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# CHINESE CUSTOMERS AS A TARGET SEGMENT FOR HOTEL INDUSTRY IN MALLORCA

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<p>Abstract</p> <p>The topic of the thesis was made based on previous working experience. Semiannual internship in an international hotel in China and one year of Erasmus in Spain preceded it. Mallorca was chosen like a target place as the island is one of the most touristic parts of Spain. The problem of the thesis is that the target segment is attractive for Spanish market, but Chinese tourists still tend to choose other destinations instead of it. In order to study the problem, the next objectives have been marked: to compare hotels in Mallorca, to collect information about Chinese travelers, to conduct interviews with staff in some hotels in Mallorca and with Chinese tourists there, to draw a Chinese tourists profile, to analyze Es Port hotel and to write a list of recommendations for it.</p> <p>To meet the objectives secondary data was analyzed and primary data was collected. Qualitative research was made to get primary data and to prove or rejects facts from secondary data sources. Two sets of face-to-face interviews were conducted. It helped to clarify some facts about characteristics, behavior and attitudes of Chinese tourists as well as about some hotels in Mallorca. Comparison of the findings helped to draw the profile of Chinese tourists.</p> <p>As the result of the study, the list of recommendations for Es Port hotel was written. The study yielded benefits to the commissioner as this list is like a framework for hotel managers and can be preceded with marketing plan in future after review. It means, the initial goal was accomplished.</p> <p>Reliability and validity of the thesis are aimed to evaluate quality of the research. Qualitative research is always subjective and involvement of the researcher here is made through discussing with interviewees. Information cannot be generalized as sampling consists of too small amount of interviews and as results represent opinions and attitudes, not numbers or ratios. Many different sources were used in order to extract relevant information, but their credibility is not high as many of the sources are unreliable. Neutrality of the research is high as interviewees had no interest to give distorted answers or lie, and the research had no aim to show the situation in the hotel from a specific favorable angle. Consistency of the thesis is low as touristic market is dynamic and Chinese tourists can change their preferences. Applicability is high as the list of recommendations is already adapted to the hotel and includes simple steps. Trustworthiness is limited by involved people and authors of the secondary data sources. So reliability and validity of the thesis are not high and could be raised if the research has wider and deeper studying using more reliable sources and extending amount of interviews.</p>		
<p>Keywords Tourism, Chinese tourists, hotel industry, Mallorca, Spain</p>		

## CONTENTS

1 INTRODUCTION.....	5
1.1 Research objectives and the research questions.....	6
1.2 Research methodology.....	7
1.3 Structure of the thesis.....	8
2 HOTEL IN MALLORCA	
2.1 Hotel industry in Mallorca.....	9
2.2 Introduction of the commissioner, Hotel Es port.....	15
2.2.1 Current situation and future prospective of Es Port hotel.....	17
2.2.2 SWOT analysis of the hotel.....	18
3. CHINESE TOURISTS AS A TARGET SEGMENT	
3.1 The reasons behind travelling of Chinese tourists.....	21
3.2 Motivation and factors influencing Chinese tourists consuming behaviors.....	27
3.3 Distinctive features of Chinese tourists .....	31
4. MARKETING STRATEGY	
4.1 Purpose, objectives and plan for marketing strategy.....	34
4.2 Tourism marketing.....	37
4.3 Internet marketing.....	38
4.4 Social media marketing.....	40
5 RESEARCH IMPLEMENTATION	
5.1 Research methods.....	42
5.2 Interviews in qualitative research.....	43
5.3 Results of interviews with hotel staff.....	45

5.4 Results of interviews with Chinese tourists.....	50
6. RECOMMENDATIONS FOR ES PORT HOTEL	
6.1 Chinese tourists profile.....	51
6.2 Marketing mix.....	52
6.3 Implementation and recommendations.....	53
7. CONCLUSION.....	54
7.1 Validity and reliability of the study.....	55
7.2 Suggestions for future research.....	57
REFERENCES.....	58
APPENDICES	
Appendix 1. Questions for staff interviewing	
Appendix 2. Questions for Chinese tourists interview	

## INTRODUCTION

Working experiences, such as a position of reception administrator in a hotel in Russia, 6 months of internship in an international hotel in China and one year of studying in Spain, in combination have generated one common picture with some connections. The topic of the thesis was chosen based on this experience.

Chinese customers is a significant segment on European market: China has a lot of money and enormous growing population, moreover Chinese economy is growing steadily and rapidly. In addition, Chinese culture is different than European so to see and understand that culture clearly, this problem should be investigated thoroughly. The topic is actual and has to be researched with an accent to values, norms, traditions, and way of thinking of the target segment.

As service quality is crucial in hotel industry, it has to have special positive atmosphere. It has to be able to attract different kinds of tourists at the same time. As much European tourists have been studied by different researches around the world, as still so many gaps exist in Chinese tourists profile and have to be researched. China is different according to different criteria, so it is difficult to understand the core of this culture without studying. So different target segments require different marketing strategies with an accent on a way how they do business, communicate, spend vacations, money or time.

Spanish island Mallorca was chosen as a researched area with a focus on one hotel in Soller. Spanish culture is famous because of music, dance, food, language, theater, architecture, traditions and “fiestas”. This culture is harmonious and strong, locals, Spaniards, are open-minded and friendly. They know very well how to enjoy everyday life, how to smile back to people on the street, how to live without stresses. All these points are strengths of the target destination.

Tourism industry gives a lot of money to Spanish budget, for some of areas tourism is the main source of income. Mallorca is one of those places. Small Island attracts millions of tourists every year and it is not the limit. Some changes and marketing activities focused on chosen target group can help to

raise tourists inflow with the further rising of related indicators such as sales, profit margin, level of customers satisfaction, liability, as a result popularity of the island.

### 1.1 Research objectives and the research questions

There is a long and scrupulous preparation process prior to research implementation. In order to identify the research topic clearly, an aim and objectives should be defined and accurately lined up. This step is the first one and very important as depending on it all the further research will have a respective structure and results.

A focus on hotels in Mallorca has been chosen for the research. In order to analyze the situation on the island it is important to identify some research questions like variety and level of services that tourists can enjoy there, what kind of choices they should do in order to be satisfied maximally after that. One of the research objectives is a comparison of some big hotels in Mallorca. The information will be gotten through interviews, so at the result it would be possible to analyze it and to draw an overall picture of hotels on the island.

Another objective is to collect the information about Chinese travelers. Variables will include preferences of Chinese tourists related to vacation type and duration, what kind of hotel location and hotel size they prefer, what hotel facilities are important for them, and what their budget is.

During the internship the fact that Chinese people tend to keep their skin as white as possible was discovered. There are a lot of bleaching creams and lotions in Chinese shops and supermarkets, in sunny days people hide their bodies under umbrellas, wear clothes with long sleeves and high collars. Dark or tent skin in China is considered as less beautiful as white. For sun-and-sand touristic destinations this fact could be a big obstacle as traditional marketing activities are not going to give the same results.

Research questions have been chosen for accurate topic identification: Who are the target customers and why they are important for the target market? What is the target market and why this market is attractive for the particular

customers? How to identify needs of the target customers and change the provided service proceeding from the obtained results? How to increase demand of target customers and get maximum profit? How the hotels in Mallorca can attract bigger amount of the target customers and get their liability?

Chinese guests represent a target segment in the research. In order to offer more appropriate service and better attract them, the target customers profile will be drawn. Based on this profile, a list of recommendations for a marketing strategic plan will be written suggestively at further application. So the final goal of the research will be to make suggestions for marketing strategy that the hotel in Mallorca can use to attract more Chinese tourists.

## 1.2 Research methodology

R&D Methodology includes analysis of secondary data from articles in internet, from scientific literature, news feeds, hotels of Mallorca and from other reliable and non-reliable sources and portals. It is the easiest and fastest way to get the data. Information from secondary data has lack of actuality and reliability, but it can help to understand the problem in general.

Qualitative research has been chosen for the research. According to Creswell (2014) there are some method templates that could be used in qualitative research. Set of interviews is one of them. As the thesis is aimed to analyze a particular target segment in a chosen area, information from interviews could help to clarify some facts concerning to Chinese tourists: general characteristics, trip-related characteristics, motivations, attitudes, amount of expenditures.

Explained also by Sharlene (2010) sequential mixed method design could be used, so one part would follow the next one, and then findings of one interviews analysis would be confirmed, corrected or rejected depending on the results of the analysis of another set of interviews. Research will lead the target customers profile drawing and will be based on secondary data and interviews with some personnel in hotels in Mallorca. The first interviews will cover questions about Chinese customers and about the way how to better

attract them, about strategies that have been already used and that have to be developed. The next interviews will be conducted with Chinese tourists in Mallorca. The results would be subjective, as the answers of interviewees would be based on their own experiences, opinion and attitudes. Both interviews should be written separately, so the connection will be made only at the end. Comparison of the findings will help to correct a profile of Chinese tourists in Mallorca and to see the overall picture, so the most appropriate marketing strategy for a hotel in Mallorca will be chosen. New questions can appear as the result as well, so the research would be extended with a possibility to rethink some initial objectives.

### 1.3 Structure of the thesis

Conceptual basis of the thesis will start from the chapter about hotel industry in general with the further specification to hotel industry in Spain and in Mallorca. The focus of the thesis will become smaller and more accurate. As the hotel industry in Mallorca is an example of a good working hotels system, it would worth to know some general information at the beginning in order to better apply it then to the target area.

The commissioner of the thesis will be described and analyzed next. Hotel Es Port from a small city of Mallorca, Soller, represents the target place. The location, hotel facilities and the differentiation of the hotel from competitors will be explained with an accent on current situation and future prospective of the hotel. SWOT analysis of the hotel will be made than. It will help to evaluate favorable and unfavorable sides of the hotel, see the situation in the hotel in general and make the correct choice related to further marketing steps.

The next chapter will be about the target segment of the thesis – Chinese tourists: about their distinctive features, consumer behavior, travelling style, travelling purposes and preferences. Motivating factors that affect Chinese tourists when they choose a destination will be described as well in order to show the questions that should be taken into account and improved in order to raise Chinese tourists inflow. So at the end of the chapter an approximate picture of an average Chinese tourist will be seen. All the information will be



taken from secondary data and will need the primary data confirmation in future.

Chapter about recommendations for marketing strategy will cover general theoretical questions about purpose, objectives and plan for marketing strategy. Marketing objectives will be explained using standardized SMART criteria to see that all of them are specific, measurable, attainable, realistic and time-bound. Basic principles of Tourism, Internet and Social Media marketing will be described in this chapter too as these areas are the most relevant and actual for the thesis.

Research implementation will follow the theoretical part and will explain the primary research that will be made in order to get original and actual information. Questions for an interview with hotel staff and with Chinese tourists will be written and after interviews conduction the results will be analyzed and compared. It will help to prove or correct the information gotten from secondary data.

The list of recommendations for Es Port hotel will be written based on the common data from primary and secondary sources. Chinese tourists profile and appropriate marketing mix for will be written so the hotel managers will know the characteristics of the new target segment, the way to attract it in a better way and get more profit. The list of recommendations will finish the chapter. Conclusion of the thesis will be made at the end. Validity and reliability of the study will be explained there with the final suggestions for future research.

## 2 HOTEL IN MALLORCA

### 2.1 Hotel industry in Mallorca

When people travel, it is important to have a place where they would be able to eat, take a shower, rest and sleep. Travelers need a place that would be able to temporary substitute their own home. Hotel is a commercial place which provides corresponding service and different additional services related to the main ones. Hotels offer customers a variety of rooms of different size,

design and furnishing, and nowadays hotel industry represents a complex institution which also comprises conferences organizing, serves as a place for business meetings, vacations and even for permanent residence. Hotels usually are classified into 'star' categories. Stars represent a certain level of comfort and prestige that provides the hotel. So this index is the same important as a brand name as it gives the hotel a certain image.

To get stars hotels should prove their suitability providing the required range of services and following abovementioned standards. On other hand, rating standards vary also depending on the country. According to Hotelstars.eu (2011), European and Asian hotels with the same amount of stars may look absolutely different and include different minimum amount of facilities, level of amenities and service quality.

In order to conduct an appropriate research it is important to highlight the situation in Spanish hotel industry: to see the main distinguishing characteristics, structure, challenges and opportunities for growth. Nowadays, hotel business is complex and extremely dynamic. Even within one country the development and prosperity of hotels may vary.

Situation in Spain is an illustrative example of hotel industry complexity and instability. Cuenllas (2013) wrote that before the World Economic Crisis, with the minimized entry barriers and support from banks and investors, real estate and hotel businesses in Spain were growing up resulting the real estate bubble emergence. This bubble could guarantee easy and stable income from the renting of real estate property. Because of this bubble hyper competition and oversupply of the hotel industry in Spain changed the structure of industry.

According to Cuenllas (2013), because of World Economic Crisis demand for hotels in different parts of Spain was falling down by a different pace. It became even more difficult to compete. Small towns and provinces were suffering more than main touristic destinations like Barcelona, Madrid, coastal cities and islands. So the location of a hotel was still an important for visitors factor.

In order to solve the arising problem hotels mostly were choosing one from two alternative strategies: hotel expansion or profit maximization. Both strategies had a negative impact hindering development of the industry. Banks support caused growth of amount of debts and higher financial risk as the result. On the way of profit maximization managers have changed focuses and priorities moving human resource into the background. Gaps in long-term strategic planning and preference of seasonal working contracts were among the reasons of growing bureaucracy. Oversupply led commoditization in hotels business and brands depreciation, so it became extremely different to stand out from the rest and to compete.

The only well-grounded solution to attract customers was concentrating on price lowering. Although, in long-term perspectives this solution was not the best solution as it could have a negative effect to product and service quality. If price reduction does not increase demand, sacrificed money will not be compensated and the profitability of a hotel will be decreased.

Price reduction could be also achieved through deterioration of quality and level of service. On other hand, in the modern world of Internet and Social Media it is impossible to make it insensibly, because visitors feedbacks and photos would show the truth causing demand reduction.

So, now it is impossible to evaluate hotels in Spain based on hotel stars system written by World Trade Organization or on the web-site Hotelstars.eu (2011) and explained above. Cuenllas (2013) wrote that costs have been cut through staff reduction, narrowing of the list of offered services and simplification of operations and hotel structure. So the amount of stars would not guarantee the appropriate promised by category level of service.

Today the situation is changing and Spain is trying to recover its economy. Mount (2014) states that in comparison with other countries Spain is still highly attractive for investors, and the collapse of real estate bubble in 2008 only contributed to their growth. Tourists from all over the world are also still flooding Spain. For example, China Ready News (2014) reports that in 2014 more than 300,000 Chinese travelers came to Spain. By 2020 their amount will rise up to one million. So the progress is evident and it gives hope to the positive future for the industry in the country.

As it was explained above, the Economic Crisis affected Spanish cities at different scales. Cuenllas (2013) notices that the most competitive and biggest Spanish touristic markets - Barcelona, Palma and Ibiza - were suffering the crisis much less than other Spanish touristic destinations.

All these places are more attractive for tourists because of different factors and reasons. Burswell (2011) investigated tourism in Mallorca and the evolution process of tourism there. He found that the island have gotten a leading position only about 60 years ago. That time Mallorca became more international and multicultural; changed its image from agricultural area with a lot of farms and the only one big city (Palma) into a modern and highly urbanized island with the diverse range of leisure activities and a huge number of events, festivals and “fiestas”.

According to Burswell (2011), because of the tourism Mallorca was developing also economically: new business opportunities and working places arose and per capita income became one of the highest in Spain. Moreover, tourism makes 80% of gross national products in Mallorca. Because of favorable conditions that time, and now as well, the migration flow is high and mostly consists of two different types of migrants:

- 1) visitors, coming for a short time on vacations and holidays;
- 2) permanent migrants from mainland of Spain, Northern Europe (mostly Germany and England), Latin America and Africa.

Mallorca attracts visitors not only because of sea, sand and sun. Burswell (2011) have distinguished two interrelated factors. The first one is physical attractiveness. Good communications and connections system with other countries worldwide and convenient means of transport within the island, favorable hotels, beaches and bays layout, wide coastal perimeter, a unique combination of nature, landscape and Mediterranean climate. So on one island tourists would be able to find spacious fields, low and high hills, deep caves, exotic woods or gardens with lemons, oranges, figs, almonds or olives. Figures 1 and 2 show variety of sea landscape in Mallorca. It is seen there, that the island has both, sandy and stone beaches.



Figure1. Cala Major beach, Palma de Mallorca



Figure 2 Cala Llombards, Santanyi, Mallorca

The second one is cultural attractiveness, that represents stainless leisure activities and events organization, different fiestas and fairs, historical and cultural heritage of the island with ancient churches and monasteries, diversified sports capabilities, wide opportunities for cultural activities with the good system of galleries, theatres, bars, clubs and restaurants. Local language - Mallorquin (Catalan dialect) - perceived by many tourists like exotic and contributes unique ambience in Mallorca. Figures 3 and 4 illustrate architecture of Mallorca. Ancient Cathedral and houses uniform in color and design put the whole image of the island in harmony.



Figure 3. The Cathedral in Palma, Mallorca



Figure 4. Artá, Mallorca

The island differs from other destinations in Spain and is considered as something like “another world”, a separated small land where people can discover new culture, live for a while within it. On the island it is easier to be isolated and feel that this place is “your own”, that “you are at home”.

Due to the Mediterranean climate, winters here are soft and quite warm for a lot of tourists from North countries. It makes Mallorca attractive for different visitor segments in a low-season time.

Burwell (2011) writes that the secret of Mallorca is in the fact that all its beautiful image and micro cosmos are synthetic and were designed and made by professionals. The Balearic Model is a well-known marketing strategy aimed to make the destination highly-attractive for tourists. The model is based on

some important components: affordable prices for regular flights, proper middle-class hotels and apartments, sand and stone beaches throughout the perimeter of the island, clean nature and safeness. Besides, the model was aimed to make the image of Mallorca is more romantic and make attractive for couples and honeymooners.

As a result it turns out that Mallorca is a highly-competitive and unique touristic destination which has a lot of potential for further modernization, development and marketing renovation. The only thing it is important to remember is that the beauty of Mallorca is in its naturalness and purity. One wrong step, and people can overdo it - make obviously unnatural.

## 2.2 Introduction of the commissioner, Hotel Es port

The hotel Es Port in Port de Soller was chosen as the commissioner of the thesis. The location of the hotel differs from an average hotel in Mallorca as Soller is separated from the main part of the island by Tramuntana mountain. People from Mallorca tell, that initially, before the tunnel construction, the only way to get to Soller was by sea, and the population of Soller was almost isolated from other inhabitants of Mallorca, thus the culture and mentality of local people are different as well. In addition to an unusual location and unique culture Soller is attractive for tourists because of gastronomy (shrimps, oranges, olives, ice-cream) and peculiar medieval architecture of Soller. All the image of the city is balanced: each element of decoration complements surroundings and completes it. Figure 5 is an example of beautiful views of Soller. Ancient Cathedral and surrounding buildings make the image of city more mysterious and attractive for tourists.



Figure 5. Soller, Mallorca

Port de Soller is famous resort edged by sandy beach, shops and restaurants situated across the coastline. The port and Soller itself are surrounded by mountains from one side and by the sea from another side so visitors feel if they got to another world fenced from public view. The place is quiet and designed for a relaxing holiday, for the same type of the rest the hotel Es Port was established. The whole hotel territory of only one style helps to relax and forget about daily routines. There is an old medieval structure with a tower, garden, swimming pool and a summer terrace, where visitors can read a book, chat, sleep or just enjoy beautiful nature. Also there is a spa center in the hotel so clients can relax in Jacuzzi, swimming pool and in sauna; enjoy massage, beauty and relaxation treatments and rituals. Figures 6 and 7 show interior and exterior of the hotel. Medieval design of the guest hall with an accent of small details complements the whole image of the hotel. All the rooms and public places of the hotel have the same design so the guests can feel themselves getting into the past.



Figure 6. Guest hall of Es Port hotel, Soller



Figure 7. Es Port hotel, Soller



Active customers can choose more adventure program and use opportunities exist thanks to Tramontane Mountain: do a hiking or cycling trip. Also the hotel offers additional activities like tennis, golf, diving, sailing and kayaking. People can not only do these sports but also take a training course of any of them.

Also clients can organize any kind of events and meetings in the hotel: conferences, trainings, birthday celebration and wedding ceremony. Thanks to mountains and the sea, the Es Port hotel opens beautiful views from terraces and open-air areas; then professional chefs offer local and international menu in a restaurant and a bar that belong to the hotel.

### 2.2.1 Current situation and future prospective of Es Port hotel

According to an interview with Toni Montis (2015), a director of the Es Port hotel, this 4 stars hotel does not belong to any hotel chains and has 3 owners. It contains of 149 rooms (single rooms, double, double superior, junior suite and suite), including 3 suites situated in the medieval tower. The hotel is open during 10 months (from the end of January to the end of November) with 85% average rooms occupancy. During summer season (from May to September) often rooms occupancy rises up to 100%, so price range that time is about 10% higher than in other months. Booking and paying for a room in advance, customers get a discount. This payment mode is non-refundable, so it is more risky for clients and less for the hotel.

Young and middle-ages couples represent the current target auditory of the hotel. Also the hotel is oriented to European visitors as they mostly come from Germany, United Kingdom, France and Belgium. Looking to future perspectives and thinking about hotel extension the managers would like to consider Chinese tourists like a new additional target segment as this segment is growing very fast. In China Ready News (2014) it was mentioned that Chinese tourists spent about \$155 billion over the whole 2014 year, what is 20% more than in previous year. Nowadays, China is the country that provides the biggest amount of tourists, and this amount is growing constantly. It is expected that in 5 years their amount will exceed 500 millions of Chinese

tourists annually. And as an average Chinese tourist spends about three times more than a foreign tourist in China, it is obvious that this segment should be taken into a special account. Therefore, the Hotel Es Port managers would like to get more information about Chinese market and they are ready to consider corresponding recommendations and thinks about new Strategic Marketing Plan.

### 2.2.2 SWOT analysis of the hotel

SWOT analysis is the classic way to evaluate strengths, weaknesses, opportunities and threats of a company, product, service or industry. This analysis could be applied for any organization regardless to the type and size of it. Linton (2015) explains the importance of a proper SWOT for a Marketing Strategy Planning as it helps to clearly see overall situation in a company, internal and external factors that affect to this company and to do potentially profitable decisions depending on it. Table 1 is the SWOT analysis of Es Port hotel and it also lists the main characteristics of the hotel. Internal and external factors are separated so it is easier to analyze each of them and compare.

Table 1. The Es Port SWOT analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>● atmosphere</li> <li>● style/ design</li> <li>● location</li> <li>● staff</li> <li>● additional services</li> <li>● reputation</li> <li>● 24 hours reception</li> <li>● high rooms occupancy</li> </ul>	<ul style="list-style-type: none"> <li>● high rooms occupancy</li> <li>● no orientation to children and youngsters</li> <li>● lack of recognition</li> <li>● competitors</li> <li>● no partners</li> <li>● does not belong to a hotel chain</li> <li>● seasonal turnover</li> <li>● staff works under temporary contracts</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>● new market</li> <li>● new building with hotel rooms</li> <li>● renovation of brand</li> <li>● hotel chain creation</li> <li>● new partners</li> </ul>	<ul style="list-style-type: none"> <li>● new competitors</li> <li>● substitute products</li> <li>● economical crisis</li> <li>● economical and legislation changes</li> </ul>

The internal factors of SWOT matrix are divided into two categories: strengths and weaknesses. The first one includes advantages of the hotel among other hotels: peaceful atmosphere that helps to relax and feel at home, high level of hospitality and a special attention to each client with his needs and preferences. Medieval design of exterior and interior is strength, as visitors will be able to see this art and feel deeply the presence of history. In addition, thanks to good location they will enjoy beautiful views of the sea and the mountain out of their windows. Personnel of the hotel speaks variety of languages (German, English, French, Spanish) so they can communicate with the majority of tourists on their native language and easier understand their needs. Availability of the restaurant with the terrace, spa, gym and two swimming pools also makes the hotel more attractive. The Es Port hotel has a lot of regular customers; it makes its reputation higher and contributes promotion to potential new customers. Day and night open Front Desk guarantees that visitors will get help and assistance at any desired time.

High rooms occupancy rank can be considered as a favorable factor as it provides a reasonably stable high income, and as an unfavorable factor as a demand sometimes could be higher than a supply and the company will lose some of their potential clients. The narrow focus limits target group, makes it more attractive for young and middle-ages couples but less attractive for youngsters and families with children. According to the ranking on Tripadvisor, the hotel is the 14th out of 35 hotels in Soller in general, so the lack of recognition can be considered as another weakness of the Es Port hotel. Hotel Eden, Hotel Esplendido, Aimia Hotel, Hotel Salvia, Esplendido Hotel and some other popular hotels in Soller determine the list of main competitors of the current hotel and the next weakness. Relying to the words of Toni Montis (2015), the director of Es Port, the hotel has no partners and does not belong to a hotel chain. It means, the company operates independently and does not have benefits of unions and corporations: common suppliers chain, divided liability, tax benefits. Moreover, the hotel is open just during 10 months (from the end of January till the end of November), so there is no income during the remaining two months and it makes impossible to offer permanent contracts to the personnel.

The external factors of SWOT analysis go from external macro environment, independent and uncontrolled. An organization can only be prepared to changes in this environment, be ready to adapt fast to them and get benefits. New market can be considered an opportunity as the idea to extend the tourists range beyond the Europe can bring an additional income to the organization. As Chinese tourists represent a big segment, the gotten profit could be high. New building, that top managers and directors have decided to build, could solve the problem with the availability of rooms and raise the amount of clients, so all the seekers will get their rooms. Following this plan the reputation of hotel would get some more points. Renovation of brand is the next opportunity as it can have a positive impact on the tourists flow, raise the level of the hotel and give another opportunity to review a pricing policy and do not lose the clients at the same time. New contacts, partners and any other kinds of cooperation can bring the hotel new benefits, reduce some costs, and give other opportunities.

Threats represent external unfavorable factors that could cause some difficulties or challenges for the hotel. For example, appearance of new competitors could adversely affect the level of demand in the hotel. The same effect could cause the rise of amount of substitute products, hostels or apartments renting service. Changes in laws or in economic situation can lead to new problems or difficulties in the hotel as well: eliminate some privileges and even affect the demand.

Identifying and researching SWOT matrix, the company can evaluate previously made objectives, correct and based on it build a further plan. The objective to develop the marketing strategy to attract more Chinese tourists can be considered as attainable as the strengths and the opportunities have more connections than the weaknesses and the threats. The last ones are focused mainly on influence of current and on possible future competitors. However, this problem is not a crucial as the Es Port hotel is distinctive based on the style and the atmosphere. Positive connections are related to high demand and to the ability to raise it offering more rooms and attracting new customers. New target segment was chosen and will be researched based on literature review, all the characteristics and distinctive features would be taken into account.

### 3. CHINESE TOURISTS AS A TARGET SEGMENT

#### 3.1 Reasons behind travelling of Chinese tourists

There are a lot of researches about tourists behavior with different focuses. Target segments, places, approaches to the researches and depth of analysis can also vary. In order to see the chosen problem clearer, some relevant researches have to be studied and combined.

In the research Alegre and Cladera (2012) define 4 types of tourists depending of their travelling style. The first type is more focused on people and communications, the second - on history and nature, the third type - on urban entertainment and the last group of tourists - on active outdoor activities and sport. Chinese tourists can be also separated to these 4 types with consideration on their travelling purposes and preferences.

Literature review helped to distinguish the next main reasons to travel:

##### 1) Rest

No doubts, travelling helps to escape temporarily from the routine and Chinese people are the ones who really need to rest. They are hardworking and believe that hard work is the only way to earn money, to be successful. So they work a lot. Sometimes their working week is more than 40 hours for the same or even lower salary. Shaomin and Seung (2014) explain that the reason of hard work is explained not only like as intention to be competitive and do not lose the job but also like a part of culture. Chinese people live with the lack of protection from government and law, with a lot of restrictions and barriers. So the idea to get out from poverty serves as a strong motivator. That is why at the time they have vacations; they do not want to lose the time: try to abstract and forget of work. To travel abroad is a good option to do it.

##### 2) New experience

China is like a different world with another habits, values, mentality. So local people tends to look outside their country in order to open their mind, expand an outlook, make broader horizons. Because of curiosity people from different countries wish to learn new cultures and languages, meet new people,

discover new cuisine and traditions. Spanish culture with paella, corrida and flamenco for Chinese tourists is exotic and distinctive from other European countries. Going there they can discover and learn a lot of new things, be shocked and then understand peculiarity of foreign country.

### 3) Adventure

Travelling is a perfect source to get strong emotions. For people who prefer active rest, travelling is the best option. Daily routine make a lot of people bored or exhausted, so they need to recharge themselves. Any trip is adventures, where people take some kind of risk, step out of their comfort zone, accept some challenges, where they are especially sensitive to explore everything new and unknown. A lot of Chinese people, the same like any other nation, likes adventures and needs sometimes a dose of adrenalin and bright memories.

### 4) Learn who you are

Some people decide to travel aimed to understand themselves and to find a solution to their problems. A good trip can help to put thoughts in order and to recharge psychologically. Such travelers tend to accept and enjoy challenges and adventures, look for strong emotions and new experiences. There is a philosophical approach to this reason to travel, but because of especially this reason, travelers tend to choose more unusual destinations, for example, a small island somewhere in the Mediterranean Sea.

### 5) Education

European education in China is considering like a high quality one. Sukhoretzkaya (2014) has written that a lot of Chinese students from affluent families choose European and American education to get a graduate degree, others take exchange programs, study abroad for 6 months or for a year, get international experience and practice local languages at the same time. Some International Student Exchange Programs are free of charge, and visa application process for students in most cases is simplified.

### 6) Sightseeing

Because of the climate, nature, sea, culture, traditions, local cuisine and architecture Spain has all the chances to become “number one” choice for

Chinese travelers. The right marketing strategy can give the country additional tourists and rise earnings. However, firstly the problem should be thoroughly studied and researched. Films and news, economic and political situation, laws and regulations, atmosphere and stability, level of prices and variety of services - all the aspects could be shown to customers in a good light using the right marketing instruments and choosing the most suitable strategic plan.

## 7) Shopping

Alegre and Cladera (2012) have made a research of behavior of a group of tourists and expenditures relating to shopping in comparison with their characteristics. Trip-related characteristics and tourists motivations have been also studied there with the deeper consideration of such points as decision to make shopping and amount of expenditure. There are some questions which have been defined in the research: why tourists decide or not to participate in shopping, what amount of money they spend, what types of tourists may be more interesting to organizations and government of chosen country in terms of shopping behavior, what tourist profiles exist regarding to different tendency to participate in shopping and with different levels of expenditure.

So the purpose of this research was to make an analysis of target group in relation to decision and motivations to travel, trip-related factors, and the idea to participate or not in shopping and the amount of money they are ready to spend. The research was aimed to identify the most attractive and beneficial tourists in order to motivate them to spend more money when they do shopping. In order to answer above-mentioned questions the secondary data about sun-and-sand destinations, tourism, behavior and motivations of tourists, shopping expenditure patterns, associations between some certain characteristics of "shoppers" and other related issues have been analyzed. Practical part of the research includes analysis of some interviews of German and British tourists at the Palma Airport between July 28 and August 24 2008. As the result of the research profiles of the most attractive tourists were drawn with an accent to different extent of willingness to participate in shopping and different amount of money they ready to spend. Middle age Europeans with children was the most attractive segment. There is no implementation of the gotten result as no connection with particular organizations. So the research is

not action, but, theoretically, it can be a preliminary part for further research of for marketing strategy building with further application.

Marketing component here could be considered like a benchmark for thesis research and results of both researches could be used for better promotion activities. Increasing amount of tourists and their expenditures during shopping or increasing amount of Chinese tourists and their expenditures in general. Both aims are advantageous for organizations in a chosen sectors and for the economy of the island at all. Both are directed to understand the target segments behavior and their way of thinking in order to draw the most suitable and accurate marketing strategies.

It was mentioned in China Ready News (2014) that even rich Chinese are looking for discounts and “good deals” buying items from sales or “Buy One, Get One Free” shelves. Price is crucial for them. In addition, the also important reason to do shopping is to show the bought items at back home. That is why they prefer to spend more for shopping then to choose more expensive accommodation.

#### 8) Luxury brands

As reported by China Ready News (2014d) Chinese tourists are especially attractive for touristic destinations in regard to shopping as they spend a lot of money for luxury goods. On the Beijing Fragrant Hills Tourism Summit it was stated that because of Chinese purchasing power some countries change their focuses and strategies in tourism industry, that the quality of tourist-related goods and services is increasing.

In China Ready News (2014) it was written that they are looking for places where they would be able to buy authentic brands as their own country is full of counterfeits. As a reaction of growing Chinese tourist market some famous luxury brand stores started recruiting of Mandarin speakers in order to provide high-level service to Chinese customers.

#### 9) Healthcare

Nevertheless, Chinese tourists are different from Europeans. One of the main differences is related to travelling focuses. Shopping is not the only reason why Chinese travel abroad. In one article in China Ready News (2014) it was



written about healthcare interest of some Chinese travelers, so such trend as a Medical Tourism should be also considered. Every year the number of affluent and middle-class Chinese, who are looking for overseas medical centers and hospitals, is growing. European and American health care has an image of high-level ones, and in order to get better treatment some Chinese are ready to pay a significant amount of money.

China Ready News (2014) writes that as a reaction to growing demand from Chinese customer segment some foreign medical centers and hospitals translate the most important information about available treatment and services to Chinese language, make Chinese version of their web-sites and provide Chinese translation services. Some of medical tourism users are looking for the treatment for their severe or chronic diseases, others need relaxation or rehabilitation therapy. Medical Centers, where people can adjust their nutrition, metabolism, sleeping regime and other aspects of healthy lifestyle, are also popular among Chinese patients.

Price is an important factor when choosing a particular health care service. European health care is well-known for its quality, and as reported by China Ready News (2014b) the level of prices in many European countries is just 10-30 % higher than in China. That is why growing amount of Chinese patients is predictable. Moreover, such intermediaries as travel agencies nowadays offer consulting service about medical tourism opportunities and alternatives; provide translation service, help with accommodation, paperwork and visa; sell highly customized “healing tours”. So as well as for others for Chinese patients it becomes easier to get treatment in best overseas medical centers and hospitals.

On statistics from China Ready News (2014), Chinese customers prefer Japan for inspection and analysis via precision Japanese equipment USA is popular because of its high-quality cancer treatment, UK because of liver transplants, South Korea because of cosmetic surgery, Switzerland because of placenta injections. Spain is not on the top-list of countries with the best health care service, but the quality of treatment is still “European”. So hotels can use it in order to reach new customer segment. They can offer accommodation to Chinese patients who are receiving treatment in Spanish

institutions. They can find some partners among Chinese travel agencies so they would supply the hotels with Chinese guests who are looking for accommodation due to period of time they will get a treatment therapy in a hospital or medical center near there. They can also find some partners directly among medical institutions located on a reachable distance or even provide some wellness services by themselves.

#### 10)Honeymoon

Another important Chinese travelers segment is “Honeymooners”. As was written by Arlt (2013) wedding celebration for a lot of Chinese people is one more way to demonstrate their material status and wealth. So they spend enormous amount of money in order to make brilliant wedding ceremony when choose opulent limousines and luxury banquet halls in 5-star hotels. They choose the most famous photographers and masters of ceremonies; serve dining tables with delicacy dishes and expensive alcohol.

Because of the government policy focused on solving the demographic problem by slowing the population growth, most of Chinese families can afford only one child. So for the parents of the only child it is the exclusive chance and challenges to make a perfect wedding including following honeymoon experience. Chinese honeymooners are ready to pay a lot that is why this segment is especially attractive for service providers.

Most of affluent Chinese couples tend to spend their honeymoons abroad as it also shows their status and material situation. Young Chinese generation has a “Europeanized mind”, so the amount of honeymoon trips to Europe is growing from year to year and sometimes even includes fake wedding ceremonies in destination countries. Such places as Venice, Paris, French Riviera and islands destinations are especially preferred among newlyweds. Arlt (2013) reported that the most attractive destinations have got their romantic aureole because of advertisement in handbooks which are aimed to help to organize the best honeymoon trip or even because of some love story films and TV series. This implies that there is wide range of marketing instruments which destination places could use in order to attract new customers: teach and train personnel, correct service range and adapt it to

each particular segment, modify exterior and interior design in order to raise the level of comfort.

#### 11)Golf

Besides, many middle-ages rich Chinese tend to learn how to play golf as for them this type of sport looks like a prestige thing where they can show their competitive advantages in technique and experience. This sport is safe and does not needs special sports training. Besides, golf is promoted by well-known sport brands (Nike, Adidas), and popular among successful rich people worldwide. Washburn (2014) explains special interest to golf in China: before this game was prohibited by Chinese communist laws as the “sport for rich people” and even now a lot of people avoid conversations about this sport, other prefers to do it in secret. The association with golf and wealth is still strong in China that is why a membership price in golf clubs is extremely high. Even now, because of complicated Chinese laws and regulations it is extremely hard to open a golf club or golf course in China. Chinese affluent people find the solution of this problem when choose to play golf abroad. For now, China is on the top of the most “golf playing” countries and the amount of Chinese golfers is growing stably.

This reason is important for the touristic sector in Mallorca as the island is famous by golf clubs. There are about 21 places (Alcanada, Andratx, Canuamel, Capdepera, Pollenca, Maioris, Poniente, Pula, Puntiro, Real golf Bendinat, Rotana, Santa Ponsa, Son Antem, Son Muntaner, Son Servega, Son Termens, Vall d’or, Son Quint and Son Vida golf clubs )with about 3640 sq. kilometers total area where locals and tourists from all over the world can take classes of golf, play or participate in golf competitions.

### 3.2 Motivation and factors influencing Chinese tourists consuming behaviors

In the studies Alegre and Cladera (2012) concluded that there are some correlations between age, gender, nationality, culture, social position, lifecycle, lifestyle and trip characteristics, travelling style, behavior, preferences, willingness to have shopping, level of shopping expenditures, purchased items. Considering Chinese tourists it China Ready News (2014) outlines that

56,2% of Chinese people travelling abroad represent the post-80s generation. 26,4% were born in post-70s and 11,3% belongs to the post 90s generation.

China Ready News (2014) points that the amount of trips Chinese tourists made in 2013 grew by 18% that equivalent 98.19 million passages. Based on China ready news (2014), by 2020 China will become the largest supplier and receiver of tourists in the world (now it is ranked like third by outbound travelers and forth by incoming). So it becomes obvious that in order to get the better results of the research for the thesis Chinese tourists habits and factors that can motivate them to choose the particular destination should be taken into account.

#### 1) Simplification of the visa application process

Simplification of visa procedures could increase amount of travelers from China that is why visa-free or pre-boarding visa-free destinations are more popular among Chinese. In order to apply for a visa of some particular countries Chinese have to visit an embassy by themselves, so agencies would not be able to help them to apply. Taking into account distances between cities in China, it makes it difficult and money and time consuming to go for example to Beijing or Shanghai.

Air connection and convenient routes should be taken into account as well, as distances between China and many destinations are huge. This factor soon is going to be in favor of Spain. Shanghai Daily (2015) informs the fact Prime Minister of Spain, Mariano Rajoy, was visiting China in September 2014 in order to try to build closer relationships between countries. In China ready news (2014) it was reported that Mariano Rajoy promised to simplify and accelerate the procedure with visa obtaining for Chinese visitors. He told that after the beginning of new policy visas would be processed within 2 working days. He did not mention the exact time of the reform implementation, but as tourist season in most places of Spain starts at about the end of March, there should not be any huge delays.

#### 2) Presence of Chinese culture

China ready news (2014) outlines some focuses which can influence attractiveness for Chinese tourists. Based on the article, respect to their culture is especially important, so Chinese travelers would be pleased to see

some information in Chinese language or some Chinese dishes in restaurant menu. In Shanghai Daly (2015) it was written that some fascinating Spanish hotels have already adapted their service range to this target segment and included white rice in a breakfast menu.

Personal respect is important as well: Chinese visitors will expect additional treatment as they understand importance of their own person as a representative of Chinese customer segment - the biggest segment - for overseas tourism.

### 3) Time management

Time is crucial for Chinese as they always have lack of it: they want fast service and prefer intensive schedule. China Ready News (2014) advises tourist agencies to shorter sightseeing tours, to schedule programs and try to avoid any delays as many Chinese tourists do not like to wait. They are hard-working and coming from far away, so it is obvious, they will not wish to waste the precious limited time they have for short vacations. So all the details of trip should be well-organized, starting from transportation mode and duration and ending with organization system in a hotel.

### 4) Photos and videos

Kwing (2013) wrote about the special interest to take photos that can be easily seen among Chinese tourists. Photo shoots are used to show and prove all the good things, times or places in their life. Photos help to refresh their memory about some bright moments. Chinese work a lot and do not have vacations often, so the time they go abroad is memorable for them. Mallorca is full of beautiful landscape views, ancient castles and buildings. And together with bright festivals and various local cuisines, Asian amateur photographers could find here a lot of suitable looks and capture unusual moments.

### 5) Price

The amount of money Chinese tourists spend and are ready to spend is important component for a marketing strategy building. It was mentioned in China Ready News (2014), that for Chinese travelers the lower price is an important indicator due to choosing the destination. So it means, they will look to the level of prices in hotels as well. However, it does not necessarily means, that hotels in Mallorca should decrease their prices because of the

Chinese tourists or to make some discounts for them. Sometimes higher level of prices makes the better image of a hotel, so tourists would consider it like a luxury one. As for Chinese tourists "luxury" is attractive, it is important to keep this level.

#### 6) Connection

It is worth to mention, that from year to year outbound tourism is becoming more popular in China also because of development of connections between China and other countries and growing differentiation of travelling methods. Nowadays there are only 7 direct plains from China to Spain, but Shanghai Daily (2015) informs about the Spanish government plan to increase the traffic offering additional direct flights using the airport in Madrid. Moreover, Chinese guests can use indirect flights in order to get to Spain, here the variation of routes is huge and covers all price categories. Especially this way to travel would be attractive for young generation of Chinese travelers, who wish to spend less money and to see more countries at the same time.

#### 7) Trip planning

Diversifying online planning and booking web-resources influence Chinese tourists consuming behavior as well. Zhou (2015) reports that Chinese holidaymakers mostly tend to plan trips themselves, without usage of intermediate agencies. They became more advanced in terms of computer skills, improved their English and know international booking web-resources such as Tripadvisor, Trivago, Booking.com and Skyscanner. In addition, a lot of international online planning pages have a version in Chinese language, so the border of online planning was eliminated. Based on the article, more than 70 per cent of Chinese travelers (about 77 million) did not use any agencies and planned everything independently: flights, trains, hotels, car rent and visa application.

#### 8) Environment

According to China Ready News (2014), many Chinese travelers look for a place with clean cities, air and water as the level of pollution in China is extremely high. Both, old and young generations, prefer enjoy clean seas and oceans from shore, go inside clean water and do not be afraid of level of contamination. According to this factor, Mallorca could be a great choice as

the island represents a clean place with a pure nature, fresh clean air, developed agriculture, diverse flora and fauna. Chinese tourists, willing to get away from the noise and industrial landscapes, would find there what they want.

### 3.3 Distinctive features of Chinese tourists

Some important characteristics of Chinese tourists have been determined in China Ready News (2014). It was written, that more than 70% of Chinese travel abroad at least once a year, about one third of them travel abroad more often. As they work a lot and do not have a lot of free time they still tend to use touristic agencies to organize trips and to do a visa. Statistics shows, that they the main reasons to spend vacations abroad are sightseeing, relaxation and shopping. They also tend to enjoy leisure activities and tend to take excursions to historical and cultural places with ancient architecture and unusual for them decoration. These characteristics could be taken like a starting point for the Chinese tourists profile building. In the thesis the range of considering components should be wider in order to get more accurate and reliable results.

Because of different cultures, behavior of some Chinese tourists aboard looks different and even strange thus causing sequence of incidents. For example, one article in China ready news (2014) illustrates some abnormal stories about a Chinese teenager who has damaged the ancient Luxor Temple in Egypt or about some Chinese travelers who were washing out their feet at Louvre in Paris.

Chinese government made some activities in order to minimize the problem. To convey the information about behavioral norms and rules the state-run China Central Television released some corresponding instructional videos. Watching these videos, people can learn what they can and cannot do while they are abroad. Additionally Chinese President Xi Jinping raised the question and ask nationals to be more polite and well-conducted and improve image of Chinese tourists abroad. He said: *«Don't throw mineral water bottles around and don't damage the coral reef here <...>Eat less instant noodles and more*

*local seafood* ” (China ready news, 2014). The advisory speech was taken seriously and became popular in the Internet.

But still in some touristic destinations Chinese have earned the reputation of tourists who bring food from their own country and eat it in rooms instead of local dishes. China Ready News (2014) notes that in order to affect Chinese behavior abroad and to promote room service some luxury hotels in the Maldives have stopped providing the hot water to them so they would not be able to cook and eat instant noodles in their rooms. Such habits as loud gargling, failure to comply with the queues in shops, bare legs in inappropriate public places, squatting, spitting and smoking in public places have been also mentioned in the article. As a reaction to non-positive foreign reviews Chinese President advised the China National Tourism Administration released Guidebook to Civilized Tourism with the analysis of behavior, warnings and recommendations.

The article “Understanding Chinese Travelers (visiting Hawaii)” from China Ready News (2014) explains behavior and logic of Chinese tourists when they choose south sun-and-sand destinations (which include Mallorca as well). It is written in the article, that the considered tourists segment stands out among the rest because of loud conversations in Mandarin, failure to follow dress codes and extravagant shopping. Some destinations are still not well-prepared to serve and satisfy this distinctive customers and still trying to adapt to their differences in language, culture and behavior.

Pira (2014) also was trying to describe Chinese tourists. It was written there that Chinese still prefer to travel in small groups, though the amount of individual visitors is growing. The number of discovering in one trip countries decreases, which means that they changed quantitative orientation to qualitative. Also new generation of Chinese travelers is more critical: some of them can be even disappointed of their trips because of high prices, deficit of appropriate for them hotels and not-so-smiling people.

Author of the article in China Ready News (2014) compares Chinese tourists with first-time international visitors: they less prepared and less self-confident. They expect Chinese-speaking personnel and menu in Chinese in



restaurants. In order to show their concernment, some hotels provide slippers and hot water for tea to Chinese guests.

According to China Ready News (2014), traditional Chinese tourists like to travel in groups and do not communicate with other foreign tourists. They prefer intensive sightseeing programs and do not want to “waste” time relaxing on the beach or near swimming pool. They are always in a rush and expect fast service providing with corresponding attention to hierarchical differences of incoming guests.

However, it does not mean Chinese travelers will be always the same. They are changing and evolving very fast: they learn how to swim, adopt behavioral rules, and learn foreign languages. China Ready News (2014) outlines some important characteristics of new generation of Chinese tourists, that nowadays became almost independent from tour operators and tend to choose destinations, routes and book everything themselves. Modern Chinese travelers are more sophisticated and expect high level of service and hospitality. They have money and choose expensive hotels with a strong idea to get discount. They are good internet users. They are more educated and polite. They choose new less popular destinations. They became more similar to other international tourists. They are sensitive to trends from internet, social media, media and movies. China Ready News (2014) gives a good example about the growing influx of Chinese tourists in Seattle after releasing a Chinese romantic movie about one woman who was going there to give a birth to her child. Another movie, «Lost in Thailand», was made to attract new Chinese visitors and increase the tourist inflow in Thailand.

If the old generation of Chinese tourists was inexperienced, was focusing on shopping and on amount of visiting places with the believe that they will never visit the same destination again; new generation is more experienced and has higher and more stable salaries. The main obstacle here is lying in deficit of related information in Mandarin, so providing such translation can rise the amount of incoming visitors.

## 4. MARKETING STRATEGY

### 4.1 Purpose, objectives and plan for marketing strategy

Geetanjali (2010) explains that the main idea of marketing is to sell a product or a service in a way more profitable or beneficial in a short-term and in a long-term perspective. Target segments identification and adaptation of products and services are crucial here as final purposes of business operations include better customer needs satisfaction and attraction of new customers.

Marketing Strategic Plan is a core job of a Marketing Manager and it is always aimed to increase some indicators important for a company: rise demand, gain new superior limits in some figures, increase occupancy or income. Luther (2001) talks about role of marketing in a business and about importance of planning. There are a lot of different interconnected plans in a company: product or service plan, customer service plan, marketing communications plan, research plan, sales plan, internet plan, marketing plan, operational plan, business plan and strategic plan. So the marketing plan is just a one part of complex system. However, this part is still important.

Marketing in Hotel industry has the essential role. Jha (2010) underlines the role of a Marketing Management in a hotel. Marketing Manager is a person responsible for communications with clients, promotions, leisure facilities range and for the overall atmosphere and image of the hotel. Hotel guests here can be considered like target customers, and based on this, guests attraction, satisfaction and, as the result, their loyalty define Marketing Manager key responsibilities. So a company will get tourists inflow and income as the result, adequate to his job, qualifications, experience and awareness.

The objectives characterize, measure and lead to the final long-term goal implementation. Chris (2009) describes marketing standardized objectives for the Marketing Plan using SMART criteria. The Table 2 presents the SMART criteria and its application to the current research: to write the list of recommendations and to increase amount of Chinese tourist in Es Port hotel in Mallorca. It includes 2 main objectives. Objectives are different and complement each other.

Table 2. SMART Marketing objectives.

Feature	Description	Objective 1	Objective 2
Specific	Accurately determined area of research and the included goals with its detailed description	To improve brand awareness among target segment	Increase the annual amount of incoming Chinese tourists
Measurable	The quantity and quality of the goals performance can be evaluated using certain parameters	advertisement and promotion in top-5 social networks during 6 months	50% is the planned increment rate of tourists that is expected to be gained in 1 year
Attainable	It is physically possible to accomplish each included objective and get positive results	advertisement and promotion in top-5 social networks in China.	promoting trips to Mallorca in top-5 social networks of China, providing 10% discount there, simplifying and customising booking process.
Realistic	The successful realization of plan is possible with determined budget, place, staff and other included parameters	One specialist will do it through internet	One specialist will do it through internet
Time-bound	Determined realistic time schedule which helps to control the process and see the progress	6 months	1 year

The suggestions for further Marketing Plan will be written as the result of the research and would be presented as a list of recommendations. During the research the list of suggestions can be corrected and modified depending on upcoming results and new data in the research.

According to Luther (2001), marketing activities are built base on generally accepted and time-tested rules and norms. The most important interconnected

elements that should be taken into account before and during the implementation of the recommendations. Accurately chosen the main goal and the included objectives, precise targeting - these issues are not the only ones that influence marketing activities. Company should send a correct specific message that could affect the decision of potential customers. Brand name, image, logo and slogan characterize the overall business and are the components of this message. When people choose a hotel, they do not choose just a building in a particular place, they choose a way to spend a vacation, expected emotions and sensations, adventures, communications, service and atmosphere. When they see the brand, they get the message that is going together with the brand. That also gets expectations that is why it is important to send the right message to the right auditory.

Another element of marketing plan is competition. The Hotel should choose a right manner to compete on International Market. An advantage could be initiated from a lower price range, unique services, functionality, quality or distinguish positioning. Depending on the chosen way to compete, the message of the company and the product or service itself should be revised and adjusted.

The way to promote a product or service is choosing depending of the hotel positioning and budget. Advertising in internet, in magazines, or on TV and radio; attending specific fairs and exhibits; products with the company logo and so on. All these methods could help to raise the image and amount of incoming tourists in the hotel. Taking into account that the target segment is beyond the island and beyond Spain as well, an issue about location of Marketing Strategy implementation should be thoroughly investigated. How it is better: to do everything from the inside or to engage Chinese intermediaries or other external experts. All these questions should be answered during the research, and all the elements should be investigated. As all the steps are done properly, the results will appear quickly.

## 4.2 Tourism marketing

Each industry characterized by different focuses, control levers and by different marketing activities. Lorette (2015) wrote about mechanisms of marketing in Touristic Industry. As it mentioned there in order to choose a right strategy, it is important to determine advantages of the hotel and make an accent on them so clients would see attractiveness of the hotel. It can be a convenient location: proximity to attractions area, shopping centers, sea, historical center, bars or parks. Air and rail connections could be also regarded as an advantage. Furthermore, it is worth to emphasize the amount of included services, level of hospitality and affordability for a particular target segment. Determined disadvantages of the hotel could be considered like a trigger for the development of the hotel and a reason to look for new advantages or creating them.

Beneficial to hotel sustainability, the ongoing tourists monitoring should take a place. Feedbacks of visitors could be gotten during face-to-face direct conversation, by phone or on an official website and some tourists booking platforms, All it helps to have a faster reaction to changes in demand and adapt the hotel concerning to appeared trends.

According to Lorette (2015), monitoring of internal and external environment is necessary as well as the hotel should be always ready to any changes: political and economic situation, world events, crisis, wars or natural catastrophes. All of them have a strong influence to the tourists behavior.

Core marketing activities are based on marketing campaigns: advertising and promotions. For the sake of higher hotel occupancy it is worth to make people aware about the hotel, stimulate a tourists inflow and their loyalty by organizing some activities and social evenings, providing discounts or some free services to regular customers, families or corporate clients.

Advertisement can be implemented through internet or paper publications. Guests loyalty ensures continuous tourists inflow and stable income as the result. That is why good relationships with guests are essential. Every customer can become a regular customer if he is completely satisfied with the quality of service and hospitality in the hotel.

### 4.3 Internet marketing

Vichi-i-Martorell and Gabriel (2004) in their research were talking about the role of internet as a marketing channel in hotel industry. Hotels in Balearic Islands have been chosen there as a research place. The researcher talks about changes in marketing philosophy which are unavoidable with the growing role of internet in lives of people. Internet now is the main distribution channel which can cut tour operators and other middlemen. But different customers have different attitudes towards internet and some segments are still not familiar with online searching and booking. So the researcher analyzes hotel chains, individual hotels and airlines in order to evaluate 2 figures: how well companies use internet for marketing purposes, and how much customers use internet for searching and booking hotel room or plain tickets.

A drawback of this article is related to an outdated look. The research was taken in 2004, and nowadays a world picture is different. Online searching and booking now is an ordinary thing. There are a lot of related websites (like booking.com, Tripadvisor, Google Hotel Finder), social networks, blogs, internet forums and communities where hotels post advertisements and promote their service by different new ways and channels (viral Marketing, guerrilla marketing, mobile applications, SEO, QR codes, Facebook, Twitter and so on).

In China tourism destinations alternatives before were mainly determined by tour operators and travelling agencies. As it was written in Human Rights Watch (2006) a lot of international web-sites are blocked there by government authorities because of Internet censorship laws. Therefore it is important to research the problem and to find a way to reach Chinese customers directly through right internet channels, so middlemen could be cut off, and consequently trip prices would be lower and affordable for wider segment. Internet can also help to solve the problem with time zones, as internet portals are available 24 hours a day and as Chinese are relatively good internet users. Alternatively, hotels could cooperate with Chinese agencies and tour operators as well, so the variety of distribution channels would be wider, and they would promote a hotel every time when offer it to Chinese customers.

Nowadays it is difficult to underestimate the importance and influence of internet. An official website is the face of the company so it is worth to design and present it correctly. Linton (2015) talks the importance of this marketing instrument. An official website represents something like a business card of a company so visitors will find there the entire actual general and more specific information about hotel, included services, price range, current offers or available discounts, contact information.

Other related intermediate websites serve to promote the hotel using a special highly-customized searching engine. The most popular of them, Booking.com, Trivago, Tripadvisor, Expedia, Hotels.com, have already gained the trust of their multiple audiences and can use it to increase the amount of bookings and, as the result, of incoming tourists in hotels published there.

Talking about marketing techniques it is worthy to mention key content marketing instruments. In the magazine Arlt (2013) writes about marketing channels and about the importance of unique attractive marketing content that should be published in right places.

In an attempt to save extra money some specialists tend to paste advertising information into a separate article and risk to lose the prestige of the advertised product. Some entire thematic articles, case studies, videos or posts would be more expensive but would bring more attention, trust and profit as the result. Such articles look more unprejudiced and usually do not cause a negative reaction. The public is tired of hidden advertising, but the descriptive attractive truthful text with some general information about brand, interesting details and facts can be considered more positively. A promotional message should not be aggressive but clear so people will find what they are looking for between the lines. Some related images can dilute the continuous text and make it easier understandable and make an accent on some specific details.

The content should be easily readable from any portative devices as well. Nowadays, many potential clients use mobiles and tablets to surf internet, therefore web pages should be able to adapt its format to the size of each device.

Browser cookies is a popular marketing instrument that collects information about products people was looking to and then shows it like an advertisement on other exterior web-sites. Thanks to tracking, cookies can select and process well-directed message to users, remind them about recently viewed and possibly interesting items.

#### 4.4 SOCIAL MEDIA MARKETING

In order to reach the target auditory, it is important to choose the right places. There is plenty if similar informative or news websites, magazines and social media portals so it costs a lot to post the article in appropriate ones. Nowadays users tend to spend in social networks more and more time. The most popular of them - Facebook, Twitter, Instagram, Vk.com - are extensive international channels for product promotion. On the other hand, articles published on business or other specific websites would look more serious and significant. So the right set of various marketing channels will give greater possibility to attract potential customers.

However, the situation becomes more complicated when we talk about Social Media in China. As a lot of international websites are blocked by Chinese government via the Great Firewall of China, the most widespread marketing channels as Facebook, Twitter, Instagram, Google and YouTube have no influence to the Chinese market. The solution of this problem lies in promotion through local alternative Social Media channels. There are plenty of alternative domestic websites, so it is worth to explore them. The Table 3 displays characteristics of Chinese platforms the most popular and attractive for marketers according to Steimle (2015). Chinese platforms are compared with International alternatives so it easier to understand the concept of each platform.



Table 3 Chinese Social Media

Name	Similar international platforms	Features	Marketing features
QQ	Skype	text messages, video chat, voice chat, sending files, games, music, microblogging, shopping, instant messaging mobile application, mobile payment space	adaptation and acceptance of payments using QQ Wallet
Qzone	Facebook, Blogger, Google+	blogging, photo sending ,music, videos	promotion and advertisement through fan pages
WeChat	WhatsApp	voice messages, group chat, video call, people nearby, walkie-talkie, games, shopping, booking	Advertisement through personal account: sending thematic information offers, discounts and QR codes to potential customers and nearby users, analysis of their shopping experience through sales channel Weidian.
Weibo	Twitter	messages, posts, blogging, video, subscribing to different channels	Advertising through posts, video, announcement, interviews.
RenRen	Facebook	personal accounts, friends, news lent, messaging	Advertisement through a personal account of brand.

With an attempt to use diversified list of Chinese Social Media with a huge popularity of users, it is worth to study it carefully in order to drive Chinese to the right direction and engage in a better way. Crampton (2011) states, that in China people tends to spend more and more time online using different portals in order to communicate, do shopping, booking, look for a direction, search some information, order place in a restaurant and even book a taxi. So understanding of all this system is imperative as it is the easiest way to reach the auditory and do not lose existing opportunities.

## 5 RESEARCH IMPLEMENTATION

### 5.1 Research methods

In order to conduct a proper research and fulfill the goal some important information should be collected. The purpose of the thesis is to write a list of recommendations for the hotel Es Port in Mallorca in order to attract Chinese customers in a better way. Secondary Data is not the only source to get information about hotels in Mallorca and about Chinese tourist there. Primary research can be taken as well, so the gotten information would be original and new. However, before start to gather information it is necessary to choose the right method to do it.

There are two fundamental methods of research: qualitative and quantitative. Weathington (2012) argue that Qualitative research is subjective and more flexible so the researcher explores and then extends the amount and depth of related information. With the idea to try to understand the problem the researcher shows his perception using answers of particular population. These answers consist of words and express opinions, values, and behaviors. The gotten answers should be analyzed and interpreted in order to see a given research issue clearer. So at the end of research the researcher shows his own point of view based on observed data and the level of understanding of a given research problem. A different researcher will get the different results of the same research problem, and both will be right but subjective.

Quantitative research is objective and more rigid. It consists of numerical information and does not include any opinions so the results of such research in one particular period of time are always the same (as numbers are the same). The researcher observes the problem but does not interfere. In order to conduct such a research a big target group should be taken for consideration, otherwise gotten information cannot be generalized. Generalization is important characteristic and strength of quantitative method, the results of such research are reliable. The role of the researcher here is to gather the data and to analyze it using calculations. Some ratios and correlations, statistics with further explanation can be results of the research.

Weathington (2012) compare application of similar methods for Quantitative and Qualitative research depending on the different research methods. It is mentioned there that Behavioral observations represent watching and recording the behavior of particular populations in particular time and place. In Quantitative research this method can be used for some rates and ratios calculation, in Qualitative – in order to find the explanation for certain processes and actions (what causes? motivations? effects? consequences?).

Interviews in Qualitative research is used for collecting, recording and analyzing data about opinion, experience, and understanding through communication with a particular population. Interview is based on communication (mail, e-mail, phone, face-to-face) and consist of questions related to a given research problem. Interviews analyzing will help the researcher to see the picture of points of views of interviewees. In Quantitative research Interviews can be used in order to collect numerical information for further analyzing.

## 5.2 Interviews in qualitative research

There are some alternative models of the research. In quantitative research too many interviews should be taken in order to generalize information. Because of limitations in time and budget, this method cannot be used in the thesis. So the only possible method is a pure qualitative research.

The face-to-face interviewing method has been chosen for the research as it provides new insights into the problem of the thesis: the respondents share their opinions about different subjects, reflect differently and each interview shows the picture from a new angle. Moreover, it is easy to conduct interview and some selected respondents could be chosen for it. Front desk managers, receptionists, administrators and managers have been chosen like a target respondents group for the first set of the interviews and Chinese tourists have been chosen for the second set of the interviews. In order to find them, make contact and arrange a meeting, 180 e-mails have been written and sent to hotels in Mallorca. The list of hotels has been found in Booking. com, contact information of the hotels have been found of their official websites. Then an

interview guide was developed and meeting time with the respondents was scheduled. Respondents for the second interviews have been found in the hotels and outside in Palma capital city.

So the qualitative research consists of two different sets of interviews, the first interview - with some personnel in hotels in Mallorca and the next one - with Chinese tourists in Mallorca. The second one will follow the first one. Then the results will be compared. This research is subjective: the answers of interviewees will be based on their own experiences and attitudes. In qualitative research, it is difficult to validate data or make it reliable so the results of the research will be unique and will go through the prism of view of the researcher.

The list of questions for the interviews will be prepared in advance, so formulation of questions will be the same every time and will be related to things that already happened or related to consistent attitudes, facts. "How many times you visited Mallorca?", "How many days you will stay here?", "Why have you chosen this particular hotel?", "Could you name the main reasons why have you chosen Mallorca?", "What is the purpose of your visit?" and so on. Answering these questions interviewee relates to something that he or she has already decided and if I would ask the same question in a week or month the answer won't change. Such questions as "Could you compare your expectations about Mallorca/ hotel/ personnel/ facilities/ food/ local people/ fiestas and the experience that you have got?" may cause different answers depending on the further experience the interviewee will have. To some questions the interviewees will not probably tell the truth (too personal or unethical). For example, "How much money you spent/ will spend here?", "What is your salary?", "Do you like Mallorca?", "Do you want to come to Mallorca one more time? Are you going to choose the same hotel?" and so on. Both interviews will be unstructured and probably will include some additional questions. The list of questions can be found in the Appendices.

### 5.3 Results of interviews with hotel staff

As the result of previous job 4 interviews with administrators in hotels in Mallorca have been conducted and answers have been collected. Three of those hotels are located in Palma, the capital of Mallorca. The remaining one - in Port of Soller - has been chosen for the further marketing strategy application. The Table 4 shows the results of all the interviews. Answers from different interviews are separated so it is easier to compare them.

Table 4. Interviews with staff

	1. Hotel Isla Mallorca & Spa	2.H10 Punta Negra	3. Hotel Amic Horizonte	4. Es Port, Soller
General information	<p>The hotel was open in 70th and has 3 stars, later had been restaurated and have got 4 stars. Before had a business-trips orientation, now mostly oriented on international tourists. Mostly they come from Germany, England, France and Russia.</p> <p>The hotel is located on the sea side and near the city centre at the same time.</p> <p>The hotel offers 153 room of different categories and prices, has a restaurant, swimming pool and spa.</p> <p>It does not belong to a hotel chain and does not have separate marketing department.</p> <p>Open all year, but in winter only about 20%</p>	<p>The hotel belongs to a big international hotel chain "H10 hotels". Tourists mostly come from England, Germany and Russia.</p> <p>The family hotel does not offer an animation program, but has entrances to two beaches (stony and sandy), two outdoor and one indoor pools.</p> <p>The hotel has 135 rooms with views on the Mediterranean Sea.</p> <p>The hotel is closed from the end of October till the end of</p>	<p>The Hotel is located in the city centre; it is small and offers just 20 rooms. The hotel is open all the year. In the summer rooms occupancy is about 85%, in winter - 60-65%.</p> <p>Mostly visitors come from Germany (45%),English (30%), Russia (5%), Scandinavians (10%), Spanish (10%).</p> <p>Additional facilities: rent bikes, terrace with a sea and Cathedral view, spa, sauna, Jacuzzi, massage, laptops for clients, restaurant with snacks, Bed and breakfast or only bed (guests can choose)</p> <p>Reception is open 24 hours.</p>	<p>4 stars hotel does not belong to any hotel chains and has 3 owners. It contains of 149 rooms.</p> <p>The hotel is open during 10 months (from the end of January till the end of November) with 85% average rooms occupancy.</p> <p>During summer season (from May till September) often rooms occupancy rises up to 100%, so price range that time is about 10% higher than in other months.</p>

	<p>of rooms are occupied. It is not not profitable. The price range this time is 10 % lower in order to attract more tourists. From April till October the hotel as almost always completely full.</p>	<p>February as an occupancy range that time usually is below breakeven point.</p>		<p>Mostly tourists come from Germany, United Kingdom, France and Belgium.</p>
<p>Chinese tourists</p>	<p>There are more tourists from Japan than from China. Chinese visitors look like “unexperienced Japanese”. They represent about 0.5% of all the incoming tourists. They are independent and book rooms through the official website of through booking portals. Few times there have been groups of Chinese coming from Madrid or Barcelona. They were staying in the hotel for 2-3 nights. Chinese tourists are peaceful, quiet, do not attract too much attention, do not make a noise, do not communicate closely with tourists from other countries. They do not tend to enjoy sea and beaches. But there was one exception, when a young Chinese guest asked</p>	<p>There are almost no Chinese tourists in the hotel and there is no orientation to them (no information in Chinese, no Chinese version of the official website). Japanese and Thai come more than Chinese. Managers expect, that the amount of incoming Chinese tourists will grows, but only that time they will start to promote the hotel there.</p>	<p>The hotel have some Chinese visitors (50-60 people in a year). They book rooms themselves through Amadeus or through agencies which do it again through Amadeus. They do not come with tour operators, they come on their own. Mostly guests from China do an around trip (Barcelona-Madrid-Sevilla-Mallorca) and do not come only to Mallorca. They stay in Mallorca only for 2-3 nights. Come individually (not with groups). Average Chinese tourist is very polite, open-minded. They are interesting in Spanish culture, do not shy to ask questions about directions or good restaurants. They have sightseeing</p>	<p>The percentage of Chinese tourists in the hotel is low (about 1%). They come independently and do not communicate with other tourists. They are willing to take all sorts of excursions and tend do a lot of photos of everything (nature, hotel, food, personnel). They are not noisy, and do not provoke any problems or conflicts. Few times Chinese tourists were asking a kettle to their room and were cooking and eating there.</p>

	<p>about the most attractive beaches, rented a car and spent almost all the time there.</p> <p>Chinese tourists do not speak English well (worse than Japanese).</p> <p>There are no regular Chinese guests in the hotel.</p> <p>Normally, they do not create problems, do not require special treatment, do not complain. They are open-minded and tend to degustate local cuisine, discover local culture, spend a lot of money when do shopping. They have tough schedule and try to have time for everything as usually they do not come to spend vacations to the same place twice.</p>		<p>plans, come with guide-books about Spain (well-prepared). They more or less know what they want and look for.</p> <p>They like Cathedral, old town rather than beaches. They are not that much into the beaches.</p> <p>They speak basic English and do not speak Spanish.</p>	
Marketing	<p>The hotel does not have a marketing department.</p> <p>There is Hotel Association of Palma and representative of local hotels and other touristic organizations meet there and discuss about marketing strategy, create marketing plan together. So the hotel use advice of the Association.</p>	<p>Marketing department located in a headquarter in Barcelona. All the decision about marketing strategy and promotion are coming from there. If the hotel wishes to post an advertisement,</p>	<p>The hotel is by 2 ways: through tour operators (15-20 contracts with different agencies and they promote the hotel using brochures, articles in magazines) and through web-pages like official web-site, booking.com, hrs, expedia.</p> <p>Administrators of the hotel fulfill info</p>	<p>There is no marketing department in the hotel, but there is a manager responsible for promotion and sales. The manager administrate the official web-site, and other web-pages like booking.com or</p>

	Also the hotel is promoted through different booking portals and agencies. In Booking.com they have one of the leading positions by feedbacks and by reservations as well.	and article or do any kind of marketing activity, a manager of the hotel should firstly ask a permission from the headquarter.	themselves using General Distribution System (GDS) and booking engine. Channel manager can play with non-refundable tariffs: open or close sales, make discounts, short-time offers, low-season offers (in winter) in order to convince or to push sales.	expedia.
Marketing in China	There is no marketing activity in China as there is no orientation to this segment. Mallorca is an island and connection with China is not enough good as there are no direct flights from there. That is why the amount of Chinese tourists in Barcelona of in Madrid is higher. Also in winter the weather in Mallorca is not hot, so many tourists prefer Caribbean islands that time.	The headquarter has some contacts with agencies in China.	The hotel does not have orientation to Chinese tourists and do not promote it in China.	The hotel still does not have any connections with Chinese agencies and does not present the product on the Chinese market.

According to the Table 6, all the hotels, regardless of geographic location on the island, oriented to European tourists coming mostly from England, Germany and France and to Russian tourists. Summer season (from May till October) is the most profitable for all of them and in winter season some of them prefer to be closed, others are open all the year but have low room occupancy rate that time.



The hotels realize marketing policy by different ways. Small independent hotels have managers responsible for web-portals administration, pricing and promotion. Hotels that belong to hotel chains use central marketing departments and realize marketing strategies that come from there.

All the hotels have little amount of Chinese tourists (no more than 1%) and have no orientation to the Chinese market. However, all the managers affirm, that an average Chinese visitor tends to book a hotel itself and do not use travelling agencies. Chinese guests are peaceful and do not source any conflicts, do not complain, do not require special treatment. They are quiet, do not make noise, do not attract too much attention, and do not communicate with other international tourists. They are also prefer sightseeing and cultural entertainment rather than beach vacation and swimming in the sea.

Sometimes Chinese groups of tourists come with round-trips and spend few nights in Mallorca. Groups of tourists and even independent travelers tend to have tough sightseeing programs and spend time productively: degustate local cuisine, discover local culture, spend a lot of money when do shopping.

They do not speak English fluently and do not come to the island on the regular base, but despite this, they can be considered like an attractive touristic segment. As the tendency to spend vacations abroad is growing in China, their attractiveness is higher in a long-term perspective.

Meanwhile, there is no orientation to Chinese tourists in the hotels. There is no marketing activity in China as well. As connection between China and Mallorca is not good and there are no direct flights from there, all the incoming tourists have to use at least two plains. Because of the distance, all the tickets cost quit a lot, and it takes time to come from of part of planet to another. So the question about the situation in future is still unclear. Only the thing is clear, that China has a lot a lot of money and is ready to spend part it also abroad. So it is important to configure all the travelling conditions by the way to make Mallorca more accessible and affordable for Chinese.

#### 5.4 Results of interviews with Chinese tourists

Three interviews with Chinese tourists have been conducted during the research. All the tourists have been found in the Es Port hotel. Two of them is a middle-ages couple that is visiting Spain first time in their life, and the third one is a man of 30-40 years old who is living and working in Germany for already five years. The couple has chosen the hotel because they were looking for something “really Spanish” and they did not want to go to Palma as that place looks too touristy and “you cannot see there the pure local culture”. They also told that they have some friends living in Soller, so it looks like the main reason to choose the city. The man have been in Mallorca once already, in Palma and in Arenal, and wanted to discover the rest part of the island.

All the tourists have booked the hotel by themselves through internet, using Tripadvisor and the official website of the hotel. All they are pretty satisfied with the level of service, menu in the restaurant and with the hotel in general. The third interviewer told that his expectations about the hotel and about the city have been absolutely met and that Soller is “the perfect place to escape from the routine and relax”.

All the Chinese tourists came to Mallorca to spend vacation and all they agreed that summer is the best time to do it. The Chinese couple spent 5 days in the hotel and then moved to another part of Mallorca (Valldemossa and Palma) where they wanted to spend 6 more days and then fly to Madrid. The third interviewee spent a week in the hotel. All they were looking for a calm rest and pure nature. The Chinese couple planned to take classes of golf there, do shopping and to take some excursion programs. All the interviewees agreed that the restaurant has a good menu with many delicious dishes that the level of service is high and that views from apartments are spectacular. All they felt welcomed in the hotel and in Mallorca in general and hope to come back here one day in future.

## 6. RECOMMENDATIONS FOR ES PORT HOTEL

### 6.1 Chinese tourists profile

When all the data have been collected and all the interviews have been conducted and analyzed, the next step is to draw an overall picture around the chosen target segment of tourists, make an action plan and apply it. According to the objective of the marketing strategy, application of the plan should help to increase the amount of incoming Chinese tourists in the Es Port hotel in Mallorca. So in order to attract Chinese guests, their profile should be written. It will help to see the best way to promote the product, a possible price range and to adapt the product in a way to make it more attractive.

Nowadays, Chinese of different age categories wish to travel abroad. As the Es Port hotel has focus on such segments as young and middle-ages couples (20-50 years old), a new focus can be taken on Chinese of this age group. Also, the hotel can be interesting for tourists who are looking for an unusual resting style and wish to be isolated of noise and bustle. China is overcrowded of people, cars, buildings, factories. Everything is in dynamic and everything is accompanied by sounds and noises. So when Chinese citizens are exhausted they are looking for quiet and calm rest. Hotel Es Port is surrounded by mountains from one side and by the sea from another side separated of another part of the island. So, quiet atmosphere here can be guaranteed.

The hotel can be also interesting for Chinese tourists who are looking for healthcare. There is a spa center on the territory of the hotel, so the guests can use it for free and can also have different types of massage, relaxation or rehabilitation therapy. So this place with pure nature can give fresh clean air to lungs and offer everything for perfect vacations.

However, Chinese guests are still part of their culture: they like shopping, luxury brands and would probably enjoy taking some shopping tours that can be organized by the hotel. They can be attracted even better if some discounts would be offered by the hotel. By this way both, the hotel and shopping centers would get a profit. Also an average Chinese tourist tends to spend more money than a European one, so he would not need an affordable economical accommodation and there is no need to lower prices.

Chinese tourists could come to Mallorca in winter as well. Due to Mediterranean climate, winters here are soft and quite warm. As they prefer other types of rest than beaches and sunbathing, the weather would not be an obstacle to choose Mallorca for vacation.

Mallorca and Es Port hotel in particular can be attractive for couples and honeymooners because of the romantic “European” image of the island. Many Chinese couples tend to enjoy their honeymoons abroad and spend a lot of money to make this time unforgettable and also shows their material status. As Es Port hotel helps to the clients to organize different conferences and events, some fake wedding ceremonies and celebrations can be offered there as well.

Besides, many middle-ages rich Chinese tend to learn how to play golf abroad. In addition, as Mallorca is famous by the golf clubs, accent to this service can be taken in the hotel too. Es Port offers classes of golf and possibility to play or participate in golf competitions. One of Chinese interviewees told that he plans to learn in Mallorca how to play golf. So this facility should be promoted better in order to get more golf lovers.

## 6.2 Marketing mix

Marketing mix is a standard tool to write an organized set of points that would help to make correct decisions concerning to marketing activities. Geetanjali (2010) explains the main points of marketing mix where simplistically the most appropriate product, place, price and time should be chosen in order to offer the product or service by the best way. 4Ps is a classical basic variant of of marketing mix and it includes Product, Price, Place and Promotion. Sometimes it can be extended till 6Ps with Process and People.

Product (good or service) is aimed to satisfy needs of target audience so demand would increase and it would bring a bigger profit. Price is an index that customers would be ready to pay. This index should be competitive, match the product image, the value of the product and the valuation of the product by customer, otherwise the product will be perceived as “too cheap” or “too expensive”. Promotion is responsible for all the marketing

communications, advertising, sales promotions and offers through different channels and using different techniques. Place is responsible for the correct way to provide the product, where they will be able to get it. The Table 5 shows Marketing mix of Es Port hotel. The data is extracted from primary and secondary sources of the research.

The Table 5 Marketing mix of Es Port hotel.

Index	Characteristics
Product	Suit rooms with beautiful views from balconies, Chinese version of the official website, possibility to ask an electronic kettle or order hot water or tea to a room, concierge service, organised shopping tours.
Price	Skimming pricing strategy with an aim to earn the image of exclusive high quality hotel increasing prices to about 5%.
Promotion	Special offers for honeymooners, promotion and advertisement in English through Chinese social networks (Qzone, Wechat, Weibo, RenRen), tracking cookies on the official website.
Place	Accessibility by offering transfers from the airport and car rental service.

The elements of marketing mix are independent but complement each other and together lead to implementation of Marketing Strategy. However, even after implementation all the identified components of marketing mix should be revised and updated on a regular base as together with the progress some trends can change.

### 6.3 Implementation and recommendations

Implementation of Marketing Strategic plan means putting the gotten plan into action. As the managers of Es Port hotel were asking for a list of recommendations for further plan, it has no sense to identify responsible for actions persons, time, place or budget. This aspect will be considered later by top management in case the recommendations will be endorsed. As organization and scheduling will be considered later, it worth to present recommendations as a list of possible actions, or tasks. The final list of recommendations for Es port hotel in Port of Soller consists of the next steps:

- To make accounts in Chinese social networks and to join some hotels communities there. The most popular networks in China include English version, so it is not necessary to know Chinese. Also, in internet there is enough information and guiding videos about the way how to sign in and successfully use them.
- To write and post information about the hotel in Chinese social networks on a regular base. To look for followers and other related contacts in Chinese social networks by this way. Posts should be attractive for potential customers: with photos, slogans, short capacious messages. To put an accent on surrounding pure nature, sea and mountains views, medieval scenery with a tower, where they will be able book a room. To mention varied hotel facilities, offered excursions and activities, so Chinese guests would be able to choose the rest type and enjoy calm vacations or have tough scheduled list of different activities.
- To post advertisements about attractive for Chinese users hotel facilities and available services, such as spa center with variety of massage services, golf classes and golf competitions, organization of wedding ceremonies, banquets and honeymoon celebration, shopping trips with availability to visit different luxury brand stores and get a discount there.
- To find contacts and sign agreements with companies that organize shopping tours, wedding ceremonies, photographers, golf clubs, and health centers.
- To decorate some suit rooms in the new building according to Chinese liking: in the romantic way or in a luxury style.
- To buy few kettles or to add hot water and tea in a room service. To add different sorts of tea to the menu in the restaurant, to offer the menu in Chinese.

## 7. CONCLUSION

The objective of the thesis was to study Chinese tourists in Mallorca in order to understand their preferences and the way of thinking, to write an appropriate list of recommendations for Es Port hotel in Soller emphasizing on suggestions how good the hotel could attract the target segment. Primary data was collected via two sets of interviews with administrators and managers in some hotels in Mallorca and with Chinese tourists were conducted. Relying on

the gotten secondary data and the obtained results the profile of an average Chinese tourist was drawn and the list of recommendations was written. The managers from the hotel wanted to consider the list of recommendations firstly and then delegate creation of marketing plan to one of them. So the list of recommendations is like a framework on how the managers can proceed with marketing. They still would need to check the list or recommendations, correct or approve it, identify implementation timeline, budget and divide responsibilities. The list of recommendations might give new ideas and identify some weaknesses that could be improved or eliminated.

The hotels in Spain nowadays are mostly oriented to European tourists and have just a little amount of Chinese guests. However, the situation can change soon, as Chinese have a lot of money, tend to travel abroad more, and choose new less popular destinations for holidays. They become more experienced and ready for new things and places.

The study found that Es Port hotel in Mallorca needs to extend its presence to some Chinese social networks in order to be noticed in China. Additional hotel facilities and contacts with some compliment organizations would contribute gaining new guests (From China and from other countries as well) and maintaining the existing ones, satisfy them and earn their loyalty. As any hotel, Es Port has some strengths and some weaknesses. Even in respect to its small size and the lack of resources that many of international hotels chains have, ongoing studying and improvement could give the hotel lot of potential and would help to stay competitive and profitable for many years.

### 7.1 Validity and reliability of the study

Golafshani (2003) explains the concept of validity and reliability in qualitative research. This research method is always subjective and cannot be generalized as sampling consists of too small amount of interviews and as it is aimed rather to context-specific settings than to statistics, quantification and generalization of the results. Qualitative research helps to better understand the research problem, shows some reflections to the same situation, and operates more words than numbers. As involvement of the researcher here is

always made through discussing with interviewees, it is important to demonstrate credibility, transferability and trustworthiness of the research. Reliability and validity here are viewed together and have close connections with abovementioned parameters.

Reliability is aimed to evaluate quality of the research. Many different sources have been looking through in order to extract relevant information for the thesis, all the sources look actual as they have been written last years and many different research methods have been used. Credibility of the used sources is high as it includes many diversified news articles and scientific reliable sources. The thesis has a high degree of neutrality, because the interviewees have no interest to give some distorted answers and or to lie. The study has been made without an idea to show the situation in the hotel from a special favorable angle, it raises neutrality too. As situation of the touristic market is dynamic, as Chinese tourists change their preferences and the way to travel, it is obvious that consistency of the research is pretty low and the only way to be aware and prepared to any changes is to monitor changes trends in these scopes. Applicability of the research looks high as the list of recommendations is already adapted to the hotel and includes simple steps. Taking into account the abovementioned characteristics it turns out that reliability of the thesis cannot be identified as really high or low. It is at medium level and could be raised only if the research has wider and deeper studying using more reliable sources and extending amount of interviewed persons.

In qualitative research reliability generates validity. Even if quality of the research is not low, the rigor here is far from ideal. The research is subjective and shows the situation by the eyes of the researcher, shows opinions of the interviewees, so trustworthiness here is limited by involved people and authors of the articles and books used as secondary data resources and could be raised if the amount of involved people is higher. By this way existing trends would be better noticed and new trends would appear.



## 7.2 Suggestions for future research

There are some possible researches that could be made in future. They could help to raise reliability and validity of the current research work and comes out of the research limitations. The first and the most obvious recommendation is to continue studying and make a marketing plan with determined time schedule, divide responsibilities between some selected persons, budget and place. When all the steps of the plan will be performed, it will be possible to see results, evaluate achievements and benefices of the marketing plan implementation.

Another possible research could be related to deeper studying and comparison of several hotels in Mallorca or in Spain in general. Presence of Chinese tourists, their part among other tourists and attempts to increase this part could be considered as well.

Deeper research of trends among Chinese tourists could help to better understand their behavior and somehow change it in favor to a concerned organization or even the whole country. By this way it would be easier to attract them and to gain their loyalty.

New context, target segment or location could be chosen for the future research. The only point, this choice should have logic, should be explained and justified. For example, Japanese tourists could be chosen like a new target segment and could be compared with Chinese guests. On other hand, it is important to choose a topic that can bring additional value to the research, choose the crucial component of the theoretical part.

Additional studying could be made with an accent to theoretical part. More reliable scientific works could be used as sources of information. The theoretical framework and the gotten results could be examined there as well. A special research strategy could be created for it.

There are a lot of alternative ways to continue the study, and the chosen topic can help or can bring the research to a dead end. So it is important to consider some of them and to choose the most appropriate one, to be objective, to look to the problem and to build a plan to solve it.

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## APPENDIXES

## Appendix 1: Questions for staff interviewing

(managers, marketing department, administrators) (3-5 interviews):

Introduction, purpose of the interview.

Chinese tourists characteristics:

1. What is the approximate percent of Chinese tourists in the hotel by the total amount of tourists?
2. When do they come mostly? (months, season)
3. Do you have regular Chinese tourists? (who live in the hotel more than one time a year)?
4. Could you describe the “average Chinese tourist”?
5. What are the main challenges with Chinese tourists?
6. Did you have any accidents/problems/misunderstandings with Chinese tourists? (relating to something in the hotel, or relating to tourists’ behaviour) (something strange or funny)
7. Can you see cultural/behavioral difference between Chinese tourists and other tourists?
8. Do Chinese tourists communicate with other Foreign tourists? or they prefer to spend time with other Chinese tourists?
9. What do the Chinese tourists do during the stay?
10. How much money do Chinese tourists spend in the hotel comparing to other tourists? on what services or products?
11. Do Chinese tourists spend a lot of money when they do shopping? (comparatively to other tourists)
12. What do you think is important for Chinese tourists when choosing a hotel?
13. Is “luxury” appearance important for them?
14. Are they choosy? critical? sophisticated?

Marketing activities:

15. Do you advertise the hotel in China? (if yes) How? By whom (yourself or through some Chinese agencies)?
16. Do you have some partnership agreements with Chinese travelling agencies?
17. Do you have accounts on Booking.com? trivago? tripadvisor? Expedia? hotels.com? other web-portals for online booking?
18. Do you know that some of websites and social networks are blocked by Chinese government? So do you have accounts/do you use/ do you promote the hotel in such Chinese social networks like Weibo (Chinese alternative of Twitter), Renren (Chinese alternative of Facebook), QQ (Chinese alternative of Google account), Wechat (Chinese alternative of Whatsapp)?
19. Do you have an official website? Do you have Chinese version of your website (translation)?
20. Do you have any information in Chinese in the hotel? (brochures, booklets, menu)
21. Do you have Chinese dishes in the hotel’s restaurant? Can they be cooked on demand?

Additional information:

22. Could you introduce the hotel? (number of employees, number of tourists, main nationalities)

23. Could you introduce yourself? ( job position, job responsibilities)  
Conclusion

## Appendix 2: Questions for Chinese tourists interview

(3-5 interviews):

Introduction, purpose of the interview.

### Hotel selection:

1. What criterias are important for you when choosing a hotel?
2. Have you booked hotel room yourself? or with help of travelling agency (what agency)?
3. (if yourself) Where did you find the hotel? on which website?
4. What was the visa procedure like?
5. Could you count the main reasons why you chose Mallorca for your trip?
6. Could you count the main reasons why chose this hotel? (size, stars, location, staff, food)
7. How do you know about this hotel?
8. Have your expectations about Mallorca been met? (came true)
9. Have your expectations about the hotel been met? (came true)

### Trip characteristics:

10. What is the purpose of your visit? (business, holidays, visit some friends)
11. Why have you chosen this particular time (month, season) for coming?
12. For how many days you will be here?
13. Is it your first time in Spain? in Mallorca?
14. Did you come alone/ with family/children/friends/pair?
15. What are you going to do here? What do you plan to visit?
16. Are you going to do shopping here? What would you like to buy?
17. How much your trip costs you (together with flight, hotel, other expenses)?

### Feedback:

18. What image (in your opinion) Mallorca has?
19. What do you think about Spanish culture (music, dance, language, food, architecture, traditions, "fiestas") ?
20. Do you like to discover new cultures? try new things?
21. Do you like (or would you like) to discover Spanish culture? what exactly?
22. What do you think about food in the hotel? (amount, quality, variety)
23. What do you think about the hotel's facilities? What would you add in the range of the hotel's facilities?
24. What do you think about staff/personnel in the hotel? (amount, qualification)
25. Do you feel welcome/hospitably in the hotel? and in Mallorca in general? what would you improve?
26. Do you miss something Chinese here? (food, music, language, people)
27. Are you going to come back to Mallorca in future?

### Background information:

28. Could you introduce yourself? (marital status, profession, income, From what part of China you are)  
Conclusion, thanks