>. She is accompanied by her husband other family members or friends.</td>
<td><strong>Less than once per month</strong> Angel goes to a restaurant. He likes to go out for lunch and dinner with <strong>family members or friends</strong>.</td>
<td>Marcos goes out for lunch <strong>once per week</strong>. Where he meets his friends and <strong>family members</strong> but also <strong>clients</strong>.</td>
</tr>
<tr>
<td>---</td>
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<td>---</td>
</tr>
<tr>
<td>Reasons to go to a restaurant</td>
<td><strong>To hang out with her friends</strong></td>
<td>The reasons for going to a restaurant vary a lot, from impulsive decision-making to planned family reunions</td>
<td>To meet her family and friends or due to certain events (Reunions from University etc.)</td>
<td>Her decisions are impulsive.</td>
<td><strong>Main reason to go to a restaurant is to meet her yoga friends</strong>.</td>
<td>To meet his friends and family members or to spend time with his wife.</td>
<td>His reasons to go to a restaurant are diverse, from impulsive decision making to business reasons.</td>
</tr>
<tr>
<td>Restaurant choice</td>
<td>She favours <strong>quick service restaurants</strong> McDonald’s or Domino’s Pizza</td>
<td>He favours typical <strong>Asturian restaurants, tapas bars</strong> where he can enjoy huge portions.</td>
<td>Andrea likes a <strong>variety of food</strong>. Among them she favours the <strong>Asian, Mexican and Spanish kitchen</strong>. She likes to go out for dinner at a <strong>casual dining restaurant</strong>.</td>
<td>Carolina likes <strong>casual dining restaurants</strong> where <strong>Spanish and Asturian cuisine is served</strong>. Furthermore she like to go to <strong>cider and tapas bars</strong>.</td>
<td>Camila prefers <strong>casual dining restaurants</strong> that serve <strong>Spanish and Asturian food</strong>. She also likes to go to <strong>cider and tapas bars</strong>.</td>
<td><strong>Angel prefers casual dining restaurants which serve Spanish food</strong></td>
<td><strong>Marcos values Spanish and Asturian restaurants</strong></td>
</tr>
</tbody>
</table>

(Table 2. Personas, source: own creation)
Which persona(s) is/are the best strategic fit for Llar del Molín’s current management style and is/are thus most appropriate to target?

The best strategic fit for Llar del Molín’s current management style are the personas Carolina Santa Cruz (36) and the married couple José Fernandez Mulliez (73) and María Alonso Zapata (72). These personas favour Asturian cuisine and spend more than 20€ per person. They are able to be reached via newspaper, flyer or travel guides which fit to the current marketing efforts of Llar del Molín. They can be grouped in the settled and organic consumer groups, which means that their consumption is rather abstinent and spent on quality and sustainable goods. These personas like to spend time with their family and friends and enjoy to live a quality way. Their lifestyle is in favour of the classic and ancient atmosphere the restaurant and hotel convey. Furthermore, the garden terrace and the view from the restaurant over the park provide them with their wishes and needs. It is a quiet place where they can enjoy lunch or dinner with their family members or friends.

What other persona(s) can become a strategic fit in the future?

Camila Costa Diaz (47) can be a strategic fit in the near future, because her lifestyle fits to Llar del Molín, which is similar to Carolina Santa Cruz, José Fernandez Mulliez and María Alonso Zapata. She likes Asturian food and spends 21€ to 25€ per person when going out. However, she goes to a restaurant less than once per month which means that it is hard to win her as a loyal client. Furthermore she favours review sites to get information about restaurants where Llar del Molín misses out to be present, this is why she is not a fit at the moment.

Next to that, Marcos Rodriguez Sánchez can be a good target in the future as he is single, works the whole day, likes Asturian food and spends 21€ to 25€. Furthermore he goes eating out with his clients who probably favour a restaurant with a nice and classic ambience. Marcos Rodriguez Sánchez is easier to reach than Camila Costa Diaz, because apart from reviews sites, he looks at the restaurants’ homepages or newspaper and likes to receive flyer. He is not yet in favour of the restaurant because the price–value of the daily menu is not satisfying for him.

Julián Rodriguez Mendes (23) and Angel Fernandez Torres (56) can be a strategic fit in the long–term. Both can be allocated in the dreamers and adventurers consumer groups, which means that both are passionate people and like to live in the moment. Their consumption is price oriented and target–oriented for innovative products and products of good image. Both are frequent stadium visitors and they recently enjoy going to the sport bars after an event to drink beer with their friends and to eat smaller snacks such as hamburger or tapas. Their favourite food is not yet available at the restaurant or cafeteria of Llar del Molín. However, as these personas are open–minded to try out different bars a new offer from Llar del Molín would attract them, as the cafeteria offers food at competitive prices.

What marketing combination will attract the targeted personas to visit the restaurant?

The targeted personas that are a best fit for the current management style are satisfied with the customer solution and the customer cost. However, the communication towards these personas needs to be adapted
as well as the customer convenience of making the product available to them. Better sign posting needs to be done so that the restaurant is more easily accessible. Furthermore, flyers need to be distributed and adverts need to be put in the newspaper. As a marketing activity smaller events can attract these personas because they are social people who like to go to a restaurant with their partner, family and/or friends.

With regards to the personas that can be targeted in the near future, the marketing mix needs to be adapted even more. Camila Costa Diaz is in favour of the same marketing combination as the personas who are the best fit, except for the availability of the product. The restaurant needs to be present on the major review sites to reach her. Marcos Rodriguez Sánchez needs to be attracted by a better customer solution. He could be enticed by a newly-created daily menu at a better economic price.

For the personas that are a good target on the long-term, Llar del Molín needs to innovate its current marketing strategy. The customer solution is the creation of a new cafeteria menu which would offer, above all, a variety of tapas and hamburgers which are offered at a good price to lower the customer cost. In order to reach the potential clients multi–channeling needs to be performed (flyer, more information on the homepage and internet). Above all, the internet presence needs to be improved, and Llar del Molín needs to have its own social media pages to be able to communicate with the potential clients.
5. Advice
Having concluded the field and desk research, the next step is to formulate coherent advice for El Parador de Gijón in order to solve the management’s problem. The advice part contains different steps, first of all the advice objective and advice question are stated, secondly alternative solutions to solve the management problem are presented and thirdly the alternative solutions are evaluated according to different criteria. From the evaluation, the best alternative is chosen from which suggestions for the implementation of advice are given. This is accompanied by a cost and benefit analysis.

5.1 Advice objective and advice question
The advice objective is to provide a customer-driven marketing strategy for El Parador de Gijón in order to increase the customer share of Gijón’s residents visiting its restaurant Llar del Molín. This is done by giving concrete advice which customer segment to target which is accompanied by giving advice on suitable marketing mix components: customer solution, convenience, cost and communication to increase the number of local customers. The following question is answered within the advice part:

*How does the formulated customer-driven marketing strategy support the increase of the number of Gijón’s residents visiting the restaurant?*

5.2 Overview of alternative solutions’ for advice
In the following three alternative solutions to solve the management question are presented. The alternative solutions are based upon the literature review and the field and desk research. The literature review of the thesis paper elaborated on the core topics *market segmentation, customers’ needs and wants on restaurant choice, marketing mix and competitive analysis*. Based on the literature review the field research and desk research gave insight into the core topics related to the market. Due to the findings of the field and desk research three different alternatives are defined and discussed in order to determine which of the alternatives is the best advice option to develop a customer-driven marketing strategy.

**Alternative 1**

**Personas:** Best fit personas

**Customer solution:** Events

**Customer convenience:** Newspaper, flyer, sign posting, homepage, TripAdvisor

**Communication:** printed advertisements

**Cost:** 20€ p.p.

The first alternative for Llar del Molín is the creation of two different events that should take place during the weekends of the winter months. Both events are tailored to the ‘best fit personas’ belonging especially to the settled and organic customer group. It became apparent during the field research that these personas are in favour of the concept of Llar del Molín and that the most important aspect of the marketing mix is the communication with the clients. Thus with the help of the events, it is expected to raise attention to the restaurant and to attract these ‘best fit’ personas.
“Cena para dos” (dinner for two)
The event “Cena para dos” is an offer that is available every Sunday night during the winter months (October till March). It includes a three course menu with the option of fish or meat for the main plate. Moreover, the clients have the option to choose to have water or wine included. The dinner is rounded off with a coffee. The dinner is offered for 20€ per person.

“Noche de amigos” (friends night out)
The event “Noche de amigos” is an offer that is available Friday and Saturday night for a group of a minimum of 3 persons. It is similar to the event “Cena para dos”, but also includes a welcome drink and a typical Asturian tapa. The dinner is offered for 20€ per person.

Alternative 2:
Personas: Best fit personas and personas that can be targeted in short term
Customer solution: Daily menu for a better economic price
Customer convenience: Newspaper, flyer, review sites, homepage, sign posting
Communication: printed advertisements and advertisement on the internet
The second alternative is to lower the price of the daily menu. The menu is offered every day for 20€ and includes a three course menu and drink included. The offer competes with the daily menu offer of the restaurants Amalur and Avant Garde. This product is designed for the best fit personas and the personas that can be targeted in short term.

Alternative 3:
Personas: Personas that can be targeted on the long term
Customer solution: Changing the menu of the cafeteria
Customer convenience: Internet
Communication: Social media
Cost: Tapa 3.60€, mini hamburger with fries 3€
This alternative is about creating an entirely new product to a new target group. The menu of the cafeteria will be changed and instead of offering typical Asturian food, the menu offers Spanish tapas and hamburger with fries.

5.3 Assessment criteria
In order to determine which of the alternatives would be the best solution for solving the management problem, criteria were defined together with the client to assess the different options. The criteria are divided into two groups with different grading scales. The first group of criteria is the strategic fit with vision and mission of the company, the growth of customer share, snowballing and competitive advantage. These criteria look at in how far the alternatives are in line with the company and create a sufficient change in order to solve the management problem. The last criteria financial implication, time implication and marketing effort look one step further namely at the effort of implementation. The mentioned criteria were
discussed and developed together with the client and furthermore rated according to prior agreement. The client mentioned that especially the criteria *strategic fit with vision and mission of the company* and *growth of customer share* are very important to her.

### 5.3.1 First group of criteria

With the criterion of *the strategic fit with vision and mission of the company* it is looked at in how far the new gastronomic offer of Llar del Molín is aligned with the overall vision and mission of the company. The alternatives are assessed in how far they fit the company’s strategy and if they are in line with the promise El Parador de Gijón gives to its clients. As being a four star hotel chain the company sets on high quality and personalised products to satisfy its clients. The company’s strategy is that its restaurants offer typical high quality food from the region and therefore Llar del Molín dishes are local Asturian specialties of high quality. The criterion is highly important for the company and that is why it needs to be looked at if the new products suit the management style.

With the second criterion *growth of customer share* the alternatives are assessed on their capability of attracting customers. As Llar del Molín misses out on the local residents, a crucial criterion is if the new product enhances the possibility to increase the number of Gijón’s residents coming to the restaurant/cafeteria. This is the overall objective to solve the management problem.

Furthermore, the criteria *snowballing* looks at the opportunities the alternatives provide for upselling. Hereby it is looked at if the products give room for upselling and what kind of target group the alternative is attracting and if this target group is in favour of deciding spontaneously for further consumption.

The last criterion is *competitive advantage*, which looks at how far the new alternatives distinguish themselves from competition. It needs to be determined how suitable the advice is to stand out from competition.

**Assessment I of alternatives**

For the first four criteria the grading scale is used as following: best solution for advice= ++, good solution for advice= +, sufficient solution= 0, weak solution: – and very weak solution= --.

**Assessment of alternatives**

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Alternative 1 (A1)</th>
<th>Alternative 2 (A2)</th>
<th>Alternative 3 (A3)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Events</td>
<td>Modified daily offer</td>
<td>New cafeteria menu</td>
</tr>
<tr>
<td>Strategic fit</td>
<td>++</td>
<td>++</td>
<td>0</td>
</tr>
<tr>
<td>Growth of customer share</td>
<td>++</td>
<td>–</td>
<td>0</td>
</tr>
<tr>
<td>Snowballing</td>
<td>0</td>
<td>–</td>
<td>++</td>
</tr>
<tr>
<td>Competitive advantage</td>
<td>++</td>
<td>--</td>
<td>+</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>+6</td>
<td>+2</td>
<td>+3</td>
</tr>
</tbody>
</table>

*(Table 3. Assessment of alternatives I, source: own creation)*
Regarding the criterion **strategic fit with vision and mission of the company**, the alternatives A1 and A2 match the current vision and mission of the company very well, because the offer stays in line with offering high quality service and typical Asturian food. Even though the price of the daily menu is reduced, it still stays in line with the concept of the hotel that is why both of the alternatives scored ++. Furthermore, the events of A1 are small and social events that support the company’s strategy of having a personalised service. A3 deviates from the mission and vision because especially hamburgers and Spanish tapas do not match the high quality and local kitchen standards. However, it is not a grave divergence, as it would be offered in cafeteria menu and not in the restaurant menu, for that reason it was assessed with 0.

With a closer look at the criterion **growth of customer share**, A1 was rated with ++ because the new created events are offered for a special price and include gratis specialties and therefore it is supposed that it will lure more customers. The events are targeted for the best fit personas which are in favour of small and social events. A2 was assessed with – which means that this alternative is quite weak to entice more customers. The reduced price of 5€ might not have a huge impact on the customers. Those customers who take lunch at the restaurant are clients who look for quality. These clients do not pay attention to the price in that sense, that 5€ will bother them. That is why a reduced price offer is not a great change of the current offer. A3 received a 0 because it might be a sufficient change to word-of-mouth propaganda. In particular in the introducing phase, this offer would be valued by families that take their children to the restaurant. It would not attract the people who visit the stadium in the first place because this clientele does not only look for the food but the atmosphere which will never be the same as that of the restaurants/bars under the stadium.

In terms of the criterion **snowballing**, A1 is assessed with a 0 because the events include a full menu which is why it will not be likely for the customers to consume more. Nevertheless, the events will take place during the evening and especially the event “Cena para dos” could be an allurement to stay overnight at the hotel. The target group has this disposable income to make this decision spontaneously, however as the target group lives in Gijón, it is doubtful that the option to stay overnight will be decided frequently. A2 scores a –, because the clients having lunch will receive a three course menu with drink, for which it is unlikely that the clients consume more even at that moment. A3 however is a good alternative solution, because the hamburger is offered for 3€ and a tapa for 3.60€ which is not a big portion. It is expected that clients will at least buy another tapa and a drink, because the price is cheap which lures to more consumption. When comparing A1 and A3, they score differently on the criteria. Although A3 is much more likely that snowballing works, it needs to be mentioned that A1 would have a greater value for the company in terms of money.

With a view to the criterion **competitive advantage** A1 was assessed with +++, because the events are innovative products and therefore create a competitive advantage for the company. Furthermore, these events set Llar del Molín apart from the others and solve the problem of managing the capacity of people. A2 received --, because although it is a better price offer than that of the restaurants that set on quality as Llar del Molín, it is a price difference of 1.50€ to 3€ which does not create competitive advantage. The type of customers that take lunch will not be aware of the price difference and will not see it as a better competitive offer. A3 was rated with + for being a competitive advantage because the restaurant competes with the restaurants/bars under the stadium. It is a better price offer and quality offer which is why the new cafeteria menu would create a competitive advantage.
To conclude the first part of assessment, it is visible that A1 scores highest on the different criteria. Furthermore, this outcome is underlined when looking at the criteria mentioned to be most important for the client namely being in line with the vision and mission of the company and increasing the customer share, because A1 is rated with ++ on these criteria. A3 is the second best option to implement, as it is a new product to a new target group. Here opportunities are higher to increase the customer share and to implement change on the long term. A2 however, scores really low on all categories except for the criterion strategic fit.

5.3.2 Second group of criteria
Having discussed the first group of criteria, the second group of criteria is described in the following. The criterion financial implication assesses the alternatives with regard to cost involvement. The different cost factors are assessed and furthermore it is looked at if El Parador de Gijón is likely to receive permission from the headquarters to implement the proposed alternatives.

Next to that, the criterion time implication looks at the time it takes to implement the alternatives into Llar del Molín’s concept. Hereby all the steps are taken into consideration that need to be done to actually carry out the alternatives, from preparation phase till implementation phase.

The last criterion marketing effort looks at how much effort is needed to reach and communicate with the target group. Furthermore it needs to be discussed in how far the necessary marketing actions are feasible for El Parador de Gijón at the moment and in how far the headquarters in Madrid needs to change their way of managing their marketing activities in the future.

Assessment II of alternatives
For the last three criteria the grading scale used is ‘high effort’ = −, ‘medium effort’ = 0 and ‘low effort’ = +. The best possible outcome is to have ‘low effort’ in all categories. In the end, however, it needs to be discussed in how far the alternatives are a return on investment and if other alternatives with more effort generate a greater change in the long–term.

<table>
<thead>
<tr>
<th>Alternatives</th>
<th>Alternative 1 (A1)</th>
<th>Alternative 2 (A2)</th>
<th>Alternative 3 (A3)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Criteria</td>
<td>Events</td>
<td>Modified daily menu</td>
<td>New cafeteria menu</td>
</tr>
<tr>
<td>Financial implication</td>
<td>0</td>
<td>+</td>
<td>-</td>
</tr>
<tr>
<td>Time implication</td>
<td>0</td>
<td>+</td>
<td>-</td>
</tr>
<tr>
<td>Marketing effort</td>
<td>0</td>
<td>0</td>
<td>-</td>
</tr>
<tr>
<td>Total</td>
<td>0</td>
<td>0</td>
<td>-</td>
</tr>
</tbody>
</table>

(Table 4. Assessment of criteria II, source: own creation)

Viewing on the criterion financial implication A2 is the alternative which has the lowest cost involvement, because the product in itself stays the same as only the price is reduced. The most important cost
involvement is marketing costs in order to increase the number of dishes sold per day. Furthermore, because the profit per dish is reduced, attention has to be paid as well on the purchase of ingredients. Both, A1 and A3 score a higher effort in that category, because these concepts are new and need to be developed which involves a higher effort than A2. However, A1 scores 0, because although it is a new product, the product is a bundled offer of existing F&B of the restaurant and therefore on the one hand does not involve any management costs e.g. training of employees or operating costs, but on the other hand it involves development and marketing costs. In comparison to the other alternatives, A3 scores highest on financial implication because the restaurant does not offer tapas and hamburger. Therefore these products need to be introduced, which involves development costs (menu adaption), management costs (training of cooking skills), operating costs (purchase of ingredients) and marketing costs. In general, the costs of all alternatives are estimated to be relatively low and likely to be accepted by the headquarters.

With regards to the criterion time implication A2 receives +, because the product exists and thus the time implication involves mainly the marketing effort. In comparison to A2, A1 is rated with 0, as the product needs to be introduced in the restaurant. Furthermore, the events have to be planned in detail and be accepted by the headquarters. Next to that, A3 scored –, because here as well the product needs to be accepted by the headquarters and introduced in the restaurant’s management. It would involve more time as it implies a change of the menu of the cafeteria.

Focusing on the criterion marketing effort, A1 and A2 are graded with 0, because these products are tailored for the “best fit personas” or “the personas that are likely to become a best fit”. Thus it is expected that the marketing effort is lower than the marketing effort for A3 which favours addressing a target group which currently does not fit the management style. The field research showed that the best fit personas or those that are likely to become a best fit can be reached apart from the internet also via print advertisements. As identified by the field research, the current internet presence of El Parador de Gijón and Llar del Molín is poor and thus using print advertisement is the best way to communicate with prospected clients at the moment. However, the marketing effort in general, does not matter which alternative needs to be improved, this is why no alternative scored +. The target group for A3 is in favour of getting information mainly via internet (social media, review sites or the homepage), for which the marketing effort is high. Here, El Parador de Gijón needs to work on their Facebook page and should demand independence on social media presence in general.

Concluding the second assessment, the alternative requiring the least amount of effort to implement is A2 because the product in itself does not change which makes it easy to carry out. A1 involves a higher effort, as, although the product is an existing F&B combination, the product in itself needs to be developed. The highest effort shows A3, as it is a new product offered to a target group which is out of reach at the moment.

Final recommendations
Looking back at the assessment, the best alternative to implement is A1. Although financial implication, time implication and marketing effort require more effort than A2, A1 offers a higher possibility to increase the number of local people coming to the restaurant. By introducing small-scale events during the weekends, Llar del Molín sets itself apart from the offers of the other restaurants. Furthermore, these
events are tailored for the best fit personas, which means that the risk of a failure of implementation is reduced. Moreover, the current marketing strategy of Paradores makes it difficult for Llar del Molín to attract prospective clients via the internet. Even if the headquarters is not changing its way of handling marketing activities, the best fit personas can still be reached by inserting an advertisement in the newspaper, distributing flyers and carrying out a better sign posting. Furthermore, the price-value that the events offer is in line with the needs and wishes of the best fit personas.

5.4 PDCA cycle

After having determined the best alternative solution, the next step is to develop an implementation plan for introducing the events in the current management style. The Plan–Do–Check–Act cycle by W. Edwards Deming, will be applied, which is a helpful tool to formulate the implementation step by step and to make sure that the implementation is carried out in a controlled way. The Plan phase involves determining goals and setting objectives to achieve a successful outcome. In the Do phase it is expected by the company to implement aspects of the implementation plan so that in the Check phase it can be looked at how efficient the implementation has been and if success and problems could be identified to improve the plan. The last phase is the Act phase in which the alternative solution will be fully incorporated. However, as it is a cycle it does not end in the Act phase, but requires to be continuously repeated to maintain and improve the process. (Mind tools, 2015).

Figure 2. PDCA cycle, source: Mind tools, 2015

1) Plan Phase

In the Plan phase goals and objectives to target the best fit personas and to bring the new product to the market need to be established. The hotel director, Pilar Valdés Nomparte will be in charge of the project and she will determine what needs to be done, when and by whom. As she followed and supervised this thesis project, she has already understood what crucial steps need to be undertaken to integrate the events in the organisation in order to solve the management problem.
The goals for the project are as follows:

- To increase the restaurant sales
- To increase the occupancy rate
- To anticipate customer needs through feedback
- To adapt faster to changes by managing marketing activities as a single entity

Objectives for the project are as follows:

- Talk and inform the headquarters about the project until end of July 2015
- Consult with an external company about sign posting to make the hotel more visible in the area until end of July 2015
- Plan marketing activities: create a slogan for the radio, advertisement for the newspaper, layout for flyers and adapt the website accordingly until end of August 2015
- Create a second TripAdvisor account until end of August 2015
- Inform the employees about the project and adapt the working schedule of the employees
- Increase the knowledge about the events of the current guests
- Implement marketing activities in September 2015
- Start with launching the events in October 2015
- Increase the restaurant sales by 15% until end of March 2016
- Increase the restaurant occupancy by 15% until end of March 2016

2) Do Phase

The Do phase is about developing and launching the product. In the Do phase, Pilar Valdés Nomparte needs to have a clear overview of the project, the objectives, and goals to make sure that the project will be implemented on time but she also needs to control the costs. The phase needs to translate the plan into actions and to move forward with the project in order to be able to implement the events by October 2015.

The most important activity in the Do phase is marketing, as the events are a new product which needs to be communicated to the clients. As identified in the field and desk research, the communication to the clientele is lacking, as already for many existing clients it is difficult to find the restaurant and the internet presence it not managed well. Thus for prospective clients, sign posting and communication needs to be increased even more, which is why marketing is one of the most important aspects of the implementation plan. Furthermore, the findings of the field research showed that the majority believes in the recommendation of friends and family members, this is why awareness and interest in the product needs to be created. Once customers are satisfied with the product, word of mouth propaganda will help to spread the news of the events.

All activities of the events are carried out by the existing work force. This means that no additional employees will be hired. In addition, it is assumed that a meeting about the new events is sufficient to inform the work force and that no additional training is needed as the events are a bundled F&B product of the restaurant.

3) Check Phase
The *Check* phase is about analysing the process, retrieving productive feedback from clients that attended the events and to monitor the set goals to detect points of improvement. The evaluation process is set to start in the beginning of 2016, after three to four months of launching the product. Hereby it especially needs to be looked at the numbers of visitors, the generated turnover, and profit, because these numbers are the most obvious and easiest measurement to find out if the implementation was successful or not. It needs to be taken into consideration that launching a product also requires some time. This is why the financial figures will most likely not be exactly the ones calculated in the section 5.4.1. However, if the numbers are satisfactory, it is definitely a sign to continue with the events, if not the first two phases need to be re-analysed to modify the steps of implementation. Hereby, in particular the clients’ feedback helps to adapt the events better to the clients’ needs and wants. After having evaluated the events it needs to be decided if the *Do* phase needs to be repeated and modified or if the hotel is satisfied with the outcome so that the implementation of the product can be fully carried out and be integrated in the business strategy.

4) *Act* Phase
In the *Act* phase the best alternative solution will be fully implemented. As in the previous phases the implementation process was monitored and possibly adjusted, the customer-driven-marketing strategy can be incorporated as a new business strategy. Once the product is launched, the marketing activities can be even increased and expended. As mentioned in the introduction of the PDCA cycle, the process of evaluating does not end with the *Act* phase. It might be a perfect product for 2015/2016 but can easily not meet the clients’ demands in the following years. This is why the cycle needs to be repeated regularly.

5.5 Financial implication of advice
In the following section, the costs and benefits of the implementation of the most suitable alternative are stated. Every organisational change on the one hand implies an implantation process and cost involvements but on the other hand also expects to create benefits on the long term.

5.5.1 Costs
The two tables show the costs that occur for each event, which are labour costs, F&B costs, marketing costs, decoration costs and indirect costs. Costs that occur during the planning phase, such as creating flyers or a radio spot, are not taken into consideration, as it is assumed by the client that this will be done during the normal working hours which are difficult to calculate. Furthermore the tables show the indirect costs of gas, water and electricity which is an approximate estimate as this is also difficult to determine.

Below, the cost calculation of “Noche de Amigos” is stated, which assumes that per event night 60 people will attend the restaurant.

<table>
<thead>
<tr>
<th>Type of cost</th>
<th>Explanation</th>
<th>Calculation</th>
<th>Total costs “Noche de Amigos”</th>
</tr>
</thead>
<tbody>
<tr>
<td>Labour costs</td>
<td>-4 employees in the kitchen</td>
<td>22.5€ p.p. per 4h of work (22.5€ x 8 persons)</td>
<td>180€</td>
</tr>
<tr>
<td></td>
<td>-4 employees serving the tables</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
For F&B El Parador de Gijón has to follow a certain ratio of costs. For food, no more than 27% out of 100% are required to be costs and for beverage the ratios is 22%. As the price of the event is 20€, 15€ is allocated to food which is why 4.05€ are costs and 5€ to beverage, which is why 1.1€ are costs. It is expected that per event night a cost of 564.20€ arises if 60 people will attend the restaurant. The F&B costs and indirect costs will vary if more or less people attend the restaurant. If 60 people dine at the restaurant, a turnover of 1200€ is generated and a profit of 635.80€. The event needs to be attended by a minimum of 29 people per event night to break even.

Below, the cost calculation of “Cena para dos” is stated which expects to have 40 visitors per event night (20 couples).
Indirect costs

<table>
<thead>
<tr>
<th></th>
<th>-gas</th>
<th>-water</th>
<th>-electricity</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>0.12€ per person</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td></td>
<td>(0.12€ x 40 persons)</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>4.80€</td>
</tr>
</tbody>
</table>

(Table 6. Expected costs of advice for “Cena para dos”, own elaboration, source: El Parador de Gijón)

It is expected that per event night costs of 432.80€ arise if 40 people attend the restaurant. If 40 people dine at the restaurant, a turnover of 800€ is generated and a profit of 367.20€. The event needs to be attended by a minimum of 22 people per event night to break even.

To sum up, if the expected number of visitors will attend the events a profit of 1638.80€ is generated every weekend (Fridays and Saturdays night the event “Noche de Amigos” would take place and Sundays the event “Cena para dos” would take place). As calculated like that, the financial figures of “Noche de amigos” are slightly better as the profit margin is expected to be slightly larger.

5.5.2 Feasibility and benefits
The two events are feasible to implement this year during the winter months as the planning phase does not involve many steps. This is why the events can be communicated to the target group end of this summer so that they can take place from October on this year. As marketing is done via print media and radio, it will not interfere with the requests of the headquarters as these are the marketing instruments El Parador de Gijón already makes use of. Furthermore costs that incur are feasible for the hotel as the expected profit margin is relatively large which is why the events can be forwarded in order to receive permission from the headquarters in Madrid. Furthermore, benefits are expected to be noticeable from the first day the events take place as the events suit the needs and wants of the best fit personas and are expected to increase the satisfaction level. The events are assumed to increase the attractiveness of the restaurant which, with great probability, will lead to an increase in the occupancy rate. As identified in the desk research the events are original and different from the offer of the competitors which has again a high chance to enlarge word of mouth propaganda and to increase the number of visitors. The increased turnover of the restaurant during the winter months will support the overall income of the hotel and will help the hotel to stay out of the red. To sum it up, the expected benefits are an increase in turnover during the winter months and an overall support to stay out of the red for El Parador de Gijón due to an increasing occupancy rate and satisfaction level among the best fit personas.

5.6 Conclusion
Within the advice part, the advice question “How does the formulated customer-driven marketing strategy support the increase of the number of Gijón’s residents visiting the restaurant?” is answered. Among the three alternative solutions “creating small-scale events during the weekends”, “lowering the price of the daily menu” and “changing the menu of the cafeteria”, El Parador de Gijón is advised to focus on small-scale events. This option scored highest on the criteria strategic fit, customer share and competitive advantage which shows that this alternative has a low risk of failure. Furthermore this is supported by the fact that offering small-scale events are in line with the findings of the field and desk research. The SWOT
analysis identified that El Parador de Gijón, is not using its location and capacity of people for hosting events and that its competitors carry out many more events. The field research found out that the needs and wants of the best fit personas are the product Llar del Molin is currently offering to its guests, because the best fit personas like Asturian food, are willing to spend 20€ on quality food, and like to enjoy a restaurant which has a quiet atmosphere, but which is not communicated in the right way. The events are innovative and created to enhance the attractiveness of the restaurant but in the same way a bundled product of the restaurant. This shows that marketing is all about how the restaurant communicates its products to the clients.

The formulated customer-driven marketing strategy supports the increase of the number of Gijón's residents visiting the restaurant because it attracts the target group which is most likely to come to the restaurant and because it is an innovative and social product it enhances the probability of increasing the number of local guests attending the restaurant. As the events are tailored to the best fit personas it is expected that the satisfaction level will be high which encourages word of mouth propaganda, which is one of the most crucial factors for restaurants.
Afterword

The thesis paper is the last project of my Tourism Management studies at Saxion University of Applied Sciences. From the beginning, I was very grateful that I got the opportunity to write my final project for the hotel El Parador de Gijón and that I could continue my stay in Spain after my Erasmus studies. I am thankful to have written the thesis with a foreign company in a foreign country and to have gained more international experiences. Within the afterword, I would like to refer to managing the thesis project, the communication with client and examiners and the value the thesis has for other companies within the hospitality industry.

With regards to managing the thesis project, I can say in general that the thesis semester was challenging and interesting but also demanded a lot of self-discipline and stress control. For me especially the time period till the initial thesis proposal exam was the most challenging one. Due to the fact that I wrote the thesis in Spain I was not able to attend the introduction week at Saxion. Although the information was available on intranet, it was hard to get to grips with the start of the thesis project. Although Skype was a good alternative to stay in contact with fellow students, I sometimes missed their direct contact to be motivated. Furthermore, I got a lot of input from my client and suggestions from my first examiner which was good in that sense that I got inspiration but also difficult because I felt stuck to find my own way through the project. I felt that it was not my own work and investigation that I am doing, but the need to satisfy all parties of the project. Hence, in the beginning I missed out on defining my own position towards the project, which also led me to the point of being frustrated and unmotivated. This insecurity and feeling of not finding my own way through the thesis project changed after the initial thesis proposal exam, as the feedback helped me to improve the approach of the thesis topic. When the first period of the thesis semester was bridged, the process of the thesis went more smoothly and the frustration from the beginning was forgotten.

The most enjoyable part of the thesis for me was to conduct the field research and to evaluate and analyze the data output from the questionnaire because finding points of improvement and to draw conclusions was something which could finally be grasped at. Especially the creation of the personas demanded creativity which I enjoy. Finally, some components of the advice part implied difficulties such as the financial implications. However, with the support of the client I managed to find the right conclusions. Looking back at the thesis semester I had strict time planning, which helped me to stay organised because being one’s own boss can be quite challenging at times. Nevertheless, there were many days were I had the feeling of being quite unproductive or that I was asking myself if I was heading in the right direction. I am a rather critical person, which is positive on the one hand because I question myself many times to achieve the best possible outcome, but on the other hand it is tiring because I feel stressed at many times. However, looking back I am satisfied with my own time management because I never had the feeling that I had a delay with the process of the thesis. In summary, the thesis semester challenged me to solve a management problem of a foreign company from which I learned a lot. It was not only the thesis in itself which helped me to develop more skills but the thing in itself, to manage everything abroad in Spain.

With view to the communication with the client and the examiners within the thesis semester, everything went very well. I was in constant contact with my client who was really patient with answering my
questions, doubts and insecurities. Mrs. Valdés Nomparte showed a lot of flexibility which facilitated my work a lot and she offered her help whenever I needed it. As the hotel was situated close by, I could stop by for whatever question or doubt came up. Her open-minded and calm attitude was motivating for me, because I felt comfortable to express my opinion and challenges that I faced. Moreover, even if I did not work at the hotel I got to know the organisation of the company. Especially in the first week, she took her time to show me all departments and to explain to me the way the hotel chain is working.

Aside from that, the communication with my examiner, Mr. van Haaps, went well. I got support about the thesis content when I needed it and the email and skype contact was always managed on time. Furthermore, requests to schedule a skype meeting, even urgently from my side, were always realised. His input, especially about up-to-date marketing models helped me a lot in that way, that it made the work for me more demanding and interesting. Sometimes I felt that the role of the first examiner is a bit contradicting because the first examiner was there to supervise me and to give support when it was needed, but also had the role of assessing my work. Although the communication went well, the communication with the supervisor could be even better in my opinion if the supervisor does not have the role of examining the work, but only persons that are not involved.

Next to that, Ms. Van Rijn, my research teacher, was a great support with regards to all the research topics. The email contact went fast and the skype meetings were very productive. She assisted me a lot and I felt being in good hands to ask for feedback and to pose questions.

Finally I would like to refer to the broader value the thesis has to the hospitality industry. First of all, the thesis paper has a greater value for international or national companies in the hospitality industry that have a centralised organisational structure. Literature research showed that the hospitality industry has become a competitive marketplace where customers have a wide range of choices and for that need to be treated carefully. It is essential to understand the company’s target group and its needs and wants to be successful. The thesis addresses difficulties that these companies face to put the client in the centre of approach, because the personalised customer approach is missing. Clients are the most important stakeholder for companies in the hospitality industry where care for the customer is the first priority. Especially companies which attract clients who demand value and high quality for their money, it is crucial to implement a personalised management style. Next to that, the thesis consults about the increase of customer share for hospitality businesses. The paper shows that a centralised management style inhibits to increase the share of clients for single entities of big companies. Results show that if marketing activities are only managed from one central office, the risk is high in missing out on many potential clients because marketing activities can only be designed very generally and cannot be designed according to each entity. Next to that, the thesis gives a clear insight into approaching a new prospective target group for business growth. From the field research it became apparent that hospitality enterprises need to adapt to trends and developments. For example, the finding showed that apart from word of mouth recommendations, internet is the second source to be used to retrieve valuable information. It shows that it is necessary for hospitality enterprises to adapt and integrate these developments in their management style to reach clients. A company cannot be successful if it misses out on knowing how to reach its clients and thus fails to make the company’s offer available to the client.
Likewise, this thesis has a greater value for state-owned companies. The thesis addresses the difficulties that hotel chains face in solving their financial problems. Thus, franchising or outsourcing activities and involving private stakeholders is a complicated issue to realise. The thesis responds to the need of a decentralised management style for big companies and also the need to anticipate and adapt to trends and developments in order to be successful in the future.
Bibliography:


Appendixes:

A. Search methods

B. Definitions

C. Roper Consumer Styles Model

D. Operationalisation

E. Questionnaire

F. Desk Research – SWOT analysis

G. Data output univariate and bivariate analysis

H. Daily Menu

I. Menu Cafeteria
A. Search methods

*Search engines, books and documents*

Search engines used to retrieve quality academic literature documents are Saxion library (www.saxionbibliotheek.nl), google scholar (www.scholar.google.com) and google. Especially the databases of ScienceDirect and EBSCO of the Saxion library are used to retrieve quality data which correspond to the AAOCC criteria. For the thesis report, journals such as ‘Journal of Foodservice Business Research’, ‘Journal of Hospitality & Leisure Marketing’ and ‘Journal of Hospitality Marketing’ are mainly used and furthermore, books related to the thesis topic such as ‘Marketing for Hospitality and Tourism’ by Kotler, Bowen and Makens (2010) and ‘Researching Hospitality and Tourism’ by Brotherton (2008).

*Search terms*

The main search terms of the literature research are: marketing strategy, customer needs and wants, restaurant sector AND customer segmentation, market segmentation, personas, market division, customer expectation, promotion AND restaurant, product AND restaurant, customer reach, company analysis, customer needs and wants AND type of restaurant, service quality AND models, market analysis in tourism, aspects of food quality, aspects of service quality, restaurant selection, factors of restaurant selection, marketing mix, marketing mix modification, competitive strategies and SWOT analysis. To find additional sources the snow ball method is applied. This method looks at references of found sources in order to find literature that is appropriate for the report topic (Brotherton, 2008).

*Evaluation criteria*

In order to measure the quality of the source found the AAOCC criteria will be applied. It is important to evaluate the sources on ‘authority’ meaning that the authors’ names should be stated. The criterion ‘accuracy’ refers to the content of the source which must be accurate, reliable and error-free. Furthermore the content must be understandable and reasonable. Another important indicator of the quality of the source is whether the author refers to other sources in order to support the arguments in the text. The criterion ‘objectivity’ looks at the author’s purpose and if the author uses facts or his/her own opinion and if any bias are apparent. Another evaluation criterion is ‘currency’ which looks at the text’s validity meaning that the information stated must be up to date. Next, the criterion ‘coverage’ looks at the relevance of the source with regard to the research topic, which audience is targeted and if the information is complete, unique and presented at an appropriate manner. (Science Libraries at UC Berkeley, 2012). With regard to the thesis paper, it can be said that the AAOCC criteria was applied appropriately as first of all, all of the sources used contain names or institutes. Furthermore, most of the sources used are sources between the years 2010 and 2015, to make sure that the thesis deals with current topics and trends and developments. Different definitions of the core concepts are discussed and evaluated in the literature review to make certain that the thesis paper deals with appropriate and up-to-date models and literature. Next to that, in order to avoid bias and to ascertain that the sources are reliable, special attention was paid on using databases where only academic literature could be found.
### B. Definitions

<table>
<thead>
<tr>
<th>(Customer-driven) marketing strategy</th>
<th>The marketing logic by which the company hopes to create customer value and achieve profitable relationships.</th>
<th>Kotler et al., p.666</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>An organization's strategy that combines all of its marketing goals into one comprehensive plan. A good marketing strategy should be drawn from market research and focus on the right product mix in order to achieve the maximum profit potential and sustain the business. The marketing strategy is the foundation of a marketing plan.</td>
<td><a href="http://www.businessdictionary.com/definition/marketing-strategy.htm">http://www.businessdictionary.com/definition/marketing-strategy.htm</a></td>
</tr>
<tr>
<td></td>
<td>In today’s competitive marketplace, companies need to be customer centred. They must win customers from competitors and then keep and grow them by delivering greater value.</td>
<td>Kotler et al., p.69</td>
</tr>
<tr>
<td>Market segmentation</td>
<td>A segment is a group of customers or potential customers with similar characteristics, needs and requirements. Segmentation allows marketers to identify and differentiate between the needs of the customer groups that make up a particular market</td>
<td>Mascull, 2010, p.58</td>
</tr>
<tr>
<td></td>
<td>According to Kotler et al. the four most popular segmentation bases to segment a market are geographic (markets segmented by geographic region, population density or climate), demographic (markets segmented by age, sex, size and family type, etc.), psychographic (markets segmented by life-style variables) and behavioral segmentation (markets segmented by purchase occasion, benefits sought, user status).</td>
<td>Kotler et al., p. 199</td>
</tr>
<tr>
<td></td>
<td>The Gfk group argues that concepts of life, values and intentions of the consumers are so multifaceted that the population must be segmented into homogeneous population groups with the same characteristic values, interests and activities and consumption patterns.</td>
<td>Gfk group, 2007</td>
</tr>
<tr>
<td></td>
<td>Marketing segmentation consists of classifying consumers according to demographic or geographic data. Personas are often put into the same category, in fact personas are fictional user archetypes based</td>
<td>Karowski et al., 2011</td>
</tr>
<tr>
<td>Customers’ needs and wants</td>
<td>According to Maslow, human needs are arranged in a hierarchical order so that higher order needs become aroused only after lower order needs have been at least partially satisfied. They can be divided into basic needs (physiological, safety, love and esteem) and growth needs (self-actualization)</td>
<td><a href="http://www.simplypsychology.org/maslow.html">http://www.simplypsychology.org/maslow.html</a></td>
</tr>
<tr>
<td>---</td>
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<td>---</td>
</tr>
<tr>
<td></td>
<td>The process of customers’ decision begins when customers need a service. The decision regarding which restaurant a customer chooses may be motivated by each customer’s own personal attribute. Knowing which attributes most impact a customer’s decision about dining out is fundamental for restaurant managers in designing marketing strategies</td>
<td>Hwang, Choi, Lee, &amp; Park, 2012, p. 227</td>
</tr>
<tr>
<td></td>
<td>The models SERVQUAL and Service Quality Attributes by Haywood-Farmer focus on identifying the gap between customer expectations and customer perception to meet customers’ needs and wants.</td>
<td>Yarimoglu, 2014</td>
</tr>
<tr>
<td>Marketing Mix</td>
<td>The technique of ‘Restaurant Comment Card Content Analysis Dimensions’ investigates four dimensions: food (quality, price, temperature, taste, variety, portion etc.), service (friendliness, speed, time, quality, helpfulness etc.) environment (cleanliness, atmosphere, restrooms, comfort etc.) and overall experience (experience and service quality).</td>
<td>Keith and Simmers, 2011</td>
</tr>
<tr>
<td></td>
<td>The marketing mix is the set of controllable, tactical marketing tools that the firm blends to produce the response it wants in the target market. The marketing mix consists of everything the firm can do to influence the demand for its product. The many possibilities can be collected into four groups of variables known as the four Ps: product, price, place, promotion.</td>
<td>Kotler et al., p.70</td>
</tr>
<tr>
<td></td>
<td>Paul and Bihani (2014) approach builds on Lauterborn’s customer-driven marketing mix who was a pioneer in replacing the 4 P’s with the 4 C’s:</td>
<td>Paul and Bihani (2014)</td>
</tr>
<tr>
<td>Customer needs, convenience, cost and communication. Paul and Bihani (2014) 5 C’s are: customer solution (product), customer cost (price), convenience (place), communication (promotion) and customer expectation</td>
<td>Bag and Biswas, 2013</td>
<td></td>
</tr>
<tr>
<td>---</td>
<td>---</td>
<td></td>
</tr>
<tr>
<td>The ‘Four P’s Compass Model’ develops each P of the traditional marketing mix in terms of four directions of a compass. Considered product related factors are: new, eco-friendly, sustainable and warranty. The price should be determined by looking at the variable nominal, environment, stabilize, weighted. Variables related to place are national and international, effective and efficient distribution, social and cultural circumstances and weather (avoidance of environmental pollution). Promotion should be looked at numberless consistent message, electronic devices application, special discount offer and well information.</td>
<td>Pomering et al., 2011</td>
<td></td>
</tr>
<tr>
<td>The marketing mix comprises 10 P’s: product, price, place, promotion, participants, process, physical evidence, partnership, packaging and programming that shall be cross-referenced against the triple bottom line (people, planet and profit). This marketing mix takes into consideration the societal marketing orientation that targets the needs, wants and interests of the customers but simultaneously meets the needs for society-at-large: environmental integrity, social equity and economic prosperity.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Competitive analysis</td>
<td>Competitive analysis is an analysis of an organization’s competitors. It is critical to be honest about admitting the strengths and weaknesses of your competitors. The analysis should chart the strengths and weaknesses of competitors, the attractions they offer, and the features and benefits of their services in comparison to each other and your organization. An analysis of the primary strengths and weaknesses, objectives, strategies, and other information relative to competitors</td>
<td><a href="http://www-tandfonline-com.sxious.idm.oclc.org/doi/pdf/10.1300/J073v08n03_08">http://www-tandfonline-com.sxious.idm.oclc.org/doi/pdf/10.1300/J073v08n03_08</a> (p.116)</td>
</tr>
</tbody>
</table>
C. Roper Consumer Styles Model

(Figure C.1 Roper Consumer Styles Model: Structure of value orientations and lifestyle, source: GfK group (2007))

(Figure C.2 Roper Consumer Styles Model: Values and drivers for consumption, source: GfK group (2007))
(Figure C.3 Roper Consumer Styles Model: Structure of consumption behaviour and preference, source: GfK group (2007))
### Description of consumer groups:

<table>
<thead>
<tr>
<th><strong>Dreamers</strong></th>
<th><strong>Homebodies</strong></th>
<th><strong>Settled</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Dream of great fortune</td>
<td>Friends in the surrounding area play an important role in their lives</td>
<td>Traditional attitude in life</td>
</tr>
<tr>
<td>This group is drawn to brands with a strong image as well as to good bargains</td>
<td>Yearning for security and status</td>
<td>Desire for peace and harmony</td>
</tr>
<tr>
<td>Mainly young and materialistic people</td>
<td>This group seeks out products that offer security and acceptance</td>
<td>This group consciously cultivates a simple consumer style that is oriented toward family, security and health</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Adventurers</strong></th>
<th><strong>Rational–Realists</strong></th>
<th><strong>Open–minded</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Living passions</td>
<td>Hard work and respect for the nature</td>
<td>Between self–realization, social responsibility and enjoyment</td>
</tr>
<tr>
<td>Conspicuous trendsetters, attracted to recreation– and innovation–oriented consumption</td>
<td>Critical people that look towards the future and a better world</td>
<td>Upscale consumer style oriented toward lifestyle and ambience</td>
</tr>
<tr>
<td>Mainly young and dynamic people</td>
<td>This group spends significant time seeking out brands that meet their exacting demands</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Organics</strong></th>
<th><strong>Demanding</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Search for sustainability and intellectual enrichment</td>
<td>Sense of duty and discipline</td>
</tr>
<tr>
<td>Value their social and natural environment</td>
<td>Meticulous people with traditional attitude in life who have high expectations from themselves and their surrounding</td>
</tr>
<tr>
<td>Rational consumer style oriented toward high quality and sustainability</td>
<td>Demanding consumer style</td>
</tr>
</tbody>
</table>

*(Table C.1 Description of consumer groups, source: Gfk (2007))*
D. Operationalisation

1) Market Segmentation

(Figure D.1 Code tree: Market segmentation, source: own creation)
2) Customers' needs and wants

(Figure D.2 Code tree: Customers’ needs and wants, source: own creation)
3) Marketing Mix

(Figure D.3 Code tree: Marketing Mix, source: own creation)
E. Questionnaire

Dear citizen, for the bachelor thesis of my tourism studies I write a marketing plan for El Parador de Gijón’s restaurant “Llar de Molín” situated in “Park Isabel la Católica”. The objective of the questionnaire is to identify characteristics of Gijón’s residents with regard to restaurant selection. The results of the questionnaire will help me to write an advice for the hotel and restaurant on how to attract more local people. In total there are 18 questions and it will take about 5 min. of your time. Your answers are anonymous. Thank you for participating in my survey! Johanna Slupinski

1. What are the reasons for you to go to a restaurant? (several answers possible)
   - Unconscious mind (impulse)
   - Internal conditions (hunger, thirst)
   - Events (birthday, family reunion, party)
   - Meeting friends or family members
   - Business reasons

2. How often do you eat out? (only one answer please)
   - Less than once per month
   - Once per month
   - Once per week
   - More than once per week

3. What type of restaurant do you prefer? (only one answer possible)
   - Quick service restaurant (e.g. Mc Donald’s)
   - Casual dining (no star)
   - Fine dining restaurant (recommended)

4. What do you normally spend per person when you go out eating? (only one answer possible)
   - <10€
   - 10–15€
   - 16–20€
   - 21–25€
   - >25€

5. When you choose a restaurant, how important is the food quality for you? (only one answer per category)

<table>
<thead>
<tr>
<th>Food taste</th>
<th>Not important</th>
<th>Not very important</th>
<th>Neutral</th>
<th>Important</th>
<th>Very important</th>
</tr>
</thead>
<tbody>
<tr>
<td>Food presentation</td>
<td>o</td>
<td>o</td>
<td>o</td>
<td>o</td>
<td>o</td>
</tr>
<tr>
<td>Food portion</td>
<td>o</td>
<td>o</td>
<td>o</td>
<td>o</td>
<td>o</td>
</tr>
<tr>
<td>Biological ingredients</td>
<td>o</td>
<td>o</td>
<td>o</td>
<td>o</td>
<td>o</td>
</tr>
</tbody>
</table>
6. When you choose a restaurant, how important is the service quality for you? *(only one answer per category)*

<table>
<thead>
<tr>
<th>Category</th>
<th>Not important</th>
<th>Not very important</th>
<th>Neutral</th>
<th>Important</th>
<th>Very important</th>
</tr>
</thead>
<tbody>
<tr>
<td>Menu variety (e.g. vegetarian meals)</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
<tr>
<td>Price</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
<tr>
<td>Employees’ hospitality</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
<tr>
<td>Benefits for loyal customers</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
<tr>
<td>Menu for children</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
<tr>
<td>Waiting time</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
</tbody>
</table>

7. When you choose a restaurant, how important is the atmosphere for you? *(only one answer per category)*

<table>
<thead>
<tr>
<th>Category</th>
<th>Not important</th>
<th>Not very important</th>
<th>Neutral</th>
<th>Important</th>
<th>Very important</th>
</tr>
</thead>
<tbody>
<tr>
<td>Noise level</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
<tr>
<td>Cleanliness</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
<tr>
<td>Decoration</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
<tr>
<td>Seating comfort</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
<tr>
<td>Lightening &amp; music</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
</tbody>
</table>

8. What type of kitchen do you prefer? *(several answers possible)*

- ○ Spanish restaurant
- ○ Asturian restaurant
- ○ Italian restaurant
- ○ Mexican restaurant
- ○ Asian restaurant
- ○ Cider bar
- ○ Tapas bar
- ○ Others, namely____________________

9. During which time do you prefer to eat out? *(several answers possible)*

- ○ Breakfast
- ○ Lunch
- ○ Dinner

10. Where do you look for information about a restaurant? *(several answers possible)*

- ○ Recommendations from family and friends
- ○ Google
- ○ Review sites (e.g. Tripadvisor)
- ○ Homepage
- ○ Social media
- ○ Newspaper
- ○ Travel guides
- ○ Brochure / Flyer
- ○ Others, namely____________________
11. How can you be best reached to promote a restaurant to you? (several answers possible)

- Television
- Radio
- Newspaper
- Internet (e.g. social media)
- Flyer
- E-mail

12. Who do you usually eat out with? (several answers possible)

- Alone
- With my partner
- With friends
- With my family
- With colleagues
- Others, namely____________________

13. Are you...?

- Male
- Female

14. How old are you?

- <19
- 20–24
- 25–29
- 30–44
- 45–64
- 65+

15. What is your occupation?

- Apprenticeship
- Student
- Self–employed
- Worker
- Temporarily without work
- Unemployed
- Retired
- Others, namely____________________

16. What is your family status?

- Single
- Single with child/children
- In a relationship
- In a relationship with child/children
- Others, Namely____________________

17. What products do you spend your money on? (only one answer possible)

- Cheap quality products
- Trendy fashionable products
- Products for health and family
- Innovative/ new products
- Customized designed products
- Educational products
- Fair–trade, ecofriendly products
- Established quality products
18. What kind of holiday trip do you prefer? (only one answer possible)

- Last-minute trip
- Regional trip
- Day trip
- Adventure trip
- Individual trip
- Cultural trip
- Nature trip
- High standard trip

Thank you for your time!
F. Desk Research—SWOT analysis

In the following, a short description of Llar del Molín’s and Llar del Molín’s competitors is given. For a better understanding the city map below indicates where they are situated.

(Figure F.1 Map of competitors, source: googlemaps.com)

A= Llar del Molín (situated in the hotel El Parador de Gijón)
B= Amalur (situated in the hotel abba Playa Gijón)
C= Avant Garde (situated in the hotel NH Gijón)
D= Carling Goal (situated under the stadium)
E= Stadium Doze (situated under the stadium)
F= Hat Trick Molinón (situated under the stadium)

In the following, Llar del Molín and its competitors are described out of which the SWOT analysis is developed. The five direct competitors of Llar del Molín were selected due to the category of being a four star hotel with restaurant and/ or their close location.

Aspects on which the restaurants are analysed are: location, price, type of kitchen and menu, events, social media, reviews on TripAdvisor, opening hours and outside seating possibilities. Sources used are first of all the internet homepage, social media sites as well as the personal communication with the staff members of the restaurants to complete the information needed which could not be found on the internet.

Llar del Molín
Llar del Molín’s gastronomy is specialised on and known for serving traditional local Asturian food. Guests are offered a variety of small plates and appetising choices to larger portions. Next to the use of local ingredients also beverages, especially the wine card, are refined Asturian selection. Due to two different menus from the cafeteria and the restaurant, the price range differs. The menu of the cafeteria offers snacks from 4€ to 7€ p.p. while the restaurant’s dishes range from 9€ to 20€ p.p..

According to TripAdvisor.com, reviews state that the guests value the local specialties and pastries and especial the breakfast buffet is mentioned positively in several reviews e.g. “The breakfasts were really good and of a varied selection of food” (13th August, 2014). However, repeated negative comments state that the menu is limited and hard to read “the menu makes it hard to tell what is a starter and what is a main course” (12th January, 2014), “the food of good quality and well served but the extent of the menu was quite small” (27th May, 2013).

Another striking criticism is that many clients posted that it was really hard to find the restaurant and that it is understated. It is not sign posted which already caused many difficulties to many clients as moreover the building does not appear to be a hotel nor that there is a restaurant. This could be an important reason why Gijón’s residents do not visit the restaurant. Another disadvantage is that the restaurant is not mentioned separately on TripAdvisor, this means that if potential clients look for a restaurant in Gijón, Llar del Molín does not appear. It only appears when potential guests look for hotel choices in Gijón. Next to that, a plus factor is definitely the outside garden terrace where guests can enjoy eating outside. It is a welcoming and quite area.

The restaurant and cafeteria has capacity to host events for up to 85 people, so possibilities exist to host small events such as birthday parties, business conferences etc. In combination with the hotel, the restaurant offers combined discounts to loyal guests. The “Special Gastro Pack 2015” offers 20% discount on the room rate with buffet breakfast and set menu for card holders “Amigos”. “Amigos de Paradores” is a loyalty card on which clients can collect points for prospective discounts. (http://www.parador.es/en/paradores/parador-de-gijon).

**Amalur restaurant**

Amalur restaurant is managed by the hotel abba Playa Gijón itself. The hotel belongs to the Spanish urban hotel chain abba hotels which operates 21 hotels in mainly Spanish cities except for Andorra and Berlin. The restaurant is specialised in local quality cuisine with a whole selection of gourmet dishes. It is known for its dietary food offer especially for vegetarian and gluten free dishes. The restaurant has recently been awarded the distinction of "Hotel Gluten Free" in Gijón and adhered to the Celiac Association of Asturias.

Their menu offers as a variety of daily lunch menus. The offer comprises a full menu choice or a half menu choice, an Asturian menu, vegetarian menu and a menu for children. The prices except for the children menu are between 18€ to 25€; the kids menu is offered for 10€. Next to that their menu offers a variety of appetizer, fish and meat plates, for which the prices range from 8€ to 22€. A nice feature of the menu is symbols behind every dish that give information about the ingredients. Thus, guests directly see if their
choice includes eggs, lactose, wheat etc. According to the reviews on TripAdvisor, the variety of dishes is highly valued by the guests and as well as being a family-friendly restaurant. Out of seven reviews on TripAdvisor, five ranked it with ‘excellent’.

The hotel and restaurant has space for events such as parties, marriages and conferences. The five meeting rooms can be combined to offer different room sizes which can handle maximum of 300 people. Furthermore, the hotel has a rooftop terrace with sea view where guests can enjoy drinks from the restaurant which is also an ideal location for events. (http://www.abbagijonhotel.com/en/home.html)

**Avant Garde**

Since five years the restaurant Avant Garde is situated in the hotel NH Gijón and is managed by the external company called Deloya Gastronomy which is situated in Oviedo, Spain. Deloya Gastronomy comprises a group of restaurants and is known for its food on regional and national level. In line with the concept of NH, the restaurant focuses on serving high quality, luxurious food. The gastronomy provides gourmet food and seafood from Spanish and Basque cuisine. A dish has an average price of 18€ to 22€. Smaller portions such as mini hamburgers are available for a price between 7€ to 12€. Furthermore, the lunch offer during the week gives the guests the option to create their own menu for 21.50€. Reviews on TripAdvisor show that the guests are very satisfied with the food and service. Furthermore two bars serve the guests with tapas and cocktails. One bar is directly located downstairs in the restaurant and the other one is on the rooftop terrace.

The restaurant offers as well a party service and hosts events such as congresses and marriages for which it uses the hotels facilities. The hotel offers four event rooms with a total capacity of up to 400 people. Next to that the rooftop terrace provides guests with a fantastic view over the beach and sea. The strong brand recognition of NH is a plus factor for Avant Garde to expect high quality service. The hotel chain NH operates internationally with 371 hotels in 28 countries on three continents (Europe, America and Africa). (www.avant-garde.es; www.nh-hotels.com/hotel/nh-gijon, 2015; www.deloyagastronomia.com)

In the following, the three sport bars that are located under the stadium are analysed. These bars are single businesses.

**Carling Goal**

Carling Goal is a sport bar situated under the stadium. The bar and restaurant is equipped with televisions to follow sport matches from every ankle of the bar. The bar is opened from 10 am to 2.30 am on the weekends (till midnight during the week) and serves its clients with an American menu which includes all dishes from breakfast to dinner. Guests can enjoy a variety of salads, hamburgers, meat and pasta plates as well as deserts. The bar offers as well a variety of drinks from beer to a huge variety of cocktails. The dishes are available for a normal price range e.g. a hamburger is available for 7, 5€ and a meat plate for around 18€. Furthermore, the bar and restaurant provides the guests with daily menus for 10€ during the week and 15€ during the weekends, the menu includes drinks, a main dish and desert.
Also, the bar has an extensive offer of events. Every Thursday is the “Thursday of humour” for which comedians, magicians etc. are invited and every Friday and Saturday there are music events. Furthermore, it is possible to rent the location in order to celebrate one’s own events such as a birthday party. In general, the bar is equipped with modern facilities and decoration. Next to a lot of seating possibilities inside the bar, there are as well outside seating possibilities which are located next to the car park of the stadium. Carling Goal is present on TripAdvisor, Facebook, Twitter and Instagram. Out of the reviews on TripAdvisor, clients value the up-to-dateness and the possibility of watching sport matches and the outside seating possibilities “fun, informal venue with great retro music and excited vibe to watch football.” (reviewed March 8, 2015). However, the price value is mentioned several times to be not worth it to visit the bar. The bar for many guests seems to be quite expensive for the service delivered “crazy expensive for that kind of restaurant” (reviewed July 23, 2014). (http://carlinggoal.com/).

**Stadium Doze**

Stadium Doze is as well a sport bar and restaurant situated next to Carling Goal. The menu offers typical Spanish cuisine and features many seafood and meat dishes with prices from 9€ to 22€. The bar is specialised on serving lunch and dinner meals. Every day the restaurant offers a daily menu for 10€ which includes a choice between two appetizers and two main dishes, bread, desert and a drink. Furthermore that menu offers a variety of drinks. Point of attention is the menu design which is in line with topic sport (e.g. the titles are called ‘first half’ and ‘second half’). As the bar/restaurant is rather small with a capacity of 58 persons the bar is also not focused on hosting special events. Like Carling Goal the bar has outside seating possibilities. The bar and restaurant are separated from each other so that restaurant guests can enjoy a more quiet atmosphere. The bar is not much presented on social media, however, daily posts on twitter and Facebook keep the fans up-to-date.

**Hat Trick Molinón**

Hat Trick is a bar and restaurant, situated next to Stadium Doze. It is a modern decorated restaurant that has different seating areas on the first and second floor. Furthermore as Carling Goal and Stadium Doze, Hat Trick Molinón has outside seating possibilities. The menu offers typical Spanish cuisine from cold and warm appetizers to typical Spanish dishes and tapas. The bar/restaurant scores points on the interior modern design on TripAdvisor and is a convenient place as the other sport bars to stop by due to good access by car. The bar has capacity on hosting events but does not have any regular events such as Carling Goal. The food on TripAdvisor is only ranked with 2.5 stars which could be referred back to no special menu offers in comparison to the other bars with the same prices between 8€ and 19€ per dish. A daily menu is offered, but the price varies every day. The bar posts daily updates on Facebook to inform its clients about the newest events. Facebook is the most used communication tool to be in contact with its clients, as one can see that the homepage of Hat Trick Molinón misses out on much information.

**Social Media Analysis**

<table>
<thead>
<tr>
<th>TripAdvisor</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
<tr>
<td>----------------</td>
</tr>
<tr>
<td>Number (out of 571 restaurants in Gijón)</td>
</tr>
<tr>
<td>Number of reviews</td>
</tr>
</tbody>
</table>

Rating summary (max. 5 stars)

<table>
<thead>
<tr>
<th></th>
<th>Llar del Molín</th>
<th>Amalur</th>
<th>Avant Garde</th>
<th>Carling Goal</th>
<th>Stadium Doze</th>
<th>Hat Trick</th>
</tr>
</thead>
<tbody>
<tr>
<td>Food</td>
<td>–</td>
<td>3.5</td>
<td>4.5</td>
<td>3</td>
<td>–</td>
<td>2.5</td>
</tr>
<tr>
<td>Value</td>
<td>3.5</td>
<td>4</td>
<td>4</td>
<td>3</td>
<td>–</td>
<td>2.5</td>
</tr>
<tr>
<td>Service</td>
<td>4</td>
<td>4.5</td>
<td>4.5</td>
<td>2.5</td>
<td>–</td>
<td>3.5</td>
</tr>
<tr>
<td>Atmosphere</td>
<td>–</td>
<td>3</td>
<td>4</td>
<td>4</td>
<td>–</td>
<td>3.5</td>
</tr>
</tbody>
</table>

Facebook

<table>
<thead>
<tr>
<th></th>
<th>Llar del Molín</th>
<th>Amalur</th>
<th>Avant Garde</th>
<th>Carling Goal</th>
<th>Stadium Doze</th>
<th>Hat Trick</th>
</tr>
</thead>
<tbody>
<tr>
<td>Likes</td>
<td>19 friends</td>
<td><strong>2.599</strong></td>
<td>2.026</td>
<td>12.910</td>
<td>366</td>
<td>1.782</td>
</tr>
<tr>
<td>Post frequency</td>
<td>Not in use</td>
<td>One post every 2–3 days</td>
<td>Ca. every second day</td>
<td>Every day</td>
<td>Every day</td>
<td>Every day</td>
</tr>
</tbody>
</table>

Twitter

<table>
<thead>
<tr>
<th></th>
<th>Llar del Molín</th>
<th>Amalur</th>
<th>Avant Garde</th>
<th>Carling Goal</th>
<th>Stadium Doze</th>
<th>Hat Trick</th>
</tr>
</thead>
<tbody>
<tr>
<td>Follower</td>
<td>*31.100</td>
<td><strong>5.770</strong></td>
<td>***679</td>
<td>718</td>
<td>105</td>
<td>182</td>
</tr>
<tr>
<td>Tweets frequency</td>
<td>A couple of tweets every day</td>
<td>Almost every day</td>
<td>Almost every day</td>
<td>Every day</td>
<td>Every day</td>
<td>Last tweet: 5th October 2014</td>
</tr>
<tr>
<td>Total tweets</td>
<td>27.900</td>
<td>2.360</td>
<td>1.099</td>
<td>668</td>
<td>483</td>
<td>92</td>
</tr>
</tbody>
</table>

Instagram

<table>
<thead>
<tr>
<th></th>
<th>Llar del Molín</th>
<th>Amalur</th>
<th>Avant Garde</th>
<th>Carling Goal</th>
<th>Stadium Doze</th>
<th>Hat Trick</th>
</tr>
</thead>
<tbody>
<tr>
<td>Subscriber entries</td>
<td>*4.189</td>
<td><strong>295</strong></td>
<td>***471</td>
<td>1.568</td>
<td>–</td>
<td>–</td>
</tr>
</tbody>
</table>

(Table F.1 Social media analysis, own elaboration 20.04.2015; sources: Tripadvisor.com; facebook.com; twitter.com; Instagram.com)
The social media analysis of Llar del Molín shows that social media is managed via the headquarters in Madrid for the whole hotel chain “Paradores”. Thus Twitter and Instagram only exist for the entire chain “Paradores”. Although El Parador de Gijón has its own Facebook page, it is not in use. Furthermore has its own TripAdvisor page but the restaurant is not stated separately on TripAdvisor, thus clients only find information about the restaurant if they look for hotels.

The social media analysis of Amalur shows that abba Playa Gijón has its own Facebook page where it also promotes the restaurant Amalur. Twitter and Instagram is managed like Paradores via the hotel chain Abba hotels.

The social media analysis of Avant Garde shows that the NH hotel and Avant Garde are managed completely separated. Furthermore Avant Garde is presented via Deloya Gastronomy on Twitter and Instagram

**Further analysis criteria:**

<table>
<thead>
<tr>
<th></th>
<th>Llar del Molín</th>
<th>Amalur</th>
<th>Avant Garde</th>
<th>Carling Goal</th>
<th>Stadium Doze</th>
<th>Hat Trick</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Type of kitchen</strong></td>
<td>Asturian cuisine</td>
<td>Asturian cuisine</td>
<td>Spanish &amp; Basque cuisine</td>
<td>American cuisine</td>
<td>Spanish cuisine</td>
<td>Spanish cuisine</td>
</tr>
<tr>
<td><strong>Extra seating area</strong></td>
<td>Garden terrace</td>
<td>Rooftop terrace with sea view</td>
<td>Rooftop terrace with sea view</td>
<td>Outside seating area with car park view</td>
<td>Outside seating area with car park view</td>
<td>Outside seating area with car park view</td>
</tr>
<tr>
<td><strong>Capacity of people</strong></td>
<td>Max. 85 people</td>
<td>Max. 300 people</td>
<td>Max. 400 people</td>
<td>Max. 98 people</td>
<td>Max. 58 people</td>
<td>Max. 70 people</td>
</tr>
</tbody>
</table>
Table F.2 Further analysis criteria, own elaboration, sources: restaurants’ homepages and personal communication with staff

**SWOT Analysis – Confrontation Matrix**

- Table of SWOT analysis, p. 24

<table>
<thead>
<tr>
<th>Opportunities</th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>O1</td>
<td>O2</td>
<td>O3</td>
<td>O4</td>
<td>O5</td>
<td>O6</td>
<td>T1</td>
<td>T2</td>
<td>T3</td>
</tr>
<tr>
<td>Strengths</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>S1</td>
<td>++</td>
<td>-</td>
<td>++</td>
<td>++</td>
<td>++</td>
<td>++</td>
<td>++</td>
<td>++</td>
<td>++</td>
</tr>
<tr>
<td>S2</td>
<td>0</td>
<td>+</td>
<td>+</td>
<td>++</td>
<td>+</td>
<td>++</td>
<td>0</td>
<td>++</td>
<td>0</td>
</tr>
<tr>
<td>S3</td>
<td>+</td>
<td>+</td>
<td>++</td>
<td>++</td>
<td>++</td>
<td>++</td>
<td>+</td>
<td>++</td>
<td>0</td>
</tr>
<tr>
<td>S4</td>
<td>+</td>
<td>+</td>
<td>+</td>
<td>+</td>
<td>+</td>
<td>++</td>
<td>0</td>
<td>++</td>
<td>0</td>
</tr>
<tr>
<td>Weaknesses</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>W1</td>
<td>0</td>
<td>0</td>
<td>--</td>
<td>--</td>
<td>--</td>
<td>++</td>
<td>0</td>
<td>--</td>
<td>--</td>
</tr>
<tr>
<td>W2</td>
<td>-</td>
<td>-</td>
<td>--</td>
<td>++</td>
<td>--</td>
<td>++</td>
<td>--</td>
<td>--</td>
<td>--</td>
</tr>
<tr>
<td>W3</td>
<td>--</td>
<td>--</td>
<td>--</td>
<td>++</td>
<td>--</td>
<td>++</td>
<td>--</td>
<td>--</td>
<td>0</td>
</tr>
<tr>
<td>W4</td>
<td>--</td>
<td>0</td>
<td>+</td>
<td>0</td>
<td>++</td>
<td>0</td>
<td>--</td>
<td>--</td>
<td>0</td>
</tr>
</tbody>
</table>

(Table F. 3 Confrontation matrix, source: own creation)

Elaboration:

++= very good relation
+= good relation
-= negative relation
---= very negative relation
0= no relation
G. Data output univariate and bivariate analysis

Referring to the Roper Consumer Styles Model, the last two questions of the questionnaire (those about product and holiday choice) were created to be able to allocate the respondents to the 8 different groups. Preferably, matches of a certain product and a certain trip give insight into a certain consumer group (these matches are shown in the figure below). As already mentioned in the theoretical part of the thesis, it is unlikely that the respondents can be put exactly into one consumer group and consequently the majority will be a mix of different consumer groups. However, this approach helps to identify certain consumer patterns.

<table>
<thead>
<tr>
<th>Product</th>
<th>Trip</th>
<th>Consumer group</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cheap quality products</td>
<td>+ Last-minute trip</td>
<td>= Dreamers</td>
</tr>
<tr>
<td>Trendy fashionable products</td>
<td>+ Regional trip</td>
<td>= Homebodies</td>
</tr>
<tr>
<td>Products for health and family</td>
<td>+ Day trip</td>
<td>= Settled</td>
</tr>
<tr>
<td>Innovative/ new products</td>
<td>+ Adventure trip</td>
<td>= Adventurers</td>
</tr>
<tr>
<td>Customized designed products</td>
<td>+ Individual trip</td>
<td>= Rational–Realists</td>
</tr>
<tr>
<td>Educational products</td>
<td>+ Cultural trip</td>
<td>= Open–minded</td>
</tr>
<tr>
<td>Fair–trade/ ecofriendly products</td>
<td>+ Nature trip</td>
<td>= Organics</td>
</tr>
<tr>
<td>Established quality products</td>
<td>+ High standard trip</td>
<td>= Demanding</td>
</tr>
</tbody>
</table>

(Figure G.1 Roper Consumer Styles Model: Consumer groups, source: own creation)

The majority of the respondents spend their money either on cheap quality products (24.6%), on trendy fashionable products (20.5%) or on products for health and family (19.9%). A gap between these three products and the rest of the five products can be identified. 10.5% spend their money on established quality product, 8.8% on innovative products, 7.5% on customized products, 5.3% on ecofriendly products and 2.9% on educational products. Also for the choice of which kind of trip three trips are clear favourites, these are cultural trips (25.6%), adventure trips (22.7%) and nature trips (19.9%). Followed by high standard trip (11.9%), last–minute trip (8%), regional trip (5.1%), individual trip (5.1%) and day trip (1.7%). When comparing the three main products choices with the three main trip choices, no specific consumer group can be identified. Referring to the favourite product choices (cheap quality products/ trendy fashionable products/ products for health and family), the respondents can be allocated to the consumer groups of dreamer, homebodies or settled. These three groups have in common the category of “need: to have” meaning that in general it can be said that the respondents are price oriented. Looking at the three favourite trip choices (cultural trip/adventure trip, nature trips) the respondents can be allocated to the consumer groups of open–minded, adventurers and organics. These consumer groups are heterogenic, the adventurers look for a passionate life while the while those who can be put into the consumer group of organics look at quality.
I. Bivariate analysis

I. Relationship age and trip

1. Null Hypothesis: There is no relationship between age and choice of trip
2. Alternative Hypothesis: There is a relationship between age and choice of trip

Significance level used: The p-limit used for all hypotheses is 5%.

Crosstab age and type of trip

<table>
<thead>
<tr>
<th>Age</th>
<th>&lt;19</th>
<th>20-24</th>
<th>25-29</th>
<th>30-44</th>
<th>45-64</th>
<th>65+</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Type_trip</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>last minute trip</td>
<td>3</td>
<td>3</td>
<td>4</td>
<td>3</td>
<td>1</td>
<td>0</td>
<td>14</td>
</tr>
<tr>
<td>regional trip</td>
<td>0</td>
<td>2</td>
<td>0</td>
<td>1</td>
<td>3</td>
<td>3</td>
<td>9</td>
</tr>
<tr>
<td>day trip</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>1</td>
<td>3</td>
</tr>
<tr>
<td>adventure trip</td>
<td>8</td>
<td>15</td>
<td>8</td>
<td>6</td>
<td>4</td>
<td>0</td>
<td>41</td>
</tr>
<tr>
<td>individual trip</td>
<td>0</td>
<td>1</td>
<td>1</td>
<td>0</td>
<td>11</td>
<td>0</td>
<td>13</td>
</tr>
<tr>
<td>cultural trip</td>
<td>6</td>
<td>13</td>
<td>2</td>
<td>10</td>
<td>21</td>
<td>3</td>
<td>55</td>
</tr>
<tr>
<td>nature trip</td>
<td>2</td>
<td>5</td>
<td>6</td>
<td>7</td>
<td>17</td>
<td>6</td>
<td>43</td>
</tr>
<tr>
<td>high standard trip</td>
<td>2</td>
<td>2</td>
<td>4</td>
<td>8</td>
<td>3</td>
<td>3</td>
<td>22</td>
</tr>
<tr>
<td>Total</td>
<td>21</td>
<td>42</td>
<td>25</td>
<td>35</td>
<td>61</td>
<td>16</td>
<td>200</td>
</tr>
</tbody>
</table>

(Table G.1 Data output age and type of trip, source: SPSS)

Chi–square test:

<table>
<thead>
<tr>
<th></th>
<th>Value</th>
<th>df</th>
<th>Asymp. Sig. (2-sided)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pearson Chi-Square</td>
<td>79.924</td>
<td>35</td>
<td>.000</td>
</tr>
<tr>
<td>Likelihood Ratio</td>
<td>85.869</td>
<td>35</td>
<td>.000</td>
</tr>
<tr>
<td>Linear-by-Linear Association</td>
<td>8.456</td>
<td>1</td>
<td>.004</td>
</tr>
<tr>
<td>N of Valid Cases</td>
<td>200</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. 34 cells (70.8%) have expected count less than 5. The minimum expected count is .24.

(Table G.2 Chi–Square test I, source: SPSS)

→The chi–square test shows that the Pearson Chi–Square does not exceed the p-limit of 5%, this means that there exist a significant relationship which means that the findings can be generalised to the whole population.
Cramer’s V test:

<table>
<thead>
<tr>
<th>Test</th>
<th>Value</th>
<th>Approx. Sig</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nominal by Nominal Phi</td>
<td>.632</td>
<td>.000</td>
</tr>
<tr>
<td>Cramer’s V</td>
<td>.283</td>
<td>.000</td>
</tr>
<tr>
<td>N of Valid Cases</td>
<td>200</td>
<td></td>
</tr>
</tbody>
</table>

(Table G.3 Cramer’s V test I, source: SPSS)

The Cramer’s V can be interpreted as follows:
- Between 0 and 0.25 there exists a very weak relationship
- Between 0.25 and 0.50 there exists a weak relationship
- Between 0.50 and 0.75 there exists a strong relationship
- Between 0.75 and 1 there exist a very strong relationship

→The table shows that a weak relationship between age and type of trip within the population exists

II. Relationship age and product

1. Null Hypothesis: There is no relationship between age and choice of product
2. Alternative Hypothesis: There is a relationship between age and choice of product
Significance level used: The p-limit used for all hypotheses is 5%.

Crosstab: Age and type of product

<table>
<thead>
<tr>
<th>Products</th>
<th>&lt;19</th>
<th>20-24</th>
<th>25-29</th>
<th>30-44</th>
<th>45-64</th>
<th>65+</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>cheap quality products</td>
<td>5</td>
<td>11</td>
<td>5</td>
<td>14</td>
<td>19</td>
<td>0</td>
<td>54</td>
</tr>
<tr>
<td>trendy fashionable products</td>
<td>13</td>
<td>11</td>
<td>8</td>
<td>2</td>
<td>2</td>
<td>0</td>
<td>36</td>
</tr>
<tr>
<td>products for health and family</td>
<td>0</td>
<td>2</td>
<td>0</td>
<td>5</td>
<td>24</td>
<td>12</td>
<td>43</td>
</tr>
<tr>
<td>Innovative products</td>
<td>0</td>
<td>6</td>
<td>5</td>
<td>1</td>
<td>5</td>
<td>0</td>
<td>17</td>
</tr>
<tr>
<td>customized products</td>
<td>1</td>
<td>5</td>
<td>1</td>
<td>3</td>
<td>2</td>
<td>1</td>
<td>13</td>
</tr>
<tr>
<td>educational products</td>
<td>0</td>
<td>1</td>
<td>1</td>
<td>2</td>
<td>0</td>
<td>1</td>
<td>5</td>
</tr>
<tr>
<td>ecological products</td>
<td>0</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>4</td>
<td>0</td>
<td>10</td>
</tr>
<tr>
<td>established quality products</td>
<td>0</td>
<td>4</td>
<td>2</td>
<td>5</td>
<td>4</td>
<td>2</td>
<td>17</td>
</tr>
</tbody>
</table>

Total = 19 | 42 | 24 | 34 | 60 | 16 | 195

(Table G.4 Data output age and type of product, source: SPSS)
Chi-square test:

<table>
<thead>
<tr>
<th></th>
<th>Value</th>
<th>df</th>
<th>Asymp. Sig. (2-sided)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pearson Chi-Square</td>
<td>119,775</td>
<td>35</td>
<td>.000</td>
</tr>
<tr>
<td>Likelihood Ratio</td>
<td>129,638</td>
<td>35</td>
<td>.000</td>
</tr>
<tr>
<td>Linear-by-Linear Assoc</td>
<td>2,490</td>
<td>1</td>
<td>.115</td>
</tr>
<tr>
<td>N of Valid Cases</td>
<td>195</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. 34 cells (70.8%) have expected count less than 5. The minimum expected count is .41.

(Table G.5 Chi-square test II, source: SPSS)

The chi-square test shows that the Pearson Chi-Square does not exceed the p-limit of 5%, this means that a significant relationship exists, which means that the findings can be generalised to the whole population.

Cramer’s V test:

<table>
<thead>
<tr>
<th></th>
<th>Value</th>
<th>Approx. Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nominal by Nominal</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Phi</td>
<td>.784</td>
<td>.000</td>
</tr>
<tr>
<td>Cramer's V</td>
<td>.350</td>
<td>.000</td>
</tr>
<tr>
<td>N of Valid Cases</td>
<td>195</td>
<td></td>
</tr>
</tbody>
</table>

(Table G.6 Cramer’s V test II, source: SPSS)

There exists a weak relationship between age and type of trip within the population.
In the following, the tables show the elaboration of matches of type of trip and type of product among the age groups to be able to allocate them to certain consumer groups.

<table>
<thead>
<tr>
<th>Age &lt;19</th>
<th>Last-minute trip</th>
<th>Adventure trip</th>
<th>Cultural trip</th>
<th>Nature Trip</th>
<th>High standard trip</th>
<th>Total % within trips</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cheap quality products</td>
<td>1 (Dreamers)</td>
<td>2</td>
<td>1</td>
<td>1</td>
<td></td>
<td>5</td>
</tr>
<tr>
<td>Trendy fashionable products</td>
<td>2</td>
<td>4</td>
<td>4</td>
<td>1</td>
<td>2</td>
<td>13</td>
</tr>
<tr>
<td>Customized products</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>1</td>
<td></td>
</tr>
</tbody>
</table>
| Total | 3 | 7 | 5 | 2 | 2 | 19 (respondents) | 100%

(Table G.7 Consumer groups among the age group <19, source: own elaboration)

The table shows that the majority of the respondents being 19 years or younger are a mixture of the consumer groups homebodies, adventurers and open-minded.

<table>
<thead>
<tr>
<th>Age 20–24</th>
<th>Last-minute trip</th>
<th>Regional trip</th>
<th>Day trip</th>
<th>Adventure trip</th>
<th>Individual trip</th>
<th>Cultural trip</th>
<th>Nature trip</th>
<th>High standard trip</th>
<th>Total % within products</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cheap quality products</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>4</td>
<td>4</td>
<td>1</td>
<td>11</td>
</tr>
<tr>
<td>Trendy fashionable products</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>1</td>
<td>3</td>
<td>1</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td>Products for health and family</td>
<td></td>
<td></td>
<td></td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>2</td>
</tr>
<tr>
<td>Innovative products</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>6</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
The table shows that the majority of respondents being aged between 20 and 24 years old can be allocated to the consumer groups of dreamers, homebodies, adventurers and open-minded.

<table>
<thead>
<tr>
<th>Age 25-29</th>
<th>Last-minute trip</th>
<th>Adventure trip</th>
<th>Individual trip</th>
<th>Cultural trip</th>
<th>Nature trip</th>
<th>High standard trip</th>
<th>Total % within products</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cheap quality products</td>
<td>1 (Dreamers)</td>
<td>3</td>
<td>1</td>
<td>1</td>
<td></td>
<td></td>
<td>5 (20.8%)</td>
</tr>
<tr>
<td>Trendy fashionable products</td>
<td></td>
<td>2</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td>8 (3.3%)</td>
</tr>
<tr>
<td>Innovative products</td>
<td></td>
<td>1 (Adventurers)</td>
<td>1</td>
<td></td>
<td>3</td>
<td></td>
<td>5 (20.8%)</td>
</tr>
<tr>
<td>Customized products</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>1</td>
<td>1 (4.2%)</td>
</tr>
<tr>
<td>Educational products</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>1</td>
<td>1 (4.2%)</td>
</tr>
</tbody>
</table>
The table shows that the majority of respondents between 25 and 29 years old can be allocated to the consumer groups of dreamers, adventurers and organics.

(\textit{Table G.9 Consumer groups among the age group 25–29, source: own elaboration})

<table>
<thead>
<tr>
<th>Ecofriendly products</th>
<th>1</th>
<th>1 (Organics)</th>
<th>2</th>
<th>8.3%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Established quality products</td>
<td>1</td>
<td>1 (Demanding)</td>
<td>2</td>
<td>8.3%</td>
</tr>
<tr>
<td>Total % within trips</td>
<td>4</td>
<td>7</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>Ecofriendly products</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Established quality products</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total % within trips</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

\begin{tabular}{|c|c|c|c|c|c|}
\hline
Age 30–44 & Last-minute trip & Regional trip & Adventure trip & Cultural trip & Nature trip & High standard trip & Total % within products \\ 
\hline
Cheap quality products & 2 (Dreamers) & 1 & 2 & 4 & 3 & 12 & 37.5% \\ 
Trendy fashionable products & & & & 2 & & 2 & 6.3% \\ 
Products for health and family & & 1 & 2 & 1 & 1 & 5 & 15.6% \\ 
Innovative products & & & & & 1 & 1 & 3.1% \\ 
Customized products & & & 1 & 2 & & 3 & 9.4% \\ 
Educational & & & & & 2 & & 6.3% \\ 
\hline
\end{tabular}
The table shows that the majority of respondents between 30 and 44 years old can be allocated to the consumer groups of open-minded, organics, demanding, dreamers and settled.
The table shows that the majority of respondents between 45 and 64 years old can be allocated to the consumer groups of dreamers, settled, rational-realists, open-minded and organics.

(Table G.11 Consumer groups among the age group 45–64, source: own elaboration)

<table>
<thead>
<tr>
<th>Products</th>
<th>Regional trip</th>
<th>Day trip</th>
<th>Cultural trip</th>
<th>Nature trip</th>
<th>High standard trip</th>
<th>Total % within products</th>
</tr>
</thead>
<tbody>
<tr>
<td>Established quality products</td>
<td>1</td>
<td>2</td>
<td>1</td>
<td>3</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Total % within trips</td>
<td>2.8%</td>
<td>5.6%</td>
<td>2.8%</td>
<td>8.3%</td>
<td>19.4%</td>
<td>30.6%</td>
</tr>
</tbody>
</table>

The table shows that the majority of respondents of the age group 65+ can be allocated to the consumer groups of settled and organics.

(Table G.12 Consumer groups among the age group 65+, source: own elaboration)

<table>
<thead>
<tr>
<th>Age 65+</th>
<th>Regional trip</th>
<th>Day trip</th>
<th>Cultural trip</th>
<th>Nature trip</th>
<th>High standard trip</th>
<th>Total % within products</th>
</tr>
</thead>
<tbody>
<tr>
<td>Products for health and family</td>
<td>3</td>
<td>1</td>
<td>1</td>
<td>3</td>
<td>4</td>
<td>1</td>
</tr>
<tr>
<td>Customized products</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Educational products</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Established quality products</td>
<td>3</td>
<td>1</td>
<td>2</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

| | Products for health and family | 3 | 1 | 3 | 6 | 3 | 16 | 100% |
| | Customized products | | | | | | | 1 | 6.3% |
| | Educational products | | | | | | | 1 | 6.3% |
| | Established quality products | | | | | | | 2 | 12.5% |

The table shows that the majority of respondents of the age group 65+ can be allocated to the consumer groups of settled and organics.
The table shows that among all age groups the respondents can be allocated to the consumer groups of dreamers, homebodies, settled, open-minded and organics.
(Figure G.2 Graph age and type of product, source: SPSS)

(Figure G.3 Graph age and type of trip, source: SPSS)
LLAR DEL MOLÍN

Está compuesto por 1 primer plato, 1 segundo plato y 1 postre
Servicio de pan

(II includes 1 first plate, 1 second plate & 1 desert
Portion of bread)

PRIMEROS PLATOS
(First plates)
Croquetas de jamón o queso Cabrales (12 uds)
Mini tortos de picadillo y huevos de corral
Ensalada Molín:
Lechugas, tomate, atún, espárragos, aceitunas y huevo
Tempura de berenjenas con miel de los Picos de Europa
Chipirones fritos en aceite de oliva virgen extra (2 unidades)
Tosta de queso de cabra con mermelada

SEGUNDOS PLATOS
(Second plates)
Fabes asturianas D.O.P. con su compango (la tradicional fabada)
Salmón a la parrilla con guarnición
Cachopín con fusión de sidra y patatines
 Huevos de corral estrellados con patatas chip, foie y jamón ibérico

POSTRE
(desert)
A elegir
(to choose)

PRECIO: 25€ VAT INCLUDED
I. Menu Cafeteria

MENU CAFETERIA

**Salada** (salty)

**Pepito de tenera** (Sandwich Pepito de tenera) 10,00 €

**Sándwich Mixto con patatas chip:** Jamón york y queso
(Mixed sandwich with potato chips: ham and cheese) 3,90 €

**Sándwich Club del Llar:** Huevo, bacon, queso, jamón york
(Sandwich Club del Llar: Egg, bacon, cheese, ham) 6,00 €

**Sándwich Vegetal con patatas chip:** lechugas, espárragos, tomate, huevo, mahonesa
(Vegetarian sandwich with potato chips: Salad, asparagus, tomato, egg, mayonnaise) 3,60 €

**Dulce** (sweet)

**Tarta de almendra del Molín** (Almond cake) 2,80 €

**Dulceria Asturiana 6 uds:** Casadielles, Carbayones y Casadielles
(Asturian candies) 4,50 €

**Helados artesanos** (ice cream) 4,50 €

All our dishes may contain traces of allergenic ingredients.

If you have any food intolerance or allergy, please consult our staff to offer you better service.