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FINAL DEGREE PROJECT DEGREE IN TOURISM

BUSINESS PLAN FOR AN ECO-HOTEL IN ASTURIAS

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RESUMEN

El turismo contribuye a un 5% de las emisiones mundiales de gases de efecto invernadero y se espera que esta cifra aumente en los próximos años. Para que el sector hotelero se alinee con el Acuerdo Climático de París, tendrá que reducir su huella de carbono en un 90% para 2050. El lado positivo de la pandemia mundial se traduce en un mayor compromiso con la sostenibilidad. Esto supone una excelente oportunidad para que los destinos adapten su estrategia turística.

El presente trabajo fin de grado consiste en el desarrollo de un plan de negocio que guíe la creación de un nuevo eco-hotel en el valle de Ardisana (Llanes, Asturias) con casas rurales y tradicionales, un edificio renovado, un restaurante y un huerto ecológico. A través de los diferentes apartados del proyecto, el trabajo planteará la idea de negocio y analizará tanto el entorno donde funcionará el hotel como su estrategia propuesta. Este análisis se complementa con un plan financiero que demuestra la viabilidad de la idea de negocio y su atractivo como inversión.

Palabras clave: Hotel ecológico, Turismo asturiano, Plan de negocio de turismo rural, Turismo sostenible, Análisis estratégico, Viabilidad económica.

ABSTRACT

Tourism contributes about 5% of global greenhouse gas emissions and this figure is only expected to increase in the upcoming years. For the hotel industry to align with the Paris Climate Agreement, it will need to reduce its carbon footprint by 90% by 2050. The global pandemic's silver lining has been established on a stronger commitment to sustainability. This provides an excellent chance for locations to adapt their tourism strategy.

The present final degree project involves the development of a business plan that guides the creation of a new eco-hotel in the valley of Ardisana (Llanes, Asturias) with rural and traditional cottages, a renovated building, a restaurant, and an organic vegetable garden. Through the different sections of the project, the work will present the business idea and analyze both the environment where the hotel will operate and its proposed strategy. This analysis is complemented with a financial plan that demonstrates the viability of the business idea and its attractiveness as an investment.

Keywords: Ecological hotel, Asturian Tourism, Rural Tourism Business Plan, Sustainable Tourism, Strategic Analysis, Economic viability.

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1. INTRODUCTION

1.1. CONTEXTUALISATION AND BACKGROUND

The United Nations World Tourism Organisation (UNTWO) defines sustainable tourism as "tourism that takes full account of its current and future economic, social and environmental impacts, addressing the needs of visitors, the industry, the environment and host communities" (UNWTO, n.d.). Tourism accounts for around 5% of worldwide greenhouse gas emissions and is expected to expand by 130% by 2035 (Nicholls, 2014). To comply with the Paris Climate Agreement, hoteliers will need to cut their CO2 emissions per room by 90% by 2050 (International Tourism Partnership, 2017).

As the UN Sustainable Development Goals have shown, the risks of not acting are too big to overlook, but so too are the opportunities to reduce costs, increase revenue, and future proof the properties and investments. International Finance Corporation's 2019 Green Buildings report estimated a USD 1.5 trillion opportunity for investors to build sustainable hotels and restaurants in emerging markets between now and 2030 (IFC, 2019).

As a result, the problem we confront is not minor. Dr. Willy Legrand, guest editor-in-chief of the Hotel Yearbook 2018 – Sustainable Hospitality and the Hotel Yearbook Special Edition – Sustainable Hospitality 2020, explains that we need to find a way to grow the industry while reducing its carbon footprint to achieve complete decarbonization by 2050 (Trivago Business Blog, 2019).

The growth of tourism is a powerful accelerator of carbon emissions, greater than the growth of industry, construction, and utilities. Although tourism provides one in ten jobs and ten per cent of global GDP, in terms of carbon, it is one of the least efficient ways to generate economic value. Most of this footprint is exerted by and in high-income countries. The rapid increase in tourism demand is effectively outstripping the decarbonization of tourism-related technology (Lenzen, 2018).

Moreover, the COVID-19 epidemic has thrown the world's tourism industry into chaos, with global travel falling by 83% in 2020 compared to 2019. The global pandemic's silver lining has been widely debated, with common ground being established on a stronger commitment to sustainability, providing an excellent chance for locations to adapt their tourism strategy. As a result, it has become critical to apply more sustainable and solid models to create a tourism industry of the future that is economically, socially, and environmentally viable in the long run (TOPOSOPHY Ltd., 2021).

Before the Covid-19 epidemic, the decarbonisation of industry and the accomplishment of social and economic goals that envisaged a more equitable distribution of income across national territory and different segments of society were already a significant part of national stimulus plans. In many situations, however, governments are now adopting massive economic stimulus measures to meet their climate change targets. With the implementation of the European Green Deal, the European Union is leading the way in this area.

The report *Encouraging Sustainable Tourism Practices* by the European Travel Commission states that “a survey of 30,000 adults in every EU country, the UK, and the US found that 72% of European and American respondents believe that their own behaviour can make a difference in tackling climate change. Since the outbreak of the COVID-19 pandemic, the number of responders who feel their actions can make a difference has risen across the board. Consumers are reporting that they are increasingly influenced by ethical and sustainability issues in their purchase decisions.” (TOPOSOPHY Ltd., 2021).

According to the UNWTO, by 2030, there will be 1.8 billion international travelers searching for three primary qualities in their trips: sustainability, transparency, and COVID-19 protection (UNWTO, 2020). This is especially true among tourists and hoteliers in their twenties and thirties. According to a study conducted by the Nielsen Company on millennial consumer behaviour, sustainability is a top issue for this influential and travel-prone age. In addition, 66% of worldwide respondents said they would pay extra for products and services from businesses that are committed to making a positive social and environmental effect (Nielsen, 2015).

The Global Sustainable Tourism Council (GSTC) manages the global standards for sustainable travel and tourism because there is no single, universal set of criteria for officially declaring properties as being eco-friendly. The GSTC Industry Criteria and Suggested Indicators for Hotels aim to "come to a common understanding of sustainable tourism" (Trivago Business Blog, 2019).

1.2. HOSPITALITY ECOLABELS AND CERTIFICATIONS

What are the Global Sustainable Tourism Council (GSTC) Criteria?

The Global Sustainable Tourism Council (GSTC) Criteria were created to provide a common understanding throughout the world of "sustainable tourism". They are organised around four main themes: effective sustainability planning, maximizing social and economic benefits for the local community, enhancing cultural heritage, and reducing negative impacts to the environment (GSTC,2016). Going green has become a point of industry pride. Hotels nowadays must start in the Global Sustainable Tourism Council Criteria with LEED certifications.

LEED certification, which was developed in 1993 by the US Green Building Council, is a set of standards and requirements that certified buildings are deemed to be sustainable. Little by little it

was introduced in countries all over the world, such as Spain, and it is already a very common certification in today's construction (Certicalia, n.d.).

What is LEED certification?

LEED certification, which stands for Leadership in Energy and Environmental Design, indicates that a building or project has been developed to fulfill eco-efficiency and sustainability criteria. It is completely optional and is based on market consensus to design buildings with great energy efficiency in mind. It rewards the use of sustainable strategies in all construction processes of the building, from the suitability of the plot where it is located to the efficiency of water and energy use, the selection of sustainable materials and providing indoor environmental quality (Certicalia, n.d.). There are currently more than 14,000 LEED-certified buildings worldwide, known as green buildings. These include residential buildings, but also offices, supermarkets, and restaurants.

Criteria evaluated by LEED certification

In total, LEED certification evaluates buildings according to 6 criteria:

- Sustainability in construction materials and resources.
- Efficiency and use of water, both during construction and when the building is in use.
- Energy efficiency from construction, with the least possible impact on the atmosphere.
- Environmentally friendly materials and resources used.
- Quality of the interior environment that allows for optimum habitability.
- Innovation in the design process, giving prominence to all eco-efficient resources.

Benefits of LEED-certified buildings

LEED certification brings not only the prestige of knowing that the building is sustainable and environmentally friendly, but also for the owner or builder of the building:

- Operating costs are lower, while the value of the building increases.
- Waste sent to landfill is reduced.
- Better energy and water conservation.
- Healthier and safer buildings for their occupants.
- Reduced emission of harmful greenhouse gases into the atmosphere.
- Owners can benefit from tax breaks for this type of construction.

According to Responsible Travel, four-star hotels emit up to four times more carbon than the simplest hotels. Instead of opting for large hotel chains, it is better to choose independent or family-run properties (Gössling, 2020). Hotels leave between 20% and 30% of the overall carbon footprint. Although hotels make up a small proportion of this, their consumption of resources is

higher; they operate around the clock and guests often consume water and energy immoderately (Tuppen, 2021).

What is “Casonas Asturianas” brand?

Besides, this project following the LEED certification from new constructions and renovated houses, it must also be part of the Casonas Asturianas brand, to achieve a visible commitment to the legacy of the area and the natural environment in Asturias. Rural tourism continues to be the product that best defines the image of Asturias as a destination. Nature has always been the best ally of this Autonomous Community which, bathed by the Cantabrian Sea, spreads its natural charms throughout the Cantabrian Mountain range. And, during all this splendour, in 1994 the Principality of Asturias created the quality and guarantee brand Club de Calidad Casonas Asturianas, the first rural tourist club in Spain.

The “Casonas Asturianas” are charming hotels where the stay is one of the main experiences of the trip. It is an ideal way to get to know and enjoy a destination, with accommodation being one of the primary sensations of wellbeing in those moments of leisure and relaxation, typical of holiday stays. To all these characteristics and improvements, we must add sustainability. The Casonas Asturianas brand is committed to the sustainable development of its territory and to contributing to the natural paradise in which its network of hotels is located, from where one can discover nature, culture and Asturian gastronomy.

1.3. OBJECTIVES OF THIS PROJECT

Based on the above, this business plan for an eco-hotel will meet energy goals, local food only, resources and employment within the community, and a visible commitment to the legacy of the area and the natural environment. The first objective of this work is to study the feasibility of an ecological hotel in Llanes, Asturias, taking as a reference the standards and requirements for LEED certification.

There are several types of LEED certification depending on the characteristics of the building. In this case, the project entails the renovation of a structure with the construction of "Casonas Asturianas" so the certification chosen would be LEED for Building Design and Construction (LEED BD+C) in hospitality featuring new constructions and major renovations (Certicalia, n.d.).

The plan's second goal is to build a hotel based on the customer's experience. Additionally, the third goal is to encourage traditional rural accommodations, to provide extra value to the client and the hotel due to the plan's commitment to sustainability and innovation. Environmental factors, as well as the rural area in which it will be located and the services it will deliver, are all highly desired and appreciated nowadays.

The final goal is to present a market study and a strategic analysis. These will include research of the sector, comparison with other hotels in the area, and internal and external analysis of the hotel, among other studies to examine the strengths, weaknesses, and opportunities of the hotel to identify the position of the company concerning the competition and thus deepen in the best strategy to be implemented.

2. BUSINESS IDEA AND OVERVIEW

2.1. DESCRIPTION OF THE PROJECT

The ecological hotel or eco-hotel Trisquel will be created in a tailor-made space in the approximately 1 hectare of the estate, achieving a natural, ecological, and free environment. An old Asturian house will be renovated respecting its forms and the traditional style of the Asturian cultural and ethnographic heritage, and here both families and adults will find a place of perfect communion with nature. In addition, independent houses will be built with local recycled materials and with the help of Asturian craftsmen, surrounded by their own garden, to provide greater intimacy and privacy.

After careful examination of different alternatives available, we plan to purchase an existing two-storey house of 180m² built and 13.800 m² of plot, which can be found on the website asturalaninmobiliaria.es with the reference CU177, which will be completely refurbished to enable it as the common areas of the hotel with ecological materials but maintaining the initial structure of the house.

Inspired by Asturian architectural culture, 5 independent houses will be built with their own bathroom of different sizes and capacities. Three (3) houses of 40 m² (2-3 people) and two (2) houses of 80 m² (4-6 people). On the property you will also find the parking, the chill-out terrace, the restaurant, the organic vegetable garden and the stable for the animals. The ecological shop, the reception and the bicycle storage will be in the renovated house. This project not only makes sense but could also serve as a pilot project for future initiatives that could be carried out in other privileged locations, with the same characteristics of sustainability and efficiency.

Asturias aspires to be the national leader in Nature and Active Tourism together with the Pyrenees. Therefore, the target customers are looking for sports and an active knowledge of nature. The main sporting activities that will be offered are hiking, mountain sports and cycle tourism. Moreover, the main reason for choosing Asturias as a tourist destination continues to be discovering new places with 27.2%, followed by the natural environment with 18.4% (Gobierno del Principado de Asturias, 2017) consequently, the hotel will host families and adults of all ages that are interested in the services it will provide.

Also, in general, gastronomic tourism is more an element of differentiation, complementary to the rest of the offer, rather than a motivating factor when choosing a destination. The promotion of this product is mainly aimed at the national market, specifically Madrid, Castile and Leon, the Basque Country, Andalusia, and Catalonia, as well as the regional market. Hence, the proposal includes an organic farm. On the farm we will value the fact of growing our own fruit and vegetables based on the principles of permaculture, finding a balance between agricultural production and the environment, respecting the local flora and fauna.

2.2. PRESENTATION OF THE ORGANISATION

An experiential hotel is one that offers the client not only accommodation to spend the night during their holidays but also an experience; an experience that is normally linked to the culture and environment of the destination, and that makes the stay in the hotel not only a means but the goal of the client during their holidays. A sustainable hotel is one that has been built and develops its activity respecting and benefiting the environment through its materials, practices, and services. This hotel will be based on these two concepts: experience and sustainability.

Regarding the first one, it is intended to offer the client an experience focused on active and nature tourism. The concept of "The Experience Economy" shows how many people are betting on another model of life, a return to the importance of the most basic things, eating and drinking healthy products, consuming less information and less useless products, enjoying the company of your loved ones in spaces full of nature and a comfortable environment. They are looking for experiences that provide them with memorable moments. Unique moments of happiness for which they are willing to pay a higher price (Gómez, 2018).

Hence, this project will be done in Asturias. The Principality of Asturias (see Figure 2.1) is dedicated to regional development, focusing on sustainability, regional balance, internationalization, and de-seasonalization. In Asturias, tourism must be consolidated as a powerful driving force for development, with the ability to diversify the economy, generate wealth, create new jobs, foster population preservation in rural environments, contribute to the conservation of natural and cultural heritage, and improve the quality of life for both Asturians and visitors (Gobierno del Principado de Asturias, 2017).

The hotel will be in the east of Asturias (see Figure 2.2) in the "land of the rising sun", where the Picos de Europa mountain range, a Biosphere Reserve, flows into the sea, creating dreamlike landscapes, imposing cliffs, large sandy beaches, and spectacular coves. Where the greenery of the meadows and forests mixes with the blue of the sea. Countless beaches, spectacular "buffoons" blowing on the cliffs between dinosaur footprints and the living prehistory of its World Heritage caves. Seafaring villages with historic centres, riverbeds, rafting, fishing, mythical peaks,

Pico Urriellu, visible from the sea, a strong, fibrous cattle, bred in its mountains, and Cabrales and Gamonéu cheeses, among the best in the world.

The hotel Trisquel will be in the Ardisana Valley (see Figure 2.3), a council of Llanes just 10 km from the famous beaches of Llanes (Gulpiyuri, Torimbía, Toranda, etc) and 25 km from the Picos de Europa (Covadonga, Cangas de Onís, etc), which makes it a strategic location for anyone who wants to know the East of Asturias and stay in a quiet place, surrounded by nature. The valley is surrounded by mountains and the Riensena River, which crosses the whole area and where you can find native forests, almost abandoned villages, and routes such as "El Camín Encantau". The area is very famous for its gastronomy, being a reference in the elaboration of the verdinas (i.e., special type of Asturian bean) harvested in the same valley, the stuffed onions, or the corn cakes.

Figure 2.1. Map of the Principality of Asturias in Spain.



Source: Adapted from TurismoAsturias.es.

Figure 2.2. Close-up map of the Principality of Asturias in Spain.



Source: Adapted from Google Maps.

Figure 2.3. Map of hotel location in the valley of Ardisana.



Source: Adapted from Google Maps.

About the trademark and trade name, the "negative certification of the company name" must be obtained, i.e., the one that verifies that no other company with the same name exists in Spain. To do this, one must go to a PAE point for the Entrepreneur. With this, the name will be registered in the Mercantile Register, which will be responsible for carrying out this check (Alcalde, 2017).

The name of the company will be "Eco-Hotel Trisquel". Once the certificate has been obtained, a bank account will be opened in the name of the company, in which €3,000 will be deposited as initial share capital, after which a certificate will be obtained and taken to a notary. The legal form of the company is a Limited Company, the foundation aspects will be determined in the financial plan.

2.3. DESIGN OF THE HOTEL

Regarding the design of the hotel, the logo of the project is presented below.

Figure 2.4. Eco-hotel Trisquel logo.



Source: Author's own creation.

Next, Figures 2.5 to 2.9 represent the before and after of the hotel reform, taking the real images of the house and property today, and photographs of different houses and hotels in the world and in Asturias that will serve as a reference and inspiration for the design of the hotel.

Figure 2.5. Current house and property.



Source: asturalaninmobiliaria.es.

Figure 2.6. Renovated Asturian house inspiration.



Source: Pinterest.

Figure 2.7. Organic shop and restaurant inspiration.



Source: Pinterest.

Figure 2.8. Asturian inspired houses for guests.



Source: Kabania.

Figure 2.9. Asturian organic farm and animals.



Source: COPAE.

2.4. VISION, MISSION, AND CULTURE STATEMENTS

Corporate culture is composed of two types of elements: the written and the unwritten. The former makes up the rules, codes of conduct, protocols, procedures, and behaviours established by the organisation. The latter are informal in nature and are not specified in any document, but emerge from the dynamics of the company, such as attitudes and behaviours, traditions, ways of relating between employees or the type of environment. The main objective is to keep these two types of elements as aligned as possible with each other and to try to make them reflect as much as possible the nature and personality of the company.

In this case, Eco-Hotel Trisquel will follow a clan company culture, in which employees feel like part of a family and are encouraged to participate and voice their opinions (Cameron and Quinn, 1999). This ultimately results in a better workplace environment that leads to improved customer service and productivity (Holton, 2021).

The first and probably the most important step to take when "creating" a culture is to define it, in such a way that the methodology and values that the company wants to adopt are reflected in a clear, concise, and transparent way that does not give rise to confusion and that allows employees to understand them perfectly to transmit them through their behaviour and their methods. One way to define culture is through its Mission, Vision and Values (written elements).

2.4.1. Mission

The mission of the company can be specified as follows: "To create unique and unforgettable experiences in a natural paradise where to leave nothing but footprints and take nothing but memories".

2.4.2. Vision

We want to be recognised by our customers for delivering a remote, innovative, and sustainable approach to nature tourism and lodging. At Eco-Hotel Trisquel the heart of our company is in nature, in the respect for the environment, for culture and rural society.

We want our enterprise to be known for being built on a human scale, by hand, and for emphasizing the importance of connecting with nature and people. We will do it by building a lucrative enterprise that benefits our whole network of collaborators, partners, and local community while also generating income and conserving the environment.

2.4.3. Values

The hotel will operate in accordance with the following United Nations Sustainable Development Goals (SDGs)¹:

- Gender equality (Nº5)
- Affordable and clean energy (Nº7)
- Decent work and economic growth (Nº8)
- Industry, innovation, and infrastructure (Nº9)
- Sustainable cities and communities (Nº11)
- Responsible production and consumption (Nº12)
- Climate action (Nº13)
- Life on land (Nº15)

In addition, these will be the company's own values:

- Environmental responsibility and commitment
- Teamwork and companionship
- Hospitality and proximity
- Authenticity and quality
- Conscious living, social collaboration, and passion for nature
- Transparency and integrity
- Pride in being hosts
- Relaxedly rigorous with the service
- Creative and disciplined

All the employees love their work and have fun doing it, we transmit this love to everything we do and therefore, we will be rigorous in doing the job well to exceed the expectations of our clients

¹ The UN's SDGs can be defined as global objectives to eradicate poverty, protect the planet, and increase people's wellbeing as part of a new sustainable development agenda (UNDP, n.d.)

and our own collaborators. We take care of our work and others with the same effort as we take care of nature.

Our products are unique experiences. They are not the result of industrial production. Developing a profitable business that delivers on this promise requires a high capacity for innovation. We move comfortably between dreams and pragmatism to create these experiences for our customers and ensure the healthy growth of our company and its people.

3. MARKET AND ENVIRONMENTAL ANALYSIS

3.1. MARKET RESEARCH

3.1.1. Research planning

The target consumer segment identifies the customer group that would be interested in the hotel. The description of the group needs to be as precise as possible to avoid wasting resources due to the gathering of irrelevant data. The first stage in defining the target customer segment in depth is: to identify the market research study's objectives and the major information required for the research to take place. Furthermore, a realistic profile for the eco-hotel Trisquel customer can be described as a conclusion following an extensive secondary and primary study.

Research objectives

- Determine the buying behaviour for ecological hotels, to understand how it may impact a guest's decision to stay in a hotel.
- Study what are the most effective targeted marketing campaigns for ecological hotels to achieve the de-seasonalization and the best profitability.

Key Information requirements

- What are the most important geographic markets for Asturias in tourism?
- How much will the guests be willing to pay?
- What are the most effective marketing campaigns for an eco-hotel?

3.1.2. Secondary research study

First, a dual segmentation model is provided based on Turespaña's criteria to generate a series of traveller and tourist types depending on both their motivations for traveling (Motivation Segments) and their consumption preferences once they are at their location (Experience Segments). Motivation segments are critical for determining the target audience and positioning, as well as providing information on which elements should be emphasised in brand image and advertising methods. While experience segments are crucial for creating the most suitable product portfolio for each market (Gobierno del Principado de Asturias, 2017).

The priority segments for Asturias (see Table 3.1) have been determined based on the characteristics of each of these groups and by an analysis of the product assessment matrix. This matrix assesses the tourism products that already exist and/or have the greatest potential for successful development in the destination.

Table 3.1. Priority Segments for Asturias as a Tourist Destination.

Priority Segments	High Priority	Medium-High Priority (in certain areas/products)	Low Priority
Motivation	Discovery	Life- Purely active	Holiday
	General	Family and ethnic	
	Holiday- Cultural		
Experiences	Rural-Nature	Cosmopolitan	Beach-Gastronomy and Shopping
	Peace		
	Sports		
	Cultural		
	Open to anything		

Source: Principality of Asturias Strategic Framework for Sustainable Tourism.

Furthermore, the key markets for Asturias as a tourism destination must be identified on a national level. To do so, researchers looked at two critical variables: travel time from the emitting location and per capita income. Each autonomous region in Spain is divided into four categories based on compliance with these two variables: Very High Priority (neighboring markets); High Priority (markets that meet both variables); Medium Priority (markets that meet one of the variables); and Low Priority (markets that meet neither variable) (markets that meet neither) (Gobierno del Principado de Asturias, 2017).

Table 3.2. Priority Markets at a Domestic Level for Asturias, Season Strategy and Products to be Promoted.

Domestic Markets- Priority Autonomous Regions	Priority	Strategy-Season	Product to be Promoted
Asturias	Very High	Pre-holiday (summer and Easter) Strengthen at long weekends and in low season.	All high and medium priorities. In autumn, focus on winter sports, rural tourism, and urban tourism.
Madrid	Very High		
Galicia	Very High		
Cantabria	Very High		
Basque Country	Very High		
Catalonia	Very High		
Region of Valencia	High	Pre-holiday (summer and Easter).	All high and medium priorities.
Andalusia	High		
Balearic Islands	High		
La Rioja	High		
Navarre	High		
Aragon	High		
Canary Islands	Medium Low		All high and medium priorities
Castile-La Mancha	Low		
Extremadura	Low		

Region of Murcia	Low	Global promotion strategy at a domestic level.	
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Source: Principality of Asturias Strategic Framework for Sustainable Tourism. Data from the “Activities Report 2015” and “Marketing Plan 2016” by the SPGPTC of the Principality of Asturias.

Next, the hotel tourism market and the national statistics institute (INE) disseminate each month the results of the Hotel Occupancy Survey, the Hotel Price Indexes and the Hotel Sector Profitability Indicators in Spain. Based on these results, the average rate per occupied room in hotels in August 2021 in Spain was 115.01 EUR per room (INE, 2021) which can be coalified as the average price a consumer is willing to pay for accommodation.

Also, the customers are willing to pay between the prices of the competition in the area; therefore, through OTA Booking.com, you can research the prices of hotels with a similar design and concept of rural accommodation near the Ardisana valley. The average price for one room for two people with breakfast included is between 50€ to 110€, a reservation for four people with 1 or 2 rooms costs between 85€ to 240€ and a reservation for six people with 2 or 3 rooms costs between 120€ to 300€ (Booking.com, n.d).

In 2017, a case study was made for the pricing of the Self-Catering Cottages in Asturias and a variable that has a relevant contribution to the rental price is the capacity of the cottage. The coefficient of this variable indicates that if the capacity of the cottage increases by 1%, the price increases by 10%, *ceteris paribus*. For instance, a cottage with the mean characteristics of the sample has an average price of 70.8€ for the lowest capacity, i.e., two people. For the greatest capacity (up to 15 people), this price increases up to 260€. The availability of Wi-Fi increases the accommodation price by 7.5%, *ceteris paribus*. The average price of a cottage with the mean characteristics of the sample is 95.6€. If the cottage has Wi-Fi, its price increases to 102.7€. It can be concluded that new technologies are considered particularly important by clients in the case of rural accommodation (Bilbao, 2017).

Following with the marketing campaigns, the same study explains that the effectiveness of internet advertising in promoting rural tourism increases the price of accommodation by around 2.2% when a one per cent increase in the number of social networks is produced. This result may be interesting for managers because they can use these networking sites to disseminate important information to attract potential tourists (Bilbao, 2017).

However, is important to add that, currently, the limitations that Covid-19 has placed on consumer choices certainly apply to travel decision-making. Consumers in many of Europe’s key markets (particularly those in Asia and the Pacific and in Europe itself) have faced severe limits on how far they can travel, which borders they may cross for tourism and on which transport routes are available. This has changed their travel horizons, mode of transport and the type of activities they might do when travelling (TOPOSOPHY Ltd, 2021).

Responding to a survey conducted by the European Travel Commission in June 2020, European NTOs reported some early travel trends that suggested travel choices were becoming more aligned with sustainable travel principles (TOPOSOPHY Ltd, 2021). Among others, these trends include a greater concern around personal wellbeing and sustainability; increased frugality; a strong preference for domestic travel and COVID-safe trips. Further research also points to a growing trend among travellers to spend with SMEs to support local communities (Smart Travel Lab & Kantar, 2020).

According to the report conducted by Skift + Peak, the future is not in sedentary travel or tourism made for the masses. Consumer attitudes are changing, and people want to "travel better, on a deeper emotional and personal level". The trend for traveling to connect with the history, people and culture of a destination is increasing. The start-up "Olapic", dedicated to the development of online marketing tools, points out that travelers, on average, consult up to 27 different places before booking their trip, motivated by an interest in visual content that conveys authenticity (Biosphere,2020).

Communicating an entity's sustainable achievements takes on special importance in an industry that continues to reward and differentiate companies considered "green" in search engines and online travel bookings. The increased visibility of the most sustainable companies is also helped by sustainable travel bloggers, according to data from Ostelea, School of Tourism & Hospitality, which also highlights that 90% of travel industry executives say that sustainability is important in their organization (Biosphere,2020).

Besides, regarding the company's marketing, information must be accessible, intuitive, and multichannel (e-mails, social networks, messaging, etc.). It is important to use immediate "call to action" messages or emails and if possible, add transformative experiences for the guest to improve the company's reputation in the market.

An example of a transformative experience in a hotel would be to calculate the hotel's Carbon Footprint and implement measures to compensate for the footprint. This will improve the company's relationship with customers and make the concern for environmental issues more visible if you share with them both your emission data and the activities or projects you develop to offset it. Involve the future customers as well by including a voluntary carbon footprint calculator in the reception so that travelers know their impact on the environment and finally activities/services to offset this footprint (Biosphere, 2020).

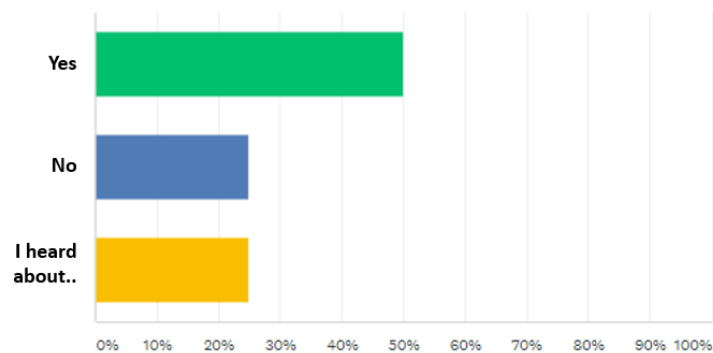
3.1.3. Primary research study

A survey has been carried out to collect information on the population's opinion about the project to build an ecological hotel in the Principality of Asturias (see Appendix I). The survey comprises 8 questions with an estimated time of less than 5 minutes. The survey was originally conducted

in Spanish due to the nationality of the survey respondents but was translated into English, which is the language of this paper. It was released through Instagram where 40 people voluntarily participated with their answers (see Appendix II).

The first question was “Are you familiar with the concept of an "eco-hotel"?”. 50% answered Yes, 25% answered No and the remaining 25% said they have heard of this concept, but they are not sure how an eco-hotel differs from a traditional hotel (see Figure 3.1). This demonstrates that most people are aware of sustainability in hospitality in general and identifies the difference in services and products an ecological hotel may offer compared to a traditional one.

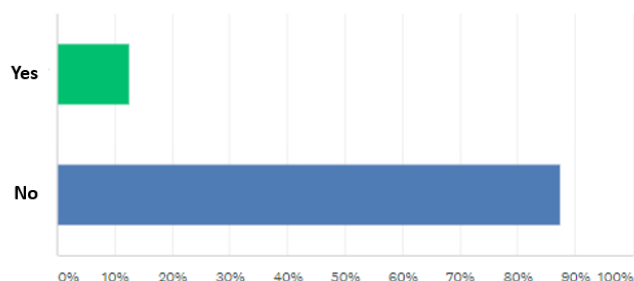
Figure 3.1. Results query N°1 “Are you familiar with the concept of an "eco-hotel"?”



Source: Author's survey.

The second query was “Have you stayed in an eco-hotel before?”. 5 people (12,5%) answered Yes and 35 people (87,50%) said No (see Figure 3.2). Most of the population consulted have never stayed in an eco-hotel before, but this may change in a few years due to the increasing campaigns of the sustainability and the upcoming stabilisation of Tourism after the pandemic of COVID-19. Guests will look after a most personalised and private offer in accommodation far from the masses and the crowded hotels.

Figure 3.2. Results query N°2 “Have you stayed in an eco-hotel before?”

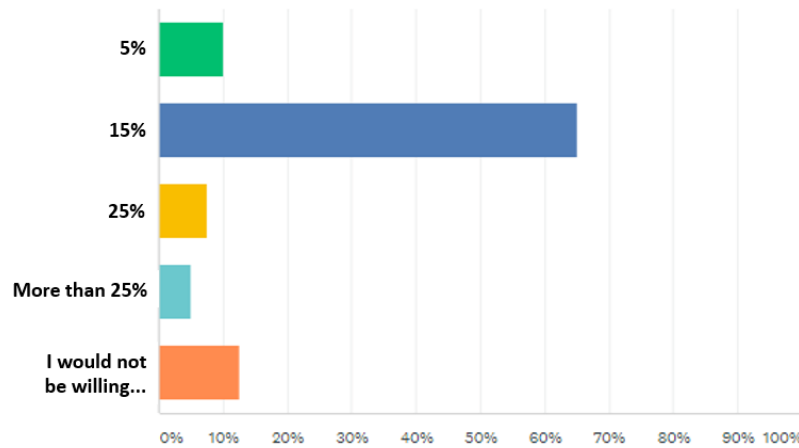


Source: Author's survey.

The third question was “How much more would you be willing to pay to stay in an eco-hotel?”. 4 people answered they would pay only 5% more, 26 people said they could pay 15% more, 3 people answered 25% more, only 2 people said they could pay more than 25%, and finally 5

people said they would not be willing to pay a higher price to stay in such an establishment (see Figure 3.3). Most customers be willing to pay a higher price up to 15% more compared to the price of a traditional hotel in exchange for an environmentally friendly experience.

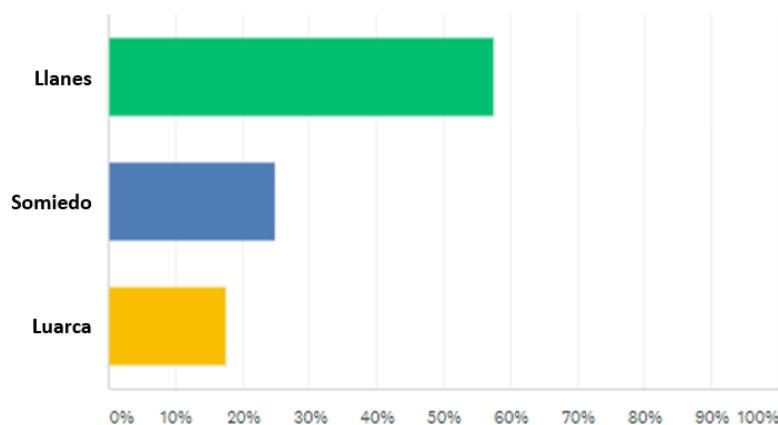
Figure 3.3. Results query N°3 “How much more would you be willing to pay to stay in an eco-hotel?”



Source: Author's survey.

The fourth question was “Which of these locations do you find most attractive for an eco-hotel?”. 57,50% said Llanes is more attractive for the project, 25% voted for Somiedo and 17,50% answered Luarca (see Figure 3.4). Llanes is a coastal city with an active harbour set along beautiful waterways, fantastic beaches and top-notch views from the small hill which overlooks it all. Llanes is one of the most beautiful towns in Spain and one of the most visited cities in Asturias; therefore, is an excellent location to develop a tourism project that is both profitable and in tune with nature.

Figure 3.4. Results query N°4 “Which of these locations do you find most attractive for an eco-hotel?”

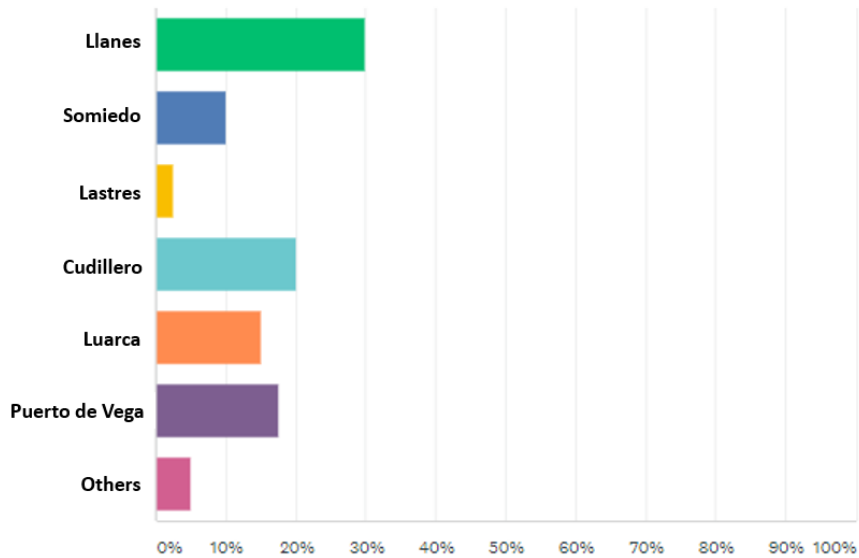


Source: Author's survey.

The following query was “Which of the following Asturian councils do you think is the most attractive enclave in terms of tourism?”. The most voted places were Llanes, Cudillero, Puerto de

Vega and Luarca with 12, 8, 7 and 6 votes in this order. Somiedo, Others and Lastres received only 4, 2, and 1 vote in this order (see Figure 3.5). Llanes remains as the most attractive area where to develop this project based on the results of the survey.

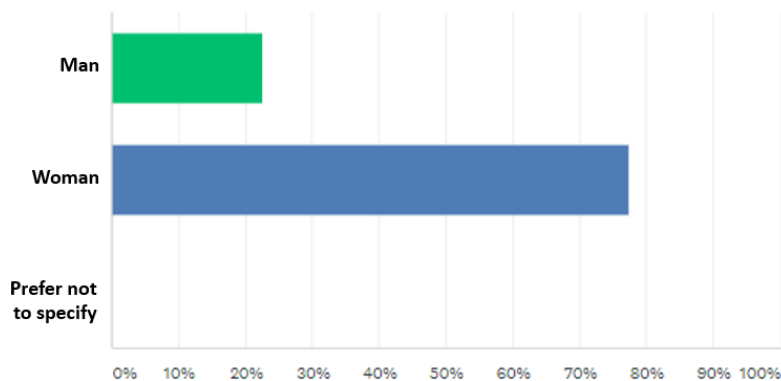
Figure 3.5. Results query N°5 “Which of the following Asturian councils do you think is the most attractive enclave in terms of tourism?”



Source: Author’s survey.

Next, the participants were asked about their “Gender”, to further analyse the results to know who our target market really is. 31 people (77,50%) who participated identified as women and the remaining 9 people (22,50%) were men (see Figure 3.6).

Figure 3.6. Results query N°6 “Gender”

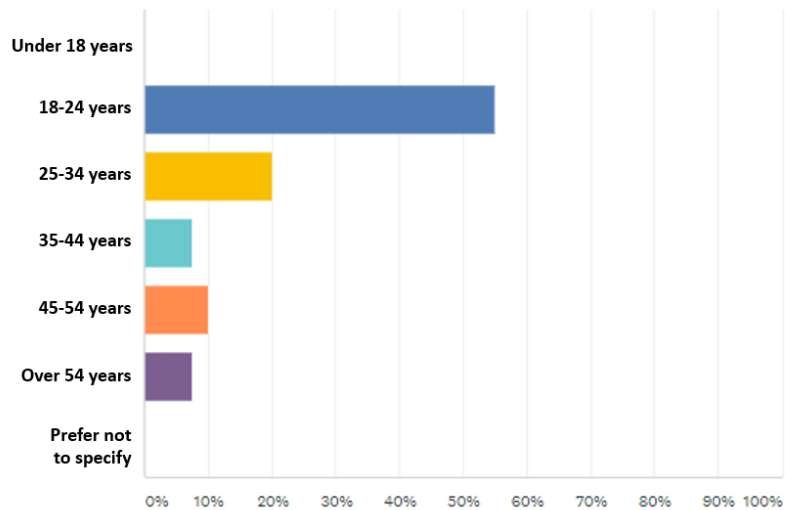


Source: Author’s survey.

Continuing with the demographic questions, the participants were asked about their “Age”. The vast majority of the surveyed with 55% have between 18-24 years, 20% have 25-34 years and 10% have 45-54 years. Only 7,50% have 35-44 years and over 54 years (see Figure 3.7). The target customer will be influenced by mostly young people between 18 to 34 years.

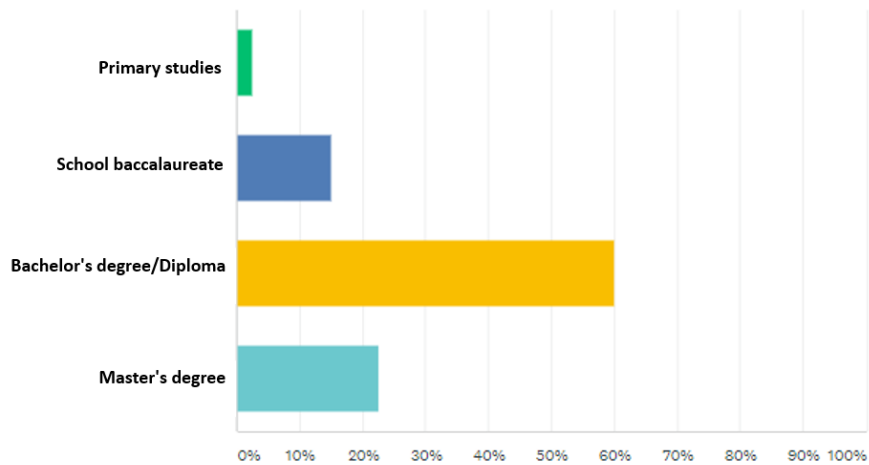
The last question was meant to determine the “Level of education” from the people who participated in the survey. 60% of the surveyed have a bachelor’s degree, 22,50% have a master’s degree, 15% have a school baccalaureate and 1 person only had primary studies (see Figure 3.8).

Figure 3.7. Results query N°7 “Age”



Source: Author’s survey.

Figure 3.8. Results query N°8 “Level of education”



Source: Author’s survey.

3.1.4. Target consumer segment

Given these research studies about the geographics markets for Asturias in tourism, the buying behaviour, the prices the guests are willing to pay, and the most effective marketing campaigns for an eco-hotel; the detailed target consumer segment for the Eco-hotel Trisquel is the following:

Demographic

- **Age:** 20-50 years.

- **Gender:** Both men and women.
- **Annual income:** Between 25,000 to 45,000€.
- **Level of education:** High level (finished high school).
- **Socio-economic status:** Above average. Middle class.
- **Family status:** Mid families (1 to 3 children), married couples or singles.
- **Occupation:** Undetermined.

Geographic

- The national markets are Asturias, Madrid, Castile and Leon, Catalonia, the Basque Country, and Andalusia.
- The International markets are Germany, United Kingdom and France.

Psychographic

- Customers would most likely have consulted environmental information on issues and trends by searching through websites, watching television, and browsing social media platforms.
- Affluent, technological-advanced generation.
- Pet owners or animal lovers.
- Interested in permaculture or organic food.
- Curious travellers.
- Interested in gastronomy tourism and trying local Asturian dishes.
- Guests perform activities at home that are directly related to protecting the environment like recycling and the use of energy-efficient appliances.
- Interested in rural tourism.
- They are looking for sports and an active knowledge of nature.
- Interested in activities like hiking, mountain sports and cycle tourism.

Behavioural

- **Purchase behaviour:** customers prefer to undertake research by turning to search engines and reviews from past customers to assure they are making the right decision before booking
- **Benefits sought:** green consumers look for tangible, functional images such as a recycling program or a LEED certification. They'll also look for actions that illustrate a hotel's commitment to the environment, such as a menu that offer food supplied by local farmers. Customers look for a personalised experience with a varied offer of activities in the nature, overall privacy, and respect of the covid 19 and hygiene measures.

- **Willingness to pay for a green hotel:** customers are not willing to pay more than 10% above the normal price for an ecological hotel and mostly prefer to pay the average price of a night in a similar hotel without the green certifications (Bilbao, 2017).
- **Occasion based:** National markets have more de-seasonalisation tendencies due to being the closest to the hotel. Therefore, they can book during mid-season (April, June, September, and October) national holidays, special dates, and weekends. Both international and national markets tend to book more on summer and Easter holidays. In general, the low season (November-March) can be booked for people interested in gastronomy tourism, winter sports and special offers for the Christmas holidays. The months with the highest revenue are July and August in the high season.
- **Engagement:** Regular. Customers regularly interact with the hotel services but due to the different seasons in hospitality and tourism fail to book frequently.
- **Brand loyalty:** customers value the loyalty programs and with a personalised service they tend to give better feedback and are incredibly useful in terms of referrals and word of mouth.

3.2. ENVIRONMENTAL ANALYSIS

The hotel's strategy is the plan for allocating resources and capabilities to acquire a competitive advantage over competitors and achieve the hotel's objectives. To design a strategy, it is critical to have a thorough understanding of the environment in which the company operates.

The macro-environment will be analyzed through a PESTEL analysis, and the micro-environment through Porter's Forces. Moreover, to look more deeply, the SWOT analysis examines the potential of the hotel considering the information gathered from the two previous analyses. SWOT analyses both internal (strengths and weaknesses) and external (opportunities and threats) forces from the project.

3.2.1. Analysis of the macro-environment – PESTEL analysis

Macro-environment or general environment are external conditions that may affect any organisation in a specific moment of time and geographical space. The analysis of the macro-environment focuses on capturing the key macro-environmental factors that impact the entrepreneurial organisation. To analyse these factors, the method used is the PESTEL analysis, which classifies them into political, economic, social, technological, environmental, and legal factors.

Political factors

- Activation of the digital certificate for travel within the EU since 2021 together with harmonisation of cross-border procedures between Schengen countries improves the touristic activation in Spain.

- The lifting of restrictions on interprovincial mobility in areas that have passed the de-escalation phases since July 2021 allows the activation of national tourism, which is the main source of tourists for Asturias.
- Despite BREXIT, UK nationals since 2021 will continue to be exempt from visa requirements when crossing the external borders of the European Union for short stays (up to 90 days in any 180-day period). Therefore, this market would continue to be one of the main foreign countries to promote ecotourism in Asturias.

Economic factors

- The confirmation of the economic recovery in Europe and the large economies, with an improvement in consumer confidence and employment levels since May, in the case of the Spanish market, should boost tourism consumption by Europeans and Spaniards in Spanish destinations in the summer months, as can be seen in the behavior of bookings each time travel restrictions are lifted (Exceltur, 2021).
- The government expects to invest 3.4 billion euros in the Modernization and Competitiveness Plan for the tourism sector in a direct and non-refundable way over the next three years (Exceltur, 2021).
- Rising cost of tourist travel in the face of higher oil prices resulting from the expected 53.4% increase in the price per barrel (\$65.2/barrel on average in 2021 vs. \$41.7/barrel in 2020), according to the EIA (Energy Information Administration) (Exceltur, 2021).

Social factors

- Spanish society tends to be the main source of tourists in certain regions of the country. For example, the northern communities and inland areas, more dependent on Spanish demand, experienced a notable reactivation of their sales after the end of the state of alarm in May and, while the urban and holiday areas more dependent on foreign demand (Madrid, Basque Country, Canary Islands, Balearic Islands and Catalonia) continued to suffer sharp falls, despite a timid reaction of this foreign demand towards the end of the quarter (Exceltur, 2021).
- Seasonality is a characteristic risk in this sector, and even more so in the Principality of Asturias, which receives most tourists in the summer season.
- Holiday destinations with national demand in Green Spain and inland destinations will be the protagonists of the tourism reactivation in the summers after 2021. The intensity of the recovery will be lower in island and coastal destinations that are more tour-operated and internationalised (Exceltur, 2021).
- According to the survey carried out by the Observatorio de Turismo Rural and the Observatorio de Ecoturismo de España in 2021, for the Spanish rural ecotourist, Asturias is the region of choice for their next holiday (Observatorio del Turismo Rural, 2021).

Technological factors

- Reorientation of the investment in the tourism promotion campaign. Investment of 2.8 million€ reinforcing the national campaign (Exceltur, 2021).
- Technological improvements in the Asturias Tourism portal to speed up the integration processes of booking centers.
- In addition to digital marketing, which is driven precisely by Big Data, social networks (Facebook, Instagram, YouTube, Tik Tok) have a more than relevant role in the promotion, attraction, and loyalty of customers. Nowadays it is the most common and effective way to reach them.
- SEM / SEO / Google Ads / Facebook Ads are key to the promotion of hotels through social media.
- Online travel agencies like Booking.com and websites like TripAdvisor started out as customer review aggregators and have evolved into comprehensive booking systems that are indispensable for hotel promotion today.
- Apps are playing an increasingly important role in companies, and therefore also in hotels. They are not only used for booking rooms but also in applications such as being able to choose the time you want your room to be cleaned, choose the lighting in your room, use it as a room key, etc.

Environmental factors

- The Principality of Asturias presents the Principality of Asturias 2020 Sustainable Tourist Programme ("PASTP 2020"), a plan that will set the groundwork for a new tourism model in the years running up to 2020. It calls for a regional tourist policy that promotes regional convergence and balance among the various regions (Gobierno del Principado de Asturias, 2017).
- In Asturian rural tourism it is important to comply with the quality and guarantee marks linked to rural tourism, "Casonas Asturianas" and "Aldeas, Asturias Calidad Rural" and in the global ecological field to comply with the LEED certifications.
- As Spain has a significant contribution of tourism to GDP suffered the most from measures to combat the effects of the pandemic. These effects are still substantial despite vaccination campaigns in many countries. Until herd immunity is reached in most countries, tourism will be subject to multiple restrictions, especially internationally. The mutations that the virus can undergo can make current vaccination campaigns ineffective, requiring other types of vaccines. Thus, COVID-19 is a reality with which tourism must coexist even after declaring the end of the pandemic (Exceltur, 2021).

Legal Factors

- In accordance with Law 7/2001 of the Principality of Asturias of 22 June 2001 on Tourism, the Asturias Tourism Guarantee and Reactivation Programme has now been set up, which will mobilise 8 million euros and will remain in force until the end of the health crisis. The aim of the plan is to guarantee the sustainability of the tourism sector and its gradual reactivation in the face of the pandemic caused by COVID-19.
- Urban development rules of the municipality of Llanes, approved by agreement of the Urban and Territorial Planning Commission of Asturias (CUOTA), dated 5/12/91, define the rules for constructions in the rural environment of the Ardisana valley where the project will be developed respecting the traditional architecture style.

Conclusion PESTEL analysis

Ultimately, given the PESTEL factors, the macro-environment affecting the Eco-resort Trisquel remains attractive for this project even when the tourism industry is in a phase of recovery from the COVID-19. The government holds extensive power over the accommodation industry, in this case, the political factors show how the travel restrictions have been decreasing and for the time of this project the tourism will be reactivated, while the economic factors demonstrate the recovery in Europe and Spain and the future investments in the tourism infrastructure.

Furthermore, the sociocultural factors reveal the significance of seasonality and the dependence on national tourism in Asturias. The company must use resources to decrease seasonality so more sales can be assured outside summers and secure also international markets for future development. Besides, the technological factors evidence the importance of innovation within the industry and the role of social media in the promotion of the eco-resort. The environmental factors, display the importance of respecting the rural traditions, and the legal factors exhibit the role of sustainability in the growth of tourism in the region.

3.2.2. Analysis of the micro-environment – Porter’s analysis

Specific factors that affect the industry and the hotel, but not those in other sectors, are referred to as the micro-environment or specific environment. The micro-environment study is concerned with properly comprehending the key aspects of the competitive arena in which the hotel will compete—in this case, the hospitality sector—and determines how attractive it is. The Porter’s Five Forces Analysis of the hotel’s micro-environment analyses the bargaining power of suppliers, bargaining power of customers, the rivalry among competitors, threat of substitute products and the threat of new entrants.

Supplier power

The bargaining power of suppliers is low, given that there are more than 500 hospitality distribution companies in Spain; this wide range of companies, and therefore of products, coupled with the low cost of switching from one supplier to another, forces suppliers to adapt to their customers, rather than the other way around. Moreover, suppliers cannot integrate vertically due to the nature of their business.

Buyer power

Buyer power from customers is high, given that although this hotel is clearly differentiated from the rest of the competitors by its characteristics, design and location, there are more hotels and other similar types of accommodation offering sustainable experiences, customers are very price-sensitive, and switching to another competitor does not cost them anything.

Competitive rivalry

Competition in the rural and ecologic hospitality sector is high given the number of companies belonging to this sector that also use similar strategies. In addition, it should be added that it is an industry that is classified in "Mature Market", and at this stage, the level of rivalry is very intense given that the objective of the companies is to capture clients from the others.

Some of the hotels representing the competition are hotels with the "Casonas Asturianas" recognition in Llanes like Arpa de Hierba, El Molino de Tresgrandas and La Arquera; ecological hotels in Asturias like Hotel CAEaClaveles and Eco-Resort Hotel & Spa and finally rural hotels with higher proximity to this project like Hotel Rural El Pandal and Hotel La Montaña Mágica.

Threat of substitution

The most feared substitute for hotels nowadays is holiday rental flats, especially those managed by companies such as Airbnb. Likewise, as the hotel belongs to rural tourism, there are rural houses for rent in several areas of eastern Asturias.

In addition, to combat them, different strategies will be carried out such as differentiation, guest loyalty, the guests' perception of the technical characteristics and values of the hotel, increasing their switching costs to other establishments, and offering them a higher added value than what they can obtain from the rest of the substitutes.

Threat of new entry

Today, entering the hospitality sector as a new entrant is a difficult task given the high barriers to entry that exist, for example:

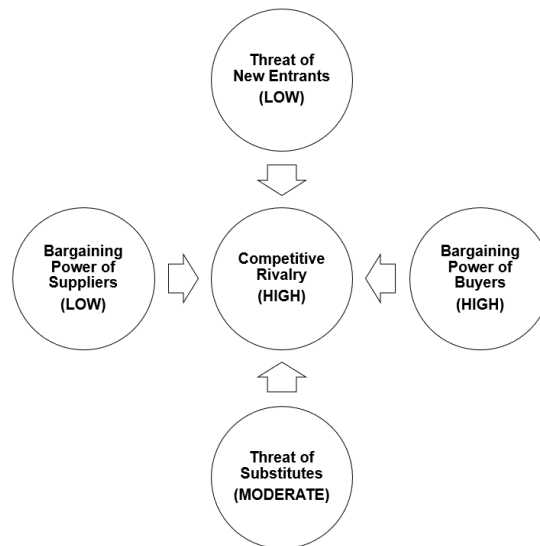
- The need to make a large initial investment and high fixed costs to achieve economies of scale.

- Legal and governmental restrictions on building new hotels in rural areas while respecting traditional architecture.
- Customer loyalty from other hotels in the area.
- Possibility of loyalty from major suppliers to other hotels.
- Competitors have cost advantages because they have been in the market longer.

However, it is not an impossible task, and even less so with a service that is clearly differentiated from the rest, since, as mentioned above, the costs of changing hotels are very low for clients, and they are now looking for other types of characteristics that the older hotels do not have.

Conclusion Porter's analysis

Figure 3.9. Diagram of results from Porter's Analysis.



Source: Author's own creation based on Porter's Five Forces diagram

As a conclusion of the analysis, it should be noted that the hospitality sector presents a highly competitive environment when it comes to creating a new competitive company due to the large number of existing competitors, both at the national and Asturian level, in addition to certain entry barriers that complicate access to the industry, which however are not as high as those of other sectors.

Despite this, innovative ideas, technology and especially differentiation and added value make it an attractive sector with great potential for development, especially for those companies with new and different proposals to what has been available in the market up to now.

3.2.3. SWOT analysis

The SWOT analysis identifies the key opportunities and threats in the environment as well as the main strengths and weaknesses of the hotel, after considering both the external analysis of the macro- and micro-environments and the resources and capabilities of the hotel.

Strengths

- **Location:** the location of the hotel in Llanes positions the hotel next to the strategic tourism products of the Principality of Asturias such as: coast and fishing villages; the roads to Santiago; active and sports tourism; gastronomic tourism; nature tourism, which includes ecotourism and finally rural tourism, which includes ethnographic tourism and agrotourism. The eco-hotel will be located near the Picos de Europa National Park for everyone interested to make a day excursion and visit Asturias at the same time.
- **Unique design:** located in the valley of Ardisana, an idyllic place for nature lovers but without long distances to all services, the best beaches of Llanes and only a 20-minute drive from Cangas de Onis. It is an independent stable set on a large plot of land with an area of 13,800 m² that will be transformed into an organic hotel with extensive organic farming land: a vegetable garden, herb gardens, fruit trees and a stable. All our production will be carried out in an ecological, sustainable, and environmentally friendly way. It aims to provide customers with “home feeling” accommodation. The hotel is designed to combine natural elements with unique decoration respecting the heritage of the Asturian culture with the addition of a restaurant and a terrace that in the future could be the main attractions of the hotel.
- **Organic and local food:** we want to guarantee our customers a healthy diet with 70% of organic products, 70% gluten-free, 70% of vegetarian dishes, 70% of Asturian cuisine and 70% of local products to encourage the regions’ economy and reduce CO₂ emissions. We will look for fair trade products like the coffee we will serve to the guests. The water we give to our customers will be ionised and produced by us, which neutralises the body’s acid and is an antioxidant, a healthy way to stay hydrated. All the harvest of our vegetable gardens will go directly to our restaurant so that everyone can enjoy fresh, seasonal, and organic products.
- **Special service:** highly personalised service will be another signature feature of our hotel.
- **Strong online presence:** the hotel marketing plan will be spread through all the important channels nowadays like social media, booking websites, government-related touristic channels and Spanish media channels advocating sustainability and promoting nature workshops, permaculture, and social collaboration besides the hotel facilities.
- **Energy-efficient technology:** the hotel will gain operational cost advantages by saving resources and reducing waste. We will have rainwater deposits that collect channel and irrigation waters to water our vegetable gardens, using irrigation systems drop by drop so as not to waste water. We will also have tanks with two levels of emptying, water pressure regulators in all faucets and showers. Laundry is a service that consumes a lot of water, so we will change towels and sheets only when customers leave them on the floor. To not contaminate water with chemicals, we will provide organic soap and shampoo and our

cleaning products are certified with the European Ecolabel. Moreover, 90% of the energy we plan to use will be renewable.

Weaknesses

- **High room rate:** because of the limited number of rooms and its customised services, the hotel will set the lodges rate between 150€ to 250€ per night, which is a bit higher than other hotels in the market area to ensure enough profit. Although thorough research in the market and the confidence about the pricing due to the unique location, decoration and experience it offers to its guests, the high pricing undoubtedly will have some negative effects in attracting an adequate number of potential guests at the beginning of the project.
- **Limited number of rooms:** the hotel has a limited capacity of only 5 independent houses or lodges that can only host around 20 guests in full capacity. The competition and substitutes in accommodation of the market can normally host more guests which benefit into having economies of scale with lower prices but less quality.
- **Business model limits growth:** as it is an independent venture that does not belong to a recognised hotel franchise that will focus on a corporate culture of clan and a business strategy oriented to differentiation, with a slow growth plan for sustainability and vertical integration of processes in the future.
- **Cost of building:** the initial cost of building a green hotel is high, so it is necessary to invest more funds compared to a traditional hotel.

Opportunities

- **Tourism promotion initiatives by the local government:** PASTP 2020 is the foundation document for the development of Asturias' tourist model from a worldwide viewpoint of sustainability. Its goal is to strengthen the tourist sector's and the territory's long-term competitiveness and economic and social profitability. It is dedicated to specific channel promotion, targeting distinct audiences and markets for each tourism product. Madrid, Asturias, Castilla y León, the Basque Country, and Galicia are among the national markets; France, Germany, the United Kingdom, Italy, and Portugal are among the international markets.
- **Sustainable trend on the rise:** in 2019, thanks to Strategic Program for Sustainable Tourism of the Principality of Asturias 2020- 2030, foreign tourism data increased by 3.5% over 2018; the annual average in revenue per available room (RevPAR) grew by 2.8% and considerable increases were noted in the number of visits to the turismoasturias.es portal and in interaction on social profiles, which confirm a greater interest in the Asturias destination, aligned with the rising records of tourists and overnight stays (Gobierno del Principado de Asturias, 2019). Also, the Covid-19 and the climate change consequences have caused an increasing global demand for green environmental protection.

Threats

- **Unstable regulation and environment:** the lodging industry is extremely subject to external influences such as local legislation and policies. Any modifications to the restrictions could diminish or raise the profitability of the tourist attraction, as well as have a negative impact on people's willingness to travel. Changes to these laws, rules, and policies, such as those relating to government subsidies, taxes, or financial reductions, could lower the firm's profitability. Also, any regulation to travel in the future to Covid-19 or any other pandemic could negatively affect the hotel.
- **Growing competitors:** the number of independent hotels from renovated constructions present in Asturias is slowly increasing and the presence of luxury facilities like Puebloastur Eco-Resort Hotel & Wellness represent a significant threat to this project. However, the eco-hotel Trisquel must keep working in the differentiation of its business strategy to stand out from the rest of the options in the market.
- **Lack of enough publicity:** as previously mentioned, the Asturian and Spanish government supports and encourages the development of green hotels, but there is still a lack of publicity. Many well-known international hotel companies are committed to the development of eco-friendly hotels. However, most consumers appear to be attracted by the reputation for luxury of these hotels, as the hotels have little publicity related to their environmentally friendly products
- **Awareness of consumers:** environmental factors are still not the primary consideration for consumers sometimes the price can influence more their decisions. Therefore, there is still a lot to do to educate consumers about the benefits of ecological hotels in the future.

Table 3.3. Matrix of results from SWOT Analysis.

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Location • Unique Design • Organic and local food • Special service • Strong online presence • Energy-efficiency technology 	<ul style="list-style-type: none"> • High room rate • Limited number of rooms • Business model limits growth • Cost of building
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Tourism promotion initiatives by the local government • Sustainable trend on the rise 	<ul style="list-style-type: none"> • Unstable regulation and environment • Growing competitors • Lack of enough publicity • Awareness of consumers

Source: Author's own creation.

4. ORGANISATIONAL STRATEGY

4.1. CORPORATE STRATEGY

The eco-hotel Trisquel is a venture within the hospitality industry in the sector of accommodation or lodging. The company as a start-up and a small and medium-sized enterprise (SME) will follow a concentration strategy where it will only operate in a single business.

In the vertical dimension, the hotel will do both vertical integration and outsourcing. Vertical integration referring to the permaculture and production of food for the restaurant and meals of the guest as the future production of ecological energy for the hotel. The outsourcing for the suppliers of materials for construction and services of the hotel like maintenance, the suppliers of marketing promotion like OTAs and travel agencies. The geographical dimension is, for now, local in its current location in Asturias

4.1.1. Plan for business growth

The business growth of the venture will focus on internal growth or organic development, during the first 5 years of practice and experience trying to grow from the business's capabilities and resources. Technological innovation will be key to becoming one of the most outstanding hotels in the area. The focus of growth in eco-design will be improving the water and energy management, working solely with responsible and ecological suppliers, and diminishing the carbon footprint.

Concerning the company's future growth directions, vertical integration, diversification, and internationalization plans will be implemented according to the benefits that will be exploited with the project.

For vertical integration, part of the funds will be directed to increase the cultivation land and the development of a small dairy farm to be able to cover all the food supply needs of the hotel and restaurant with Asturian products.

When profitability allows it for facilities development, we will work to be able to host more guests, create more events and build more space and structure. Likewise, for diversification, the plan is to launch a training program to educate tourism professionals into sustainability in the hospitality industry and build and Spa with ecological materials and treatments.

As for internationalization, within the plan for the next 5 years, a new ecological hotel could be opened in a property in the south of France or the south of Portugal with the same ideology as the eco-hotel Trisquel.

4.2. BUSINESS STRATEGY

The business strategy will be clearly focused differentiation. Following the vision, mission and values of the hotel, the project will invest in a distinctive design, employing quality materials, increasing advertising expenses, innovation (increasing R&D), after-sales and customer services.

4.2.1. Business model

The business model is primarily a Business to Client model (B2C) (Baden-Fuller, 2017). Because B2C is the most popular method of hotel sales, it is critical to target this demographic when advertising and promoting a hotel. B2C customers are self-contained and/or leisure travelers who are more likely to stay longer, spend more on supplementary services, and pay for room upgrades. B2C customers are more likely to book rack prices than Business to Business model (B2B) customers, and they do not require a corporate or business booking discount. When staying at a hotel, B2C guests do not have the same negotiated terms as B2B hotel clients. Therefore, the hotel will develop a functional, transparent, and attractive website from which all reservations can be made.

However, when making the marketing plan with e-commerce the hotel will adjust also to a B2B booking that goes through other platforms like OTAs as Booking or Expedia and booking apps to achieve a greater market share and promote the services all over the world.

According to the classification by Baden-Fuller *et al.* (2017), the specific type of B2C for this project is the *product business model*, where a company offers customers a good or service in exchange for a payment. Rooms make up the biggest share of profits of the hotel plus the benefits from the restaurant and the activities organised. Room rates vary according to the season of demand and the predicted occupancy rate. Additionally, the hotel will form profitable partnerships with local businesses and create a customer loyalty program, that works by allowing guests to earn points and reach certain levels each year (Gold, Platinum, etc.).

5. FUNCTIONAL PLANS

5.1. OPERATIONS PLAN

5.1.1. Turtle representation

The turtle representation provides detail on the main inputs that the hotel will receive, the main resources that will need to manage, the main processes that will have to control, the main outputs that will produce, and the key indicators that will use to measure performance.

Operations Management is the business function aimed at designing and controlling the processes involved in creating value by producing goods and services and delivering them to customers. The operations plan was made after an examination of market trends plus national

and international ecological and rural hotel service quality standards, which are then represented in the Turtle diagram. The Turtle diagram (please see Figure 5.1) also involves the identification and description of the main hotel processes, as well as the company's launch planning.

The infrastructure section refers to services and facilities necessary for the process to function. In this case, it consists of facilities, equipment for services, sustainable equipment, hardware, and software system. The Human actor's component alludes to the Human Resources and other stakeholders involved in the transformation process; for instance, the suppliers of the hotel.

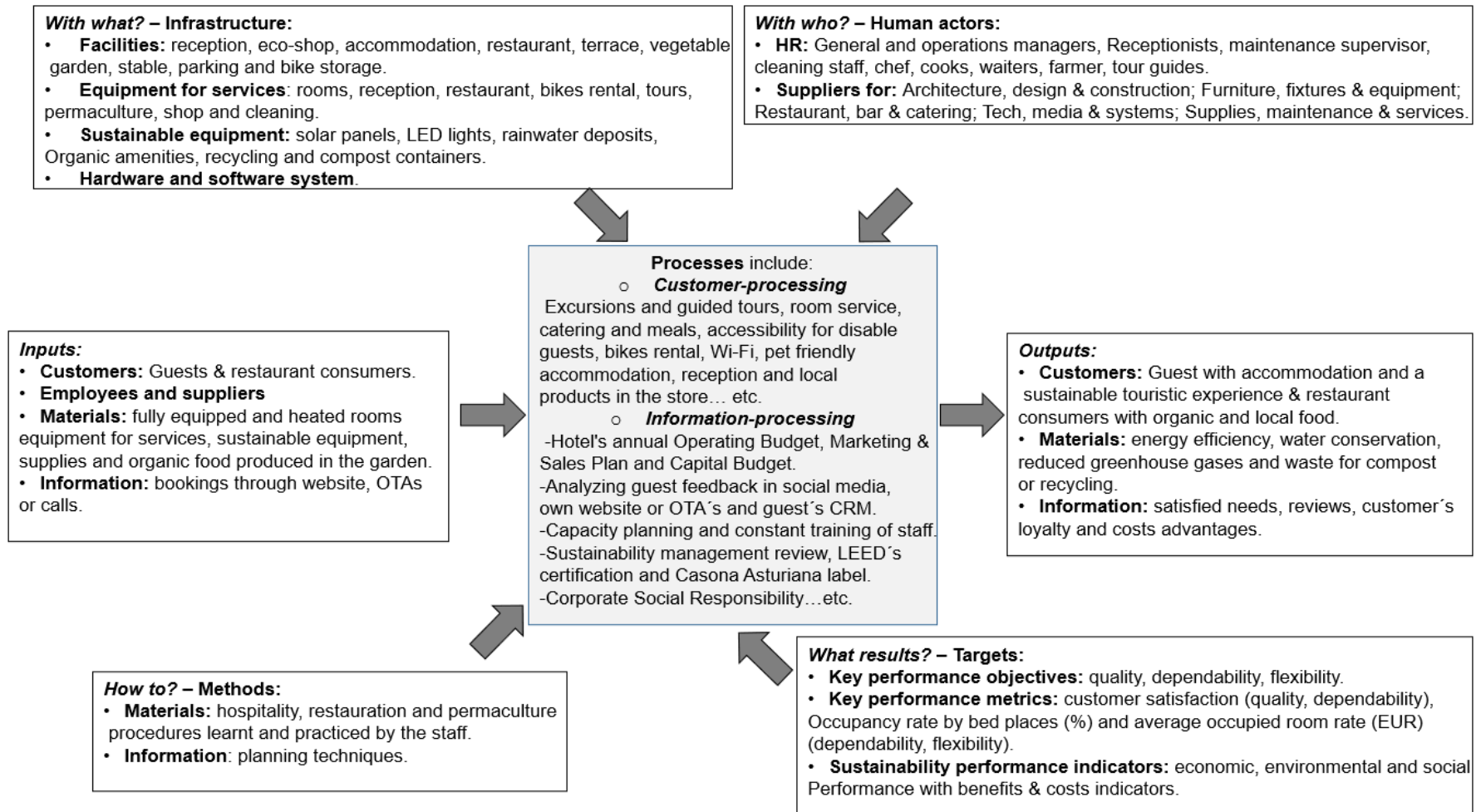
The Inputs are the resources that are transformed in the process. The resources of the hotel's activity are the customers, employees, suppliers, materials, and information. Outputs are the main products generated in the transformation process of inputs into outputs. The main outputs are the customers satisfied, the consequences of the mentioned materials, and the result of information technology. Furthermore, the Methods segment is about procedures and techniques that allow for the transformation of inputs into outputs. This was divided into materials and information.

The Targets are objectives and/or indicators used to evaluate how the process is being performed. The Key performance objectives are Quality (consistently producing goods and services that meet customers' expectations), Dependability (the organization's ability to do things on time and keep the delivery promises made to customers), and Flexibility (the hotel's ability to change the operations to fulfil new or different customer requirements). Moreover, key performance metrics and sustainability performance indicators were based on the main criteria employed in sustainability in the hospitality industry.

Finally, Processes are a collection of linked tasks that find their end in the delivery of a service or product to a client. The diagram includes:

- Customer-processing: activities that provide the immediate interface between an organization and its customers.
- Information-processing: information in this context is defined broadly to encompass ideas, documents, records, personal communications, and most of all, knowledge shared within an organization.

Figure 5.1. Turtle representation.



Source: Author's own creation.

5.2. MARKETING PLAN

5.2.1. Product strategy

Accommodation, food and beverage, and a variety of tailored services in many areas of ecological and rural tourism are among the main products supplied by Eco-hotel Trisquel, some of which are organised in-house and others in collaboration with local businesses in the province.

The facility will offer five independent cabins or cottages located around the property. The ecologic construction of the cabins and restoration of the main building is specially designed to achieve maximum comfort with the minimum energy expenditure by orienting the cabins appropriately to use maximum sunlight, adaptation to humidity and temperature. Moreover, guest rooms will be characterised by light colors to benefit the entry of light. They will also be equipped with eco-friendly furniture and luxury amenities such as organic and ecologic soap, shampoo, conditioner body lotion, toothpaste, and repellent. Each room will have ecologic local cotton linens, pillow-top mattresses, hammock, fan, and a safe box.

Rooms will also include clean, drinkable water, daily housekeeping, room service, and breakfast (which can be, either in the restaurant or delivered to their private rooms free of charge). The hotel will also offer high-speed wireless Internet access, free parking, a restaurant, a lounge space, and a small shop in the entrance with environmentally friendly and organic food souvenirs gathered from the organic garden. Breakfast, lunch, and dinner are served at the restaurant. Breakfast will be available on á la carte basis. Lunch, on the other hand, will be a daily two-course meal, with supper coming from the restaurant's menu. The major environmental standards will be addressed by the entire food and beverage offering. The hotel will emphasise its environmental factor by inviting guests to participate in agricultural workshops in the property's ecologic garden, yoga lessons, crafts, and Eco Cooking Workshops, hiking and trekking tours, and night excursions to enjoy the biodiversity of the area and observe the stars.

5.2.2. Distribution strategy

It will be based on direct bookings through the hotel's central reservation and online web page, destination management resources in the area (Turismoasturias.es), OTAS - Booking.com, Expedia.com, and TripAdvisor.com, and travel agencies from European regions that specialise in nature-based and ecologic tourism will be among the Eco-hotel Trisquel's distribution channels. However, given the growing importance of the Internet at all stages of the travel process and the decline in the use of intermediaries such as

traditional travel agencies, the hotel will concentrate its channel strategy on direct reservations and OTAs. In addition, the hotel will join and form partnerships with sustainable and ecological tourism organizations, as well as educational organizations, which are critical to maintaining a steady flow of demand and up-to-date information and features about sustainable and ecological practices in rural areas. Europarc Association, Casonas Asturianas, Ecotur Association, Rusticae, and certifications such as LEED or Biosphere Responsible Tourism are only a few of these organizations.

5.2.3. Pricing strategy

Regarding the pricing strategy, Eco-hotel Trisquel will be mostly based on the seasonality of the demand. The months with the highest influx of tourist in Asturias are June, July, August, and September, therefore these are considered high season months. The months of April, May and October are considered mid-season months while November, December, January, February, and March low season months (SITA, 2019). On the other hand, to assign room rates, the Average Daily Rate (ADR) and pricing strategies of key competitors of the hotel, were also considered.

Table 5.1. Room rates with breakfast with VAT included per night for Eco-hotel Trisquel.

Seasons	40 m² Cottage (2 rooms) (2-3 people)	80 m² Cottage (3 rooms) (3-6 people)
Low season	150€	200€
Mid-season	170€	220€
High season	200€	250€

Source: Author's own creation.

Fixed pricing is shown in the previous graph according to seasonality and room category. The evenings of December 24th, 25th, 31st, January 1st, and the Easter Break, on the other hand, will be charged as high season. The pricing shown are those that will be offered to the ultimate customer during the hotel's first year of operation.

5.2.4. Promotion strategy

The Eco-hotel Trisquel will carry out communication activities that will reach out to all its target audiences, while others will involve concrete actions to attract potential guests by presenting the hotel's unique selling characteristics through various communication channels.

All information about the hotel's products and services, as well as information on the destinations' natural and cultural resources and personalised activities, will be available on the hotel's official website, www.ecohoteltrisquel.com. Furthermore, press releases announcing the hotel's debut will be sent through a variety of printed and online lifestyle,

tourist, and environmentally friendly and sustainable media sources. Also, create and inbound marketing project by means of a blog, mailings, e-books and other interesting content to attract more customers.

The hotel's information will also be featured in specialised media relating to specific types of lodging, such as ecological cabins, as well as other media relating to natural outdoor activities and gastronomy. The hotel will be listed in the community of the Principality of Asturias' hotel guide. This registration is completely free and will be done on a regular basis.

In addition, the hotel will be listed in worldwide leisure and ecologically responsible accommodation guides, allowing it to be seen on a global scale. Finally, the communication strategy will invest in paid advertising, such as Google AdWords, to provide sponsored publicity to potential advertisers. The communication plan will incorporate social media presence, such as sponsored posts on Instagram, Facebook, TikTok and YouTube through relationships with influencers.

5.3. FINANCIAL PLAN

To develop the financial plan, we will first study the initial investment needed. Later, we will consider how we can provide the organisation with the financial resources required to finance its needs. Finally, we will estimate the income statement for the first five years of operations.

5.3.1. Initial investment

The initial stage of this project will take 14 months, including 4 months for planning and 10 months for restoration and construction. Because there would be no money from the company's activities during this time, the requirement for funding will be quite significant.

Some expenses from the start-up process will need to be accounted for during this time. Thus, the project will have financial needs for the first year, such as the payment of the redesign and construction of the house, as well as the costs derived from day-to-day operations like the deposit required from renting. The whole first investment, as shown below, will be 541,512.00€.

Table 5.2. Initial investment.

Formation expenses (€)	
Commercial registration and foundation expenses	3,156.00
Renovation and construction (€)	
Renovation	50,000.00

Construction and design	250,000.00
Total cost	300,000.00
Working capital (€)	
Price property	120,000.00
Salaries	108,356.00
Other costs	10,000.00
Total cost	238,356.00
Total investment	541,512.00

Source: Author's own creation.

Table 5.3. Construction and design amortization

Investments: construction and design	Amount (€)	Amortization period (years)	Annual amortization (€)
Construction	200,000.00	50	4,000.00
Furniture	23,500.00	20	1,175.00
Computer equipment	1,500.00	5	300.00
Sustainable energy equipment	25,000.00	20	1,250.00
TOTAL	250,000.00		6,725.00

Source: Author's own creation.

The start-up costs would be 3,156.00€ due to the following:

- Obtaining the negative certificate of the company's registered office: 16€.
- Contribution to the share capital: 3,000€.
- Variable price determined by the costs of advice and management: 100€.
- Cost of formalities with the Commercial Register: 40€ (Vara, 2017).

The initial investments needed for redesigning the main building and the construction of the overall property according to the ecologic and rural standards and boutique look and feel including the surface, the 5 cottages, the restaurant, the kitchen, the lobby, and the botanical garden is approximately 300,000.00€.

Eco-hotel Trisquel, will need an initial working capital or operational money for its first year, initial development and expenses. This will be dedicated to covering the short-term debt of the company before the hotel is operating its services to the public. To analyse the Working Capital needed for the hotel, the following items were considered. To begin with, as researched, the price of the property is 120,000.00€. Moreover, other costs for the first year while construction and programming will also be accounted for. Such costs will include salaries, electricity, general and administration expenses, and other expenses. Regarding salaries, there will be four people on the property supervising construction and development. As well as initial actions to have the hotel ready for the

opening. These will be the General Manager, Operational Manager, and the farmers, who will be supervising and getting ready for the opening of the hotel.

5.3.2. Financing approach

It will be important to have a sufficient form of financing for the initial investment and other requirements that will allow the establishment to operate on its early stages to carry out the creation of a 100% ecological and rural hotel. As mentioned, an initial investment of approximately 541,512.00€ will be required. We will meet these needs in two ways: with our own money or share capital, and with foreign money or a bank loan.

In terms of share capital, shareholders, also known as angel investors, will provide 50% of the initial investment. They will provide the funds required for this new and innovative business initiative in exchange for ownership equity. The disbursement of this sum will take effect at the time of the company's formation. Although it is a large sum, the fact that it is a Limited Company will offer banks trust when financing is required. Eco-hotel Trisquel will have a single shareholder who will contribute 270,756.00€ to the project.

Moreover, with the support of the Government of the Principado of Asturias, Asturgar SGR provides liquidation for the COVID-19-affected tourism and hospitality sector through a dedicated line. Asturgar SGR makes available to small and medium enterprises and entrepreneurs in the tourism sector a line of credit worth 5,000,000€ to finance their circulator and aperture expenses under the best possible conditions to alleviate fiscal tensions. This liquidation line for the tourism and hospitality industries will allow us to obtain funding of up to 300,000€. Financing will be done at a maximum rate of 1.5%, with the option of requesting IDEPA funding for the entire cost of the Asturgar SGR aval (Asturgar SGR, 2021).

Therefore, the hotel will ask for a loan for the remaining 50% of 270,756.00€ with a term of financing of 5 years and an interest of 1.5% as explained above.

Table 5.4. Repayment of the loan (€).

	1st year	2nd year	3rd year	4th year	5th year	
Initial debt	270,756.00	216,604.80	162,453.60	108,302.40	54,151.20	
Debt at the end of the period	216,604.80	162,453.60	108,302.40	54,151.20	0	
Interest	4,061.34	3,249.07	2,436.80	1,624.54	812.27	
K(Amortization)	54,151.20	54,151.20	54,151.20	54,151.20	54,151.20	
Quote	58,212.54	57,400.27	56,588.00	55,775.74	54,963.47	282,940.02

Source: Author's own creation.

5.3.3. Profit and loss projection

The Profit and Loss Statement and Operations variable charts were generated using data from the hotel's first five years of operation, divided by revenue and expenses (see Appendix II). The revenues and expenses of the Rooms department, as well as those from other services and activities such as ecological and rural extra services and activities, income from the restaurant, the expenses of the direction and administration, Maintenance, and the necessary supplies.

The hotel will be able to make profits from the first year of operation after an accurate analysis of the prospective revenues and expenses that will arise from day-to-day operations. Gains of 12,687.46€ are expected in the first year.

Furthermore, as can be seen, both revenues and expenses rise year after year as the percentage of occupancy rises after the first year (60% the first year, 70% the second year, 80% the third year, 90% the fourth year, and 95% the last year), resulting in higher percentage costs for the company but certainly higher benefits. Because the occupancy is nearly the same in the fourth and fifth years, the corporation will maintain similar benefits.

Table 5.5. Forecast of the hotel's profits (€).

	1 st year	2 nd year	3 rd year	4 th year	5 th year
Net profit	12,687.46	120,373.34	180,599.22	313,098.17	389,011.12

Source: Author's own creation.

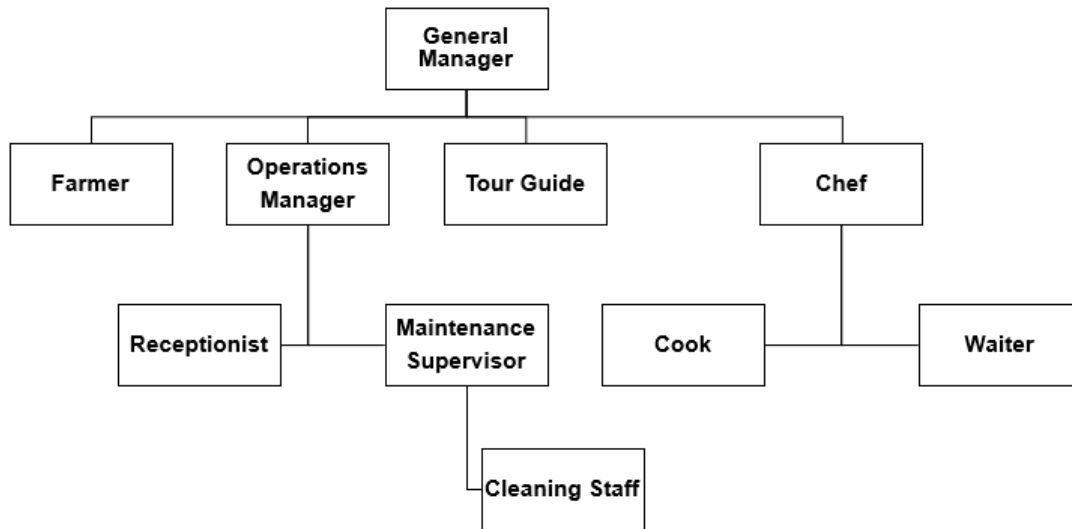
It is important to mention that to deal with seasonality, the first step is to plan the days when the hotel will be open. Given its qualities and the product it offers, it goes without saying that keeping the hotel open for extended periods of time (especially during the winter) will result in a bad financial outcome. In this example, the hotel will be open for 300 days, allowing tourists to experience nature, detach from the city, and encourage a sort of tourism that is beneficial not just to the guest but also to the community that hosts it. Additionally, the hotel's newly renovated and adapted amenities, as well as its high-quality services, will ensure that guests have an unforgettable stay.

5.4. HUMAN RESOURCES PLAN

5.4.1. Organisation chart and planning

As it is a small hotel with an approximate capacity of 20 guests, we will start the project with a reduced team. The organizational structure is the following:

Figure 5.2. Organizational chart.



Source: Author's own creation.

Given the complexity of staff management in hotel establishments due to the large variation in demand throughout the year, a generic framework will be established for the months of mid and low, for which a number of fixed posts will be determined as detailed in Table 5.6.

Table 5.6. N° of employees.

Employee's roles	N° of employees
General Manager	1
Operations Manager	1
Receptionist	2
Maintenance supervisor	1
Cleaning staff	2
Chef	1
Cooks	2
Waiters	2
Farmer	2
Tour guide	1
TOTAL	15

Source: Author's own creation.

The hotel will be managed by the General Manager, following the property's principles and environmental standards. Appendix III contains the job descriptions for all the members of the staff.

5.4.2. Compensation

Salaries are calculated considering the hours and working days of Eco-hotel Trisquel from the perspective that the lowest salary is 14.931,98€ per year for forty working hours

per week, 14 pays (see Table 5.7). Also, the monthly salaries are determined by the State collective wage agreement for the collective hospitality labor sector for the years 2020 and 2021 for the Principality of Asturias (Ministerio de Trabajo y Economía Social España, 2021).

Table 5.7. Wages of employees (€).

Employee's roles	Nº of employees	Monthly salary	Total monthly salary	Annual salary	Total annual salary
General Manager	1	3,000.00	3,000.00	42,000.00	42,000.00
Operations Manager	1	2,000.00	2,000.00	28,000.00	28,000.00
Receptionist	2	1,180.18	2,360.36	16,522.52	33,045.04
Maintenance supervisor	1	1,369.87	1,369.87	19,178.18	19,178.18
Cleaning staff	2	1,066.57	2,133.14	14,931.98	29,863.96
Chef	1	1,369.87	1,369.87	19,178.18	19,178.18
Cooks	2	1,206.22	2,412.44	16,887.08	33,774.16
Waiters	2	1,134.32	2,268.64	15,880.48	31,760.96
Farmer	2	1,369.87	2,739.74	19,178.18	38,356.36
Tour guide	1	1,253.80	1,253.80	17,553.20	17,553.20
TOTAL	15	14,950.70	20,907.86	209,309.80	292,710.04

Source: Author's own creation.

6. CONCLUSION

6.1. CONCLUDING REMARKS

Four primary objectives were set at the start of the study to produce a Business Plan for an Eco-hotel in the Ardisana Valley in Asturias. First, determine the viability of an ecological hotel in Llanes; second, design a hotel based on the customer experience, providing added value to both the customer and the hotel; third, promote traditional rural buildings, rural tourism reflects sustainability principles, producing a link between cultural heritage, agricultural landscape quality, and a sense of local identity; and finally, conduct a market study and strategic analysis, which includes a research project.

It has been concluded that Eco-hotel Trisquel, a hotel with five lodges and a renovated building, including a restaurant, a vegetable garden, and services that promote rural activities, is an economically viable project. It can obtain higher revenues even if it has high expenses from day-to-day operations, including the cost of the staff, among others.

The hotel will not gain considerable profits at first, as reflected in the forecasted Income Statement, due to the high costs it must bear in its daily operations, but mostly due to

the costs involved with the hotel's construction and refurbishing. However, after the second year, the price strategy is created to attract more visitors and thus have higher occupancy, allowing it to confront the costs and begin to earn more benefits, thanks to the development of promotion methods.

6.2. LIMITATIONS AND RECOMMENDATIONS

The data on sustainable practices in hotels was discovered to have several limitations during the undertaking study. There are mostly publications and articles outlining the notion of sustainability, but there is not enough research available for all consumers when it comes to practical applications and advances in construction and design in the hospitality industry. Similarly, precise information on government aid or innovation incentives for tourism entrepreneurs with sustainable and ecological projects is difficult to come across in Spain.

The hotel receives additional benefits after the second year of operations, as shown in the financial plan. As a result, to determine its economic feasibility in the future, it would be beneficial to investigate a larger approach that includes more rooms and activities, as well as the creation of a spa and an event venue. Furthermore, because of the large number of employees required, the hotel had high payroll costs. With the experience of the Operational Manager, it may be interesting to learn whether the hotel could work with fewer employees in the future.

In terms of the study's recommendations, there is no question that to open a hotel in a largely seasonal area, it is critical to do market research on a regular basis to adapt the business model and operational strategies to meet the changing needs of customers. Additionally, forging relationships with the community is a fantastic approach to reap benefits, and hotels can be an important instrument in promoting the region in which they are located. Finally, the Principality of Asturias and Spain should support further studies on sustainability in hospitality and tourism businesses to help reach UNWTO and SDGs targets.

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8. APPENDICES

APPENDIX I: Survey

Encuesta para TFG del Grado Turismo

Plan de Empresa para un Eco-hotel en el Principado de Asturias

Mi nombre es Michelle Aíram Rojas García y actualmente me encuentro realizando mi Trabajo de Fin de Grado de la titulación de Turismo, el cual se centra en la creación de un Eco-hotel (hotel o alojamiento que cumple con criterios de sostenibilidad medioambiental) en el Principado de Asturias.

Como parte de la elaboración del estudio de mercado, he diseñado la siguiente encuesta, que puede ser cumplimentada en menos de 5 minutos. La participación es voluntaria y las respuestas son totalmente anónimas.

Muchas gracias por su colaboración.

Aceptar

1. ¿Está usted familiarizado/a con el concepto de “eco-hotel”?

- Sí
- No
- He oído hablar de este concepto, pero no estoy seguro/a de cómo un eco-hotel se diferencia de un hotel tradicional.

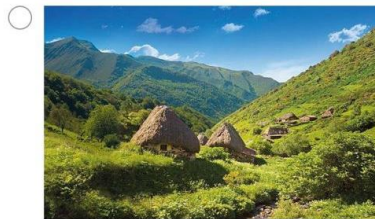
2. ¿Se ha alojado en un eco-hotel previamente?

- Sí
- No

3. ¿Cuánto más estaría dispuesto/a a pagar por alojarse en un eco-hotel?

- 5%
- 15%
- 25%
- Más de un 25%
- No estaría dispuesto a pagar un precio superior por alojarme en un establecimiento de estas características.

4. ¿Cuál de estas localizaciones le parece más atractiva para ubicar un eco-hotel?  0



5. **¿Cuál de los siguientes concejos asturianos te parece un enclave más atractivo en términos turísticos?**

🗨 0

- | | |
|-------------------------------|--------------------------------------|
| <input type="radio"/> Llanes | <input type="radio"/> Cudillero |
| <input type="radio"/> Somiedo | <input type="radio"/> Luarca |
| <input type="radio"/> Lastres | <input type="radio"/> Puerto de Vega |
| <input type="radio"/> Otros | |

6. **Sexo** 🗨 0

- Hombre
- Mujer
- Prefiero no especificar

7. **Edad** 🗨 0

- | | |
|---|---|
| <input type="radio"/> Menor a 18 | <input type="radio"/> 45 años a 54 años |
| <input type="radio"/> 18 años a 24 años | <input type="radio"/> Mayor de 54 |
| <input type="radio"/> 25 años a 34 años | <input type="radio"/> Prefiero no especificar |
| <input type="radio"/> 35 años a 44 años | |

8. **Nivel de estudios** 🗨 0

- Primarios
- Bachiller
- Grado/diplomatura
- Máster/licenciatura

APPENDIX II: Profit and Loss Statement

Table 8.1. Room revenue (€).

Room revenue	1 st year	2 nd year	3 rd year	4 th year	5 th year
N ^o cottages	5	5	5	5	5
% Occupancy	60%	70%	80%	90%	95%
Average Daily Rate	170	200	200	250	250
Days Opened	300	300	300	300	300
Room revenue (EUR)	153,000.00	210,000.00	240,000.00	337,500.00	356,250.00

Source: Author's own creation.

Table 8.2. Activities revenue (€).

Activities revenue	1 st year	2 nd year	3 rd year	4 th year	5 th year
Guided tours	27,000.00	36,000.00	45,000.00	54,000.00	63,000.00
Trekking	24,000.00	30,000.00	30,000.00	48,000.00	48,000.00
Stars observation	15,000.00	6,000.00	15,000.00	15,000.00	18,000.00
Yoga	13,500.00	18,000.00	18,000.00	27,000.00	36,000.00
Cooking workshop	18,000.00	12,000.00	18,000.00	36,000.00	42,000.00
Total	97,500.00	102,000.00	126,000.00	180,000.00	207,000.00

Source: Author's own creation.

Table 8.3. Other expenses (€).

Other expenses	Day expenses	Days opened	1 st year	2 nd year (+5%)	3 rd year (+10%)	4 th year (+15%)	5 th year (+0%)
Administration	20.00	300	6,000.00	6,300.00	6,600.00	6,900.00	6,900.00

Source: Author's own creation.

Table 8.4. Restaurant revenue (€).

Restaurant revenue	1 st year	2 nd year	3 rd year	4 th year	5 th year
Annual revenue	110,000.00	160,000.00	200,000.00	210,000.00	250,000.00

Source: Author's own creation.

Table 8.5. Eco-shop revenue (€).

Eco-shop revenue	1 st year	2 nd year	3 rd year	4 th year	5 th year
Annual revenue	30,000.00	45,000.00	50,000.00	65,000.00	80,000.00

Source: Author's own creation.

Table 8.6. Profit & Loss projection (€).

	1 st year	2 nd year	3 rd year	4 th year	5 th year
ROOMS					
Room revenue	153,000.00	210,000.00	240,000.00	337,500.00	356,250.00
Gross income	153,000.00	210,000.00	240,000.00	337,500.00	356,250.00
OTHER SERVICES					
Activities revenue	97,500.00	102,000.00	126,000.00	180,000.00	207,000.00
Restaurant revenue	110,000.00	160,000.00	200,000.00	210,000.00	250,000.00
Eco-shop revenue	30,000.00	45,000.00	50,000.00	65,000.00	80,000.00
Gross income	237,500.00	307,000.00	376,000.00	455,000.00	537,000.00
ADMINISTRATION					
Administration expenses	6,000.00	6,300.00	6,600.00	6,900.00	6,900.00
Total cost	6,000.00	6,300.00	6,600.00	6,900.00	6,900.00
SUPPLIES					
Supply consumption	10,916.00	11,229.00	11,548.00	11,875.00	12,200.00
Supplies expenses	1,010.00	1,020.00	1,030.00	1,050.00	1,070.00
Total cost	11,926.00	12,249.00	12,578.00	12,925.00	13,270.00
Contribution margin	372,574.00	498,451.00	596,822.00	772,675.00	873,080.00
Staff expenses	292,710.04	292,710.04	292,710.04	292,710.04	292,710.04
Earnings before interest and taxes (EBIT)	79,863.96	205,740.96	304,111.96	479,964.96	580,369.96
Amortizations	6,725.00	6,725.00	6,725.00	6,725.00	6,725.00
Net operating income	73,138.96	199,015.96	297,386.96	473,239.96	573,644.96
Financial expenses	58,212.54	57,400.27	56,588.00	55,775.74	54,963.47
Earnings before taxes (EBT)	14,926.42	141,615.69	240,798.96	417,464.22	518,681.49
Corporate income tax	2,238.96	21,242.35	60,199.74	104,366.06	129,670.37
Net profit	12,687.46	120,373.34	180,599.22	313,098.17	389,011.12

Source: Author's own creation.

APPENDIX III: Job descriptions

- **General Manager:** is responsible for all aspects of operations at the hotel, to day-to-day staff management and guests. Should be an ambassador for the brand and the hotel. Provide leadership and strategic planning to all departments in support of our service culture, maximised operations and guest satisfaction. Work very closely with the hotel owners and other stake holders. Hold regular briefings and meetings with the departments. Responsible for the preparation, presentation and subsequent achievement of the hotel's annual Operating Budget, Marketing & Sales Plan and Capital Budget.
- **Operations Manager:** can oversee many aspects of a hotel's functions, including housekeeping, human resources, facilities, security, public relations, social media, food and drink service, sales, and financials. The Hotel Operations Manager is responsible for the day-to-day operational running of the hotel. One of the functions of this role will be CSR & Sustainability which oversees and plans the Corporate Social Responsibility and the sustainable practices in the hotel. Communicates in social media and the hotel websites about the sustainable projects held in the hotel. Evaluates the fulfilment of the requirements for the LEED certification and their continuation as the goals for sustainability in the short and long term. The Ops Manager reports to the General Manager.
- **Receptionist:** Welcome guests, check guests in and out of the hotel, deal with guest queries, provide prompt and professional guest service to meet guest needs and ensure guest satisfaction.
- **Maintenance Supervisor:** Oversees hotel infrastructure to ensure functionality and safety. Manages maintenance teams (e.g., technicians, janitors). Organises repair, installation, and renovation projects.
- **Cleaning staff:** Clean and tidy up hotel rooms, lobbies, common areas, and the restaurant. Dust and polish various surfaces and furniture. Vacuum, sweep, and mop floors. Empty trash bins. Change linens and towels and replace toiletries. Collaborate with the housekeeping team to complete the daily cleaning schedule and report any issues that require maintenance.
- **Chef:** oversees the daily operations of restaurant and hotel kitchens. This may include hiring, training, and overseeing kitchen staff, and ensuring a high-quality, cost-effective product.
- **Cook:** plans, prepares, and cooks food by using a variety of cooking techniques. Ensuring food quality and taste is of the highest standard. Managing inventory of

stock and ordering raw materials. Controlling budgets and minimizing wastage.
Maintaining health and hygiene in the kitchen

- **Waiter:** Providing excellent wait service to ensure satisfaction. Taking customer orders and delivering food and beverages. Making menu recommendations, answering questions, and sharing additional information with restaurant patrons.
- **Farmer:** is responsible for all crops and livestock without the use of pesticides, herbicides, or chemical fertilisers by implementing permaculture. Permaculture gives farmers a way to achieve high yields and productivity while doing it in a more sustainable and environmentally friendly way than conventional farming methods. It applies a more holistic approach to farming crops or livestock.
- **Tour guide:** is responsible for planning travel itineraries in nature or the city, familiarizing customers with the locality by vehicle, bike or foot and ensuring that the group always remains safe.