



Digital Marketing Plan for Caesar's Soul Surftrips

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Abstract

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<p>This thesis is a product-based marketing plan for a commissioner company in Lima, Peru. This thesis is created based on tourism management studies. Thus, the viewpoint is based on the tourism industry and its characteristics. Moreover, the commissioner is a provider of travel and tourism products: surf trips and surf lessons.</p> <p>The commissioner employs one person, the owner. The company was created around the owner's lifestyle – surfing. Until the Covid-19 pandemic, the company has been doing just face-to-face marketing on the beaches and cooperating with some hostels in nearby locations in Lima. Since the pandemic and strict restrictions in Peru, the owner realized that they need to change the approach to marketing since everything sifted online. Therefore, this marketing plan was the first step toward strategical digital marketing of the commissioner company.</p> <p>The thesis includes theoretical and empirical parts. The theoretical part answers the following questions: 1) What are the main pillars of creating a digital marketing plan for small businesses in the travel and tourism sector? 2) Why is it important to create a digital marketing plan?</p> <p>The theoretical part is the foundation for this digital marketing plan. The first theoretical part is introducing the main characteristics of digital marketing. The second theoretical part is introducing the business environment of the commissioner.</p> <p>For the empirical part, three ideal customer personas for every group were created. These are based on an interview with the company owner, an interview with three potential customers, and Adventure Travel Trade Association study in 2017 about potential surf travelers in Peru.</p> <p>The final product of this thesis is a step-by-step marketing plan booklet for the commissioner company. This booklet can be used in the future to update the commissioner's marketing plan.</p> <p>The thesis was spread from autumn 2021 until spring 2022. Processing the theory took the longest time whereas the booklet itself was created within the last months.</p>
Keywords Social media marketing, Facebook marketing, Instagram marketing, surf tourism, Peru

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1 Introduction

This thesis is the first marketing plan for Caesar's Soul Surftrips, a lifestyle surfing company located in Lima, Peru. The idea for this thesis started to develop when the thesis author was living in Peru in 2020. The thesis author got to know this lively English-speaking surfing professor on the beach through common friends and they started to talk about the effects of the Covid-19 pandemic on his business. From these conversations, the idea for this thesis started.

This thesis is created by the thesis author's background in tourism management and marketing studies. In addition, these industries are major interest points for the thesis author, therefore they have been studying and reading a lot by themselves regarding these subjects. Hence, the thesis focuses on creating a marketing plan from the point of view of the travel and tourism industry. This thesis is combining two different business cultures, Peru and Finland.

This thesis is sectioned into four main categories. Introduction, where the thesis author explains the delimitation of the thesis and introduces the commissioner. First theory part, the thesis author is creating the theory basis for the digital marketing plan. In the second theory part, the author introduces the business environment. The final part is going to introduce the product itself, the digital marketing plan for Caesar's Souls Surftrips.

This thesis's theoretical part is answering for two main questions:

- What are the main pillars of creating a digital marketing plan for small businesses in the travel and tourism sector?
- Why is it important to create a digital marketing plan?

The thesis author and the commissioner agreed that they have a similar basis for creating material; product-based. Therefore, this thesis is created to be a very simple basis for the commissioner to start his journey on strategic thinking about digital marketing. The empirical part of this thesis is a booklet for step-by-step guidelines for creating a marketing plan.

As digital marketing is an ever-changing industry, there have been some changes during this thesis process. For example, Facebook changed its name to Meta. This change can be shown mainly in the bibliography.

1.1 Thesis objective and limitations

The thesis objective is to make a digital marketing plan for a small surf company named Cesar's Soul Surftrips, located in Lima, Peru. The main goal is to provide easy to follow plan, which the company can implement for their marketing actions. Though, the marketing plan is created to be a

road map to grow the knowledge of marketing. Hence this thesis is a product-based marketing plan.

For creating a diverse marketing plan for the commissioner, the following steps were made:

- Open and honest discussions with the commissioner
- Three qualitative interviews with potential customers
- Usage of already existing material and research
- The authors' knowledge gained through different courses in Haaga-Helia, as well as their free time
- The authors' observations

Marketing and sales can be described as synchronized functions. However, this thesis scope is focusing only on marketing. This limitation has been made so that the commissioner can get easy-to-follow guidelines to start the online marketing journey. Since the company does not have a website, this thesis is focused on the main platforms of the company: Facebook and Instagram.

The company has not done online marketing. The marketing has been mainly face-to-face. With the Covid19 -pandemic this tactic hasn't been working therefore now the company would like to expand its marketing to online. This highlights the importance of social media marketing as well as easy-to-follow guidelines on how to create a digital marketing plan that works. As the company is only a one-man company and mostly follows the lifestyle of the entrepreneur, the budget, and the human resources for creating the marketing materials are limited. Hence this marketing plan is going to be a road map to growing the organic and paid reach so that the company has a chance to grow.

1.2 Benefits for the company

The commissioner company is created around the owner's lifestyle. The company has not done any strategic marketing before. In addition, they have not been gathering customer data systematically before, therefore this gives the possibility for this thesis to create and develop new structures and analyze tactics for the company.

Until the Covid-19 pandemic, the company has been doing mostly face-to-face marketing on the beaches and cooperation with some hostels in the nearby locations in the city of Lima. Since the pandemic and strict restrictions in the country, the owner realized that they needed to change the approach for the marketing since the customers could not find them from the beach anymore, and everything shifted online. The transition to online marketing has not been easy for the commissioner since online marketing is a new business aspect for the commissioner.

For these reasons, the author can say that this thesis is going to have major value for benefiting the commissioner to grow and develop their business to correspond to the demand and expectations of current customer behaviors.

1.3 Commissioner introduction

Caesar's Soul Surftrips is a one-man company, located in Lima, Peru, that provides surftrips and surf lessons. The owner is also skilled in surfing photography. The owner has been teaching and surfing for over 20 years and he can teach the surf in three languages: Spanish, English, and Russian. Furthermore, the surfing professor has been teaching lessons around the world. The company has been developing around the owner's lifestyle; surfing and traveling. Hence, written business data is limited. Lifestyle entrepreneurship is a concept where the entrepreneur has created a way to get an income through their lifestyle, in this case, surfing. In addition, their goal is to cover their basic needs, and usually, the lifestyle entrepreneur does not seek much growth or expansion (Mottiar 2011). Before the COVID 19 -pandemic the company cooperated with some hostels in Lima like a local guide to have extra income. Caesar's Soul's Surftrips is doing their work from the heart which means that they are creating projects as they appear.

Based on the introduction on the company's Facebook page (2022) the writer created a mission and values for the company. The mission of the company is to provide soul-inspiring and customizable surfing experiences around Peru. The company values security and safety on land as well as in the ocean waves.

2 Digital marketing in the travel and tourism industry for small businesses

The megatrend of globalization and digitalization has shaped marketing in a new form: online marketing. This means that the information is reachable through the internet in any part of the world at any time. This gives a huge opportunity for companies to market their products cost-efficiently to different demographic locations and customer bases. It also means that the competition is huge since the competition reaches all over the world.

“The good news is that everyone is a click away. The bad news is that everyone is a click away”, Seth Godin (Nordic Business Forum 2020.)

From a small business view, this chapter goes through the main digital marketing pillars in the travel and tourism industry.

2.1 Definitions of digital marketing in the travel and tourism industry for small businesses

Digital marketing refers to marketing tactics that are happening on web-based platforms, such as search engines, blogs, websites, and social media. It can take different forms such as informative videos, paid or non-paid social media ads and -posts, or e-mail marketing. (Caffey & Ellis-Chadwick 2019, 6.) In addition, Auranen (2020 a, 21) adds that digital marketing is the way to lure more customers as well as keep the existing customer in the company. Whilst creating value for the customers and building strong and long-lasting customer relationships. As studies (Kotler, Baloglu, Bowen & Makens 2016, 29) show, the long-term support from customer loyalty is just 20 % of the cost of attracting a new customer. Bergström and Leppänen (2015, chapter 1.2) highlight that marketing is a way of thinking. And that the responsibility of marketing intersects the whole company and not just the marketing department. Though, the marketing department has the main responsibility to improve the company's current marketing tactics and trends. Even though marketing is influencing businesses, they must understand the customers' needs and be willing to develop and adjust the product delivery, price, and the product itself for the customer's needs. Without forgetting to still make a profit. (Kotler & al. 2016, 30.)

The American Marketing Association summarizes the marketing assets of institutions, activities, and processes for communicating, creating, exchanging, and delivering offerings that have value for partners, clients, customers, and society. (AMA 2017.)

The key in small businesses marketing is to find your niche and know their needs. Though, the main challenges occur in pricing and profitability. In many cases, small businesses cannot compete in price against the big companies. Therefore, it is important that the product offering and the quality can be a competitive advantage for the small company. These need to be communicated

clearly in the company's marketing communications so that the customers are willing to pay more for their products and services. (Bergström & Seppänen 2015.)

"Good product can sell itself" is a relevant saying. The problems usually arise if the consumers do not know about the product. Bergström and Seppänen (2015) argue that the main problem for this is the lack of communication between the company and potential customers. In addition, in many cases, the company does not have enough confidence to highlight its professionalism.

Market offering in the travel and tourism sector is based on intangible products, services, and experiences. This makes different competitive aspects for the industry since the companies do not only compete for the needs of the customers but also about their feelings and time on the destination. (Kotler & al. 2017, 32 – 33.) Joseph et al. (Joseph, Gilmore & Gilmore 2011, 19 – 20) explain that memorable experiences are highly valued because they remain with the buyer long after the experience. Hence, they argue that the experience products can be sold with more profit than other services because consumers are valuing the experience more highly. This can be also seen with the returning customers and their willingness to spend more money on the company. In the travel and tourism sector also, the geographical location has a big effect. For example, think about which place would you prefer to go to have a surfing vacation: Hawaii or Peru? With this thesis, the author wants to highlight that the whole travel and tourism sector in the destination need to cooperate so that they can lure potential customers to the area. After that, the competition between the companies on the site starts. This can create tightened relations between the competitive companies. However, it is important that the companies can tolerate themselves since the customers can sense the atmosphere which can affect the traveler's feeling of safety and can drive them to seek services elsewhere.

Digital marketing is a critical part of doing business in the 20th century. (Lahtinen, Pulkka, Karjaluoto & Mero, 8, 2022.) More than 25 years ago the World Wide Web was created (Caffey & Ellis-Chadwick 2019, 5) and already these days more than 4 billion (Kemp 2021) people are using regular online services. Nowadays digital marketing mainly defines the sales and therefore the growth of the business. In addition, the Covid-pandemic forced everyone to move online-based since the contactless way of living became essential. According to McKinsey (in Lahtinen & al. 26, 2022) the Covid pandemic accelerated online shopping ten years in 90 days. Seth Godin (Nordic Business Forum 2020) states that traditional and mass marketing has lost its efficiency since the rise of the internet. The information is just one click away therefore the competition between companies has changed how to do business in the 20th century. One of the main changes is that comparison of the prices is easy on the internet. As a result, the pricing aspect has arisen to be an important aspect in choosing a product or service in many cases. This highlights the importance of

differentiation and clear value propositions in the company's everyday communications. (Nordic Business Forum 2020.) All this has changed consumer behavior radically. In digital platforms, the marketing message can be tailored more personally and for more specific target audiences than in the traditional marketing channels, such as TV or radio. Therefore, the marketing message can be more direct and efficient for the target audiences and the company has a chance to save costs in their marketing.

Because of these aspects, digital marketing can be a cost-efficient way to have marketing communications for small businesses. Since the investments in marketing actions do not have to be huge. However, the company must know the digital marketing tactics because if they are not done in an efficient way the investment does not bring any results, but the business will lose the investment.

A small business is an enterprise with fewer than 50 employees and the annual turnover is less than 10 million EUR (Stat s.a.). Whereas micro-businesses are employing less than 10 employees (Murray, 2020). In 2018, 95% of Peruvian companies were small- and micro-businesses states ComexPeru (2019) in their publication. Even though the commissioner company is falling for micro company description, this thesis is going to refer to the commissioner as a small business, since this does not limit the growth of the company and gives a wider spectrum for the thesis author to discuss the themes.

In conclusion, the focus of digital marketing is to get more visibility and interest amongst the potential customers, as well as keep the current customers interested. The mission is to influence the customers' behavior, values, attitudes, emotions, and purchasing decisions. The goal of these marketing actions is to improve the profits of the company in a profitable way. (Auranen 2020 a, 21; Caffey & Ellis-Chadwick 2019, 6-9; Bergström & Leppänen 2015.) In addition, companies based in the travel and tourism sector are dependent on what is happening around them geographically, politically, economically, technology-wise, and in many other ways. For example, a positive image of the geographical area drives more tourists to the area whereas a negative image of the geographical area is driving the tourists to more appealing destinations.

2.2 The first stage of digital marketing for small businesses

Starting a digital marketing plan starts with creating the base for all the actions that the company wants to make in its digital marketing plan. Everything starts with the current situation analysis. This chapter is going to introduce common ways to create the situation analysis.

The goal-oriented strategical approach in digital marketing is going to help to clear the marketing message and business brand for the customers. This is going to help the marketing message be

relatable to the customer segments. Thus, Lahtinen (et al. 2022, 72-73) is arguing that the strategical approach in digital marketing gives it clear boundaries and guidelines. The importance of differentiating your company from other companies as well as defining the competitive advantage of your company are the key aspects to the company's success in digital marketing.

In order that the company can be competitive the company needs to know itself. SWOT analysis is created to understand the current situation of the company. As seen in photo 1, the analysis focuses on four different components: strengths, weaknesses, opportunities, and threats. When analyzing a company, strengths and weaknesses are focused upon the company's internal factors, when opportunities and threats are themes in the business environment. The reason for this analysis is to provide a clear overview of the company's situation to support the strategic choices. (Vuorinen 2013, 88–91.) When the company has a clear vision itself, it can start to provide clear marketing messages to the potential customers.



Photo 1. SWOT analysis template (adapted by Hynninen s.a., 36)

Digital marketing has a wide variety of different types of marketing models. During the information gathering process, the thesis author noticed that in recent days the SOSTAC model by PR Smith was quite commonly used model. This model represents the lifecycle of strategic marketing planning and demands a deep dive into the company's business strategy. (Caffey & Ellis-Chadwick 2019, 147; Swan 2022.) However, the thesis author chose to follow the MRACE[®] model, introduced next, because it has a strong focus on the digital aspects of marketing, and it does not demand a very specific business strategy. The model is created so that it is a never-ending circuit for the digital marketing process (see photo 2).

MRACE® model is created by the Finnish Digital Marketing Association based on the RACE model by Dave Caffey (Lahtinen et al. 2022, 12). RACE -model describes the lifecycle of the customers and the marketing activities that need to be taken.

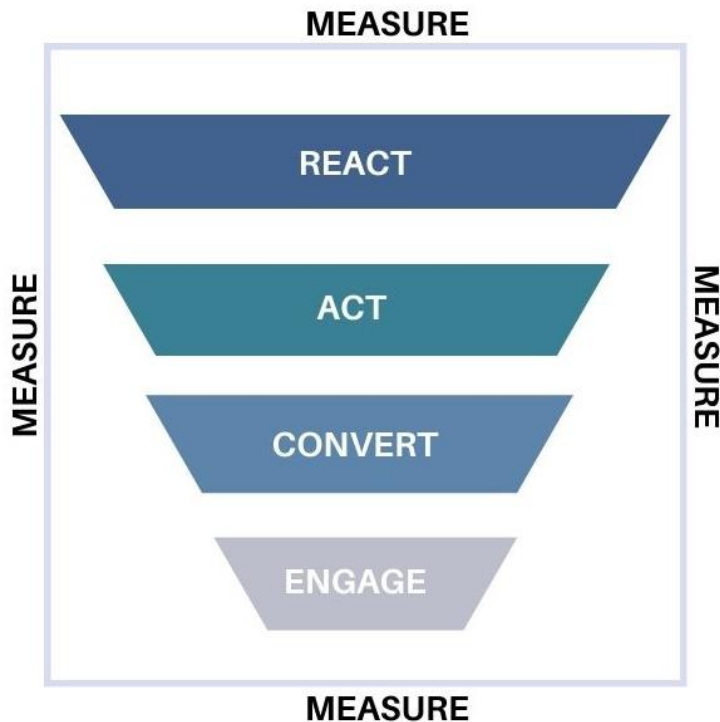


Photo 2. MRACE® model (adapted by Lahtinen et. al. 2022, 122)

The first part of the process is R – React, where the main goal is to create awareness about the company. This includes the brand, services, and products acknowledgments. The mission of this step is to lure customers into the company’s platforms. The second part is A – Act, where the main goal is to interact with the customers. The mission of social media channels is to get more reactions, likes, comments, and shares for the posts. The third part is C – Convert, where the main goal is that the customer buys the product or service. The mission is to support the customer buying process. The fourth part is E – Engage, where the main goal is to create long-lasting customer relations. The mission of social media channels is to actively engage with the customers and create resonating posts for the target groups. The new part M – Measure, is highlighted as its part because it gives more dynamic emphasis to the whole model. The main goal is to measure and develop digital marketing tactics in the business. The mission is to create new marketing tactics through analytic analysis and continually develop the key performance indicators (KPIs) of the company. (Lahtinen et al. 2022, 120 - 124.)

Without understanding and knowing the data it is impossible to develop high-performance marketing tactics. In addition, understanding the main customer base and their purchasing

behavior is important for digital marketers, so that the purchasing process will go smoothly. These are the reasons why the thesis author will introduce the 4 P's – Marketing Mix and Porter's 5 forces next. Even though, in recent years Marketing Mix has expanded for 7P's the thesis author chose to rely on the original 4P's model since they don't see the expanded model as relevant for the commissioner.

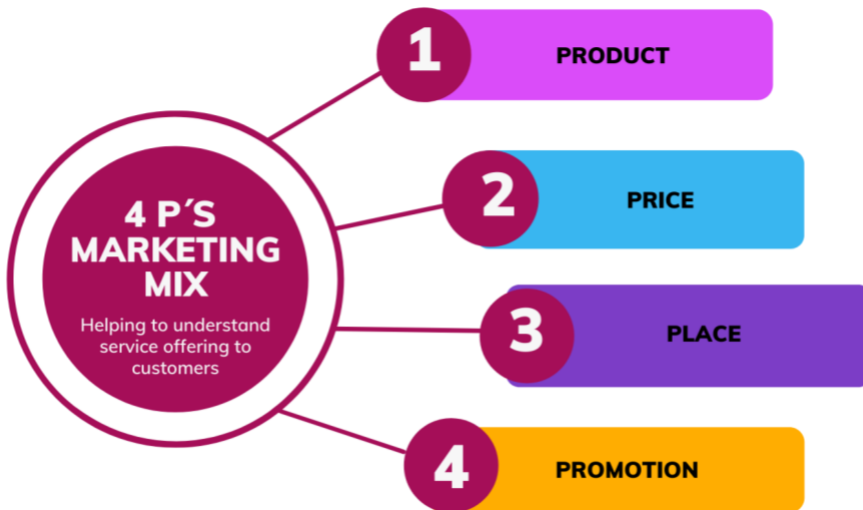


Photo 3. 4 P's Marketing mix (adapted by Kingsnorth 2019, 9 – 12)

4 P's Marketing Mix, introduced in photo 3, helps to give a clearer understanding of what the company can offer to the customers. Before the company can sell anything, it must have a product or service proposition with a demand. In the digital era, it is important to establish the selling and marketing platforms for the products or services. The pricing must be profitable. However, the average spending of the target customers needs to be considered. As earlier mentioned, the competition between the businesses is higher than ever since the easy comparison of the prices on the internet. Therefore, the price needs to be competitive, and the company needs to create a value proposition around the price for the potential customers to decide to buy the product or service. It is good to remember that keeping the current customers is cheaper than the acquisition of new customers. The location of the business or the product or service is the third P - Place. In digital marketing, it is important to understand that the displaying platforms are serving the product's or service's purpose. For example, products and services in the travel and tourism industry should be marketed and sold on different platforms than technology products. (Kingsnorth 2019, 9 – 12; Kotler et al. 2016, 29.) Kingsnorth (2019, 10) highlights that easy find and easy access are principal factors for the company in the streets but also on online platforms. If the people cannot find your offerings, they will turn to other businesses. Promotion is the first time

when the potential customer will hear from you. Promotion is also the first step to start following the MRACE® model.

Michael Porter has created a model for analyzing the competition within the industry, Porter's five forces. This model can be used while analyzing the competition as well as helping to modify the business strategy and profitability within the competitive environment. In photo 4 Porter's five forces are introduced.

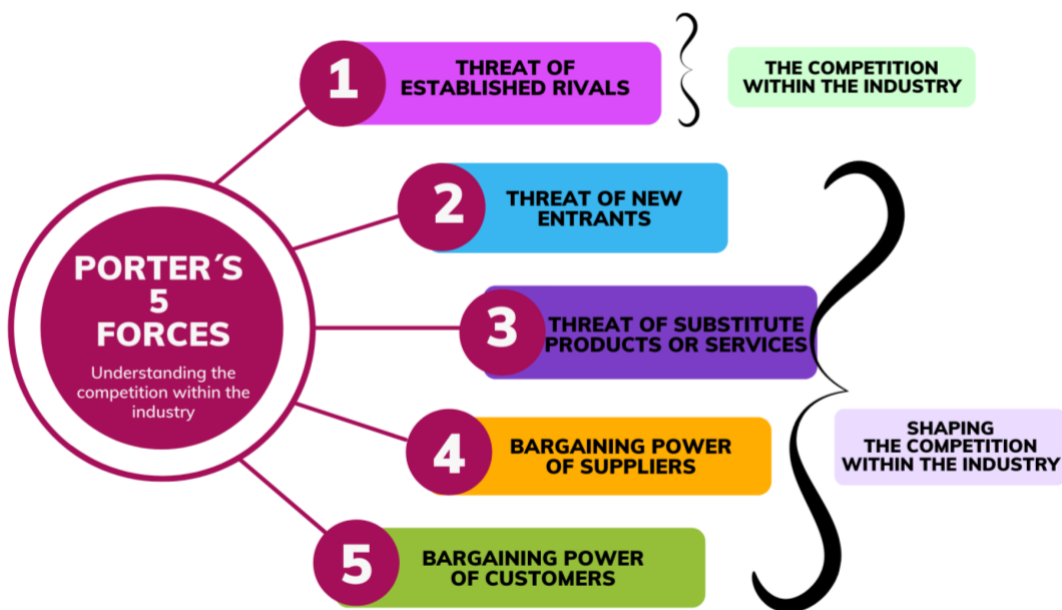


Photo 4. Porter's five forces introduced (adapted by Kingsnorth 2019, 12)

The threat of established rivals illustrates the competition within the industry, whereas the other four forces are shaping the competition within the industry. (Kingsnorth 2019, 12; Lahtinen et al. 2022, 49.) This model was first introduced in the 1970s, but it is still a relevant model to businesses even these days. Lahtinen (et al. 2022, 49 - 50) is arguing that this model is even more relevant to this digital era than ever before since the competition is not happening only in the geographical areas of the business but worldwide through the internet.

2.3 Goal setting in digital marketing

Setting up the goals is the base of the digital marketing plan. These goals are relevant and aligned with the business. In small businesses, it is highlighted that the goals must be reachable within the resources available in the company. Therefore, there should not be too many goals, but the few goals chosen should be tailored to be reachable with the human and financial resources available. Setting the priorities is a must since it is recommendable to set 3 to 5 goals at a time. (Lahtinen et al. 2022, 73 – 74.)

Lahtinen et al. (2022, 74 – 80) is introducing the 5S breakdown method for digital marketing goals. These five S represent the different main goals which are sell, save, speak, serve, and sizzle. The definitions of these goals can be seen in photo 5. The thesis author chose to delimit a closer look at sell -, speak -, and sizzle goals since these are the most relevant for the commissioner. Nevertheless, it is still important to be able to understand the main idea of each goal.

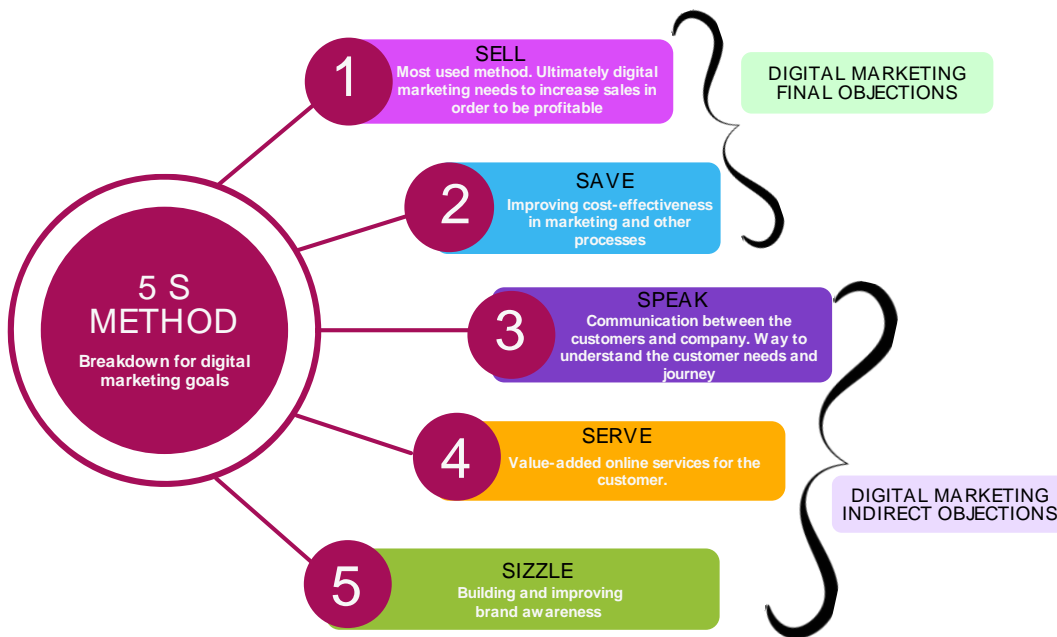


Photo 5. 5 S method for dividing digital marketing goals (adapted by Lahtinen et al. 2022, 74 – 81)

Sell is probably the most used of these goals. Ultimately digital marketing must increase sales to be profitable. However, this in the digital marketing context means supporting actions towards the sales and influencing the customer journey towards the sales. In many cases, sales departments talk about leads which mean potential customers after they have been in touch with the company but not yet committed to buying. (Lahtinen et al. 2022, 74 – 75.) For the commissioner, the leads can be people whom the digital marketing campaign has lured to the beach to check out the commissioner's van, where they can convince the lead to buy their product, in this case, the surf lesson.

Speak in this breakdown method refers to the engagement between the company and the potential customers. The main reason why this is important is to get a deeper knowledge of customers' needs and hopes towards the company. This way they can tailor their marketing message and targeting. (Lahtinen et al. 2022, 76 – 77.) For the commissioner, this means that they start to gather more written information about the customers as well as create discussions through Facebook and Instagram.

Sizzle means that the goal is to build and improve brand awareness through marketing actions. Social media gives a huge opportunity for companies to build their brand together with potential customers through interactions. (Lahtinen et al. 2022, 78 – 79.)

The most common goal-defining method is the use of the SMART goal-setting model. The main task of the model is helping to create tangible and reasonable goals. The SMART abbreviation comes from the words, specific, measurable, achievable, realistic, and time-based. The definitions for these can be seen below in photo 6.

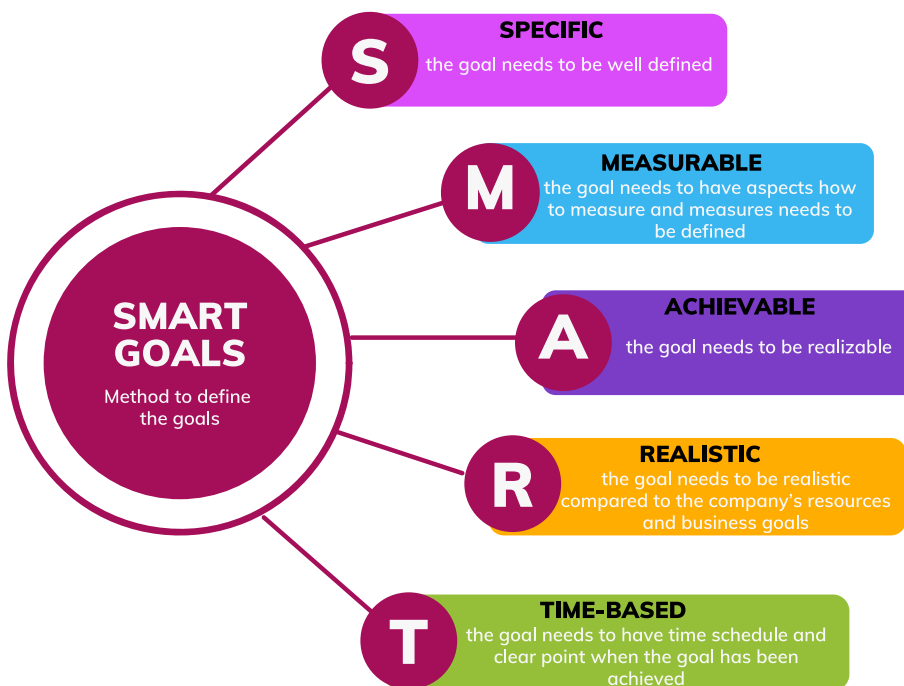


Photo 6. SMART goal setting model for defining the goals (adapted by Someco as cited in Auranen 2020 a, 16-17; Lahtinen et al. 2022, 81-85)

The SMART remedy has different explanations and ways of understanding the model. Lahtinen et al. (2022, 83) is demonstrating A in their model as Assignable, where the goal needs to have an assigned person to make sure that the goal is going to be achieved. In addition, Haaga-Helia StartUp School introduces the R in the remedy as Relevant (StartUp School s.a.). However, the thesis author chose to follow the mix of explanations of Someco (Auranen 2020 a, 16-17) and Lahtinen et al. (2022, 81-85) because these values are relevant for the commissioner.

2.4 Potential customers and customer journey in digital marketing

When deciding the approach for the digital marketing plan it is vital to know the potential customers, their journey, and their purchasing behavior. If the company does not know these key

indicators of the customers, there is a considerable risk that their marketing actions are ineffective. When the company knows its niche, it can tailor-made the marketing message for these segments.

Lahtinen et al. (2022, 85) states that the competitive advantage starts from the knowledge of the customers and how to satisfy their needs from the company's service and product aspects. Caffey (Caffey & Ellis-Chadwick 2019, 56) is highlighting the importance of tracking customer journeys online. Since digitalization, it is easy to track the customer journey on online platforms. In addition, marketers should focus on the customer touchpoints online as well as the engagement behavior towards the content and channels. Therefore, they can create insightful marketing plans which have a higher chance of being effective.

There are many ways to track and understand the customer's journey. However, the main aspect remains the same: customer touchpoints. When talking about the customer journey, it is usually referred to as a customer journey map where the customer journey has been visualized to understand the customer touchpoints easier. In photo 7, the simple customer journey map is attached to the MRACE® model.

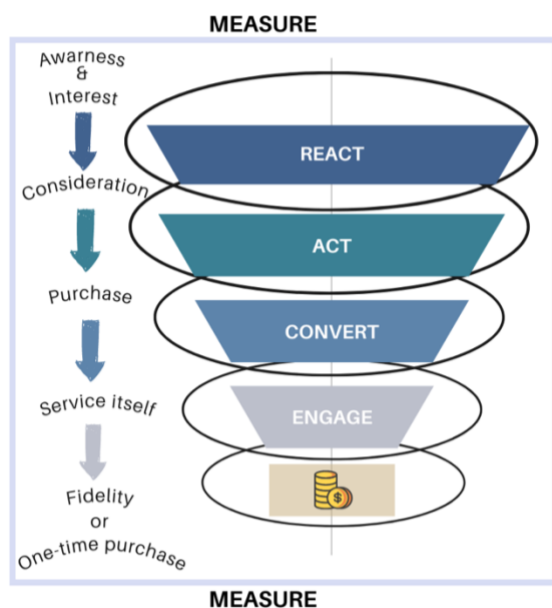


Photo 7. Simple customer journey map attached to MRACE® model (adapted by Auranen 2020 b, 28; Lahtinen et al. 2022, 56)

The base of the customer journey map is usually separated into three main categories: pre-service, service, and post-service. Pre-services are visualizing the customer touchpoints with the company before service is delivered. In photo 6, the stage is awareness and interest. For the commissioner, these touchpoints are organic and paid Facebook and Instagram posts and activities. The consideration stage is counted as a pre-service stage. Where the Google presence becomes

topical for the commissioner. The service stage describes the touchpoints during the service itself. Where the post-service stage refers to the experience of the customer after the service delivery. Touchpoints in this stage usually include reviews and posts about the company or delivered service. (Rosenbaum et al. 2017, 144.) In the travel and tourism sector, the customer journey in the pre-stage is leaning heavily to influence the feelings, inspirations, and dreams of the potential customers. This thesis is mostly focusing on pre-service touchpoints since they are the most important stages to have successful marketing tactics.

Rosenbaum et al. (2017,143-144) are arguing that even though customer journey mapping is widely used, many times it is misused. They argue that lack of comprehension of the customer needs or too detailed touchpoints create confusion while creating the customer journey map. Rosenbaum et al. (2017, 147) are suggesting that the customer journey map should be created to have enough space to different customer touchpoints otherwise it can become too inclusive and too complex which might result in too narrow customer segment, or the customer journey map become ineffective in overall since the customers aren't following the touchpoints. The same study suggests that managers should identify the most important touchpoints and focus only on those.

2.5 Budget in digital marketing

To be a profitable business there needs to be clear knowledge of how the money is divided within the company. The social media budget represents a clear understanding of the costs of social media marketing efforts. This is a valuable tool to measure the return on investment. As digital marketing is ever-changing, the budget for marketing is something that is never finalized. This means that the budget goes together with the social media marketing plan. (Newberry 2021.) According to Sageworks study (in Hassinger 2021), the average small business invests about 1 % of its revenue towards marketing. However, Deloitte's annual CMO survey shows that marketing budgets on average were 11.7 % of the total company budget. This varies between the industries. Also, the marketing budget for business-to-business companies was generally less than the marketing budget for business-to-consumer companies. In addition, Social Media Examiner is suggesting that for a company that wants aggressive growth the advertising budget should be around 12 %. When a company wants steady growth, they recommend the marketing budget to be 5 %. As seen the marketing budget is varying depending on the business goals of the company.

The concept of money is in many cases the most non-talked subject. However, to be a profitable business the money and how it is divided within the company is very important. When planning a budget for digital marketing, the previous ad campaigns are the main source of information to analyze and learn from there. Since the commissioner doesn't have any paid marketing campaigns, industrial and overall marketing campaign budgeting studies were done by the thesis author.

Hassinger (2021) is recommending thinking of marketing as an investment with a long-term goal that drives sales. Marketing might not give a return on investment right away, but it needs time. Like any investment, the budget for social media marketing should be something that if it's lost it doesn't bankrupt the company. Especially when there isn't any prior company data about marketing campaigns the risk of losing at least some of the investment is considerable. If the company doesn't have enough money to put aside for the marketing budget, it is better to do only organic marketing and save from there towards the paid marketing budget.

However, when marketing at online platforms it is important to give a big enough budget towards the campaigns so that there can be a return on investments. On Facebook platforms, this means that when there is enough budget to spend, the campaign reach will be wider. Whereas when the budget is not big enough, the targeted reach is going to be narrow. It is important also to give enough time for the campaign to be active for the company to get enough data for themselves. In addition, on Facebook platforms, the ads are shown more frequently when there is not a very long time for the amount to spend. But also, the time frame should be long enough in order that the potential customers have time to react to the seen ad.

Social Media Examiner (Bloyd 2020) is recommending that when distributing the advertisement budget 60 % should focus on promotions and offers, 20 % on retargeting, and another 20 % on audience building. Many times, companies tend to put more effort into audience-building but there is a high probability that it is not profitable for the company in long term.

2.6 Analytics in digital marketing

In online, everything is trackable as well as measurable. This gives a great opportunity for the companies to develop their marketing actions. On the other hand, this can be very challenging for the company. The amount of data can be overwhelming as well as reading data can be difficult if the focus is not correct. This can lead to false conclusions. (Lahtinen et al. 2022, 149 – 150.) This highlights the importance of defining the trackable measures very clearly.

“What gets measured gets done” – Peter Drucker (KPI.org s.a.)

The measurements in digital marketing are usually referred to as KPIs - key performance indicators, which are meant to progress towards indicated results. The main reason for KPIs is to focus on the operational and strategical improvements to give an analytical basis for decision making and what matters the most in the company. These indicators are chosen based on the business strategy of each company. In addition, the indicators must be chosen based on the marketing channel as well. Like the marketing plan, the indicators need to be monitored and updated from time to time. (KPI.org s.a.; Lahtinen et al. 2022, 149 – 150.) The KPIs that are

introduced in this thesis are chosen to be aligned with the commissioner's digital marketing goals as well as to help the company to understand the cost structures for marketing actions, see photo 8. Furthermore, these KPI indicators are available on Facebook ads manager (Meta business suite s.a.).

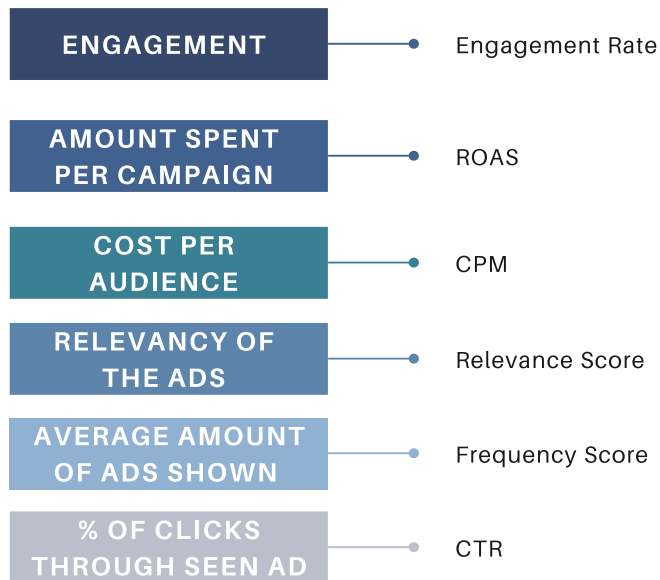


Photo 8. List of the KPIs used in this thesis (adapted by Meta business suite s.a.; Domestika 2022)

The engagement rate is demonstrating the number of people that are engaging with the platform. This includes the likes, comments, shares, and on Facebook the other reactions. This indicator is important for the company to understand so that they can have an idea of how the people react to their posts. This way they can modify their message to match audiences. Moreover, it gives an idea of what is resonating with the audience. The average engagement rate is 1 % to 3.5 %. Therefore, lower than 1 % the engagement is very low, vice versa if the engagement is more than 3,5 % the engagement is high. Engagement rate can be found when likes and comments are divided among followers. Converting the number to percentage it needs to be multiplied by 100. (Domestika 2022.)

It is important to track the amount spent per campaign. When the company knows the costs of each marketing campaign, it can easier set more accurate budgets for future marketing campaigns. Furthermore, it is more accurate to compare the different campaigns when the exact amount spent is known. ROAS (return on advertising spend) can be counted at the end of the campaign, where the generated conversions are divided by investments. This gives the ROAS number for the digital marketing campaign. (Domestika 2022.)

When a company wants to understand the cost of the audience, it can use CPM measures. CPM means cost per 1M impressions. In other words, how much does it cost to show the advertisement 1 million times to the target audiences. The higher CPM, the more expensive the audiences are to reach. However, if the targeting is very low, CPM tends to be higher. (Domestika 2022.)

The relevancy of the ads for chosen audiences can be monitored by relevance score. The score is from 1 to 10, the higher the score is, the more relevant the advertisement is to the targeted audiences. (Domestika 2022.)

The frequency score tells the number of times that the ad is shown to the chosen audiences on average. There is an option to choose the time frame from where the number is counted. When analyzing the number, the higher it is the more frequently the ad is shown to the same audience. Therefore, the ad might not get the best results. In that case, there is an option to lower the budget or expand the audience so that the best results can be achieved. (Domestika 2022.)

With CTR (click-through rate), the advertiser can get information about the percentage of the click from everyone who has seen the ad. This measure is going to tell the advertiser how relevant the ad is to the targeted audiences. If the percentage is very low, it means that there are only a few people who click the link after seeing the ad and vice versa. And if the number is extremely low, it means that the audience targeting needs adaptation. (Domestika 2022.)

In conclusion, to create a successful social media campaign, the company must know the insights of the audiences that they want to influence. This can be accessed by learning and gathering insight knowledge about potential and current customers, trying different approaches – not the same marketing message resonate with everyone, and measuring relevant data and other insight information.

2.7 Social media marketing and search engine presence for small businesses

Social media has become more and more the first platform that travelers look for inspiration. This is a big reason why the commissioner should be active on social media platforms. In traditional marketing, there is usually only one campaign going on at a time, which is presented to everyone who reads or watches the TV, newspaper, or magazine. However, with digital platforms, the campaigns can be personalized and focused on potential customers based on the algorithms, which gives the campaign a higher return on investment. Since digital marketing campaigns can be tailor-made for smaller audiences, the price is also more affordable.

Commonly used digital marketing channels are e-mail marketing, search engine marketing – SEO, paid marketing, content marketing, and social media marketing. (Alexander 10 February 2022;

Domestika 2022.). Since the commissioner does not have a webpage, this thesis is focusing on paid and organic social media marketing. When talking about social media presence, this thesis refers only to Facebook and Instagram, which are the main platforms of the company. As a search engine presence, this thesis is only going through the importance of the search engine presence. This definition is done because of the limited human and financial resources of the commissioner.

Online marketing is divided into organic media and paid media. Organic media is when the reach for the platform happens without any paid promotions. The main purpose of organic media is to influence, connect and engage with current followers on your platform. Whilst the goal of paid media is to reach new potential followers and convert them into your customers through paid advertisement. Social platforms are constantly changing their algorithms whereas the organic reach towards new users on the platform gets more difficult and reachability is declining. On the other hand, using only paid media might become expensive for the company. Therefore, the best way to be successful in social media marketing is to use both medias strategically to get the wanted results. (Tran 2021.)

Facebook and Instagram are under the same corporate umbrella. This makes the marketing on these platforms less complicated because the marketing campaigns can be monitored through the same platform. Facebook has created platforms to be more appealing to companies to invest in their marketing, therefore they have created useful platforms to manage the business profiles and their marketing. These platforms are Facebook Business Manager and Facebook Ads -platform. (Domestika 2022; Meta s.a.)

Since Facebook and Instagram are social platforms, advertisements should be targeted to get more visibility, engagement, and customer trust for the company. This can be achieved by creating social, communal, and inspirational content, where visuality and creativity are highlighted. While the platforms offer paid advertisement, it is important to create an original drive towards the accounts as well. If the company relies only on paid media, it might become expensive and ineffective for the company. The author mentions that these platforms are social, therefore the goal is to keep engaging with the users and try to get them to follow your platforms to reach the content organically as well.

It has become easier to target marketing for specific audiences, because of the algorithms on the online platforms. This is the reason why social media marketing has become so popular as well as a cheaper option for companies. However, if the company does not know its target audience or if it is too wide, social media marketing becomes inefficient. These aspects highlight the importance for the company to know its customer base well. In addition, creating the potential customer personas and understanding the customer journey is going to help with the audience targeting.

Since the start of Google, they have been developing their products to be the leading search engine in the world. As a result, these days searches through Google are estimated to be nearly 6 billion searches per day (Prater 9 June 2021). Therefore, the thesis author suggests that the commissioner should be present in the Google search engine. Google is offering companies free business accounts, where the company's information appears in the search. That can be a fast way to tell the product offering to the customers. Which can lower the threshold to be in touch with the company and with the final purchasing decision. Every movement through the business account is measurable, which can help the companies to understand more about customer behaviors. (Google s.a.) The first time Google introduced paid advertisement was in 2000, Google AdWords (Google press 2000), after that the paid marketing on search engines has grown rapidly. Currently, the paid advertisement platform in Google is GoogleAds.

3 Peru as a business environment in the tourism and travel industry

This chapter is introducing Peru as a business environment where the commissioner operates. The approach is through the travel and tourism industry. The chapter goes through Peru as a tourist destination as well as surf tourism in Peru.

3.1 Peru as a tourist destination

Peru is the third-largest country in South America. It is in the southern hemisphere, by the Pacific Coast between Ecuador and Chile (Nations Encyclopedia s.a.). On the mainland, the country has borders with Colombia, Brasilia, and Bolivia. Peru has land of nearly 1,3 million square kilometers and its coastline is nearly 2500 kilometers long. Peru has three different regions: coast, jungle, and highlands. (PromPerú s.a. a; Nations Encyclopedia s.a.) These different regions give Peru a variety of climates. (PromPerú s.a. a.)

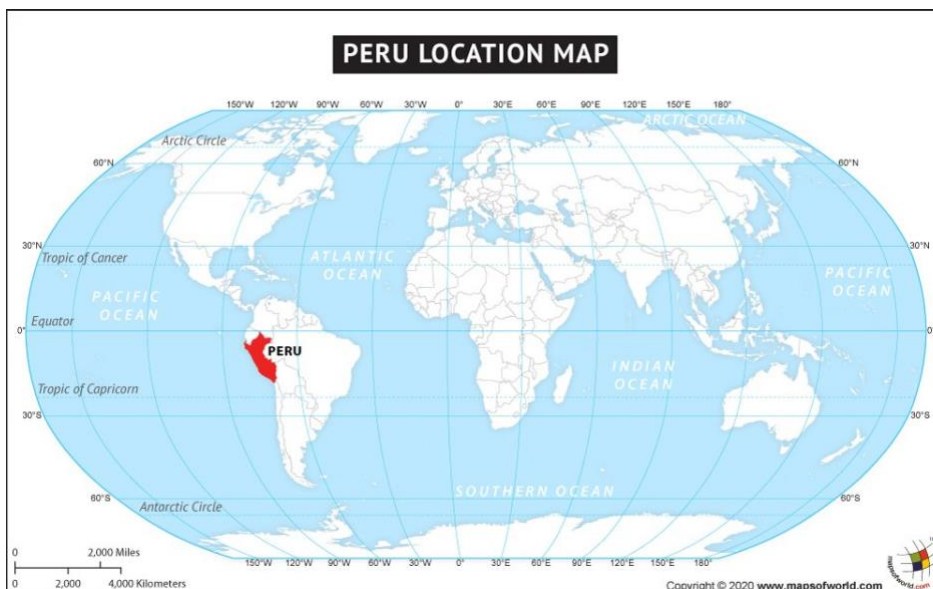


Photo 9. Location of Peru on the map (Maps of World s.a.)

As seen in photo 9, the country is located on the southern part of the equator. Therefore, the climate is reversed compared to Finland. This means that the hottest point of the country is in the north and the southern you go, the colder it gets. In addition, the summer season is from December to April, when the temperature ranges from 25 to 35 Celsius degrees. Wintertime is from May to September, when the weather is cloudy, in the Lima area also foggy. The temperature is less than 25 degrees but usually does not drop under 15 degrees. North of Peru has slightly fewer chances for weather conditions since its location is relatively close to the equator. In addition, the weather is slightly warmer. (Box 2011, 688.)

The population in the country is more than 33,5 million people. Almost 80 % of the population are living in urban areas. This makes the main cities huge and crowded. For example, the capital city, Lima, is home to over 7,7 million people, which is about a quarter of the whole population. (Worldometer 2021.)

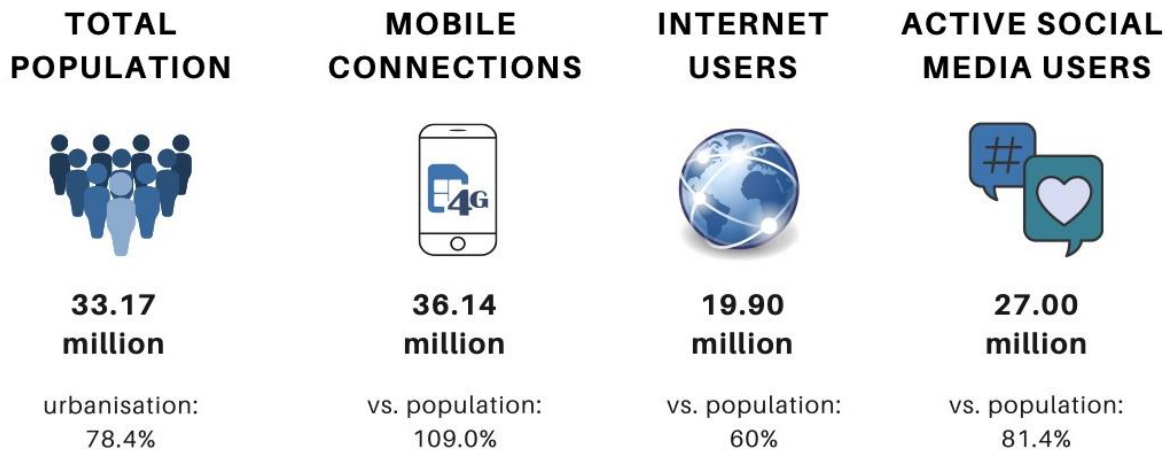


Photo 10. Digitalization in Peru in 2021 compared to the population (adapted by Kemp 2021)

As seen from photo 10, January 2021 the internet penetration was 60.0 % of the population. 81.4 % of the population were active social media users. The most used social media platform was Facebook with an audience potential of 26 million users. Most of these users (97,8 %) prefer access to Facebook via mobile phone. The second used platform was YouTube, with 15.10 million potential audiences. The third-largest audience potential was on Instagram with 7,5 million users. In general, more than 36 million connections are happening through mobile connections. (Kemp 2021.) Based on this information, the commissioner has chosen their main platforms well, which are Facebook and Instagram.

The entrepreneurship mindset in the country is common. Almost every person the thesis author talked with while in Peru had their own side business, or at least they were thinking about having one. Though corruption is happening on a daily basis, and not-legalized enterprises are quite common ways to do business in Peru. Transparency and corruption ranking by Transparency International (2020) Peru was ranked at place 94 out of 180 countries. The corruption index score for the country was 38. The scale is from 0 (highly corrupted) to 100 (not corrupted). The national survey has identified repeatedly that corruption is one of the leading public issues in Peru (Proética 2021).

The tourism sector in Peru contributes 3,9% of the country's GDP. The sector employs 1,4 million direct and indirect jobs, this means that 7,9% of the economically active population work directly or

indirectly in the tourism sector. (OECD 2020, 360.) In 10 years, between 2009 and 2019, international tourism has doubled (MINCETUR s.a. a). In 2018, 77,7% of the international arrivals came from the Americas and 16,7% came from Europe. The top three arrival countries in Peru were in 2019: Chile, the United States, and Ecuador. From Europe: Spain, Germany, and France had the most arrivals to Peru. (MINCETUR s.a. b.)

Peru is mostly known for the Inca empire and the tourist attraction Machu Picchu. Machu Picchu has been one of the most visited attractions in Peru for many years (MINCETUR s.a. c). However, in recent years the country has focused on promoting itself as a culinary destination. (Peru. Travel 2021.) The Peruvian Commission for the Promotion and Export and Tourism, PROMPERÚ, has been working on promoting and branding the country for tourism, exportation, and investments. The commission launched “Marca Perú” (meaning Brand of Peru) in 2011, and they have been using it strategically while promoting Peru internationally. (Gob.pe s.a.)

The COVID-19 pandemic has affected tourism in Peru. The forecast for the tourism sector is dark, most of the small companies in accommodation, restaurants, and transportation are predicted to go bankrupt. The borders in Peru were closed for many months as well as the strict measures against the pandemic have been disastrous for the companies in the tourism and its related sectors. (Tello, 2020.) Even though the pandemic has affected the tourism sector in every country, especially in Peru, it looks worse since the government doesn't have the good resources to help the travel and tourism industry companies to survive economically from the pandemic.

3.2 Surf tourism in Peru

Peru is internationally renowned for its great surfing swells. The variety and year-round waves and point breaks invite the surfers to the coast of Peru. Two currents are affected on the coast of Peru: from the north arrives the warm El Niño current and from the south Humboldt current from Antarctica. These currents affect the temperature of the ocean so that in the North the ocean is relatively warm and in the Southern part is colder. There are only a few months during the summer when most of the surfers take off their wetsuits. North is most known in the surfer communities since the weather is warmer, the waves are more consistent, the form is rounder, and the waves are mainly bigger than in Southern Peru. However, in the Lima region, the beaches offer plenty of waves also. Though the weather is a little chillier, the waves aren't formed as round as in the North. There are more than 30 top surfing beaches in Peru. (Box 2011, 27.)

The thesis author's surfing experiences in Peru are amazing. While surfing there, the author didn't have to wait a long time for good waves. Whereas, in other surfing destinations the wait has been the most that they have done with the surfboard.

According to a study conducted by Adventure Travel Trade Association in 2017 1,8 million adventure seekers were interested in choosing Peru as a surfing destination between the years 2019 and 2020. The countries of the adventure travelers “very interested” in surfing are as follows:

- Brazil with 1 million potential surf tourists
- The United States with 642 000 potential surf tourists
- France 69 000 potential surf tourists
- Germany with 56 000 potential surf tourists
- The United Kingdom with 30 000 potential surf tourists
- Australia with 24 000 potential surf tourists

These countries have the most activity seekers for trekking, surfing, and mountain biking. (PromPerú 2019, 5-6.)

4 Digital marketing plan for Caesar's Souls Surftrips

This chapter is introducing the digital marketing plan for Caesar's Soul Surftrips. The full-length digital marketing plan can be seen in Appendix 2.

Since the company has limited resources, the thesis author chose to create a simple and easy, step-by-step, marketing plan. The booklet consists of 8 steps which are explained in the next chapters. This plan is considering the limited resources within the company and that is why this booklet is focusing only on social media marketing.

This digital marketing plan started with gathering information on a theoretical basis.

Communication between the thesis author and commissioner was slower than normal because of the time difference. When the theory basis was created the digital marketing plan was created. The step-by-step method was used because it describes the project steps very clearly. This makes this marketing plan easy to follow.

4.1 Step 1 - Current situation

As seen in Appendix 2, the SWOT analysis has been made. And the current social media actions were analyzed.

In photo 11 can be seen the main characteristics of Swot analysis for Caesar's Soul Surftrips. This analysis is based on the thesis author's observations as well as the interview with the owner.



Photo 11. Swot analysis about Caesar's Soul Surftrips (adapted by Hynninen s.a., 36)

Strengths

The company has highly qualified, skilled, and professional surf teacher, the owner itself. He can conduct the surfing classes fluently in three different languages, which is more than an average surf teacher in Peru. Mainly the surf teachers speak Spanish and a little English. The company owns a van, which means that they have the flexibility to move with it to different surfing spots. Therefore, the company isn't dependent on the weather on one specific beach. The company has created different income strains. Now the owner says that they are focused mostly on surf lessons and selling hot drinks and freshly baked cookies by the beach.

Weaknesses

Since the owner is the only worker in the company, he says that he loses potential customers daily when he is having his surf class and needs to close his van. In conclusion one of the weaknesses that the company has is a lack of human resources on the land. When talking with the owner he also pointed out that his knowledge in strategical marketing or sales is quite low. As well as how to take advantage of knowledge management. Therefore, the owner hasn't seen the importance of collecting the data about its customers. The company is dependent on the tourism flow and high seasons.

Opportunities

Since the company is small, the changes are easier to execute because there aren't that many management lines that need to cross. The owner is ready to expand his knowledge of marketing and is ready to invest in it. Furthermore, the company has recognized the opportunity for different shared economy platforms. For example, in the WorkAway concept, where the company can offer a volunteering position for his company, and in exchange, they could offer accommodation. On top of that, Airbnb Experiences are good way to interact with potential customers. Since the company isn't a big corporation, it can integrate moderately fast with the different tourism trends. For example, now road-tripping and "van life" have been trending concepts in the industry (Jamie 2021). The possibility to move with the van to a different location following the waves or the warmer weather. As this marketing plan is an opportunity for the company, with the persistent and goal-oriented marketing actions the commissioner can better its social media presence and they can grow its sales.

Threats

The competition on the beaches between the other surf schools is high. Sometimes it even spikes some fights (Buenos Días Perú 2021). Even though the politics and laws are created for security,

in some cases they can also limit the operations of the company. For example, in 2020 there was a new regulation put in the municipality of Miraflores, where only seven legislated surf schools can operate on one of the main surf spots for beginners. In comparison to 2019, when the same beach occupied 18 surf schools. (Municipalidad de Miraflores 2020.) The threat of the van breaking down is quite significant and that is why the company should create a plan b. Since the COVID 19 - pandemic showed us, different crises can surprise us and stop the tourism expenditure. In addition, the different domestic crises can affect tourism volumes. Since Peru is located on the coast of the Pacific Ocean the water is mostly chillier than the Atlantic Ocean, which means that the destinations located on the Atlantic coast might be more attractive for tourists to visit. Therefore, the company is not only competing domestically they have also international competition with the more known surf locations and the better and warmer weather conditions.

Table 1. Caesar’s Souls Surftrips platform analysis (adapted by Instagram 2021 a; Caesar’s Soul Surftrips and photography. s.a; Toolzu 2021 a)

	Instagram	Facebook	Web page	Google Business
	x	x		
Followers	929	1 187		
Posting schedule	3 to 6 times per month	4 to 7 times per month		
Posting type	Mostly photos about surfing, van and dog	Re-posting instagram posts. As well as re-posting some other articles		
Posting quality	Good	Average, many of the publications are made by the owner and shared in to the company's webpage. This means that the post-boosting is unavailable		
Likes / views	30 to 75 / 200 to 2500	Mostly under 10		
Comments	0 to 10, mostly under 5	Mostly under 5		

Currently, the commissioner does not have any digital marketing strategy. Therefore, the measurements and objectives are nonexistent. Caesar’s Soul Surftrips are focusing on being present on Facebook and Instagram without external social media, search engine, or website presence, see Table 1. The publications are mainly focused on daily surfing and the beach and van life of the owner. The posts are mainly the same on both platforms. In addition, the Facebook page has publications shared from other pages. The captions are mainly short with hashtags on the topics of the surf community. The publications don’t follow a publication plan. The way to

contact the company is through direct messages on Facebook or Instagram. On the Facebook page, there is also the email and phone number available.

When focusing on the posts in October 2021 on Instagram (2021 a) there were seven posts, four picture posts, and three videos. The pictures were representing some of the clients as well as about the van life by the beach. The likes were between 42 to 66 likes and most of the pictures had few comments. The videos were downloaded straight to the platform, not using Reels-function. This made the videos stretch out and in some of the videos, the text was cut off, see photo 12. The videos were viewed more than 100 times, but the likes were in the same category as the pictures. The engagement rate for Instagram was 0,27 % (Toolzu 2021 a).

4.2 Step 2 - Competition

As seen in Appendix 2, Porter's Five Forces –method was used to understand the competition within the industry. As well as three competitor companies' social media actions were analyzed. These analyses were done during October and November 2021.

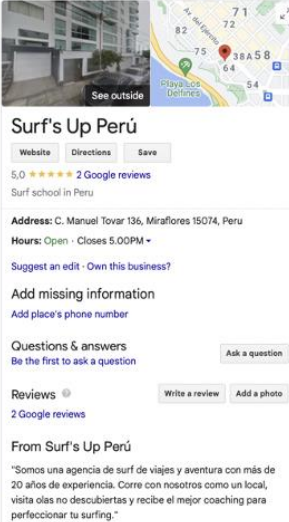
When analyzing the competitive situation of the surf school industry through Porter's 5 forces (see photo 4) the threat of established rivals and new entrants is very high in the coastal areas of Lima. As the thesis author mentioned in Chapter 3.1, the bargain to be an entrepreneur in Peru is low. In addition, many Peruvians would like to be lifestyle entrepreneurs. The threat of substitute service on the location is low. But since surfing is a very worldwide hobby, the main threat for the commissioner is that the potential customers are choosing another destination for their surfing trip. Many companies are buying used surfboards for their company to use. Therefore, the bargaining power of suppliers is average. The bargaining power of customers is very high. They have a lot of choices choosing their surfing school but also their teacher. Because of this, many of the customers will also get discounts, because the companies want to make at least a small income. That is why many companies' representatives are trying to get anyone to be their next client. This is creating quite an uncomfortable feeling for people to walk by the coastal areas where the surf schools are located. This affects the customer's willingness to buy the services online since they might get better prices on the spot.

In conclusion, the surf school industry in Lima is very high, but most of the surf schools are focusing on selling on the spot and teaching to surf only in one place. Whereas the commissioner can move with their van to other beaches as well.

The thesis author chose to focus on three main competitors' companies and their social media presence: Corzo Surf, Escuela de tabla olas Perú and Surf's up Perú. Tables 2, 3, and 4 represent

the platform analysis from these companies. These competitor businesses were chosen by the location and their social media presence.

Table 2. Surf's up Peru platform analysis (adapted by Instagram s.a. b; Surf's Up Peru s.a. a; Surf's Up Peru s.a. b; Toolzu 2021 b)

	Instagram	Facebook	Web page	Google Business
	X	X	X	
Followers	1 859	1 957		
Posting schedule	2 to 4 times per month	Last post, August 2021	The website presents the basic information of the company's services. The information is found in english and spanish.	
Posting type	Mostly videos about surf classes	Not relevant to compare		
Posting quality	Good	Not relevant to compare		
Likes / views	Under 100 / 300 to 3000	Not relevant to compare		
Comments	0 to 10	Not relevant to compare		

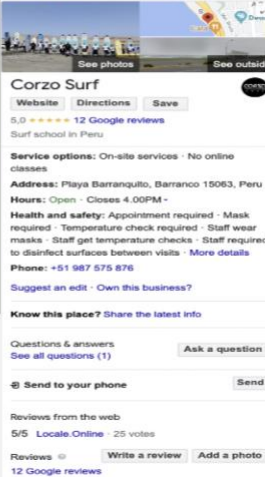
Surf's Up Peru (Table 2) was more active on Instagram than on Facebook, even though Facebook had more followers. On Facebook, the posts were texts or links to external sources that weren't relevant to their marketing message. Because of that, the posts weren't relevant to compare the commissioner's marketing actions on Facebook. Their Instagram feed was mostly videos about their surf classes. The quality of the posts was good; however, the videos doesn't seem very catchy. This can be also seen with the engagement since Toolzu (2021 b) analyzed the engagement rate at 0.28 %. The company has created a Google Business profile where the information about the opening times and location can be found. Surfs Up Peru has a webpage where more detailed information is available. The page is in Spanish as well as English. (Instagram s.a. b; Surf's Up Peru s.a. a; Surf's Up Peru s.a. b.)

Table 3. Escuela de tabla olas Perú platform analysis (adapted by Escuela de Tabla olas Perú s.a. a; Escuela de Tabla olas Perú s.a. b; Instagram s.a. c.; Toolzu 2021 c)

	Instagram	Facebook	Web page	Google Business
	x	x	x	
Followers	4 329	42 361		
Posting schedule	2 to 4 times per month	Not consistent, mostly announcement about classes or competitions	Linktree - webpage where the main information about classes is linked, only in Spanish	
Posting type	Mostly photos about surf classes	Not relevant to compare		
Posting quality	Good	Not relevant to compare		
Likes / views	Mostly 10 to 60 / 100 to 700	Under 10		
Comments	0 to 10	Under 10		

Escuela de Tabla olas Perú was more active on Instagram than on Facebook, even though Facebook had almost 40 000 followers more, see table 3. On Facebook the posts were focused mostly on announcements of surf competitions, therefore the thesis author assumed that Facebook is focused on informing about surf competitions. The posting schedule on the platform was very low. Because of that, they weren't relevant to compare to the commissioner's marketing actions on Facebook. Their Instagram feed was mostly photos about their surf classes. The quality of the photos was good. Toolzu (2021 c) analyzed the engagement rate on Instagram at 0.02 %, which is extremely low. The company does not have a Google Business profile. But they have created a webpage for LinkTree -platform, where there are direct links to reserve surf classes and other needed information about surf classes. (Escuela de Tabla olas Perú s.a. a; Escuela de Tabla olas Perú s.a. b; Instagram s.a. c.)

Table 4. Corzo Surf School platform analysis (adapted by Corzo Surf School. s.a. a; Corzo Surf School. s.a. b; Instagram 2021 d; Toolzu 2021 d)

	Instagram	Facebook	Web page	Google Business
	x	x	x	
Followers	12 000	5 060		
Posting schedule	Pretty consistent 4 to 9 posts per month	Not consistent 1 to 5 posts per month	The website presents the company's services in detailed manners with the option to direct contact for the company.	
Posting type	Mostly photos	Mostly re-posts from Instagram		
Posting quality	Good	Good		
Likes / views	Under 100 / 300 to 3000	10 to 65		
Comments	0 to 10	0 to 10		

Of the compared companies Corzo Surf School is the only company that Instagram has more followers than Facebook. As seen in table 4 the company was posting on Instagram consistently but on Facebook, the posting time was longer and not that consistent. In addition, many posts on Facebook were re-posts from Instagram. From there, the thesis author assumed that Corzo Surf School's main social media platform is Instagram. Profile analysis made by Toolzu (2021 d) revealed that the engagement rate was 0.11 %. Corzo Surf School has its website where they present the company's services in a detailed manner. They have created a Google Business profile as well, where the company presents its services, location, service hours, phone numbers, and reviews. (Corzo Surf School. s.a. a; Corzo Surf School. s.a. b; Instagram 2021 d.)

In conclusion, the commissioner has a very good position to create successful marketing campaigns on the spot since it looks like the competition companies nearby the operating location haven't done very consistent social media marketing. Therefore, it could be easier for the commissioner company to succeed with their consistent marketing actions. However, it won't come easy since many of the potential customers are making the purchasing decision on the spot.

4.3 Step 3 - Target audiences

As seen in Appendix 2, three main target audience groups and ideal customer personas for every group were created. These are based on the interview of the company owner about the current customers and wanted customers in the future, an interview with three potential customers, and for Adventure Travel Trade Association study in 2017. This study is about adventure seekers who would be interested in choosing Peru as a surfing destination between the years 2019 and 2020 (PromPerú 2019, 5-6).

However, the thesis author is suggesting the commissioner to start the digital marketing campaigns with the focus for the main target audiences only. This definition is so that the commissioner has a low bargain to start their social media marketing journey.

The commissioner hasn't been gathering any statistical information about their customers before. Therefore, the information about the customers is based on the interview of the commissioner. Currently, the customer segment is mostly international tourists who prefer the lesson taught in English. The age gap is between 5 to 50 years. Based on the commissioner there have been more female customers than male customers. The ideal customers in the future should be travelers who want to have a few day road trips including surfing along the coast of Peru.

The thesis author interviewed three persons to get some base information about potential customers. The interviewees were international based. Two of them were male and one was female, between the ages of 23 to 30. All of them have visited Peru and tried surfing there. The thesis author chose the interviewees for two main reasons: 1) the interviewees are interested in surfing and 2) they have visited Peru. The male interviewees were more advanced in surfing. The questionnaire (Appendix 1) was structured into three parts: basic info, general traveling information, and Peru as a surfing destination. With this questionnaire base, the thesis author wanted to gather more knowledge about the potential customer base for the commissioner. The interviewees didn't know the details of the commissioner before the end, because the thesis author didn't want the information about the company to influence their answers.

Throughout the interviews, the feeling of safety and trust were highlighted. Interviewees were seeing Peru as a location-wise potential surfing destination. However, they weren't ready to purchase the service online since they wanted personal touch with the company before purchasing the service. While the thesis author was living in Peru also, they preferred to pay by cash directly to the seller and not buy the service online. The last question in the questionnaire was "What are the main characteristics that need to be fulfilled for you to buy a surfing trip or surfing lesson in advance?" The answers were describing the product of the commissioner: a road trip along the coast and stops in the best surfing spots, personalized for the current group and their skill level. Therefore, there is a high potentiality for the commissioner to sell his services to customers, but he must communicate them clearly in their marketing messages. At this moment the product offerings are not clearly visible on their platforms.

The questionnaire revealed that if the commissioner wants to pre-sell their products online, they need to have a clear and trust-building website with secured purchase options, not through PayPal for example. This can create a quite big expenditure in the budget for the commissioner if they want to pre-sell their products. Therefore, the thesis author is suggesting targeting the marketing

campaigns already existing audiences in Peru. In this way, the reach and conversion for each marketing campaign can be more lucrative.

The next three chapters are going deeper into the three main target audiences for the commissioner. However, the thesis author suggests starting this consistent marketing journey to focus on one main target audience, in this case, target audience 1, and shaping it to be in line with the company. This helps to keep the start easier and gives more time to adapt and learn about social media marketing. Even though the thesis author doesn't recommend focusing on all three target audiences at the same time, this helps the company to keep track of the way that they want to develop their future actions.

4.3.1 Target audience 1 – the learner

As seen in Appendix 2, the main target audiences that the company should focus on are the locals and already existing tourists in Lima, Peru. The objection to the target audience 1 is to get them to contact the commissioner. This can be achieved by creating paid marketing content where the campaign objective is awareness of the company. It is important to give these audiences a clear call-to-action invitation. The age gap of this target audience is recommendable between 20 to 50 years old. The location of the audience is recommended to be Peru and Lima region.

Recommended platforms would be Instagram and Facebook feed. In addition, the Google Business profile is a recommendable platform.

Photo 12 is a demonstration of an ideal buyer persona for the target audience 1. This buyer persona is created to be an example of the target audiences where the commissioner should target their marketing actions.

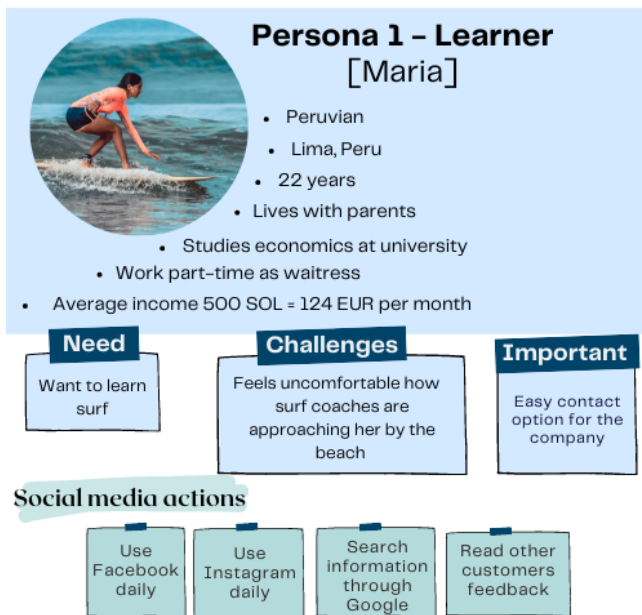


Photo 12. Ideal buyer persona 1

Maria is a 22-year-old Peruvian student. She lives with her parents in the municipality of Miraflores in Lima. The residential area is located nearby the ocean. Her parents are helping her with the school payments, but she must finance her expenses herself. Because of this, she is working part-time as a waitress and her average income per month is 124 Euros which is 500 Peruvian Soles. She is an outgoing person with a passion for doing sports. She started to be interested in surfing after the COVID-19 pandemic, surfing was the only sports activity that was allowed. However, she doesn't like to walk by the beach since the surf companies and their coaches' selling tactics are very aggressive. Especially as a woman she feels intimidated by how strongly they try to get her to take a surfing class with them. She prefers an easygoing teacher who respects her own space. She uses Facebook and Instagram daily to post her life as well as get inspiration and pass time. When she wants to know something, she looks at the information through Google search. When she is interested in purchasing something, she wants to know previous customers' feedback. For her, she must have an easy option to contact the company.

4.3.2 Target audience 2 – the thrill-seekers

As seen in Appendix 2, the second target audience is thrill-seekers. This target audience's objective is to get more visibility. However, advertisement campaigns for this target audience category might be more expensive. The thrill-seeker audience persons are confident surfers who are interested in new surfing experiences and different types of waves to surf. The age gap is from 23 years to 50 years. Locations to focus: Lima, Peru; Sydney, Australia; San Paolo, Brazil; Colonia, Dortmund, Essen, Germany; Paris, France.

Photo 13 can be seen as an ideal buyer persona for the target audience 2. This buyer persona is created to be an example of the thrill-seeker target audience.

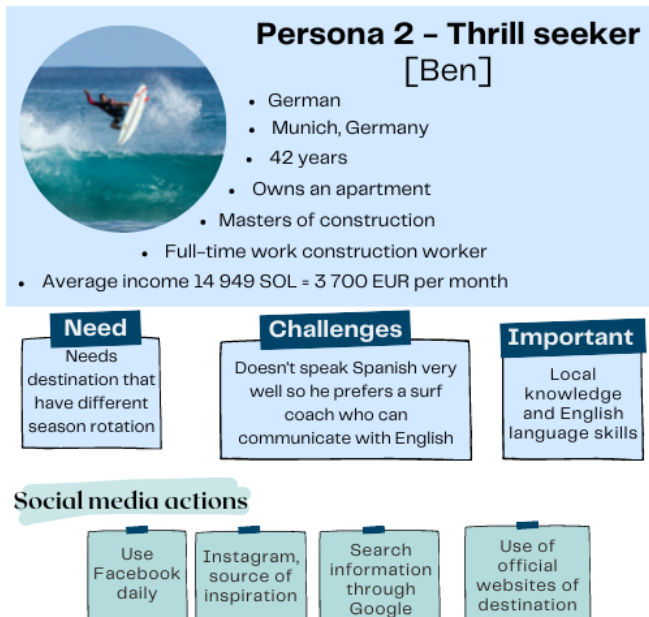


Photo 13. Ideal buyer persona 2

Ben is 42 years old full-time construction worker from Munich, Germany, who has surfed for many years. He owns an apartment that he has built by himself. His average income per month is 3 700 Euros which is 14 949 Peruvian Soles. During the summers he is working in Germany and in the wintertime, he wants to go surfing. Ben is a confident surfer who is interested in new experiences and different types of waves to surf. Since Ben is working hard during the summer in Europe, he needs a destination that has summer during Europe's wintertime. Ben doesn't speak Spanish very well so he prefers a surf coach who can communicate in English. He doesn't want to have a surfing lesson but someone local to show him the best-hidden surfing locations. He most likely wants to purchase the spot, but he uses the official destination web pages and references to compare the available services on the destination. He is using Facebook and Instagram daily. Instagram is more for inspiration as well as for sharing daily life. Whereas Facebook is more for connecting with his friends and family.

4.3.3 Target audience 3 – the advanced surfer looking for new experiences

As seen in Appendix 2, the third target audience is the advanced surfer looking for new experiences. This target audience's objective is to get more visibility. How this separates from the target audience 2 is that the marketing message needs to be different. For this group, the

marketing message should focus on the possibility to move with the commissioners' van all around Peru.

This target audience group is travelers whose main motivation to travel is to find new locations to surf with advanced waves. The surfer is competing or at least has been competing in surf contests. Age gap: 30 years to 50 years. Locations to focus: Lima, Peru; Sydney, Australia; San Paolo, Brazil; Colonia, Dortmund, Essen, Germany; Paris, France; California, USA.

In photo 14, the ideal buyer persona for the target audience can be seen 3. This buyer persona is created to be an example of "the advanced surfer looking for new experiences" target audiences.

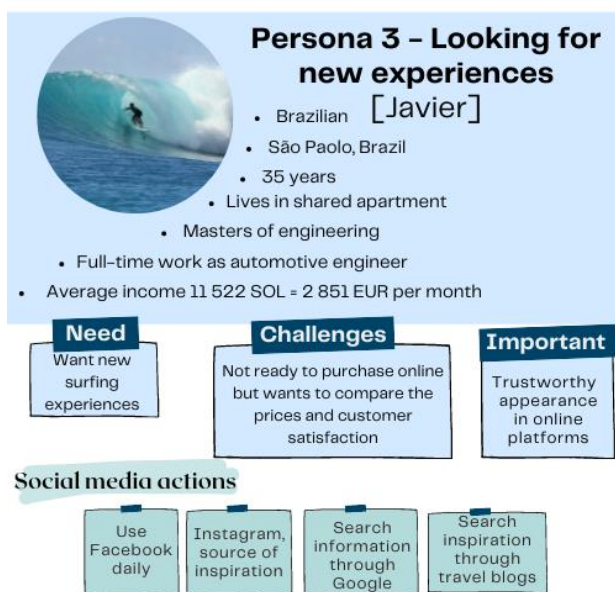


Photo 14. Ideal buyer persona 3

Javier has surfed his whole life on the beaches of Sao Paulo. He is 35 years old, working as an automotive engineer. He lives in a shared apartment. His average income per month is 2 851 Euros, which is 11522 Peruvian Soles. During his teens and young adulthood, he was competing in surf competitions. After leaving the competitions, he searched for new places to get new surfing experiences. He likes to travel to destinations that have advanced surfing options. Since Javier's mother tongue is Portugal and he doesn't speak Spanish very well, he wants to connect with someone who speaks either Portugal or English. He doesn't want to commit to any purchase online, because the community and personal connections are important to him. However, he is interested in comparing the prices online. Javier is using Facebook and Instagram daily for sharing his daily life as well as to keep in touch with his friends and family. He is using travel blogs as an inspiration for new destinations.

4.4 Step 4 – Goals

The goals for the commissioner were created with the help of the SMART goals method and 5 S method (see photos 5 and 6) to break them down into three main goal categories: sell, speak, and sizzle, see Appendix 2.

The main goal is the sell – campaign where the objective is to create a marketing campaign for the surf classes with 3 different paid posts on Facebook and Instagram platforms to get 4 new paying customers per month. The length of this campaign is 2 months. The calculated budget for this campaign can be seen in step 6 from Appendix 2.

The second goal is the speak – project where the objective is to gather written data of the customers through analytics and class/trip signups.

The third goal is the sizzle – campaign where the objective is to be active on Instagram and Facebook stories. Re-post tagged stories and create at least 2 series of "this-or-that" - questionnaires to increase the engagement between the company and followers. As well as get information about the audiences. The time of this campaign is during the surf class marketing campaign.

4.5 Step 5 – Social media strategy

It is important to create a clear brand around the company to differentiate itself from the competitors. Social media presence and content creation can be a dialogue between the company and potential buyers. Therefore, Appendix 2 is introducing step 5 as a social media strategy step. The MRACE® model was used to define the main aspects of the marketing activities with the help of the customer journey.

In this step, the social media presence was defined into three main categories: daily beach life with a van, easy to approach, and legitimate company. With these, the company can clarify its brand image and that way increase sales. In addition, Appendix 2 is showing posting style recommendations.

The major campaign steps were also introduced. For the commissioner, these were surf lessons with a professional teacher, surf trips with the van, and a coffee bar by the beach. See the detailed information from Appendix 2.

4.6 Step 6 – Budget

The marketing actions can be described as investments for your company. And like any investment, there is a chance of not getting back the invested amount. Therefore, the company must put aside a marketing budget that doesn't affect too much for the company's financial stability. However, the budget must be big enough for the campaigns so that the campaign reach can be wide enough. If the budget is not big enough the targeted reach is going to be narrow, and the investment will be lost. Furthermore, the campaign needs to be active long enough so the company can get enough data about the audiences. In addition, on Facebook platforms, the ads are shown more times when the campaign time is shorter. This is because they need to spend the budget within the duration of the campaign. As previously discussed, the time frame must be long enough for the potential customers to have time to react to the seen ad, for example for one week.

When planning a budget for digital marketing, the previous ad campaigns are the main source of information to analyze and learn from there. As previously stated, the commissioner doesn't have paid campaigns to compare, they need to create one from scratch. In Appendix 2 the thesis author is introducing a calculation formula by Ben Heath (17 March 2020, min 1:00–16:00).

Table 5. How to count starting budget (adapted by Heath, 17 March 2020)

AVERAGE CUSTOMER VALUE	50 USD
ACCEPTABLE CUSTOMER ACQUISITION COST	25 USD
LEAD TO CUSTOMER CONVERSION RATE	$25/50 * 100 = 50\%$
ACCEPTABLE COST PER LEAD	25 USD
MINIMUM TARGET CUSTOMERS	3.0
STARTING BUDGET	$4.0 * 25 = 100 \text{ USD}$

Table 5 is demonstrating the calculation formula for a starting budget for a paid social media marketing plan. A starting budget can be counted by minimum target customers times the maximum customer acquisition. Before this can be done, the company needs to know what the average customer value is. Then the maximum amount for customer acquisition needs to be decided. The company must know or decide the maximum cost per lead and how many customers in the minimum they want to get. With this method, the commissioner can decide their starting budget.

4.7 Step 7- Analytics

Online everything is trackable and measurable. This gives a huge opportunity for the commissioner company to learn about their audiences and how they spend their marketing budget.

Key performance indicators (KPIs) are focusing on operational and strategic improvements to give an analytical basis for decision-making within the company. For this product, the thesis author chose six different key performance indicators, which were chosen to give insights into the social media marketing campaigns. In addition, it is not too many for a business that is just starting its digital marketing journey.

These KPIs are:

- Engagement rate
- Return on advertising spend
- Cost per 1 million audiences
- Relevance score
- Frequency score
- Click-through rate

The detailed information on these KPIs can be read in Appendix 2.

4.8 Step 8 - Inspiration & Resources

This step represents inspirational resources that the commissioner can use while carrying out their marketing plan. For example, through Facebook Ad-library you can analyze the advertisement of Facebook users. These can be very helpful for the company to see how their competitors or similar companies are running their advertisement campaigns. Therefore, the company can get some ideas for their campaigns and understand the competition. See the more detailed list from Appendix 2.

5 Summary and conclusion

This thesis aimed to give answers on how to create a digital marketing plan for small businesses in the travel and tourism sector, this was achieved. Based on the thesis author's studies, it can be concluded that paid social media marketing is an efficient way for small businesses. As well, digital marketing is an important part of small companies' marketing actions. In other words, marketing actions are long-run investments for the company. However, social media marketing needs a plan to be efficient and realistic, or the investments towards marketing can be lost without profits. Therefore, this thesis has been created to give clear guidelines for the commissioner to start marketing their company efficiently.

5.1 Future marketing development suggestions for Caesar's Souls Surftrips

The commissioner has a good base to start developing their digital marketing skills with this marketing plan. However, this won't be the final plan, but the company needs to update it regularly.

Based on the studies in this thesis, the thesis author suggests that the commissioner create a content calendar to ease the posting and marketing campaign stress. Also, to get familiar with the Facebook and Instagram marketing tools. Afterward moving to develop the search engine presence for the company. Furthermore, the content doesn't need very long, but the focus is on inspiring the followers. In addition, in the future the targeting for visibility could also reach the attained target audience countries in Europe, to inspire and give them reasons to book a surfing trip to Peru.

5.2 Thesis process and learning outcomes

This thesis approach was chosen based on the commissioners' needs to help with the marketing actions. The thesis author was expecting that this subject would be a simple project. Throughout the process amount of the information surprised the author. The limitations had to be made very strictly to get simple guidelines for the final product.

This thesis was in the process for more than 9 months. The first 6 months were struggles to find good enough resources as well as the style of how the thesis author could produce this thesis. The author had difficulty producing the thoughts from their head into written text. In addition, this thesis has been created fully remotely. Because of this, the thesis author has felt many times left alone without support networks. If the author could start the process over, they would first get to know all the resources available to help with the writing process.

The thesis author's methodology for creating this thesis was based on existing literature, blogs, and research articles. However, it was challenging to divide the good sources from the false sources since many people claim to be social media marketing professionals.

The thesis author did qualitative interviews with three people. These interviews were giving good information about the customer basis. The interviews showed that there is customer demand for the commissioner's services. However, there could've been more interviews or questionnaires for bigger audiences to get a clearer hypothesis of the answers.

While living in Peru, the thesis author integrated a bit too well with the time aspect of the culture and therefore the time management of this thesis stretched many times.

During this thesis period, the author has learned new skills for being more approving towards themselves and supporting themselves to be productive. They have found ways to support themselves to produce better scholarly text. Furthermore, the thesis author has attained a stronger professional identity and comprehension of how to combine travel and tourism studies with a business mindset which can help them in their career.

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Appendices

Appendix 1. Questionnaire for potential customers

Basic info:

1. Name
2. Age
3. Gender
4. Native country
5. Why did you choose to travel to Peru?
6. How many times you have been to Peru?
7. Have you thought travel again to Peru?
8. Did you surf in Peru?
9. How did you end up surfing in Peru?

Travel behavior:

1. How would you describe your travel behavior?
2. What are the three most important factors when choosing a destination?
3. Are you most likely to choose activities for your travels beforehand or at the destination?
4. Where do you look for inspiration/book the activities (travel sites, social media, books, blogs, vlogs, etc.)?
5. something more?
6. How did you feel in Peru; safe or not?

Peru as a surfing destination:

1. Were you considering Peru as a surfing destination before traveling there?
2. Would you consider Peru a surfing destination now?
 - Why/Why not?
 - What needs to improve so that you would be likely to buy a surfing vacation in Peru?
3. What main characteristics need to be fulfilled for you to buy a surfing trip or surfing lesson in advance?

Appendix 2. Marketing Plan Booklet for Caesar's Soul Surftrips



Digital Marketing Plan

FOR

CAESAR'S SOUL
SURFTRIPS



SUVI PEKKALA
APRIL 2022

SUMMARY

THIS IS THE STEP-BY-STEP DIGITAL MARKETING PLAN FOR CAESAR'S SOUL SURFTRIPS

Step 1 - current situation

Step 2 - competition

Step 3 - target audiences

Step 4 - goals

Step 5 - marketing strategy

Step 6 - budget

Step 7- analytics

Step 8 - inspiration & resources

CAESAR'S SOUL SURFTrips

VISION

TO BE A POSITIVE CHANGE FOR THE LOCAL
COMMUNITIES AND GIVE EDUCATIONAL
EXPERIENCES FOR THE TRAVELERS

MISSION

PROVIDE THE CLIENTS SOUL INSPIRING AND
CUSTOMIZABLE SURFING EXPERIENCE
AROUND PERU

VALUES

THE SECURITY AND SAFETY ON LAND AS WELL
AS IN THE OCEAN

STEP 1

CURRENT SERVICES



PHOTO CREDITS
CAESAR'S SOUL SURFTRIPS HOME ALBUM

Surf lessons

From beginners to advanced surfers

Surf trips with a van

Surf trips on the coast of Peru

Coffee bar by the beach

Serving coffee, tea, and some baked goods from the van on the beach

STEP 1

CURRENT SITUATION

SWOT ANALYSIS

INTERNAL

STRENGTHS

- High qualified and professional surf teacher
- Company owns a van with a kitchenette
- Flexibility
 - Moving with the van for different locations
- Language skills
 - Spanish, English, Russia
- Versatile services
 - Surf lessons
 - Option to buy hot drinks and freshly baked cookies
 - Surf trips

WEAKNESSES

- Costs with the van higher which affect for the prices
- Lack of human resources on land while the owner is teaching his surf classes
- Low knowledge of modern sales and marketing
- Paperwork nonexistent
- Knowledge about paid social media marketing is very low
- No call-to-action invitation on social media
- Currently only organic presence on social media platforms

EXTERNAL

OPPORTUNITIES

- WorkAway volunteers to help with the company
- Airbnb Experience platform
- The global interest for van-life and road-tripping culture and desires to try the lifestyle
- Strategical Facebook advertisement
- Strategical Instagram advertisement
- Google business account creation
- Advertisement through GoogleAds

THREATS

- Competition on the beach
- Changes in the city laws
- Dependent on the van
- More attractive surfing destinations
- Destinations with more reputation in surf
- Destinations with warm waters and more days with sun
- Changes in tourism expenditure and volumes in the area
- Domestic and global crisis

STEP 1

CURRENT SOCIAL MEDIA PRESENCE

Current followers

Facebook top 3 countries:

- Peru (56,7%)
- United States (10,3%)
- Australia (4,6%)

Instagram top 3 countries:

- Peru (29,2%)
- United States (9,1%)
- Spain (4,3%)

Current platforms

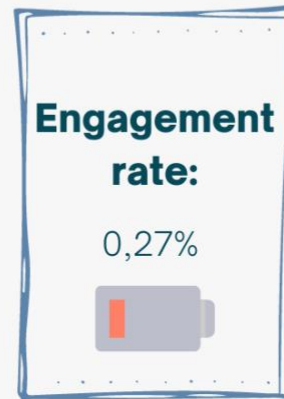
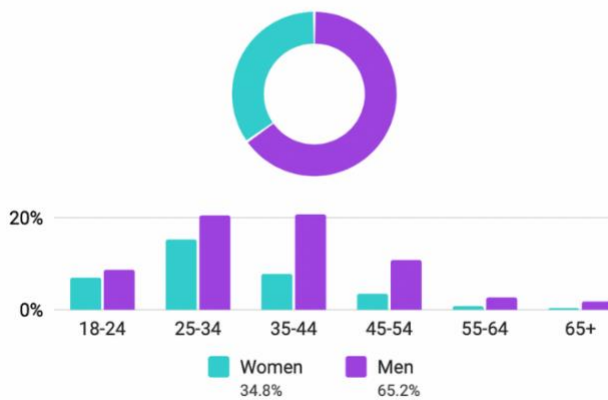


PHOTO CREDITS CAESAR'S SOUL SURFTRIPS FACEBOOK BUSINESS ACCOUNT

Facebook Page Likes ⓘ

1.2K

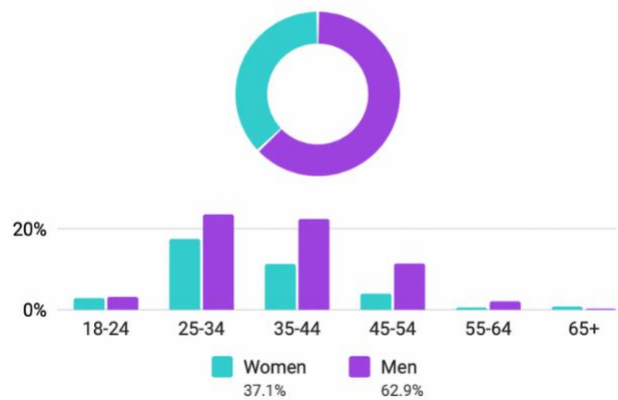
Age & Gender ⓘ



Instagram Followers ⓘ

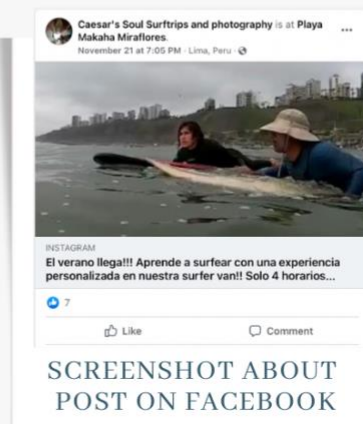
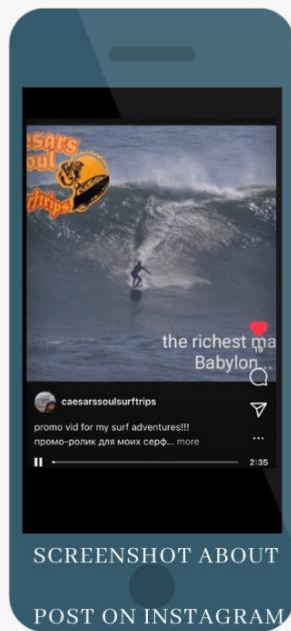
928

Age & Gender ⓘ



STEP 1

CURRENT SOCIAL MEDIA ACTIVITY



- The publications are mainly focused on the daily surfing, beach, and van life of the owner.
- Facebook posts follow the Instagram posts
 - FB has publications shared from other pages as well
- The publications don't follow a publication plan

PHOTO CREDITS: SCREENSHOT TOOLZU.COM

Top #Hashtags

From the last 100 posts

- #vanlifestyle (6)
- #vans (6)
- #clasesdesurf (6)
- #vanlife (5)
- #surfervan (4)
- #van (4)
- #surflesson (4)
- #surflessons (4)
- #clasesdetabla (4)
- #surfingperu (3)

Top caption words

From the last 100 posts

- disponibles (3)
- waves (3)
- clases (3)
- lesson (2)
- Happy (2)
- nuestra (1)
- always (1)
- trying (1)
- verano (1)
- llega (1)

User's Interests

Top word matches in user descriptions

- extreme sport (1,60%)
- photography (0,27%)

STEP 1

COMPETITION WITHIN THE INDUSTRY



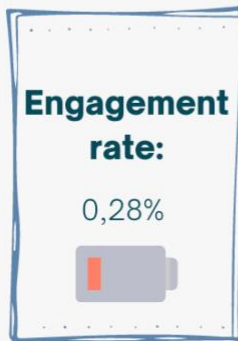
Competition within the surf school industry in Lima is high.

However, most surf schools are focusing on selling on the spot and teaching to surf only in one place. Whereas Caesar's Soul Surftrips can move with their van to other beaches as well.

MAIN COMPETITOR COMPANIES



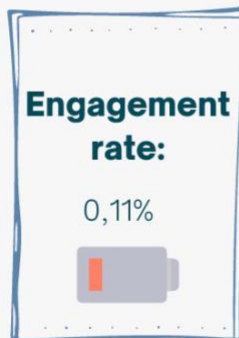
Does have Google
business account



Surf's up Peru	Instagram	Facebook	Web page
	x	x	x
Followers	1 859	1 957	
Posting schedule	2 to 4 times per month	Last post, August 2021	The website presents the basic information of the company's services. The information is found in english and spanish.
Posting type	Mostly videos about surf classes	Not relevant to compare	
Posting quality	Good	Not relevant to compare	
Likes / views	Under 100 / 300 to 3000	Not relevant to compare	
Comments	0 to 10	Not relevant to compare	



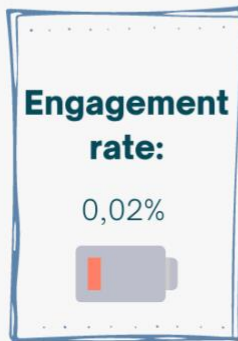
Does have Google
business account



Corzo Surf School	Instagram	Facebook	Web page
	x	x	x
Followers	12 000	5 060	
Posting schedule	Pretty consistent 4 to 9 posts per month	Not consistent 1 to 5 posts per month	The website presents the company's services in detailed manners with the option to direct contact for the company.
Posting type	Mostly photos	Mostly re-posts from Instagram	
Posting quality	Good	Good	
Likes / views	Under 100 / 300 to 3000	10 to 65	
Comments	0 to 10	0 to 10	

STEP 2

MAIN COMPETITOR COMPANIES



Escuela de tabla olas Perú	Instagram	Facebook	Web page
	x	x	x
Followers	4 329	42 361	
Posting schedule	2 to 4 times per month	Not consistent, mostly announcement about classes or competitions	Linktree - webpage where the main information about classes is linked, only in Spanish
Posting type	Mostly photos about surf classes	Not relevant to compare	
Posting quality	Good	Not relevant to compare	
Likes / views	Mostly 10 to 60 / 100 to 700	Under 10	
Comments	0 to 10	Under 10	



Caesar's Soul Surftrips has a very good position to create successful marketing campaigns. Because looks like the competitive companies nearby the operating location haven't done very consistent social media marketing.

However, it won't come easy since many of the potential customers are making the purchasing decision on the spot.

TARGET

DEMOGRAPHICS

DIGITALISATION IN PERU 2021

TOTAL POPULATION



**33.17
million**

urbanisation:
78.4%

MOBILE CONNECTIONS



**36.14
million**

vs. population:
109.0%

INTERNET USERS



**19.90
million**

vs. population:
60%

ACTIVE SOCIAL MEDIA USERS



**27.00
million**

vs. population:
81.4%

TARGET DEMOGRAPHICS

RECOMMENDED MAIN TARGET AUDIENCES

LOCATION	• LIMA REGION, PERU	• locals and already existing tourists
AGE	• 20 TO 50 YEARS	
OBJECTION	• WANT TO BOOK SURF LESSONS	
HOW TO	• PAID SOME CAMPAIGN	• includes clear call to action invitation
INTERESTS	• TRAVELING, WATER SPORTS, SURFING, EXTREME SPORTS	




Start this consistent marketing journey by focusing on **one main target audience** and shaping it to be in line with the company. This helps to keep the start easier and gives more time to adapt and learn about social media marketing.

EXAMPLE

CUSTOMER PERSONAS

Persona 1 - Learner
[Maria]



- Peruvian
- Lima, Peru
- 22 years
- Lives with parents
- Studies economics at university
- Work part-time as waitress
- Average income 500 SOL = 124 EUR per month

Need
Want to learn surf

Challenges
Feels uncomfortable how surf coaches are approaching her by the beach

Important
Easy contact option for the company

Social media actions

- Use Facebook daily
- Use Instagram daily
- Search information through Google
- Read other customers feedback

Customer persona from the main target audience group

Persona 2 - Thrill seeker
[Ben]



- German
- Munich, Germany
- 42 years
- Owns an apartment
- Masters of construction
- Full-time work construction worker
- Average income 14 949 SOL = 3 700 EUR per month

Need
Needs destination that have different season rotation


Challenges
Doesn't speak Spanish very well so he prefers a surf coach who can communicate with English

Important
Local knowledge and English language skills

Social media actions

- Use Facebook daily
- Instagram, source of inspiration
- Search information through Google
- Use of official websites of destination

Persona 3 - Looking for new experiences
[Javier]



- Brazilian
- São Paolo, Brazil
- 35 years
- Lives in shared apartment
- Masters of engineering
- Full-time work as automotive engineer
- Average income 11 522 SOL = 2 851 EUR per month

Need
Want new surfing experiences

Challenges
Not ready to purchase online but wants to compare the prices and customer satisfaction

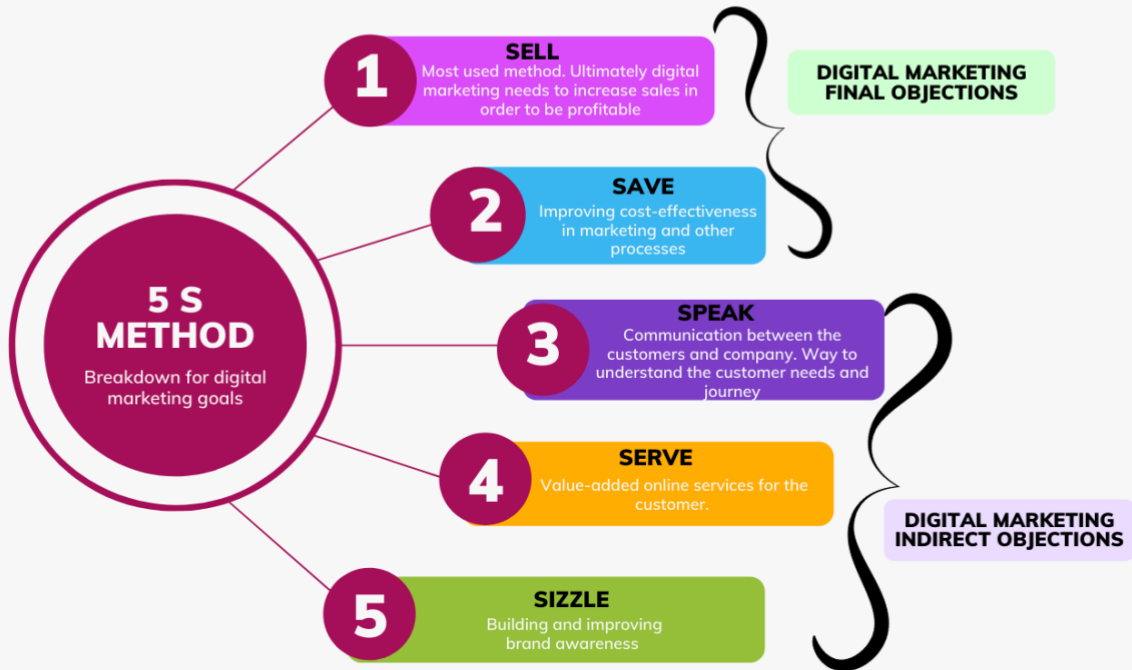
Important
Trustworthy appearance in online platforms

Social media actions

- Use Facebook daily
- Instagram, source of inspiration
- Search information through Google
- Search inspiration through travel blogs

Even though, the author doesn't recommend focusing on all three target audiences at the same time this helps you as a company to keep on track of the way that they want to develop their future actions.

GOAL *DEFINING* METHODS



- S** — SPECIFIC
- M** — MEASURABLE
- A** — ACHIEVABLE
- R** — REALISTIC
- T** — TIME - BASED

GOALS

SELL - CAMPAIGN

Creating a marketing campaign for the surf classes with 3 different paid posts on Facebook and Instagram platforms to get 4 new paying customers per month.

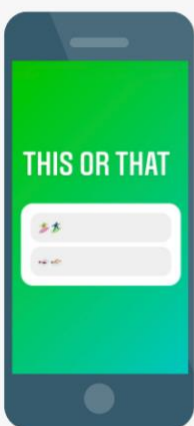
Length of this campaign: 2 months

Budget is calculated for this campaign on step 6

SPEAK - PROJECT

To gather written data of the customers through analytics and class/trip signups.

Data: gender, age, contacts (if they accept to give them)



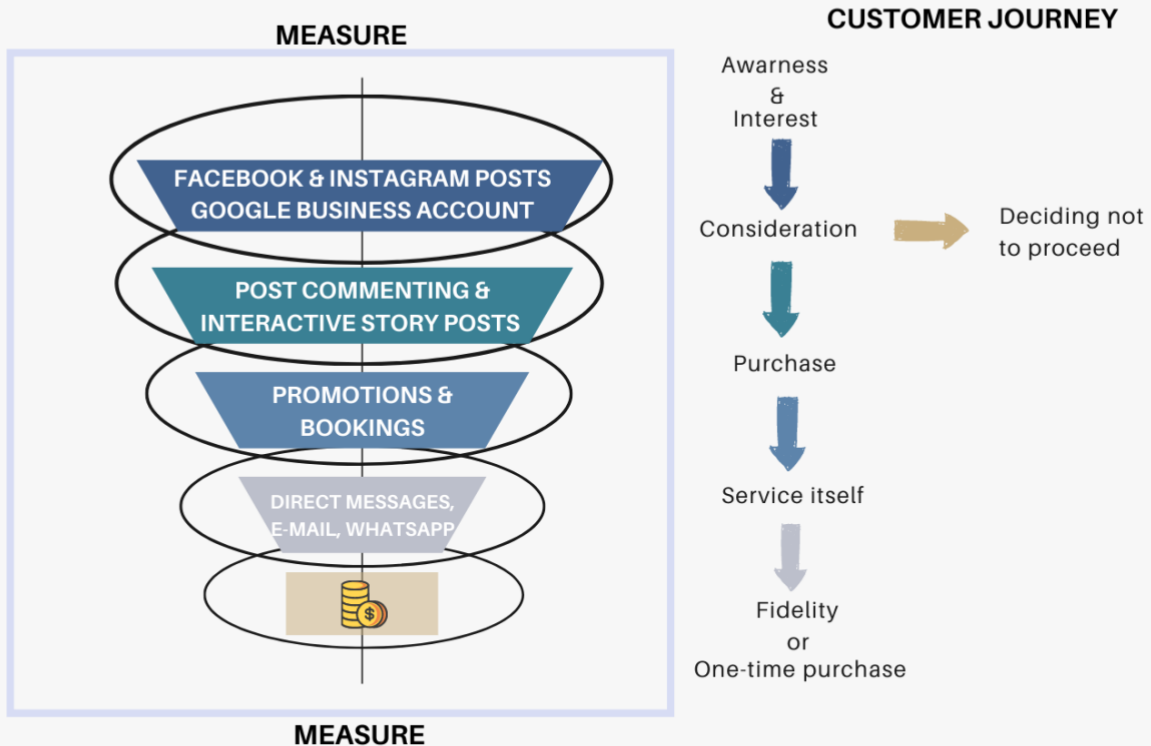
EXAMPLE ABOUT
THIS-OR-THAT
QUESTION

SIZZLE - CAMPAIGN

Being active on Instagram and Facebook stories. Re-post tagged stories, and create at least 2 series of "this-or-that" -questionnaires to increase the engagement between the company and followers. As well as get information about the audiences

Time: during the surf class marketing campaign.

DIGITAL MARKETING STRATEGY



MRACE© MODEL

Created by the Finnish Digital Marketing Association. It describes the lifecycle of the customers and the marketing activities that need to be taken.



STEP 5

SOCIAL MEDIA

PRESENCE



It is important to create a clear brand around the company to differentiate itself from the competitors. Social media presence and content creation can be a dialogue between the company and potential buyers.

POSTING

RECOMMENDATIONS

ATTRACT PEOPLE TO YOUR PAGE
AND INSPIRE YOUR NICHE



Use of videos, Instagram reels and story



High quality photos



Create posts that creates feelings in order
to grow engagement rate



Post testimonials & result stories in order
to build trust



Use target audiences (= ideal customer
persona demographics)



Objective for the ad posts: conversion

STEP 5

MAJOR CAMPAIGN POINTS

PHOTO CREDITS
CAESAR'S SOUL SURFTRIPS HOME ALBUM



Learn to surf with a professional surf teacher

- When buying 10 lessons get 1 lesson for free
- Surf lesson packages, the best way to learn to surf

PHOTO CREDITS
CAESAR'S SOUL SURFTRIPS HOME ALBUM



Surf Trips with the Van

- Customizable surf trips on the coast of Peru
- During the "off" season --> can move to other places to surf, where the season is on

MAIN FOCUS ON PAID MARKETING CAMPAIGNS

3 different posts on Facebook and Instagram platforms to get 1 to 5 new paying customers per month.
Length of this campaign: 2 months

PHOTO CREDITS: CANVA.COM



Coffee bar by the beach

- While not teaching, serving coffee and chatting with the people
- Goal is to have more visibility for the company

BUDGET

PAID MARKETING
=
INVESTING FOR YOUR COMPANY



LIKE ANY INVESTMENT, THERE IS A CHANCE NOT TO
GET BACK THE INVESTED MONEY

If the company doesn't have enough money to put aside for the marketing budget, it is better to do only organic marketing and save on paid marketing.

When planning a budget towards digital marketing, the previous ad campaigns are the main source of information to analyze and learn from there.

STEP 6

BUDGET FOR THE SELL -CAMPAIGN

Creating a marketing campaign for the surf classes with 3 different paid posts on Facebook and Instagram platforms to get 4 new paying customers per month.

The Length: 2 months

The Budget for 2 months: 200 USD



*STARTING BUDGET CALCULATION
BY BEN HEATH* PER 1 MONTH

AVERAGE CUSTOMER VALUE	50 USD
ACCEPTABLE CUSTOMER ACQUISITION COST	25 USD
LEAD TO CUSTOMER CONVERSION RATE	$25/50 * 100 = 50\%$
ACCEPTABLE COST PER LEAD	25 USD
MINIMUM TARGET CUSTOMERS	3.0
STARTING BUDGET	$4.0 * 25 = 100$ USD

- 1) What is your average customer value?
- 2) Choose the maximum amount for customer acquisition.
- 3) Decide what is the maximum cost per lead.
- 4) How many customers in the minimum do you want to get?

Starting budget **100 USD / per month**

=

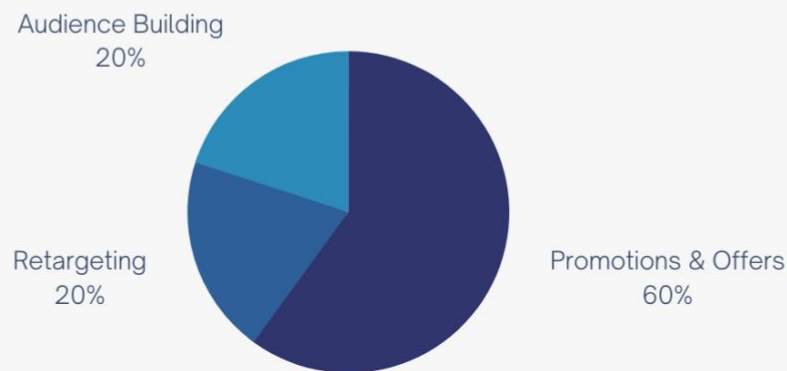
minimum target customers *times* max customer acquisition

*SOURCE:
[HTTPS://WWW.YOUTUBE.COM/WATCH?
V=YWAE2M0JBKK*](https://www.youtube.com/watch?v=YWAE2M0JBKK)

STEP 6

BUDGET

RECOMMENDED DISTRIBUTION RATIO BY SOCIAL MEDIA EXAMINER



It is important to give a big enough budget towards the campaigns so that the campaign reach can be wide enough. If the budget is not big enough the targeted reach is going to be narrow and the investment will be lost. Also, give enough time for the campaign to be active so that you can get enough data about your audiences. In addition, on Facebook platforms, the ads are shown more times when the campaign time isn't very long. This is because they need to spend the budget within the duration of the campaign. However, keep the time frame long enough that the potential customers have time to react to the seen ad, for example, 1 week.

*SOURCE:
[HTTPS://WWW.YOUTUBE.COM/WATC
H?V=S-SIW0EVSBE*](https://www.youtube.com/watch?v=S-SIW0EVSBE)

STEP 6

KEY ANALYTICS

*THROUGH ONLINE EVERYTHING
IS TRACKABLE AND MEASURABLE*

The measurements in digital marketing are usually referred as KPIs - key performance indicators. Main reason for KPIs is to focus to the operational and strategical improvements to give analytical basis for decision making and what matter the most in the company. These indicators are chosen based on the business strategy and based on the marketing channel.



STEP 7

KEY ANALYTICS

ENGAGEMENT RATE
=
COMMENTS/FOLLOWERS* 100

THE AVERAGE ENGAGEMENT
RATE IS 1 % TO 3.5 %

- The amount of the people that are engaging with the platform, including the likes, comments, shares and other reactions.
- For the company to have idea does the posts resonate with their audiences
- Way to modify marketing message to match with the audiences.

**ROAS - RETURN ON
ADVERTISING SPEND**
AMOUNT SPENT PER CAMPAIGN

- When the company knows the costs of each marketing campaign, they can easier set more accurate budgets for the future marketing campaigns.
- Can be counted at the end of the campaign, where the generated conversions are divided by in-vestments.

CPM
COST PER 1M AUDIENCES

- How much it cost to show the advertisement for 1 million times to the target audiences.
- Help to understand the cost of audience.
- If the targeting is low CPM tend to be higher. The higher CPM is more expensive the audiences are to reach.

STEP 7

KEY ANALYTICS

RELEVANCE SCORE

SCORE FROM
1 TO 10

- How relevant the ads for chosen audiences.
- The higher the score is the more relevant the advertisement is for the targeted audiences.

FREQUENCY SCORE

- How many times the ad is shown for the chosen audiences on average.
- The higher number is the more time the same ad is shown for the same audiences. This might not give the best results. In that case there is a choice to lower the budget or expand the audiences so that the best results can be achieved.

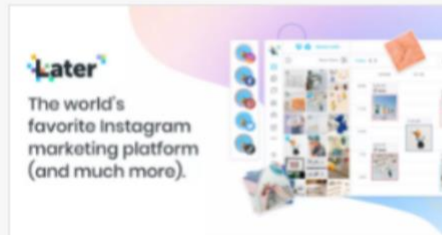
CTR - CLICK THROUGH RATE

- The percentage of the clicks from everyone who has seen the ad.
- This measure tells how relevant the ad is for the targeted audiences.
- If the percentage is low, it means that there are only a few people who click the link after seeing the ad and vice versa.
- If the number is low, it means that the audience targeting need adaptations.

INSPIRATION & RESOURCES

CREATE A CONTENT CALENDAR

EASE THE POSTING STRESS AND PLAN THINGS
IN ADVANCE



Later
The world's favorite Instagram marketing platform (and much more).

the social media scheduler & link in bio tool
Later helps small businesses, social media managers, and creators harness the power of marketing strategy, social media scheduling, and a custom lin...
PHOTO CREDITS: LATER.COM

TAKE A COURSE,
FOR EXAMPLE:



Google Ads and Facebook Ads from Scratch
Nowadays, it's no longer enough to have a good business or brand. You also have to know how to drive it forward, optimize it, and position it so that it can...
PHOTO CREDITS: DOMESTIKA.ORG



CREATE A PHOTO GALLERY FOR FUTURE POSTS

DON'T POST EVERYTHING AT THE SAME TIME
BUT SAVE SOME FOR LATER POSTS AS WELL



FACEBOOK AD-LIBRARY

GET IDEAS FROM OTHER FACEBOOK
USERS

FACEBOOK AND INSTAGRAM FOR BUSINESSES

GET HELP AND INSIGHT INFORMATION FOR
YOUR BUSINESS



YOUTUBE
FOR EXAMPLE:
SOCIAL MEDIA EXAMINER OR
BEN HEATH

CONGRATULATIONS, YOU HAVE FINISHED
ALL OF THE STEPS. IT'S TIME TO START
CREATING CONTENT FOR YOUR PLATFORMS!