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How to adapt and promote the Andean Baroque Route to the 21st century tourist

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ABSTRACT

The Andean Baroque Route is a half day tour that traverses four temples with high attractive heritage but, the administration behind the RBA lacks of a vigorous marketing department that looks after the communication and the way of selling the tour in order to promote it with nowadays tools.

The purpose of this degree thesis is to adapt the Andean Baroque Route to the 21st Century tourist, increase the number of visitors and examine today's vacationist behaviour.

The framework of this study comprises the research of marketing content to update the RBA tourist scope methodology, a PESTEL analysis of the destination and the previous studies provided by the company.

The methodological approach that is carried out in this study is phenomenological due to the findings related with tourists and their social behaviour reflected in a quantitative and qualitative way.

The findings show an analysis of the foreign tourist who visited Peru and Cusco, the explanation of the nowadays promotion of the RBA, the Selection of survey results applicable to the RBA in order to consider how to adapt the route to the 21st Century and lastly, an analysis of the results according Piasa Consultories S.A.

The Degree Thesis concludes with a summary of the three objectives accomplished trough different information sources, and its combination is what makes valuable this case study. In addition, some recommendations are given for futer volunteers that wish to collaborate bringing SEMPA and other companies to its excellence performance

Key Words

Cusco, tourist profile, RBA, promotion, real time marketing, 21st Century Tourist, foreign tourist,

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TABLE OF CONTENTS

ABSTRACT	1
ACKNOWLEDGEMENTS	2
1. INTRODUCTION	8
1.1 Context of the research problem	8
1.2 Identification of the research problem	10
1.3 Originality and contribution	11
1.4 Research aim and objectives	11
2. LITERATURE	13
2.1 Literature review	13
2.1.1 MARKETING	13
2.1.1.1 Promotion	13
2.1.1.2 Branding	14
2.1.1.3 Segmentation and targeting	16
2.1.1.4 Positioning	16
2.1.1.5 Social Media	17
2.1.1.6 Marketing Mix	18
2.1.2 CUSCO REGION	21
2.1.2.1 Political and legal analysis	21
2.1.2.2. Economic analysis	24
2.1.2.3. Social analysis	26
2.1.2.4 Technological analysis	28
2.1.2.5. Environmental analysis	29

2.1.3 SEMPA	31
2.2 Literature Map	35
2.3 Conceptual framework	38
3. METHODOLOGY	39
3.1 Overall research design	39
3.1.1 Phenomenological or positivism	39
3.1.2 Inductive or deductive approach	40
3.1.3 Quantitative, qualitative or mix	40
3.1.4 Research strategies	40
3.2 Data collection techniques	41
3.3 Research context and participants	42
3.4 Data analysis	42
3.5 Ethical considerations	42
4. RESULTS/FINDINGS AND DISCUSSIONS	44
4.1 Analysis of the foreign tourist who visited Peru and Cusco	44
4.1.1 Analysis of the foreign tourist who visited Peru	44
4.1.2 Analysis of the foreign tourist who visited Cusco	47
4.2 In which way is promoted the RBA nowadays	51
4.2.1 Current promotion of the Andean Baroque Route in Social Media	52
4.3 Current promotion of the Andean Baroque Route in physical channels	53
4.4 Selection of survey results applicable to the RBA in order to consider how to adapt the route to the 21st Century	53
4.5 Analysis of the results according Piasa Consultores S.A	58

5. CONCLUSIONS	60
5.1 Conclusions	60
5.2 Recommendations	63
5.3 Limitations and further research	64
6. REFERENCES	65
7.APPENDICES	70
7.1. List of tables and figures	70
7.2 Ethics Form	76

LIST OF TABLES AND FIGURES

Figure 1: Peru Economy Data	25
Figure 2: Density of Peru's population	27
Figure 3: Peru Population by year	28
Figure 4: Andean baroque Route Map	32
Figure 5: Literature Map	35
Figure 6: Conceptual framework	38
Figure 7: Foreign tourists who booked in Cusco	47
Figure 8: Tourists who booked in a foreign agency in their country of residence	48
Figure 9: Tourists who booked in a Peruvian Travel agency abroad	49
Figure 10: Tourists who booked in another city of Peru	50
Figure 11: Main reason for visiting Cusco (first, second and third mention)	54
Figure 12: Have you heard about andahuaylillas	56
Figure 13: Cusco arrival route	56
Figure 14: Andahuaylillas tourist attractiveness	57
Figure 15: Probability of visiting Andahuaylillas	57
Figure 16: Visit satisfaction	57
Figure 17: Recommendation probability	58
Figure 18: The foreign tourist	71
Figure 19: Origin of tourists and dollars generated	71
Figure 20: Social, educational and economical characteristics of the visitor	72
Figure 21: Residence's place of the foreign tourists who visited Peru	72
Figure 22: Main reason for the trip	73
Figure 23: Average stay based on travel purpose (in nights)	73
Figure 24: Origin of tourists and dollars generated	73
Figure 25: Social, educational and economical characteristics of the visitor	74
Figure 26: Residence's place of the foreign tourists who visited Peru	74
Figure 27: Main reason for the trip	75
Figure 28: Average stay based on travel purpose	75

LIST OF ACRONIMS

- UNWTO: United Nations World Tourism Organization
RMA: Real Time Marketing
- SEMPA: Asociación de Servicios Empresariales Pedro Arrupe
- RBA: Ruta del Barroco Andino
- CCAIJO: Asociación Jesús Obrero - Mixed Agroindustrial Training Center Jesús Obrero
- UARM: Universidad Antonio Ruiz de Montoya
- CRM: Customer Relationship Management
- PR: Public Relations
- CPI: Consumer Price Index
- GDP: Gross Domestic Product
- HTSI: Hospitality Turisme Sant Ignasi

1. INTRODUCTION

1.1 Context of the research problem

There is a need to understand how this project appeared and, to do that, we must move back to August 2017. In that context three students from HTSI, Bernat Bertran, Maria González and Blanca Martínez travelled to the South American Inca's capital, Cusco (Peru) , to conduct their second internship called Work based on learning Abroad (WBLA) which consists on 30 credits out of 240 that the Bachelor's Degree in Tourism and hospitality Management owns. Initially our task was to develop a Marketing and Communication Plan for The Andean Baroque Route (RBA) . This tourist route is runned by *Asociación de Servicios Empresariales Pedro Arrupe* (SEMPA) , a business association that is linked to the Society of Jesus in Peru. The RBA is divided into two sectors: The Temple or Church of the Society of Jesus in the city of Cusco and the three temples located in the Southern Valley of Cusco, in the Quispicanchi's province. The parishes outside Cusco are: San Pedro Apóstol in Andahuaylillas, San Juan Bautista in Huaró and Virgen Purificada in Canincunca. As it is mentioned before the plan that needed to be settled would allow the development of the brand "The Andean Baroque Route" and the product (its parishes and souvenirs shops) in order to increase the flow of visitors to the route. Consequently, more incomes would be generated to sustain more social works of Jesuits located in the province of Quispicanchi, department of Cusco. Therefore, there was the responsibility to promote the product and brand in parallel with social networks and, accordingly, more tourists arriving in Cusco would know the route before flying there and they would have the desire to visit it. Apart from that, we had to work with the staff of the institution and in this way to execute action in a planned and efficient manner.

In August 28th of 2017, we arrived to Andahuaylillas, a small town located 45 minutes driving from Cusco, to do our second internship until the 22nd of December. This village was the main spot for the route due to some reasons; firstly, the office of SEMPA was located there, as well as other institutions which belong to Jesuits and, secondly, it used to be our place to sleep. In addition, the most beautiful and visited temple was there, it is called San Pedro el Apóstol also know as "The Sistine Chapel of America". One of the first things we did upon our arrival was to work in all the different positions in order to understand how the company was runned and also, SEMPA'S director, Ms. O. wanted us to observe the strengths and weaknesses of the company. Once we did that, we started doing an analysis of the different tour operators that SEMPA worked with or not. In other words, we performed as a mystery

guest doing different tourist tours around Cusco and we had to analyse the way they work or how they treated their customers. With this valuable information Mr. F., the person in charge of SEMPA'S marketing, would consider how to act according our report

After spending some weeks for understanding the economic, social and business context, which is essential before starting any kind of project in that region, we were contacted by Antonio Ruiz de Montoya University (UARM) , located in Lima. The fact that is a university, which belongs to the Jesuits, joined us to collaborate in order to get a Marketing Plan for SEMPA. From then on the students coursing the Sustainable Tourism Bachelor's Degree in *Universidad Antonio Ruiz de Montoya* (UARM) started developing the marketing plan directed by the lecturer Mr. S. They came a weekend to Cusco to visit the route and, above everything, they needed to understand physically the main points of the route as well as its context which was essential before doing something. Our task in the following weeks was to provide them help, basically conducting surveys to do a market research. In those surveys, it was reflected the tourist's profile, the way they were travelling as well as the strong or weak points about the RBA. Someway we were helping them with all the fieldwork they couldn't do because they were studying in the Peruvian capital, Lima. Once we finished all the surveys focused on the international or national tourists Ms. O. and our group of students realized that we could help SEMPA in a more practical way. In other words, a marketing plan would have helped the company but not in a short-term period, therefore we started observing the weaknesses of the company and at the same time we found solutions in many aspects to help SEMPA.

Once we realized about the importance to promote the route through social media tools, we took advantage of the knowledge we got in our different classes about information technologies or e-distribution and we did some strategic posts talking about different topics in Facebook and Instagram. SEMPA'S director was already aware before we came with the need to be more consistent in the Social Networks. According to Kiral'ová, A. and Pavlíceka, A. (2014) social media play a significant role both on the demand and on the supply side of tourism allowing destinations to interact directly with visitors via various internet platforms and monitor and react on visitors' opinions and evaluations of services. Therefore, it is a fact that nowadays every company that operates in the 21st century needs to take advantage of these tools in order to survive. Even more in the tourism industry there is a constant need to provide what the customer is looking for because people change constantly and consequently the industry does the same.

We did some research about innovative proposals such as virtual tours which can be included in the website to let people know the inside beauty of the temples before they come. We contacted Pontificia Universidad Católica del Perú because they were developing a project based on augmented reality and they were applying it in different fields such as education, culture, gaming etc. Additionally, we saw during our first weeks that the Cathedral of Cusco, our main competitor there, was using audio guides in order to provide a better experience for its visitors. We did some research about an app called TUPUY that helps many institutions providing complementary explanations for all kind of fields.

After we focused on Social Media, our point of view moved to other departments of the association which needed to be reinforced. Considering the human resources department, we realized about the lack of customer in all the staff members who were working either in the souvenir's stores or in the different temples. At that point we wanted to provide them an easy and quick assistance and we prepared a customer service presentation as well as English lessons directed towards the staff members. Another part of our internship was to carry out and developing or adding some other experiential activities to the visit of the temple. The 21st century tourist is constantly looking for activities that provides them a particular or not expected experience because this is what he or she will bring back home. Considering this point of view we saw the possibility to do a 2-days tour where the tourist would visit Andahuaylillas and afterwards it would come a trekking to the Rainbow Mountain, an incredible natural spectacle that represents one of the most visited places around Cusco. In addition, we were informed about the possibility to open some rooms from the remodelled parish in order to attract specific group of tourist that were interested in visiting Andahuaylillas, its social works based on the observation of Andean women wavers and afterwards they could sleep there.

1.2 Identification of the research problem

The main purpose of this thesis is because SEMPA need external aid in order to grow and adapt their route to the 21st Century. Currently they are not doing so or, in other words, their activity could be done in a better way despite the route attracts an important number of tourists which allow the Jesuits to promote several social pograms. The fact is that their promotion and brand reputation has been tried to improve some times by Universities or consultancy companies, however, the reports or marketing plans handed in to Sempa seemed to not fit with its activity. This is probably because of the lack of focus on a

permanent marketing activity and the tools needed to do so. Consequently, it results difficult for them to achieve a competitive advantage that distinguishes them to the rest. From innovative proposals to human resources techniques oriented to staff improvements is what SEMPA needs in order to be a tourist product envied for the others. The different problems or solutions for this association are several; it has to do from understanding and studying what is the type of tourist coming to Cusco, then adapting the different profiles to the route and finally promoting the route according the accomplishment of the previous steps.

1.3 Originality and contribution

If a road map should be captured in written it would be the following one. Firstly, a micro and macro study of the environment will be carried out in order to obtain what are the global tourist trends as well as who is the 21st century tourist. Secondly, based on this previous studies, we will carry out methods and projects applicable to maintain the RBA aligned with tourist trends of the moment. In this last-mentioned part, it is where the originality comes and the contribution to knowledge we will do. In this way, our main and most motivating aim will be to try to achieve a greater flow of visitor and, consequently, to obtain more benefits for SEMPA to feed more social works in the Quspicanchi's region promoted by the Jesuits.

The reader of this thesis will have to be aware of what SEMPA represents there. It is an institution that with its benefits moves other institutions such as the NGO Wayra that belongs to the Jesuits as well.

1.4 Research aim and objectives

The marketing research will represent a valuable field of study to increase SEMPA'S demand, and above everything, it will consist on achieving a better notoriety as an important tourist destination in the region of Cusco.

The aim of our study will be "how to adapt and promote the Andean Baroque Route to the 21st Century tourist". Considering that the tourism evolves because previously society changed in terms of needs or use of technology. Therefore, every tourist route which is exposed to the nowadays tourist must evolve if they want to survive. SEMPA as a company is obliged to do it because they manage a route, which is already receiving international tourists and, in addition, it has a big potential to grow.

It could be understood that "The Andean Baroque Route" and SEMPA as a company were improved towards a better direction during the time we spent there, however, they still need external support if they want to adapt and promote the route to the 21st century tourist.

Therefore, this thesis will start on the basis that it is essential to investigate the environment in Cusco's Region and, furthermore, in the globe. An analysis of the macro and micro environment will be conducted in order to show what political, economic, social, technological, environmental and legal aspects SEMPA has to consider if they want to adapt the route to the 21st century tourist. Another objective of this thesis will be to provide realistic tools for the company to promote the route and, consequently, to increase the tourism. But firstly, aligned with the PESTEL analysis will be need it and investigation of the nowadays tourist. To do that we will take a big advantage of all the data we collected in Peru such as the surveys we achieved with the collaboration with the Ruiz de Montoya University as well as tourist information collected from the Commission for the Promotion of Peru for Exports and Tourism (PromPerú). Therefore, in the surveys there is reflected a market research, and, apart from that, our field work we did investigating the main tourist actors in the region will be valuable as well.

To sum up, these are the main objectives of our degree thesis:

- A) To investigate 21st Century Tourist
- B) To adapt the RBA to the 21st Century
- C) To promote RBA in order to increase the visitor's number

2. LITERATURE

2.1 Literature review

In order to carry out the degree thesis, a previous research of the topic has been done. This research is divided in three main pillars: The importance of the marketing role in tourism, the country destination promotion and the SEMPA function on the tourism in Cusco's framework.

2.1.1 MARKETING

This division of the marketing pillar involves six principal aims about marketing: Promotion, Branding, Segmentation and targeting, Positioning, Social Media and Marketing Mix. Information about each marketing objective has been selected according to the interests of the thesis. Apart from that, a brief introduction about the Real-Time Marketing according the authors Lieb, R & Szymanski, J. (2017) has been selected in order to expand and update the marketing pillar.

2.1.1.1 Promotion

It is fundamental to have a base of knowledge about marketing when realizing a tourism route promotion. For the introduction into the destination marketing promotion there has been a research that provides us data about the marketing relationship to the external environment (Kolb, 2006) the know-how of the Latin-American market characteristics, the consumer behavior and market segmentation (Rolando, 2010).

Information and promotion of the RBA is a crucial requirement for attracting visitors. According to Dorothea (2004), successful promotional practices, like the more general marketing practices, are those tools that effectively ensure or create a stable tourist demand while meeting, and not overburdening, current resource supply.

In agreement with Blunt (2017), if an enterprise wants its content to serve its purpose and drive marketing goals, there is the need of being proactive with the content promotion. Seven tactics are projected to achieve promotion:

- a) Send an email broadcast: That's a great audience to promote your content to because they're already engaged and much more likely to share.

- b) Engage with your community: Plenty of tools and platforms will help you join your industry's conversation and give your content more reach at the same time.
- c) Pay to promote: Advertising your content is a fairly new concept that can work well, especially compared to traditional direct-marketing tactics. Pay per click or by number of impressions to help your content get more reach on a variety of platforms.
- d) Reach out on Social Media: Social platforms are crowded, so there's no guarantee interested people will see and share your content. To improve your content's visibility, target interested people directly.
- e) Connect with influencers outside of social: building links, getting comments, or encouraging sharing are some points that an influencer with a busy social profile can raise your promotion level.
- f) Ask to include your content: Getting your content to appear in roundups is a great way to get more reach and build backlinks at the same time. You can find relevant link roundups to target with the help of Google.
- g) Write for others: Attract people from the web to important pages on your website (e.g., a squeeze page or sales page) by guest posting or blogging. Create amazing content and pitch it to other sites. If they let you, include links in the content and your author bio to key pages on your site.

2.1.1.2 Branding

According Kotler (2017) a brand is a name, term, symbol, design, or a combination of these elements intended to identify the goods or services of a seller and differentiate them from competitors.

Brands are increasingly important to tourist destinations even if they are not registered as such. They are also what the enterprise does and more importantly, what the company is. A brand is a critical component of what a company stands for. Brands represent consumers' perceptions and feelings about a product and its performance, everything that the product means to consumers.

Branding is endowing products and services with the power of the brand. It's all about creating differences between products. This process must be carefully developed and managed.

Branding creates mental structures that help consumers organize their knowledge about products and services in a way that clarifies their decision making and, in the process, provides value to the firm. A powerful brand has high brand equity. That refers to the added

value endowed on products and services. It may be reflected in the way consumers think, feel and act with respect to the brand, as well as in the prices, market share and profitability the brand commands for the firm. It's a measure of the brand's ability to capture consumer performance and loyalty. A brand has positive brand equity when consumers react more favorably to it than to a generic or unbranded version of the same product. It has negative brand equity if consumers react less favorably than to an unbranded version.

The authors propose 11 key strategies for building and managing brands:

- a) Improved perceptions of product performance
- b) Greater loyalty
- c) Less vulnerability to competitive marketing actions
- d) Less vulnerability to marketing crises
- e) Larger margins
- f) More inelastic consumer response to price increase
- g) More elastic consumer response to price decreases
- h) Greater cooperation and support from suppliers
- i) Greater support from marketing intermediaries
- j) Increased marketing communications effectiveness
- k) Brand extension opportunities

Branding is a powerful marketing tool for any tourism destination. *The article City Brand in the Eyes of Values* explains that cities have always been a kind of brands although they were not aware of that. The investigation is about why cities began to use marketing tools and branding while positioning their cities among competitors. According to the essay one of the most important components of a city brand perception is value. Another article that provided us data about city branding as a strategic tool was *City Branding as a Response to Global Intercity Competition* (TTIROIKO and ARI-VEIKKO, 2015). The document illustrates that the global competition of destinations is ultimately about their attractiveness, which determines what kind of resources each city is able to attract from the global flows of capital, know-how, goods, and services, and what kind of products and services it may successfully offer to global markets.

2.1.1.3 Segmentation and targeting

In conformance with Philip K., John T., James C. and Seyhmus B (2017). nowadays companies cannot appeal to all customers in the market-place or at least not all customers the same way. Customers are too numerous, too widely scattered, and too varied in their needs and buying processes. Moreover, the companies themselves vary widely in their abilities to serve different segments of the market. Instead, a company must identify the parts of the market that it can serve best and most profitably. It must design customer-driven marketing strategies that build the right relationships with the right customers.

Most companies have moved away from mass marketing and toward target marketing identifying market segments, selecting one or more of them, and developing products and market programs tailored to each. Instead of scattering their marketing efforts, firms are focusing on the buyers who have great interest in the values they create well.

There are three major steps in target marketing; 1) The market segmentation, dividing a market into distinct groups that might require separate products and marketing mixes (Ex: Geographic, demographic, psychographic, behavioral). The company identifies ways to segment the market and develop profiles of the resulting market segments. 2) Market targeting, evaluating each segment's attractiveness and selecting one or more of the market segments. 3) The market positioning, developing competitive positioning for the product and an appropriate marketing mix.

Marketing segmentation reveals a company's market-segment opportunities. The firm has to evaluate the various segments and decide how many and which ones to target.

When evaluating different market segments, a firm must look at three factors: segment size and growth, segment-structured attractiveness, and company objectives and resources.

2.1.1.4 Positioning

To realize an appropriate positioning makes a destination have a successful branding. One of these thesis objectives is to examine how to position the RBA brand differentially from the competence by using brand positioning.

There is a research done that reveals that in order to gain successful brand positioning, destinations should not limit themselves to only highlighting their advantageous resources. Tourist perception and comparison with competitors are also important factors that should be considered (Gao, 2014).

In accordance with Sarma (2018), every product generates images among the target customers. This image is known as position of the particular product. The position enjoyed by the same product may be different for customer groups. Destinations may develop images without conscious efforts of the marketers due to the fact that these forms of products are widely discussed, debated and visited by the customers.

Positioning is a process of building and maintaining images for a destination moreover, helps in developing and implementing particular strategies of the marketer. Apart from that, what it should be highlighted about a destination are the local communities' views and the role they play in this processes together with the impacts caused on their socio-cultural spaces (Shaista, 2018). The local community perceives tourism as the best option to sustain and align their lifestyle to their new needs. However, as a remote community, they are also aware of the vulnerabilities due to the rapid development plans which may bring about adverse effects to their present healthy existence.

2.1.1.5 Social Media

One more aim to take into account while talking about destination marketing are the Social Media sources. It is a fact that nowadays the use of social media has become a major social phenomenon and a global business trend. According to Kotler (2017) Social Media has proven to be a great way to reach thousands of customers and potential customers. Today most PR campaigns use Internet: Web sites, blogs and social networks such as Youtube, Facebook, and Twitter are providing interesting new ways to reach more people.

In accordance with Burkhard, S., Kow, N. and Lucy Fuggle (2016), the Millennials are today one of the most important demographic groups on trips. As the most extensive generation to date, they are helping to define what are the main trends and preferences of the next decades.

The Millennials have grown in the Digital Era, so that is important to do so a significant part of a travel experiences. Online booking options are crucial, while online opinions and the content created by users in Social Media is part of the search processes for most of the millennials.

Operators wishing to attract millennial travelers should:

- Make the online presence a priority. Many millennials choose to make their reservations independently, with a majority who prefers to use apps or access websites from their mobile.
- Understand that advertising has less effect on these travelers than the content generated by users or the recommendations offered by friends or family

- Highlight authentic experiences: these are especially sought after and valued in this segment.

According to Cheng, M. and Edwards, D. (2015) there has been an increase in attention on social media as a source of research data in areas such as consumer decision-making process e-word of mouth and travel recommendations. As W. Glynn Mangold stated; The emergence of Internet-based social media has made it possible for one person to communicate with hundreds or even thousands of other people about products and the companies that provide them. Thus, the impact of consumer-to-consumer communications has been greatly magnified in the marketplace.

Social media is a hybrid element of the promotion mix because in a traditional sense it enables companies to talk to their customers, while in a nontraditional sense it enables customers to talk directly to one another. The content, timing, and frequency of the social media-based conversations occurring between consumers are outside managers' direct control. This stands in contrast to the traditional integrated marketing communications paradigm whereby a high degree of control is present.

To support the figures about social media in tourism destination, Kiráľová (2015) remarks the significant role that social media plays both on the demand and on the supply side of tourism allowing destinations to interact directly with visitors via various internet platforms and monitor and react on visitors' opinions and evaluations of services.

2.1.1.6 Marketing Mix

The last part from the first pillar is about the awareness of the internal aspects strategy of the company: the Marketing MIX or 4P's. The objective of applying this analysis is to know the situation of the company and to be able to develop a specific strategy of subsequent positioning.

Conforming to Philip K., John T. and James C. (2017) the marketing Mix consists on the specific blend of advertising, public relations, personal selling, sales promotion and direct-marketing tools that the company uses to communicate customer value and build customer relationships persuasively.

According Academy of Marketing (2010) it illustrates the market developments, environmental changes, and trends, as well as changing academic attitudes likely to affect the future of the Mix as theoretical concept and also the favourite management tool of marketing practitioners. It reviews the criticism on the 4P's emanating from five "traditional"

marketing areas - Consumer Marketing, Relationship Marketing, Services Marketing, Retail Marketing, Industrial Marketing - and the emerging field of Electronic Marketing.

Another focal point relative to Marketing Mix is described by Binter Urška B., Ferjan Marko, F. and Vasco. J. (2015) stating that the aim of this research consists on finding out how business partners from the field of tourism estimate the dimensions of the image of Bled (Slovenia) and the marketing mix used to promote Bled.

Real Time Marketing

According to Lieb, R & Szymanski, J (2017) the Real Time Marketing is considered a strategy and practice of responding with immediacy to external events and triggers. Nowadays, it is considered as one of the most relevant forms of marketing, achieved by listening to and/or anticipating consumer interests and needs. The benefit about RTM is that it is a tool considerably more human and less automated because it takes care of human's willingness, emotions and also helps them. Two forms of RTM are emerging: one that is entirely hand-crafted and the other sparked by increasingly sophisticated digital triggers. All RTM is deeply rooted in both content and social strategy.

Real time Marketing denotes different cases (Lieb, R. and Szymanski, J., 2017):

1. Brand events

Nowadays, there is about 55 per cent of companies utilizes RTM for event promotion. Examples of brand events include product launches, conferences, and media and customer-facing events where content strategy, pre-approvals, media and channel plans, hashtags, creative elements, editorial calendars, etc, can all be prepared in advanced. During this events, staff are available to push out announcements and react to anticipated posts in social media. There should be few surprises in these planned brand events, but it should feel fresh and authentic rather than canned in advanced.

2. Anticipated events

A growing number of organizations have become mature enough to prepare for real-time events that can be anticipated in advance to fully leverage opportunities. Like with branded events, above, they prepare by having business goals, strategies, teams and approvals all done in advance, and they have content at the ready. This 'locked

and loaded' approach is deployed by advertisers and sponsors (brands) in advance of major events not of their own making.

3. Customer interaction

Customer interaction takes many forms: CRM, customer service, handling complaints and community interactions being the primary examples. While many organizations handle such interactions within customer service, the very public, visible – and occasionally even viral – nature of these interactions in social channels means they are increasingly becoming the purview of the marketing organization. This is especially true now that customers have come to expect brands to respond to their digital queries and complaints in near-real time. This requires a combination of both reactive and anticipatory work: triage workflow, determining what types of messaging will be responded to and in which channels (public or private), empowering staff to address complaints, and having a breaking news communications plan ready for crises. It also means close coordination on all of the above between customer service, communications, and marketing

4. Breaking news

The most reactive form of RTM is responding in a legitimate, relevant manner to unanticipated breaking news. This can also be the most spontaneous, challenging and difficult type of RTM that brands will encounter. Advanced preparation is all but impossible, and all too often breaking news is not good news, so an acute degree of sensitivity is called for. The requirement is often not just getting a polished message out in a short period of time in reaction to an event, but also following the arc of a story as it unfolds. There is an opportunity in this use case to hit it over the fence by appropriately leveraging the event in a way that is contextually relevant, both to the event and to the brand.

2.1.2 CUSCO REGION

This segment of the literature chapter comprises an accurate evaluation about the *Ruta del Barroco Andino* location, specifically a PESTEL analysis of Peru. It is necessary for the company to examine its marketing environment including the macro and the micro marketing environment.

- **Micro Environment** (point of convergence): includes the external customers, agents, distributors, suppliers, competitors of the business.
- **Macro Environment** : involves the Political or legal issues, Economic factors, Socio cultural factors, and Technological factors (PEST analysis)

PESTEL Analysis

2.1.2.1 Political and legal analysis

Regional Polices & News regulations impacting business

According to the Regional Policy guidelines of Cusco's Regional Government (2007), there is a regional development instruction that orientates and focus on political intervention in the promotion of Regional Development in the short, medium and long term. These are the following:

1. Population focus
2. Equity
3. Identity
4. Environmental sustainability
5. Democratic Institutionality
6. Competitiveness

This guidance is the basis of public polices, the strategic and specific objectives that are defined in this Strategic Plan of Concerted Regional Development Cusco 2021.

1. Population Focus

This point assesses the person's centrality in the development process; to put people as the end and central axis of the regional development. This decision comes from two main reasons:

- An ethical and moral option.
- The evidence that economic development on his own is not enough strong to ensure a better quality of life for people and society.

Human development is assumed as the process of expanding the range of people's choices throughout the life cycle, giving them greater opportunities, health care, employment and income, and covering the spectrum of human options, from a physical environment in good economic and political freedoms. In order that, it is recognized that the economic development or the economic growth are a necessary condition but not sufficient for the human advancement.

The realization of a person presupposes satisfaction, in addition to the material, environmental, social, cultural, political, moral and environmental needs.

To deserve the qualification of human, a development needs the overcoming reduction of inequalities, respect for the institution's rights, the emergence of human capacities to opine, the security in relation to freedom and physical integrity.

2. Equity

Equity is defined as the ethical behavior associated with the principles of human rights and social justice. Equity factors are related with the access of people to opportunities of economic, social and public services development. As well as respect for their rights for reasons of gender, geography, economic, cultural and generational. Gender equity is related to women and men having the same opportunity to gain equal access to development.

3. Identity

The regional identity in Cusco brings together several conditions that allow people to feel particular socio-cultural entity: the historical legacy that is manifested in their culture and in the record of their ancestors' work, in the various human expressions shared (like Quechua or other languages of the Amazonia) and in the diversity of nature and landscapes.

4. Environmental sustainability

Environmental sustainability involves betting on the strength of the institutional part around the sustainable use of natural resources, to prevent disaster risks, generate information and the development of capacities orientated to the climate change consequences. Both private and public sectors should strive to respect and comply with all legal issues that surround environmental management.

5. Democratic Institutionalality

The democratic strengthening is considered as a fundamental policy guideline and it is focused towards two directions:

- Improve regional state management, for example; delineate the functions and competencies between the different levels of government, carry out an integral reform of the public administration of each region, etc.
- To make stronger the civil society and its capacity of surveillance and proposes.

6. Competitiveness

Competitiveness encompasses the need to maintain sustained competitive advantage, with the aim of achieving, sustaining and improving a determined position in the socio-economic, regional, national and international surrounding.

Tourism-specific policies

According to UNTWO (2017) studies in Peru one of the main challenges in developing cultural tourism is to take advantage of the tourism resource offered by a country's cultural heritage, while at the same time preserving its values and contending with the risks that tourism marketing may entail. In Peru, different ministries are responsible for tourism policies on the one hand and business activities related to heritage on the other, which can make effective cooperation difficult. The Ministry of Foreign Trade and Tourism prepared a National Strategic Plan for Tourism for the period 2008–2018. It contains strategic, specific and practical recommendations for tourism development in Peru.

Certain elements of the program are the following:

- Regional level, the development of tourism infrastructure: sanitation, electricity, connectivity, transport, waste management and guidelines for infrastructure and basic tourism services.
- Communication, promotion, and marketing: benefits derived from the broad variety of jobs in the sectors related to tourism and summary of the measures to consolidate those benefits.
- Coordination and management at the institutional level.
- Tourism development: discusses the difficulties associated with developing a public tourism sector at the national level without investments from the private sector.

The key proposal is the viability of good relations between cultural tourism and the conservation and protection of natural and cultural resources.

Peru is an attractive destination; it offers a great variety of archaeological and cultural resources that will play a decisive part in defining the future of tourism in Peru. Moreover, tourism has a considerable effect on the economy, in particular compared to other sectors.

A problem that arises in Peru is the tendency of the public to focus on particular places with cultural heritage. It is essential to establish a diversification strategy and improve accessibility to different cultural resources.

Promotion of the tourism industry and of tourism requires the organization of a system of tourism content prepared for continual updating. Is it also important the intensification of the efforts and economic values that will help to market tourism using various tactics.

2.1.2.2. Economic analysis

Peru's economy has traditionally been based on the exploitation, processing and export of natural resources, mainly mining, agriculture and fishing. However, in recent years there is a very important diversification and a notable growth in services and light industries.

The Peruvian economy has undergone considerable free market reforms, from legalizing parts of the informal sector to significant privatization in the mining, electricity and telecommunications industries.

Peru is one of the world's fastest-growing economies with a 2012 GDP growth rate of 6.3%. It currently has a high human development index of 0.741 and per capita GDP above \$12,000 by

“It is one of the countries with a better work life and personal life balance, reporting 20 points above the United States (117) and 17 points above global average (120)”, said Regus, the world's largest provider of flexible workplaces.

Now, even more workers globally believe that conditions are improving and that measures are being taken to help them successfully manage to balance their personal and work time.

In the following table it is shown the evolution from 2012 to 2016 about the population, GDP per capita, the economic growth, the inflation rate and the unemployment rate (WorldBank, 2017).

Figure 1: Peru Economy Data

	2012	2013	2014	2015	2016
Population (million)	30.1	30.5	30.8	31.1	31.5
GDP per Capita (USD)	6.274	6.511	6.600	6.147	6.171
Economic Growth (GDP annual variation in %)	6.0	5.8	2.4	3.3	3.9
Inflation Rate (CPI, annual variation in %)	3.7	2.8	3.3	3.6	3.6
Unemployment Rate	6.8	6.0	5.9	6.5	6.7

Source: *focus-economics.com*

Peru ranks 5th in Latin America for work-life balance from *andina.com*; - GDP growth continued to accelerate in 2016, supported by higher volumes of mining exports as many large-scale mining projects turned into production and reached full capacity (*Andina, 2017*).

- The presence of a favourable external environment, prudent macroeconomic policies and structural reforms in different areas has created a scenario of high growth and low inflation.

Average overall inflation reached 3.6 percent in 2016, due that the supply-side impacts on food prices offset weak domestic demand.

In Peru, the unemployment rate measures the number of people actively looking for a job as a percentage of the labour force. Unemployment Rate in Peru averaged 7.95 percent from 2001 until 2017, reaching an all time high of 13 percent in January of 2005 and a record low of 5.60 percent in December of 2012 (Trading Economics, 2017).

According to World Travel and Tourism Council (2017) report contribution aims to capture its direct, indirect and induced impacts through its annual research.

- Direct: Commodities (accommodation, transportation, entertainment, attractions), Industries (Accommodation and transport services, food and beverage services, retail trade), Sources of spending (residents' domestic T&T spending, business domestic travel spending, visitor exports).
- Indirect: Travel and Tourism investment spending, Government collective T&T spending, Impact of purchases from suppliers.
- Induced: food and beverage, recreation, clothing, housing, household goods.

This primarily reflects the economic activity generated by industries such as hotels, travel agents, airlines and other passenger transportation services (excluding commuter services). But it also includes, for example, the activities of the restaurant and leisure industries directly supported by tourists.

Travel and Tourism generated 403,500 jobs directly in 2016 (2.5% of total employment) and this is forecast to grow by 2.4% in 2017 to 413,000 (2.5% of total employment). This includes employment by hotels, travel agents, airlines and other passenger transportation services (excluding commuter services). It also includes, for example, the activities of the restaurant and leisure industries directly supported by tourists (World Travel and Tourism Council, 2017).

2.1.2.3. Social analysis

According to *El Comercio* (2015) the Social Progress Index takes into account 52 indicators that divide into three groups: basic human needs, welfare fundamentals and opportunities. This is in order to allow countries to have a "holistic and inclusive" vision.

Peru is positioned in the 55th worldwide place of the Social Progress Index, but in the specific area related to coverage of basic needs, the country is ranked in the 82nd place.

As it stated Ames: "Economic growth has the full attention of politicians and entrepreneurs, but it is important to understand that the success of a country should not be measured only

by the amount of GDP it produces, they should be measured by the level of welfare or quality of life that is capable of generating for its citizens. For this reason, the Social Progress Index allows us to identify just aspects related to the quality of life of people”.

By population, Peru is the 44th largest country (32,180,481), and the fourth largest in South America, outstripped only by Brazil (204.5 million), Colombia (48.5 million) and Argentina (43.1 million).

The law in Peru requires that the Government hold a census every ten years. In total, there have been 11 censuses held in Peru since the first in 1836.

Figure 2: Density of Peru’s population



Source: World Population Review

In this map, we can see the density of Perú’s population where the majority of population approximately lives on or near the coast due to the facilities of the land.

The following graphic is about the percentage of male and female respect the total number of population from 1990 to 2017. It also shows the density (seen in the previous map) in km² and its rank.

Figure 3: Peru Population by year

Year	Population	% Male	% Female	Density (km ²)	Density Rank	Growth Rate	World Rank
2017	32,166,473	49.946%	50.054%	25	182	1.2%	42
2015	31,376,670	49.951%	50.049%	24	182	1.26%	42
2010	29,373,644	49.962%	50.038%	22	183	1.31%	40
2005	27,610,406	49.968%	50.032%	21	184	1.22%	39
2000	25,914,875	49.975%	50.025%	20	182	1.33%	38
1995	24,038,761	49.974%	50.026%	18	182	1.66%	38
1990	21,826,658	49.966%	50.034%	17	179	2.07%	38

Source: World Population Review

According to the World Population Review (2017), although Spanish is the official language of Peru, used nationwide, indigenous languages also have official status in areas where they are widely used. Quechua is used widely, particularly in Eastern Peru, and is therefore often quoted as Peru’s second official language. Today Spanish is spoken by more than 80% of Peruvians and Quechua by 16%.

Peru today has a rich and varied folklore and a wide diversity of both musical styles and dances, which combine indigenous genres and spirit with Hispanic influences, as well as modern styles that have adapted to the changes and tastes of society's main social groups.

2.1.2.4 Technological analysis

As mentioned in the World Tourism Organization (2016) Peru possesses many tourist attractions but the technology area is not high exploited and it requires an infrastructure improvement. Nowadays tourism more and more requires a constant Internet connection. Tourists want to search and find their own routes and places to visit on the destinations. So it is fundamental to generate an infrastructure to ensure the tourist’s satisfaction, enjoyment and comfort.

Peru’s economic growth is Impressive, but tech Industry is Still a Toddler, one of the first things a country does when it decides to focus on the international market, is to create a country brand. The logo, the mission statement, the new organization and the website all

present a consolidated image to foreign investors, and a one-stop shop for information on various sectors of the investment economy (Nearshore Americas, 2017).

But in spite of the country brand creation, there is not a unified vision of Peru's strategic offering to the international market. In particular, there is a lack of focus on the services export sector, and specifically higher-end IT.

In relation with the tourism sector, "Audio Guides" and "Tourist Services" are two applications developed with the support of public institutions. The first allows you to download audio guides, both in English and Spanish, from urban routes designed to allow the visitor to experience their augmented reality while touring the main tourist attractions of the capital city of Peru. On the other hand, "Tourist Services", is a geolocator that allows the GPS of the user's smartphone, to find the hotels, restaurants, museums, etc., closer to the location of the person. The Peruvian government has already identified the importance of the implementation of communication and information technologies in its strategy of disseminating areas of tourist interest, much remains to be done.

2.1.2.5. Environmental analysis

Published in Nature and Culture International, Peru is one of the world's most diverse countries, with a great concentration of species found nowhere else on Earth. Its ecosystems range from the arid coast across steep Andean mountains into the dense Amazon rainforest, yielding 84 different life zones with countless species of flora and fauna. Many of Peru's ecosystems are in danger, however. Unsustainable agriculture and timber exploitation along with development of petroleum and mining operations present a serious threat to biodiversity (Nature and culture international, 2017). According to the Mongabay (2017), Peru is a country of surprising diversity in human and biological terms, and because of its vast genetic wealth, if Peru can be saved, it could serve as the basis for "rehabilitating" the rest of the world. The Peruvian government has adopted international laws and strategies to protect its natural wealth:

- **Regulation of the Ecosystem Services Compensation Mechanisms Law:** This regulation ensure that *Mecanismos de Retribución por Servicios Ecosistémicos* (MRSEs), essentially the Peruvian version of payments for ecosystem services, are sanctioned under Peruvian law.

- **Regulation of the Sanitation Sector Reform Law:** The Sanitation Law includes a clause that requires water utilities to consider watershed conservation and climate change adaptation within their budgeting and planning process
- **National Forestry and Climate Change Strategy:** This Strategy takes an integrated landscape approach to forest conservation in the context of climate change mitigation and adaptation.
- **Guidance on Biodiversity Offsets for Andean Ecosystems:** requires all development projects in Peru with the highest degree of environmental impacts – including large mining, hydropower, oil and gas, and infrastructure — to assure no net loss of biodiversity.

With the new policies, a goal is to help small-scale farmers make more efficient use of the land they have, make it more productive and sustainable, and reduce the necessity of further deforestation. New regulations will provide incentives for impoverished locals to mine or farm on land already degraded or deforested while steering clear of dense, intact, biodiverse forests.

2.1.3 SEMPA

The last pillar of the literature review consists on the *Andean Baroque Route* administration entity. The first part of SEMPA pillar consists on a basic introduction to the principles of the enterprise (origin, mission, vision and functions). In the second part it is written down all the documents that SEMPA handled us to build up the degree thesis.

Introducing SEMPA

Firstly, there is the need to introduce SEMPA's main corporate information.

To introduce ourselves into the company, below it is expounded the main data.

SEMPA'S Origin: SEMPA was created on September 4, 2007 in Andahuaylillas, Cusco, Peru. Currently it is mainly dedicated to the promotion and management of the Andean Baroque Route.

SEMPA'S Mission: Manage economic resources, in a socially responsible way, to finance the social works of the Company of Jesus in Cusco, as well as the conservation of the estate under his charge.

SEMPA'S Vision: SEMPA is in 2019 an important and efficient ally for the support and dissemination of the social projects of the Company of Jesus in Cusco, actively collaborating with the commitment to evangelization through the promotion of faith and justice; for this it has been possible to position the Route of the Andean Baroque as an important tourist destination in the local, national and international market, and offers a excellent service to tourists, with a highly qualified team qualified and involved with the institution.

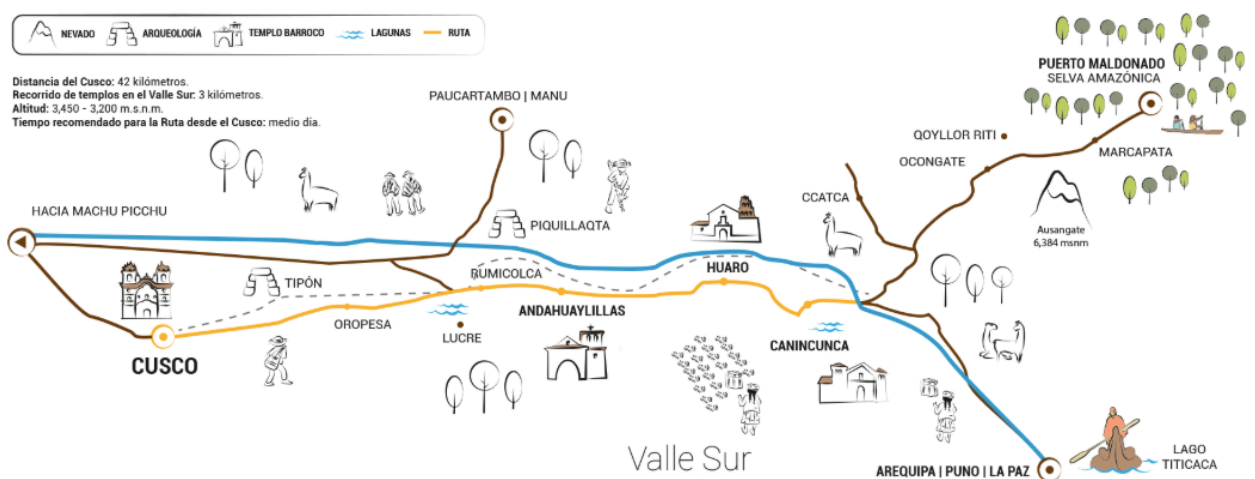
SEMPA'S functions:

- Recover and preserve the religious heritage of the parishes in charge of the Company of Jesus in Cusco. At the same, contribute with the cultural promotion in the region (concerts).
- Promote the sustainable development of local populations through tourism (support for artisans with the marketing of their products, training for artisans, support to aromatic plant collectors, revitalization of the local tourist market, etc)
- Through the Andean Baroque Route, generate income for the attention of the social works of the parishes of Cusco, Andahuaylillas and Huaró)

Andean Baroque Route: The Andean Baroque Route, promoted by the Company of Jesus, crosses four temples: the one of the Company located in the main square of Cusco, and those of Andahuaylillas, Huaro and Canincunca in the so-called South Valley of Cusco, the geographic space that connects the capital of the Inca Empire with the Madre de Dios jungle and Lake Titicaca. This was a commercial axis, prior to the Incas, where gold, silver, coca and animal fibers circulated. Since then there are signs of that past in the archaeological sites that we find along the route, such as Tipón and Rumicolca and in Lucre's old fabric factory.

Social work: The income generated by ticket sales and merchandising of the Andean Baroque Route will be directed to the maintenance of the temples and to improve the living conditions of their neighbours.

Figure 4: RBA Map



Source: RBA website

There is a document provided by CCAIJO that comprises a Marketing Plan for the Andean Baroque Route. The consulting entity UARM - Tourism had the objective of realizing this marketing plan in order to commercialize the tourist product Andean Baroque Route among the main travel agencies that work in the Cusco region. The consultancy proposes tools for the articulation of this development plan, under the form of a tourism product, with the national and foreign tourist markets, in order to establish or expand the current marketing channels gradually.

Another marketing analysis for the company was done by Circus, but that document comprises an specific analysis of Andahuaylillas, not the whole Andean Baroque Route. The

file explains the niche of tourists that arrive to the village: Their nationality and which are they visit motivations.

The file is based on many results from a previous study from PIASA S.A (BAKUS fundation 2011): Quantitative Information about the potential market of foreign and national tourists for Andahuaylillas as well as a positioning study of Andahuaylillas visits, satisfaction level, knowledge and recommendation possibility are the main aspects debated on the document. The main objective of the study is to find the way to offer a unique visit experience, which is only possible in the RBA, a unique and incomparable learning experience, discover the cultural continuity, combining the churches of the baroque and the local religious traditions represented today by the *comparsas*.

The Quantitative Study on Perceptual Tourist Positioning and the Potential Market of Andahuaylillas, is a consultancy report presented by PIASA consultants S.A (BAKUS fundation) to SEMPA in 2011. The main purpose of the research was to know the current tourism demand and estimate the potential tourist demand of Andahuaylillas.

The content of the report is divided into two main groups: 1) general characteristics of the visit to Cusco, and 2) specific perceptions of Andahuaylillas. This central theme is accompanied by the classification data of the interviewees and precedes a consistent package of conclusions and recommendations derived from the data obtained.

The results achieved of the study constitute an input for the design and implementation of tourism development strategies in Andahuaylillas, with solid information base, which proposes an articulated, attractive and competitive tourism offer and pertinent, efficient and profitable marketing actions, within the framework of a Inclusive and responsible proposal.

In reference to the digital channels where the RBA is present, Ms. O. provided us the last report of Strategic planning in digital communication (March 2018) done by Turismotec. The report presents an analysis of the situation and evolution of each Digital Platform of the RBA.

The file comprises all the information about the current analysis of each digital platform (Facebook, Instagram, Youtube, Tripadvisor and Website). In reference with the social media channels it gives SEMPA all the results of the platforms visitors profiles, the messages responses provided to the users, the publications regularity, the idiom of each publication, etc. Afterwards Turismotec gives support to SEMPA pointing out what should be changed in this channels to get a better success. The same happens with the RBA webpage, in the same

report, it is explained which are the fields of the web less visited by the users, which are their nationalities, the monthly percentage of users, the average visit time per page and in the whole website, the device used, the pages loading time, etc.

One more important object to consider regarding SEMPA is its employee workplace motivation and satisfaction.

According to Thorsten Hennig-Thurau, the employee's motivation to serve customers consists of three elements, namely: a positive valence of customer-oriented behavior and the consequences associated with such behavior on the part of the employee; the employee's self-perception of being able to behave in a customer-oriented way; and his or her expectations of reaching the desired outcome through engaging in such behavior. Motivation is essential for the employee's transformation of social and technical skills into customer-oriented behavior.

Moreover, the author states that the employees' self-perceived decision-making authority as the remaining dimension corresponds to the extent to which service employees feel authorized to decide on issues that concern customers' interests and needs. Self-perceived decision-making authority is related to the empowerment concept which, however, refers to the "objective" authority an employee has been given by the organization, while decision-making authority is seen as a subjective concept. As with motivation, decision-making authority is needed in order to transfer an employee's skills and intention to treat customers in a friendly and competent way into actual behavior.

2.2 Literature Map

Figure 5

L1	L2	L3
<p>MARKETING</p>	<ul style="list-style-type: none"> · Destination promotion. Destination Planning · Innovation · Current marketing strategy of the RBA · PROMOTION: Publicity, Social Media · PROMOTION: Distribution channels, Selling points. · PRODUCT: RBA Complementary activities and services of the route · New marketing strategy 	<ul style="list-style-type: none"> • Gao (2014) • Bonita (2006) • Rolando (2010) • Pompe (2018) • Anttiroiko (2015) • Binter U., Ferjan, M. and Vasco J. (2015) • Kotler (2017) • Academy of Marketing (2010) • Nueno (2010) • Lieb, R. and Szymanski, J. (2017)

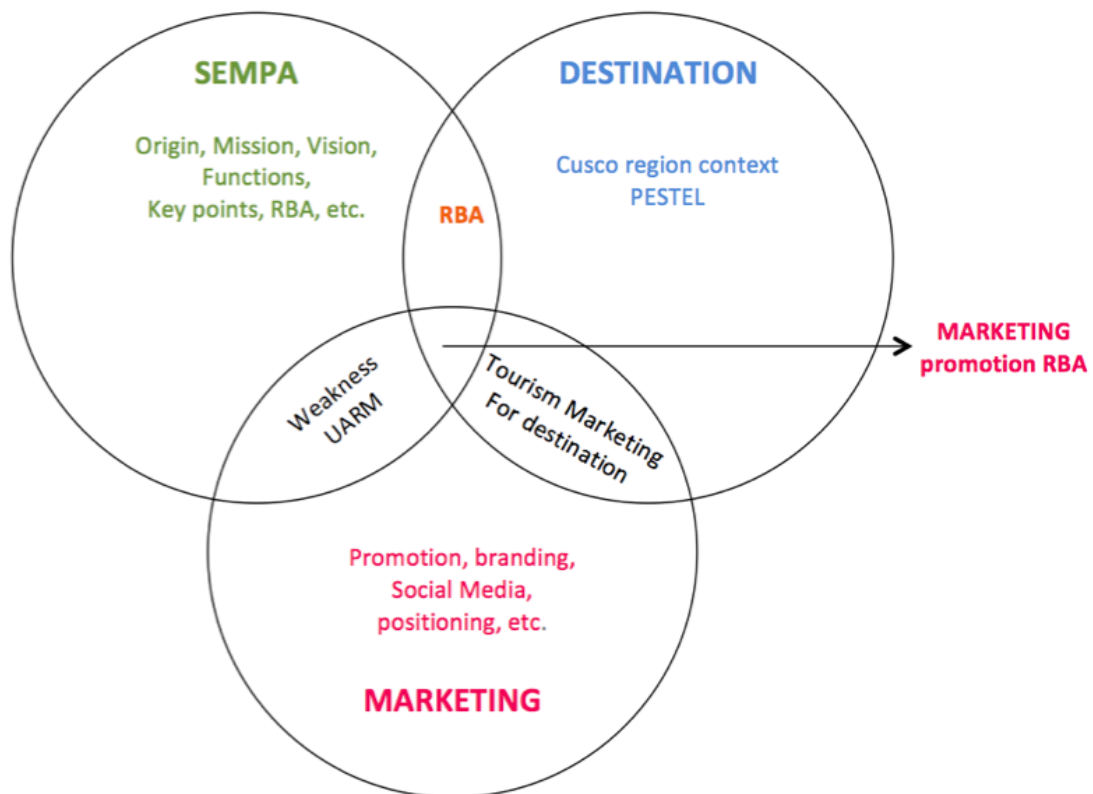
<p>DESTINATION</p> <p>CUZCO</p> <p>REGION</p>	<ul style="list-style-type: none"> · Cusco society - context · PESTEL: Economic, social, technological, cultural, political data. · Analysis of the tastes and interests of the niche · Analysis of the competition (tourist agencies of Cusco, tours, etc.) · Destination tourism evolution 	<ul style="list-style-type: none"> • Calderon, R. and Vellón, J. (2018) • Market Research Reports, (2017) • WorldBank.org (2017) • Mongabay (2017) • Nearshore Americas (2017) • Viewpoints (2017) • World Travel & Tourism Council (2017). • UNWTO (2017)
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<p>SEMPA</p>	<ul style="list-style-type: none"> · Origin · Mision · Vision · Functions · Key points · RBA · Relation Jesuitas - Asociación Sempa RBA · What is RBA? · Valle sur · Temples · Social works · PRODUCT: RBA – Complementary activities and services of the route 	<p>Turismotec, 2011</p>
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2.3 Conceptual Framework

The following scheme shows a visual image about the degree thesis organization and distribution of the various elements examined.

Figure 6



As it is shown on the scheme above, our degree thesis is supported by three main pillars:

- The destination study (Cusco region) where a PESTEL analysis will be developed in order to get the necessary knowledge of the location situation.
- Marketing bases: a study of the nowadays marketing trends adapted to the tourism.
- SEMPA association: SEMPA as the institution behind the name of Andean Baroque Route. Its mission, vision, social works, objectives and functions.

3. METHODOLOGY

3.1 Overall research design

The research approach has different faces. Firstly, it will be based mainly on secondary sources in order to understand the micro and macro environment as well as. This means that the PESTEL analysis will be conducted through secondary sources and most of them also qualitative. Secondly, the information we will get through these sources its function is to interpret, assign value and draw conclusions from documents that belong to other authors or institutions. In addition, it will be fundamental to have a base of knowledge about marketing to promote a tourist route. Therefore, the secondary sources will have an important weight in the thesis, and they will allow to understand and interpret the primary ones. A secondary source will be important in order to understand a primary one. Moreover, 2 of the 3 pillars presented in the literature are the marketing and the PESTEL analysis which are captured through secondary sources. The understanding of the current marketing work done by referents is an example of a support source that will allow to establish connections with SEMPA'S activity.

Apart from that, we will use some primary sources such as the surveys we did together with the Ruiz de Montoya University. The fact that we spent two weeks doing surveys to tourists and, afterwards, monitoring that data means a lot to develop this work. The importance of owning this quantitative data will let to know many weaknesses of SEMPA in which we must focus. The documents produced there about the different tourist actors will signify a lot for the thesis.

3.1.1 Phenomenological or positivism

The research philosophy used is phenomenological because the main goal from our thesis is based on obtaining findings related with the tourists and their social behaviour. In other words, this project has roots in social sciences instead of a scientific research because it will be analyzed the tourist of the 21st Century and, afterwards the complex environment around Cusco in order to understand the better promotion and adaptation of the Baroque Andean Route according to the two previous objectives mentioned.

3.1.2 Inductive or deductive approach

The research approach conducted is deductive for several reasons; firstly, some hypothesis will be presented in order to corroborate some “theories” that were already thought about what SEMPA could do in a better way. During the development of this case study the different data obtained will allow to test this hypothesis or to examine the outcomes acquired from surveys for instance. Secondly, another point that justifies the deduction is the fact that different theories will enable the understanding of data. In other words, the tourism trends obtained from PomPeru for instance will make possible to comprehend some general answers expressed in the surveys done to tourists in Cusco.

3.1.3 Quantitative, qualitative or mix

This Degree Thesis is a mix of qualitative and quantitative research because its results as well as its development could be considered in 2 different ways. On the one hand, it shows objectivity through different outcomes obtained from surveys in which you can generalize but on the other hand there are issues about objectivity because they are not so generalizable. For instance, some of the recommendations or analysis made for SEMPA are qualitative because its aim is to develop an understanding of the context in which phenomena and behaviours take place.

3.1.4 Research strategies

The strategy used in this thesis is basically a case study because involves an empirical investigation of a particular phenomenon, the Andean Baroque Route. The fact that the authors of this thesis worked in Andahuaylillas for 4 months and they collected data there brings them this empirical part which leads to obtain generalized conclusions related with the human behaviour. Taking the real life as the context and the use of multiple sources of evidence makes this research strategy a case study. Furthermore, the data collection in Peru started without the formation of an initial theoretical framework, there was not an initial idea to develop the following thesis. There was a collection of data in order to help Ruiz de Montoya University and, on the other hand, it was done to help Sempa as a company, but we did not think any time about the title of the following work because it came afterwards.

3.2. Data collection techniques and research instruments

Firstly, some authors related with the marketing field have been included in order to support the hypothesis regarding towards what direction needs SEMPA to focus. Lieb, R., Szymanski, J. concerning the Real-Time Marketing or Kotler, P. with his book Marketing Lieb, R & Szymanski, J, P kotler

Tourists surveys were written in English and Spanish. The questionnaire last 3 pages and it was divided in three sections: the first part consisted on diverse questions about their trip in Cusco; the aim of the journey, how did it last, the type of accommodation chosen, the tours and visited places, their travel expectations, etc.

The second part of the survey was about Andahuaylillas: The inquests were in relation to the tourist's awareness of the village and the visit to *San Pedro Apóstol* Temple. The last section of the questionnaire was classification data.

Concerning to nationals and locals, they had to fulfil the same first and second part of the survey as tourists, but there was an extra section for them. The questions were in relation to the times they had been in Cusco (in the case of nationals), the transport used when they travel inside the country, the frequency of their trips, the media, etc. *(Questionnaires/surveys are shown in the Appendices)*

Secondary Data

The secondary data has an important weight in the elaboration of this Degree Thesis. First of all, some marketing authors such as Kotler, P. or Lieb, R. and Szymanski, J. have been essential to support the different assumptions based on the activities which SEMPA should focus all its efforts. Secondly, the explanation of the tourist profile who visited Peru in 2016 done by PromPeru or data obtained from the OMT needs to be considered as an important part of the secondary data.

Some works done previously about the RBA have been fundamental in order to orientate the organization and the findings or discussions of this thesis. *The final project: Action Plan for the Andean Baroque Route* (Universidad Ruiz de Montoya, 2017) or *The Quantitative Study on Perceptual Tourist Positioning and the Potential Market of Andahuaylillas, Cuco* developed by Piasa Consultores S.A (2011).

3.3. Research context and participants

Regarding primary data, 220 surveys were done in the *Plaza de Armas of Cusco, Peru*. Those 466 were divided in three people profiles: Tourists, Nationals and Locals. The aim of realizing the surveys was to be aware of the level of knowledge of the Andean Baroque Route.

Determined by each profile the survey was executed in English or Spanish. Besides, the questions were not for everyone the same.

Concerning to the questionnaires, we decided to divide the surveyed population into three groups: tourists, nationals and locals because each of them presented a different profile. The surveys were done during the last two weeks of October 2017. The 3 students from HTSI; Blanca, Maria and Bernat were the ones in charge of conducting the surveys. The age range or sex by the time of hanging in the surveys was not consired as requirement, this information was asked inside the questionnaires. The objective was to gain as much surveys done as possible in order to have extra results for the Baroque Andean Route.

The purpose of the surveys was to know how many people knew about the Baroque Andean Route, if they have previously heard about it and if they knew the village of Andahuaylillas.

The questionnaires were realized to 220 tourists 120 nationals and 120 locals. There was not any requirement of achieving a certain number of male and female surveys, the choice of the sample was free.

There were some questions on the surveys that defined the characteristics of the common: Gender, Age, Nationality, Type of accomodation, approximate budget per tour, etc.

3.4. Data analysis

To analyze all the data collected on questionnaires, it was effectuated an excel document with all the results organized in tables.

As mentioned above our research consists mainly on quantitative findings because to gain these conclusions, the questions results hav been expressed in percentages. The observation methodology was used meanwhile the realization of all the questionnaires.

3.5. Ethical considerations

The content of this thesis will include some ethical considerations which are an intrinsic part of its development. The information obtained from tourists, travel agencies or SEMPA supposes something intrinsic of this work because there is a need to use this data in order to provide useful tools for SEMPA.

The consensus of SEMPA as an institution which allow the researchers to use all its confidential information is essential and, furthermore, if there is the approval it will be possible to publish it.

The description of the data quality issues contains the use of information which come from a sample of tourists in Cusco, Travel Agencies, and confidential information related with Sempa. Its use has been already accepted via an email sent to Ms. O. that it is shown in the appendices where she accepted to transfer us confidential information as well as treat them carefully in order to make possible the development of this Degree Thesis. The fact that most of the data was already treated before starting this project it has been an exceptional situation where the approval was implicit, however, an informal acceptance has been added in order to show credibility.

Our study is answered YES only in questions in Risk Category 1 and 2, therefore it is classified as Risk Category 2. The ethics form is shown in the Appendix in order to understand the risk category.

List agreed actions with your tutor to be taken to address issues raised in questions Risk Category 2:

4. RESULTS/FINDINGS AND DISCUSSIONS:

In this section the findings are presented and discussed by connecting the collected data with the theoretical framework and it is structured as follow. Firstly, an a analysis of the foreign tourist who visited Peru and Cusco, providing the tourists characteristics, origin, social, educational and economical characteristics, main reason for the trip, average stay based on travel purpose and a segmentation analysis. Secondly, the explanation of the nowadays promotion of the RBA including the current promotion of the Andean Baroque Route in Social Media and in the physical channels. Thirdly, it is shown with the support of tables the Selection of survey results applicable to the RBA in order to consider how to adapt the route to the 21st Century. Lastly, an analysis of the results according Piasa Consultories S.A.

4.1 Analysis of the foreign tourist who visited Peru and Cusco

The development of this part has been possible thanks to the sources consulted in Promperu that belongs to Ministry of Foreign Trade and Tourism. In this case, the information obtained has allowed to understand the characteristics of the tourist that visits Peru in general. Apart from that, in reference with the analysis of the foreign tourist who visited Peru, Ruiz de Montoya University together with the 3 students from HTSI have enabled to study the tourist who visited Cusco according 220 surveys done cooperatively.

4.1.1 Analysis of the foreign tourist who visited Peru

a) Foreign tourist characteristics (*see appendices*)

According to the foreign tourist profile of PromPerú (2016) the foreign tourist is on average 39 years old and lives in Latin America. It is a male, has a partner and has university instruction. The 38% is between 35 to 54 years old, and, the 33% represents the age range between 25 to 34 years old. For this reason, the tourist who visited Peru compared with other countries is young, and this needs to be considered in order to apply specific marketing strategies focused on this target. In addition, the 62% are men while the 38% are women. This fact can be understood easily because there are more men who travelled alone than women for different reasons such as safety or for doing business.

b) Origin of tourists and dollars generated (see appendices)

As the graphic shows the tourists who visited Peru in 2016 the majority come from Latin American countries adding a total of 2,21 million people. In second place comes the Anglo-saxon countries with 0,66 million visitors and, quite close, the European countries with 0,49 million visitors.

In terms of residence's region 29% of the foreign visitors came from Chile. This could be related with the high tourist attractive that Peru has for the Chileans as well as the the proximity and the standard of living they have. In the second place the citizens who visited the most Peru were the Americans with the 15% of the total, thirdly, the Ecuatorians with 7% and the Europeans the largest number of visits were the Spanish.

The visitors in comparison with they arrivals that have spent more U.S dollars are the Americans with U.S \$ 781 million spent. They are far compared with the Chileans that double the size of the American visitors reaching 1.026 million arrivals, however, they spent U.S \$ 348 million. In addition, European countries such as Spain or Great Britain spend more compared with Latin American countries

c) Social, educational and economical characteristics of the visitor (see appendices)

The 61% of the foreign visitor has a family income of less than US\$ 40.000. Therefore, the main tourist profile in Peru does not have a high income basically, because it is still young to generate more income and its way of travelling is cheap. However, it is remarkable that the 44% of tourists have studied in University in comparison with the 18% that have basic studies.

Regarding social aspects, the 46% is married or cohabiting with respect to the 44% which is single and the remaining 9% it is part of a couple.

d) Main reason for the trip (see appendices)

In this case, it is highly remarkable the fact that the trip purpose of 2,3 million tourists was for vacation, recreation and leisure. In the second place and much lower there is the corporate tourist with 0,49 million and, it must be considered that this one, the majority, it is located in the capital, Lima. Thirdly, there is that tourist who come to visit family or friends with 0,48 million visitors. Then with a percentage much lower but still consistent there is the tourist who came for health reasons, basically for medical treatments, representing a total of

0,12 million. Those who came for attending seminars, conferences, conventions or congresses represents 0,07 million. Missions religious work and volunteering symbolizes 0,05 million of tourists while those who came for educational reasons signifies 0.04 million out of the total of 3.55 million of tourists.

e) Average stay based on travel purpose (*see appendices*)

The average stay in Peru compared, for instance, to European countries is quite long. The main reason is because it is a remote place for the principal countries that emit tourism and their attractives are considerably distant in terms of distance between each other. Therefore, the average stay for those tourists whose purpose is visiting friends and family is 16 nights. However, in the second place, the leisure tourist stays 10 nights on average while the corporate tourist stays 7 nights on average

4.1.2 Analysis of the foreign tourist who visited Cusco

Segmentation analysis

The approach of the analysis conducted to study the foreign tourist who visited Cusco is different compared with the one who visited Peru in general. In this case the data captured of the Cusco's study was acquired by the researchers through different questionnaires done in the main square of Cusco, however, Ruiz de Montoya University collaborated developing the surveys and afterwards it processed them. Following this research approach the analysis of the Cusco's tourist is shown through 4 different segments that express the way there were travelling, their visit's purpose, their length of stay, their average expense, their age, the source of information they used to travel and the route used to travel to Cusco.

A) SEGMENT 1. FOREIGN TOURISTS WHO BOOKED IN CUSCO

Figure 7: Table A1. Segment 1

FOREIGN TOURISTS WHO BOOKED IN CUSCO (53%)	
CHARACTERISTICS	%
Travels with: alone	39%
Travel's purpose: Inca's history	28%
Stay in Cusco: 1-5 days	59%
Budget for tours: less than 99 Soles	50%
Age range: from 25 to 34 years old	51%
Source of information: Family and friends	24%
Arrival route to Cusco: Lima-Cusco by air transport	43%
Hotel category: Hostel	72%

Source: UARM AND HTSI

The first segment, the study sample represents 116 tourists out of a total of 220 people surveyed, which means 53%. The results obtained characterizes this segment as those who mostly travel alone by 38.8%, its main purpose to visit Cusco is the Inca's History in 27.9%. Moreover, they stay in Cusco from 1 to 5 days represented by 58.6%. Regarding the tours they reserved without including food and beverages, they have an average expense of less than 99 soles in 50%.

Their age range is from 25 to 34 years old by 50.9% and they use the recommendation of family and friends as a source of information in 24%. The route they use the most in 43.1% is from Lima to Cusco by air transport, and they prefer to stay in a hostel in 72% as the chose of accommodation.

B) SEGMENT 2. TOURISTS WHO BOOKED IN A FOREIGN AGENCY IN THEIR COUNTRY OF RESIDENCE

Figure 8: Table A2. Segment 2

TOURISTS WHO BOOKED IN A FOREIGN AGENCY IN THEIR COUNTRY OF RESIDENCE (28%)	
CHARACTERISTICS	%
Travels with: couple	62%
Travel's purpose: Inca's history	90%
Booking time of tours: 6 weeks before the trip or more	64%
Budget for tours: from 100 to 199 Soles	36%
Age range: from 45 to 54 years' old	35%
Source of information: Travel guides	22%
Arrival route to Cusco: Lima-Cusco	62%

by air transport	
Hotel category: 3-star hotel	41%

Source: UARM and HTSI

In the second segment, the resulting sample was of 61 tourists from a total of 220 people surveyed, which represents 28% of the study sample. This segment has a budget per tour without including food and beverages from 100 to 199 soles at 36.1%, having a larger budget than the first segment.

Regarding the hotel category, the 41% responded to book a 3-star hotel, they travel with a couple 62.3%, they use as a source of information travel guides with 22.4% which is a more traditional source compared with the digital ones. This segment said that they booked their tour with 6 or more weeks in advance (63.9%), they have an age range between 45 to 54 years in 34.4%. They travelled from Lima to Cusco by plane in 62.3% and finally, their travel's purpose is Inca History with an impressive 90%.

C) SEGMENT 3. TOURIST WHO BOOKED IN A PERUVIAN TRAVEL AGENCY ABROAD

Figure 9: Table A3. Segment 3

TOURIST WHO BOOKED IN A PERUVIAN TRAVEL AGENCY ABROAD (10%)	
CHARACTERISTICS	%
Travels with: couple	59%
Booking time of tours: 6 or more weeks before the trip	75%
Stay in Cusco: from 5 to 7 days	55%
Budget for tours: from 100 to 199 Soles	64%
Age range: from 45 to 54 years old	50%

Source of information: TripAdvisor	23%
Arrival route to Cusco: Lima-Cusco by air transport	62%
Hotel Category: 3-star hotel	50%

Source: UARM and HTSI

In the third segment stated referring to tourists who booked in a travel agency located in Peru but they did it abroad, the observed sample is 22 tourists out of a total of 220 respondents, this represents 10% of the sample. The study showed that they booked their trip to Cusco 6 weeks or more in advance, with a 59.1% participation, in the same way that in 59.1% tourists travel as a couple.

They use as a source of information Tripadvisor in a 22.7%, as for the establishment of chosen lodging, they prefer accommodation in a 3-star hotel by 50%, with respect to the budget used in the tours without including food and drinks, this ranges from 100 to 199 soles with a 63.3% participation. Of this sample worked, 31.8% stated that they had an age range from 45 to 54 years old. This segment travelled from Lima to Cusco by plane with 50% of the cases and they stay in Cusco from 5 to 7 days in 54.5%.

SEGMENT 4. TOURIST WHO BOOKED IN ANOTHER CITY OF PERU

Figure 10: Table A4. Segment 4

TOURIST WHO BOOKED IN ANOTHER CITY OF PERU (5%)	
CHARACTERISTICS	%
Travels with: direct relative or couple	33%
Travel's purpose: Inca's history	75%
Stay in Cusco: from 6 to 7 days	50%
Budget for tours: from 90 to 100 Soles	33%

Age range: from 25 to 44 years old	50%
Source of information: Family and friends	28%
Arrival route to Cusco: Lima-Cusco by air transport	75%
Booking time of tours: From 1 to 2 weeks before the trip	67%

Source: UARM and HTSI

Regarding the fourth segment of tourists who booked in another city of Peru, the sample obtained represents 12 tourists out of a total of 220 tourists surveyed, this represents 5%. Regarding the characteristics of this segment, 33.3% of them stated that their trip to Cusco was done with direct relatives or with a partner in 33.3%, their travel's purpose to visit Cusco is to know more about the Inca History, this represents 75%. In addition, they stay in Cusco from 6 to 7 days in 50% of the cases.

The source of information to know about the attractions of Cusco are through family and friends in 27.8%. The estimated budget for the tours excluding food and beverages is 90 to 100 Soles, which represents 33.3%. Their age range goes from 35 to 44 years in 50% of the sample. They use air transport from Lima to Cusco in 75%, in the same way they book their tours in Cusco with 1 to 2 weeks in 66.7%. In this segment, it is worth mentioning that the cities where they book their tours in Cusco are Lima in 25%, Puno in 8.3% and Arequipa with 25%.

4.2 In which way is promoted the RBA nowadays

The Andean Baroque Route currently is not doing its best in order to achieve a greater influx of visitors. However, thanks to its high attractive it has still a high potential which needs to be reached if SEMPA wants more incomes to feed the social works.

4.2.1 Current promotion of the Andean Baroque Route in Social Media

The RBA has presence in social networks as Facebook and Instagram. But having those pages does not mean that the use of them pushes its performance.

It is necessary to carry out a well thought social media planning: regarding each kind of social media the publication format will vary and the periodicity will be different.

The RBA does not have a clear knowledge of how to use each social media channel. But it is important to mention that with effort they are beginning to apply some changes and improve their social media communication channels.

Facebook

- The public that gathers this social network are mostly Peruvian, about 80% of the fans, while the majority of the visiting public is foreign, 53% men, 46% women.
- The publications are only written in Spanish.
- The attention grade regarding to the private messages has been poor, leaving several messages without answer, or answering after several days.
- The publications are usually of a broad context, leaving precise topics without exploit.
- Fans number: 8022

Instagram

- Remarkably very few publications: in two years 22 publications
- The texts are only in Spanish; being a young network with great arrival in other countries of interest publications could be also written in English
- Poor profile introduction and it is not linked with its Facebook page

Web

- CONTENT
- Visual: it attracts the user to visit the route
- Does not communicate clearly what the route is about and why you should go
- The information is useful regarding each temple content and the route as a whole
- Social works information is missing

- DESIGN
- Good images quality and the pictures are varied: landscapes and temples
- Clean and formal format
- It can be visualized in all kind of devices
- USABILITY
- Clear menu
- Easy to navigate
- It is responsive
- There are many “clicks” to arrive at the page where there is the information about the rout
- SEO
- The loading time of the pages are slow
- Needs SEO optimization (words, descriptions, site map, etc)
- Needs SEO positioning Andean Baroque Route

4.3 Current promotion of the Andean Baroque Route in physical channels

The Andean Baroque Route promotes itself annually in some tourism fairs. The last year (2017) the RBA was presence in two fairs: The FIT Lima Pacífico - tourism fair of the pacific and the International Fair of Tourism Arequipa - AVIT.

Another RBA promotion method is the verbal communication. The company has a manager in charge of the route promotion, the main function is to dialogue with the most valuable tourism agencies around Cusco and try to achieve a deal with them in order to promote it to their customers.

4.4 Selection of survey results applicable to the RBA in order to consider how to adapt the route to the 21st Century.

In order to be aware of how to adapt the Andean Baroque Route to the 21st Century tourist, the surveys results have been analyzed to collect the required data.

Regarding the international tourists, 220 surveys have been effectuated. With the selection of the most valuable questions regarding the Andean Baroque Route the following findings have been found:

With a list of 10 visiting motivations, the tourists had to choose between 3 of them.

- Inca History
- Nature
- Mystic Tourism
- Traditions and customs
- Churches
- Party
- Festivities
- Gastronomy
- Spanish lessons
- Art
- Others

Figure 11: Main reason for visiting

First mention

<i>Main reason for visiting</i>	<i>frequency</i>	<i>percent</i>
Inca history	183	83,2
Nature	27	12,3
Traditions and customs	1	0,5
Party	1	0,5
Gastronomy	1	0,5
Others	4	1,8
None	3	1,4

Second mention

<i>Main reason for visiting</i>	<i>frequency</i>	<i>percent</i>
Inca History	1	0,5
Spanish history in Peru	57	26,3
Nature	101	46,5
Mystic tourism	12	5,5
Traditions and customs	28	12,9
Churches	1	0,5
Party	1	0,5
Festivities	1	0,5

Gastronomy	7	3,2
Spanish lessons	4	1,8
Art	3	1,4
Others	1	0,5

3 missing or invalid data values

Third mention

<i>Main reason for visiting</i>	<i>frequency</i>	<i>percent</i>
Nature	41	18,8
Mystic tourism	7	3,2
Traditions and customs	41	18,8
Churches	2	0,9
Party	8	3,7
Festivities	3	1,4
Gastronomy	59	27,1
Spanish lessons	5	2,3
Art	2	0,9
Others	50	22,9

The results of the tourist selections have been concluded with the following:

- 1st mention: Inca History (82,2%)
- 2nd mention: Nature (46,5%)
- 3rd mention: Gastronomy (27,1%)

The main tourists motivations regarding their trip in Cusco are for its interest on the Inca history, the rural settings and the gastronomy.

Considering the results, this three key tourist interests could be used as an attraction tool for the RBA. Combining the route with some gastronomic experience and promoting the natural and wonderful landscapes of the Southern Valley.

With respect to the tourists knowledge about the village of Andahuaylillas, only the 14,5 % of the surveyed people knew about it. The rest of the tourists (85,5%) had no idea about its existence.

Figure 12: Have you heard about Andahuaylillas

<i>Have you heard about Andahuaylillas</i>	<i>Frequency</i>	<i>Percent</i>
Yes	32	14,5
No	188	85,5

The majority of tourists arrived to Andahuaylillas because the temple visit was included on their tour (Southern Valley) or because they came from Puno by land transport (17,7%).

Figure 13: Cusco arrival route

<i>Route</i>	<i>Frequency</i>	<i>Percent</i>
Lima-Cusco air transport	106	48,2
Lima-Cusco land transport	6	2,7
Puno-Cusco land transport	39	17,7
Puno-Cusco air transport	0	0,0
Arequipa-Cusco air transport	8	3,6
Arequipa-Cusco land transport	35	15,9
Puerto Maldonado-Cusco air transport	2	0,9
Puerto Maldonado-Cusco land transport	2	0,9
Brasil-Cusco land transport	2	0,9
Vivo en Cusco	0	0,0
La paz (Bolivia)- Cusco land transport	3	1,4
Other route*	17	7,7

Attractiveness level and Index of satisfaction

Concerning the grade of attractiveness of Andahuaylillas, after showing the tourists a choice of images of the village and the temple of San Pedro Apóstol, they responded positively.

The 45,5% of the results were *Attractive*, the 39,5% *very attractive* and the 9,5% *Completely attractive*. In addition to this, the 36,12% of the tourists answered they would clearly visit the village.

Figure 14: Andahuaylillas tourist attractiveness

<i>Andahuaylillas tourist attractiveness</i>	<i>Frequency</i>	<i>Percent</i>
Completely attractive	21	9,5
Very attractive	87	39,5
Attractive	100	45,5
A bit attractive	12	5,5
Unattractive	0	0

It is important to consider the tourists opinion about the attractiveness of the village. As observed on the surveys, tourists reflected a rewarding expression in front of the temples' and Southern Valley images. Only the 6,9% responded they will not visit it.

Figure 15: Probability of visiting Andahuaylillas

<i>Probability of visiting Andahuaylillas</i>	<i>Frequency</i>	<i>Percent</i>
Completely sure I would visit it	8	4,3
Sure, I would visit it	59	31,9
Not sure I would visit it	105	56,8
I would not visit it	10	5,4
Completely sure I would not visit it	3	1,5

34 missing or invalid data values

If tourists reacted positively about the photos, perceiving the experience in first person would be amazing and definitely, they would recommend it to their friends and families.

Concerning to those tourists that had visited Andahuaylillas and the temple, the majority (72,7%) were totally satisfied about their stay. The rest (27,3%) were satisfied about it.

Figure 16: Visit satisfaction

<i>Visit satisfaction</i>	<i>frequency</i>	<i>percent</i>
Totally satisfied	24	72,7
Satisfied	9	27,3

187 missing or invalid data values (85%)

As a conclusion to this, the total number of tourists encased were fulfilled about Andahuaylillas.

After staying in Andahuaylillas, most of the tourists said that they would recommend to their family members and friends the visit. All the responses were positive, more in detail all the answers (in a scale from 1 to 10, were 1 meant the lowest score and 10 the highest) were from 7 to 10 points.

Figure 17: recommendation provability

1 to 10 punctuation (recommendation provability)	<i>frequency</i>	<i>percent</i>
7	2	6,1
8	5	15,2
9	12	36,4
10	14	42,4

187 missing or invalid data values (85%)

4.5 Analysis of the results according Piasa Consultores S.A

According the “Quantitative study on perceptual tourist positioning and the potential market of Andahuaylillas, Cusco” done by Piasa Consultores S.A in 2011 helps to understand, even though it was 7 years ago, that the distance between the satisfaction and realization level is big.

The level of expectation among foreign tourists before their visit to Andahuaylillas was at a moderate level, with an average of 5.7 on a scale of 1 to 10, practically half the scale in an attitude of apparent indifference. Their average performance (i.e what they found, how they did, how they felt) after the visit to Andahuaylillas was 7.8 on the same scale from 1 to 10, the Satisfaction Index obtained was +1.4 (result of dividing the average of accomplishment between the average of expectation), which indicates with total clarity that the foreign tourists were more than satisfied comparatively to what they were waiting for. Additionally, the fact of being very close to reaching the 8 points of the scale at its level of realization (7,8), also indicates that its level of absolute satisfaction (without comparing it with the expectation) was also high.

The satisfaction index with the visit to Andahuaylillas (National tourists) shows us that their level of expectation was slightly above that of foreign tourists (6.2 vs 5.7 on a scale of 1 to 10) and their level of realization slightly below (7.4 vs 7.8 on the same scale from 1 to 10). Your Satisfaction Index is also lower (+1.2 vs +1.4). All this indicates a lower level of relative satisfaction than foreign tourists. Additionally, it is observed that its average performance (7.4) is below 8.0, a minimum score internationally accepted to indicate satisfaction. Consequently, in non-comparative absolute terms, domestic tourists were relatively satisfied with their visit to Andahuaylillas.

The index satisfaction of residents in Cusco is very similar to that of domestic tourists, in relative terms of expectations vs. realization, as evidenced by their average expectation (6.8), their average performance (7.8) and their Satisfaction Index (+1.1). However, in absolute terms they are slightly above the national tourists, quite close to the 8.0 score, which indicates an important, though relative, degree of satisfaction.

The main reason why the realization was greater than the expectation after visiting Andahuaylillas is their church called the Sistine Chapel of America, because it is decorated with beautiful polychrome murals and full of various works of art. This is confirmed by 14.3% of foreign tourists and 33% of residents in Cusco who visited said destination. On the other hand, national tourists and Cusco residents also highlight the fact that they consider Andahuaylillas as a pride of the Peruvian.

After analyzing the tourist's answers, it has been found that the RBA has a big potential regarding its temples and surroundings but, as a consequence of its nowadays promotion they do not arrive to the public properly. Tourists arrive to Cusco knowing about the attractions they want to visit, the RBA should position itself between those potential attractions (Machu Picchu, Inca trail, Sacred Valley, Maras and Moray, Rainbow Mountain, etc.). Examining carefully the methodology to get as much potential tourists as possible and detecting alternatives for the RBA.

5. CONCLUSIONS

5.1 Conclusions

To summarize, it is clear that SEMPA and its principal asset, The Andean Baroque Route, year after year have improved towards a better adaptation and promotion regarding the changes that tourism has experienced lately. However, before explaining the main conclusions in which the organization should focus their efforts, as it has been stated in the objectives set for this Degree Thesis, there is a need to describe its potential in order to achieve a better performance.

The Andean Baroque Route needs to strengthen what they have if they want to be a tourist product desired, to some extent, for the high volume of tourists that receives Cusco constantly. In this sense, the RBA cannot compete with attractions such as Machu Picchu or the several Inca archaeological sites that surrounds Cusco, but their positioning in terms of branding and attractiveness can increase easily. To do that first, it needs to be understood that the RBA's potential has been measured through different tools provided by different sources. According the "Quantitative study on perceptual tourist positioning and the potential market of Andahuaylillas, Cusco" done by Piasa Consultores S.A the international, national and local tourists found a realization of the RBA much higher than its expectation. In their visit in Andahuaylillas, the nationals had a level of expectation slightly higher than the international tourists (6,2 vs 5,7 in a scale from 1 to 10) and their level of realization slightly below (7,4 vs 7,8 in the same scale from 1 to 10). Therefore, the Index Satisfaction between the nationals and internationals was (+1,2 vs +1,4). The case of the locals is different because they start from another average level of expectation (6,8), and, their average level of realization (7,8) while the Index Satisfaction was (+1,1). The gap between the expectations and realization of the Andean Baroque Route is remarkably high which can be simply understood that they need to work on their strengths and opportunities to reduce the distance. These values mean that the 3 types of tourists (locals, national and internationals) according the Piasa Consultores S.A. study were quite satisfied when they visited Andahuaylillas. Even though, the internationally accepted average to indicate satisfaction is below 8,0 these indexes are hopeful to develop a more ambitious strategic plan. In addition, it needs to be considered that this data was acquired in 2011 while the Andean Baroque Route has evolved through the years towards a better direction.

Considering the investigation of the 21st Century tourist, the Ministry of Foreign Trade and Tourism from Peru has enabled us to clarify how it is. The foreign tourist is on average 39 years old and lives in Latin America if a primarily profile should be created. It is a male, has a partner and has university instruction. The 38% is between 35 to 54 years old, and, the 33% represents the age range between 25 to 34 years old (PromPerú, 2016). For this reason, the tourist who visited Peru compared with other countries tourist's profile is young, and this needs to be considered in order to apply specific marketing strategies focused on this target. Furthermore, one must take into account their relationship with social networks. It is a fact that nowadays the use of social media has become a major social phenomenon and a global business trend. The Millennials are today one of the most important demographic groups on trips, as it has been seen by the documents provided by PromPerú where a big part of its visitors are considered Millennials as well as it has been captured in the surveys done by the researchers in Cusco. They suppose the most extensive generation to date and they are helping to define what are the main trends and preferences of the next decades. Online booking options are crucial, while online opinions and the content created by users in Social Media is part of the research process for most of the millennials (Kotler, 2017).

In regard with the adaptation of the RBA to the 21st Century, the surveys done by Ruiz de Montoya and the HTSI researchers have made easier the understanding of this process. Firstly, it should be mentioned that the 56,8% out of 220 of the international tourists who were asked about the probability to visit Andahuaylillas answered they were not sure they would visit Andahuaylillas. Secondly, when they were asked about the satisfaction of their visit the 72% out of a total of 220 tourists were totally satisfied. Therefore, this makes think about a non-perfectly adaption of the nowadays tourist because different sources of information have shown its gap to increase their performance. Furthermore, the 3-key tourist's purpose to visit Cusco could be used as an attraction tool for the RBA. The results show that the first mention is Inca History with 82,2% out of the 220-people surveyed, secondly, it comes the nature with 46,5 % among all the options and finally the third most voted mention is the Gastronomy with 27,1%. Therefore, it should be considered to promote the gastronomy in the South Valley of Cusco despite the low presence of restaurants in the area. In addition, the attraction's power of the landscapes that surround the Andean Baroque Route should be highlighted in order to promote in parallel with the temple's visit. Moreover, the targeting is a strategy that needs to be carefully contemplated because the customers are too numerous, too widely scattered, and too varied in their needs and buying processes. For this reason, SEMPA instead of serving different segments, must identify the parts of the

market that are more numerous, accessible and profitable. Thanks to the work done by Ruiz de Montoya University as well as our cooperation with them, 4 segments have been identified to focus all the efforts in understanding and attracting them logically. These are: a) foreign tourists who booked in Cusco, b) tourists who booked in a foreign travel agency in their country of residence, c) tourists who booked in a Peruvian travel agency abroad and d) tourists who booked in another city of Peru.

For what concerns the promotion of the RBA, first we should assume that this point has not had the same weight as the study of the two previous objectives due to our emphasis on them. The Real-Time Marketing shown in the literature could be used as an important strategy to promote the RBA. It is considered as one of the most relevant forms of marketing, achieved by listening to and/or anticipating consumer interests and needs. The techniques used are more human and less automated because it focuses the attention on human's willingness, emotions as well as helps them (Lieb, R & Szymanski, J., 2017). The successful promotion practices, like the more general marketing practices, are those tools that effectively ensure or create a stable tourist demand while meeting, and not overburdening (Meyer, 2017). Moreover, in regards with the branding, the RBA needs to endow its products and services with the power of the brand in order to create mental structures that help consumers organize their knowledge about in what consists this tourist route and in addition, it clarifies their decision making as well as provides value to the firm. Apart from that, the starting point of the promotion must be the Millennials, the trends they bring as well as the preferences related with them. The RBA seems to did not apply this knowledge considering the use of social media channels for a period of time, however, they are currently beginning to improve their communications strategy, specifically their use of Facebook, Instagram and the web as a way to attract more visitors.

To sum up, what the RBA needs to consider to get more incomes is that the 56,8% of the total people surveyed were not sure about visiting the route when they receive all the information available at that time. For this reason, SEMPA must focus all their efforts on trying to promote it better through all the literature, findings and discussions presented in this Degree Thesis. However, concerning to those tourists that had visited Andahuaylillas and the temples of the route, the majority (72,7%) were totally satisfied about their stay and the rest (27,3%) were satisfied about it. After staying in Andahuaylillas, most of the tourists said that they would recommend to their family members and friends the visit. Therefore, they must take into account the great attractiveness of the route but the poor promotion that it

has had up to now. The need to investigate the 21st Century Tourist and afterwards adapting the RBA to this tourist that, it comprises different profiles, must be essential in order to promote the route to increase the visitor's number.

5.2 Recommendations

The recommendations comprise a list of indications that the Andean Baroque Route could considerate as future goals. Recommendations are the following:

- Follow the 3 principal motivations of tourists
- Look for key points to remark of each temple and catch the tourists attention and make them remember each church. Avoid providing visitors a dense and repetitive tour.
- To motivate the employees and make them feel engaged with the company, in this way, they will treat the customers more consistently and professionally in order to satisfy them.
- Think of a clear experience and message to transmit.
- Increase the presence in all social media channels (providing pictures of what the route offers and what is behind the money tourists pay for their tickets: Social Works)
- Be 24/7 aware of new customer messages (in all channels) and provide a fleet response.
- Transmitting a clear, direct and visual message.
- Expand the appearance on the tourism agencies of Cusco.
- Remark the social works: the RBA is not a simple route, it has an splendid background, the majority of its funds are destined to social works and to cover company fix costs. Tourists must now the RBA goal.
- Improve the route infrastructure: If a tourist visits the Plaza de Armas temple and wants to realize the entire RBA, a personal transport facility should be prepared.
- WEB
 - Consider the possibility of online tickets sale.
 - Use the webpage as a tool to fortalize the relationship with the customers.
 - Update images regularly and think about the possibility to present the webpage with a video.

5.3 Limitations and further research

When conducting the research study, the limitations found have been the following:

Starting from the base that this degree thesis has been carried out after realizing the solidary internship, we had certain limitations while conducting the study. The distribution of the thesis was done in accordance of the previous research realized once in the internship period but, during the thesis building process we found out that more information (documents, questionnaires and interviews) would have been profitable.

The degree thesis was carried out once we began the last university semester, by that time our internship in Peru was over and we had to do all the work from the beginning in Barcelona.

Another limitation confronted has been reflected once analyzing the surveys results. We realized that, by the time of questionnaires creation information regarding the visited places was missing. This question of the survey provided a list of tourist attractions and foreigners had to circle all the visited places. In that enumeration, it did not appear the Andean Baroque Route Option.

For future students that will effectuate the solidary internship in the Andean Baroque Route and decide to complement this research, it would be useful to introduce the degree thesis basis once the internship period, in this extend students will be capable to do a deeper work field and collect the necessary data to complete the study.

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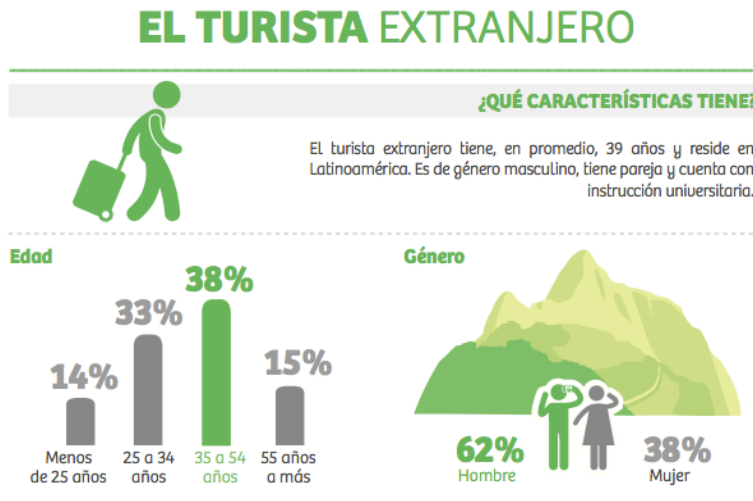
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7. Appendices

7.1. List of tables and figures

Figure 18. The foreign tourist



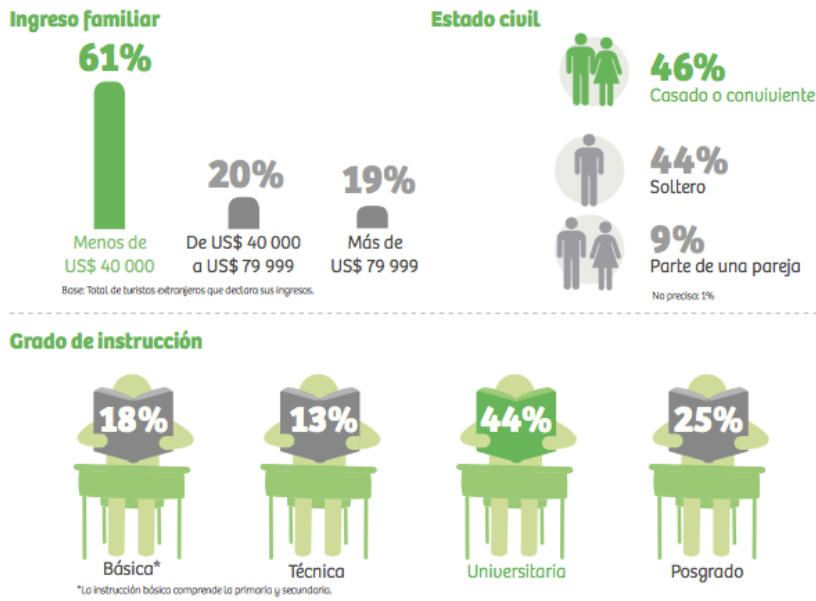
Source: PromPerú

Figure 19. Origin of tourists and dollars generated



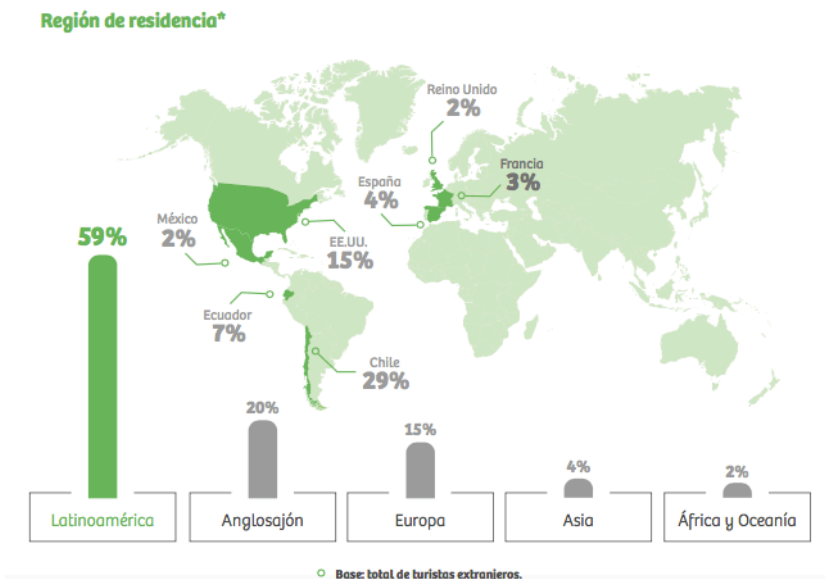
Source: PromPerú

Figure 20. Social, educational and economical characteristics of the visitor



Source: PromPerú

Figure 21. Residence's place of the foreign tourists who visited Peru



Source: PromPerú

Figure 22. Main reason for the trip

Principal motivo de viaje

	Millones de turistas*
1 Vacaciones, recreación u ocio	2,30
2 Negocios	0,49
3 Visitar a familiares o amigos	0,48
4 Salud (tratamiento médico)	0,12
5 Asistir a seminarios, conferencias, convenciones o congresos	0,07
6 Misiones / trabajo religioso / voluntariado	0,05
7 Educación (realizar estudios, investigaciones por grado, etc.)	0,04
Total	3,55

Source: PromPerú

Figure 23. Average stay based on travel purpose (in nights)



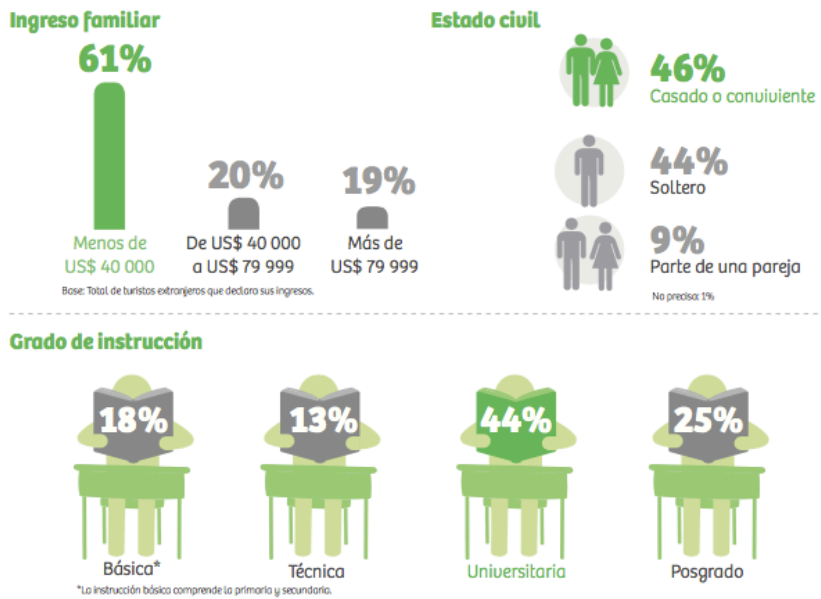
Source: PromPerú

Figure 24. Origin of tourists and dollars generated



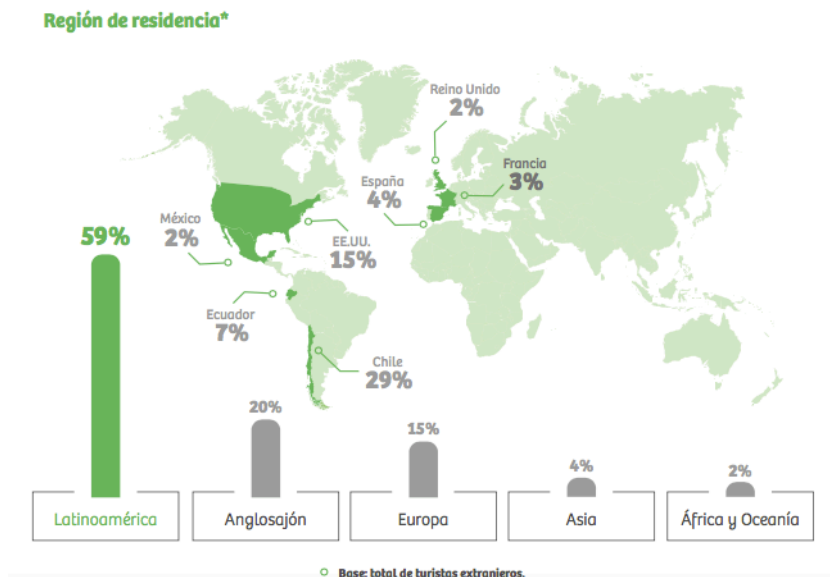
Source: PromPerú

Figure 25. Social, educational and economical characteristics of the visitor



Source: PromPerú

Figure 26. Residence's place of the foreign tourists who visited Peru



Source: PromPerú

Figure 27. Main reason for the trip

Principal motivo de viaje

	Millones de turistas*
1 Vacaciones, recreación u ocio	2,30
2 Negocios	0,49
3 Visitar a familiares o amigos	0,48
4 Salud (tratamiento médico)	0,12
5 Asistir a seminarios, conferencias, conuenciones o congresos	0,07
6 Misiones / trabajo religioso / voluntariado	0,05
7 Educación (realizar estudios, investigaciones por grado, etc.)	0,04
Total	3,55

Source: PromPerú

Figure 28. Average stay based on travel purpose (in nights)



Source: PromPerú

7.2 Appendix A: Ethics Form

Risk Checklist

Risk category 1	Yes	No
Use any OTHER than that which is freely available in the public domain?	X	
Involve analysis of pre-existing data which contains sensitive or personal information?		X
Involve direct and/or indirect contact with human participants?	X	
Require consent to conduct?	X	
Require consent to publish?	X	
Have a risk of compromising confidentiality?	X	
Have a risk of compromising anonymity?		X
Involve risk to any party, including the researcher?		X
Contain elements which you or your supervisor are NOT trained to conduct?		X
Risk category 2		
Require informed consent OTHER than that which is straightforward to obtain to conduct the research?		X
Require informed consent OTHER than that which is straightforward to obtain to publish the research?	X	
Require information to be collected and/or provided OTHER than that which is straightforward to obtain?		X
Risk Category 3		
Involve participants who are particularly vulnerable?		X
Involve participants who are unable to give informed consent?		X
Involve data collection taking place BEFORE consent form is given?		X
Involve any deliberate cover data collection?		X
Involve any risk to the researcher or participants beyond that experienced in everyday life?		X
Cause (or could cause) physical or psychological negative consequences		X
Use intrusive or invasive procedures?		X
Include a financial incentive to participate in the research?		X