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PROPOSAL FOR MARKETING DEVELOPMENT OF THE SELECTED COMPANY

NÁVRH ROZVOJE MARKETINGU VYBRANÉ SPOLEČNOSTI

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Proposal for marketing development of the selected company

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Goals of thesis and methods
Theoretical review of problem
Analysis of contemporary situation
Proposal of solution
Conclusion
References
Appendixes

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The main objective of the bachelor thesis is to define a proposal for the development of marketing of the company on the basis of relevant theoretical background, research and analysis. The aim of the theoretical part is to define the appropriate approach to marketing development. The aim of the analytical part is to identify the key factors influencing the marketing development of the selected company. The aim of the design part is to elaborate a proposal for marketing development including recommendations for implementation and evaluation of impacts and assumptions of implementation.

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KOTLER, Philip and ARMSTRONG, Gary, 2018. Principles of marketing. 17. edition. Pearson. ISBN 978-1-292-22017-8.

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Abstract

This bachelor thesis focuses on identifying strategies to increase the number of self-paying clients in comparison to insured clients in the modern spa of Turčianske Teplice. The aim of the research is to analyze the current structure of clients, understand their motivations, and suggest effective marketing and service innovations to attract more self-payers. The theoretical part outlines the fundamentals of spa tourism, customer segmentation, and consumer behavior. The analytical part is based on internal data analysis, customer surveys, and competitive benchmarking. The final section proposes specific recommendations tailored to the needs of the spa, including product diversification, targeted promotional activities, and improvements in customer experience. The results highlight the importance of personalized services and value-added offers in increasing the share of self-paying clients.

Keywords

spa tourism, self-paying clients, health services, marketing strategy, customer behavior, Turčianske Teplice

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Affidavit

I declare that the present bachelor project is an original work that I have written myself. I declare that the citations of the sources used are complete, that I have not infringed upon any copyright (pursuant to Act. no 121/2000 Coll.).

Brno dated 10th May 2025

Richard Ďurina
Authors Signature

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Introduction

Over the past decades, spa and wellness facilities across Europe have operated primarily under a model that relies on cooperation with public health insurance providers. These agreements have traditionally ensured a stable and predictable inflow of clients, particularly patients undergoing treatment based on medical indications. Although this system offers a degree of financial security, it also places certain limitations on pricing policies, target group selection, and the flexibility to design personalized services. The model is largely shaped by external regulations and predefined standards, which can restrict the spa's ability to innovate and respond to the changing needs of modern clients.

In recent years, however, significant changes have taken place in both customer behavior and the structure of health insurance reimbursements. Insurance companies are increasingly adopting cost-saving policies, which has resulted in a noticeable decline in the number of fully or partially covered spa treatments. This trend has created pressure on spa facilities to adjust their strategies and explore new ways to maintain competitiveness and financial sustainability. At the same time, a growing market segment has emerged: self-paying clients. These individuals are often looking for higher quality, more personalized services and are motivated by preventive healthcare, relaxation, or lifestyle enhancement. Unlike insured patients, self-payers actively choose their spa stays, compare offers, and are generally willing to spend more for services that meet their expectations. This makes them a highly attractive target group from both a marketing and economic perspective.

The importance of this issue is also amplified by global trends in wellness tourism, the aging population, and the increasing awareness of health and well-being. People are more interested in maintaining their physical and mental health through experiences that go beyond traditional medicine. As a result, spas are no longer seen merely as healthcare institutions but as comprehensive wellness destinations offering holistic services.

This bachelor thesis focuses on how Moderné Kúpele Turčianske Teplice can adapt its marketing strategy to better attract and serve self-paying clients. The goal is to analyze the current situation, identify opportunities for improvement, and propose a set of marketing measures that will help the spa strengthen its position in the competitive wellness market.

Problem Definition, Goals Of The Thesis And Metodology

Problem Definition

Moderné Kúpele Turčianske Teplice has traditionally focused on clients whose treatments were covered by public health insurance. For many years, this group represented a stable and predictable source of income. However, recent changes in the policies of health insurance companies, aimed at reducing costs, have led to a significant decrease in the number of insured clients. This development has created an urgent need for the spa to adapt its business strategy. The current situation requires a shift from a model that mainly serves insured clients to one that actively attracts self-paying customers. These clients represent a more profitable and flexible market segment, but they also have higher expectations regarding service quality, comfort, and personalization. Unlike insured clients, self-payers choose spa services voluntarily and are more sensitive to value and customer experience.

At the same time, the spa faces increasing competition from other facilities that are already focusing on the wellness and self-paying segment. Without strategic changes, Moderné Kúpele Turčianske Teplice risks losing its market position and future profitability.

Goals Of The Thesis

The main objective of this bachelor thesis is to develop a comprehensive marketing development proposal for the company Moderné Kúpele Turčianske Teplice. The focus is specifically on increasing the share of self-paying clients, as this segment offers higher flexibility, personalization, and profit potential compared to clients covered by public health insurance. To achieve this goal, several partial objectives have been defined.

The first objective is to define and explain the theoretical background of marketing in the context of spa and wellness services. This includes a detailed description of the marketing mix, with special emphasis on the 4P model, its origins, development into the extended 7P version, and its application in the service industry. Furthermore, the theoretical part also covers customer segmentation, customer behavior, and competitive positioning as important foundations for the analysis.

The second objective is to evaluate the current marketing strategy of the selected company. This involves the analysis of how the elements of the marketing mix are currently applied in Moderné Kúpele Turčianske Teplice, with particular attention to how they are tailored to the needs of self-paying clients. The analysis is based on publicly available information, such as the spa's website and service offerings, and is supported by theoretical knowledge.

Another objective is to perform a benchmarking comparison between the selected company and its main Slovak competitors. This comparison focuses on key marketing elements such as pricing, service variety, communication, and market positioning. The aim is to identify the unique value proposition of Moderné Kúpele Turčianske Teplice and to uncover possible areas for improvement.

The thesis also aims to create detailed customer personas representing different types of self-paying clients. These personas are based on segmentation criteria such as demographics, lifestyle, and motivation. Their purpose is to help define more targeted and effective marketing communication and service design.

Finally, the thesis will propose specific marketing actions and recommendations that are realistic and implementable. These will be based on the results of the analysis and tailored to

the capabilities and strategic direction of the company. In addition, the expected impact of the proposed measures will be assessed, along with the necessary conditions for their successful implementation.

Methodology

The methodological part of this bachelor thesis is focused on designing an analytical framework that enables the identification of key areas for improving the marketing strategy of Moderné Kúpele Turčianske Teplice. The ultimate objective is to support the transition from a model based mainly on insured clients to one oriented more toward self-paying clients. The methodology includes three main analytical areas: the marketing mix (4P), customer persona analysis, and competitive comparison.

The selection of competing spa facilities for benchmarking was based on the latest data provided by the National Health Information Centre (NCZI, 2022), which ranks spa visitation in Slovakia. According to these statistics, the most visited facilities include Spa Piešťany, Spa Rajecké Teplice, and Spa Bojnice. In addition to high visitation numbers, these spas offer similar combinations of medical and wellness services, target comparable customer segments, and maintain a strong presence in the market for self-paying clients. For these reasons, they represent logical and relevant benchmarks for comparison with Moderné Kúpele Turčianske Teplice. (1)

Table 1: Methodology table

Area of Analysis	Research Questions	Purpose of Analysis	Methods Used
Marketing Mix (4P)	<ul style="list-style-type: none"> - How is the marketing mix currently structured in Modern Spa Turčianske Teplice? - Which elements (Product, Price, Place, Promotion) are best optimized for self-paying clients? - Are the current prices and packages competitive within the Slovak spa market? - How does the communication strategy reflect the expectations of self-paying segments? 	To evaluate the current marketing structure and identify potential adjustments that will help to better attract self-paying customers.	<ul style="list-style-type: none"> 4P Analysis Service Portfolio Review Website Content Analysis Comparative Price Study
Customer Persona	<ul style="list-style-type: none"> - Who are the typical self-paying clients of 	To create detailed customer profiles that	<ul style="list-style-type: none"> Persona Design Secondary Data

	<p>the spa?</p> <ul style="list-style-type: none"> - What motivates them to choose Turčianske Teplice? - How do they differ in behavior and decision-making from insured clients? - What offers and communication strategies are most appealing to them? 	<p>support more targeted marketing and service design strategies.</p>	<p>Review Behavioral Assumptions Based on Demographics and Services Used</p>
<p>Competition</p>	<ul style="list-style-type: none"> - What services and prices are offered by the main competitors? - What positioning strategies are used by Piešťany, Rajecké Teplice, and Bojnice? - In which areas do these competitors outperform Turčianske Teplice? - What is the spa's unique value proposition in comparison? 	<p>To benchmark the spa's marketing mix and identify strengths and weaknesses through comparison with high-performing Slovak spas.</p>	<p>4P Benchmarking Website and Service Analysis</p> <p>Value Proposition Evaluation</p>

The methodological framework outlined above provides the foundation for the analytical part of this thesis. The selected areas and research questions are directly connected to the main problem of the thesis and will be answered through a structured evaluation of internal practices, customer profiles, and external competitive factors. The outcomes of this analysis will serve as the basis for creating concrete and realistic marketing recommendations.

Method of obtaining data

The data used in both the theoretical and analytical parts of this bachelor thesis were obtained through a combination of secondary and primary research methods. The theoretical framework was mainly supported by academic literature, while the analytical part relied on qualitative data collected through structured interviews with representatives of Moderné Kúpele Turčianske Teplice.

Secondary Data

The secondary data were gathered using several academic research engines and professional sources. These tools provided access to high-quality journals, articles, and economic databases that contributed significantly to the theoretical background of the thesis.

- The first research engine used was Web of Science, which is recognized for its wide range of peer-reviewed scholarly articles. It served as a reliable and academically valid source of literature relevant to spa services and marketing strategies.
- The second tool was Google Scholar, which offered user-friendly and fast access to a broad selection of scientific publications. It was particularly useful for identifying additional supporting literature and definitions.
- The third engine was JSTOR, which proved valuable for finding full-text academic articles and journals in the fields of marketing, tourism, and health services.
- Additional insights were taken from economic literature provided by the thesis supervisor, as well as publicly available materials from the spa industry, such as Therme.sk, which describes the service offerings of Moderné Kúpele Turčianske Teplice in detail.

Primary Data

The primary data collection was conducted through semi-structured interviews with selected managers and executives of Moderné Kúpele Turčianske Teplice. The aim of these interviews was to gain direct insights into the internal operations, strategic goals, customer segmentation, and competitive positioning of the spa.

- The interviews were conducted with three key respondents: the Chief Executive Officer (CEO), the Chairman of the Board, and a middle management representative responsible for operational processes. Each respondent provided valuable information from different levels of the organization.
- A set of open-ended questions was used during the interviews to ensure consistency while allowing space for elaboration. The same question set was used for all three participants.
- The interviews were carried out in person on the premises of Moderné Kúpele Turčianske Teplice. One of the interviews was recorded with permission, while another respondent allowed only written notes to be taken. All responses were

anonymized and used strictly for academic purposes in line with ethical research guidelines.

This dual approach to data collection—combining theoretical resources with real-world managerial perspectives—ensured a balanced and contextually relevant foundation for the analysis conducted in the subsequent chapters.

1. Theoretical Background

The theoretical background is supposed to support our research by providing overall background knowledge gathered by professionals through years of research.

1.1 Marketing Mix – Definition, History, and Development (4P to 7P)

The marketing mix is one of the most fundamental models in marketing theory. It describes the set of marketing tools that companies use to achieve their objectives in target markets. The concept was first introduced by Neil Borden in the 1950s, who described marketers as 'mixers of ingredients' combining various tactics to influence consumer behavior. However, the model was later simplified by E. Jerome McCarthy, who in 1960 introduced the well-known 4P model: Product, Price, Place, and Promotion (2).

Each of these four elements represents a key area of decision-making. Product refers to the goods or services offered to meet customer needs. Price includes strategies to determine how much a customer pays, considering costs, competition, and perceived value. Place refers to the channels and locations where the product is distributed. Promotion involves communication strategies aimed at informing and persuading the customer. This model has proven effective across many industries and remains one of the most recognized frameworks in business education and practice (3).

However, as global economies evolved and services became more prominent, the 4P model was increasingly seen as too limited to describe service marketing accurately. Services are intangible, variable, and involve direct interactions between providers and consumers. To address this gap, Booms and Bitner in 1981 expanded the original model by adding three additional elements: People, Process, and Physical Evidence. This resulted in the 7P model, also known as the service marketing mix (4).

People refer to everyone involved in the delivery of the service – from front-line employees to management. The quality of service personnel directly impacts customer satisfaction and brand perception. Process relates to the procedures, flow of activities, and mechanisms through which

the service is delivered. This includes elements such as reservation systems, queuing, and service protocols. Physical Evidence includes all the tangible elements that shape the customer's perception, such as the cleanliness of the environment, interior design, printed materials, and even digital interfaces like websites (5).

The extended 7P framework is especially relevant for service-based sectors such as tourism, hospitality, and spa services. In the context of this thesis, the 4P model is used as the main analytical tool. This decision is based on the strategic focus of the research, which is aimed at understanding how the core elements of Product, Price, Place, and Promotion can help attract and retain self-paying clients. While the extended 7P model offers broader insight, it is the original 4Ps that are most directly linked to market strategy and competitive differentiation, particularly in the case of Moderné Kúpele Turčianske Teplice (6).

1.2 Customer Segmentation and Persona Development

Customer segmentation is a fundamental process in marketing that involves dividing a heterogeneous market into smaller, homogeneous groups based on shared characteristics or behaviors. This allows businesses to better understand their target audiences and tailor products and communication strategies to meet specific needs (2).

In the spa and wellness industry, segmentation is typically based on demographic, geographic, behavioral, and psychographic factors. Demographic segmentation includes age, gender, income, or family status. Geographic segmentation may focus on domestic versus foreign clients, while behavioral segmentation considers the frequency of visits, loyalty, or price sensitivity. Psychographic segmentation, on the other hand, looks into lifestyle, values, and motivations (3). This approach is particularly relevant for spa services, where the decision to visit a facility is strongly influenced by personal goals such as health, relaxation, or preventive care (6).

In the context of this thesis, segmentation is used to distinguish between insured clients and self-paying customers. Self-payers typically demand higher levels of customization and are more motivated by wellness experiences rather than medical necessity. These clients also tend to place a stronger emphasis on value, service quality, and atmosphere, which makes them a distinct and strategically important target group for Moderné Kúpele Turčianske Teplice (2).

The development of customer personas is a practical application of segmentation. A persona is a fictional, yet data-driven representation of a typical customer within a defined segment. Creating personas helps marketers to visualize target customers and design more focused campaigns and services (5). In this thesis, personas are developed based on available data, expert insights, and real-life examples of spa users.

The concept of customer personas originated in the field of software development and user experience design. In the 1980s, software developer Alan Cooper introduced the idea of personas to improve user-friendly design. He created the first persona, named 'Kathy,' in 1985 to represent a typical user of his software. This approach allowed developers to focus on the needs and goals of a specific user archetype, leading to more intuitive and user-centered designs (7).

Building upon Cooper's work, marketing expert Angus Jenkinson developed the concept of 'CustomerPrints' in the early 1990s. These were detailed archetypes representing customer segments, capturing their behaviors, attitudes, and interactions with brands. Jenkinson's approach emphasized understanding customers as coherent communities with shared values and lifestyles, which was particularly influential in the development of customer personas in marketing contexts (8).

In the analytical part of this thesis, four customer personas are introduced: a domestic senior client formerly covered by insurance, an active domestic client with insurance coverage, a foreign self-paying senior from the Czech Republic, and a young Slovak sport enthusiast who seeks wellness and recovery. These personas illustrate the key differences in expectations, behavior, and purchasing power between insured and self-paying customers, and help define the most effective way to communicate with and serve each group (3).

1.3 Marketing in Spa and Wellness Services

Marketing in the spa and wellness sector represents a specific area of services marketing, where the emphasis is placed on intangible factors such as experience, emotions, and personal care. Unlike tangible products, services are perishable and highly dependent on direct interaction between the provider and the client. As a result, spa businesses must focus not only on what they offer, but also on how the service is delivered and perceived by the customer (2).

In spa and wellness services, segmentation is usually based on demographic, geographic, behavioral, and psychographic criteria. Demographic segmentation includes age, gender, income, or family status. Geographic segmentation often reflects domestic versus international visitors. Behavioral segmentation considers aspects like frequency of visits, loyalty, or price sensitivity. Psychographic segmentation focuses on lifestyle, values, and motivations (3). This is particularly relevant in the spa sector, where the decision to visit a facility is strongly connected to personal health goals, relaxation, and preventive care (6).

In this thesis, segmentation is used to distinguish between insured clients and self-paying customers. Self-paying clients typically require higher levels of service customization and are more motivated by wellness experiences rather than medical necessity. They also put greater emphasis on perceived value, service quality, and the overall environment, which makes them a unique and strategically important segment for Moderné Kúpele Turčianske Teplice (2).

The development of customer personas is a practical application of segmentation. A persona is a fictional but data-driven representation of a typical customer within a specific segment. Personas help marketers understand their target audiences and design more focused campaigns and service offerings (5). In this thesis, personas are created based on market data, expert insights, and real-world examples of spa users.

The concept of customer personas has its origins in software development and user experience design. In the 1980s, software designer Alan Cooper introduced the concept of personas to support more user-friendly design. In 1985, he created the first persona, “Kathy,” representing a typical software user. This method allowed developers to better understand user goals and needs and to design more intuitive systems (7).

Building upon Cooper’s work, marketing expert Angus Jenkinson introduced the concept of “CustomerPrints” in the early 1990s. These were rich archetypes of customer segments, reflecting behaviors, values, and brand interactions. Jenkinson emphasized understanding customers as coherent communities united by shared lifestyle and values, which significantly influenced how personas have been used in marketing contexts (8).

Modern marketing studies also support this approach. For example, research conducted in Slovakia shows that targeted communication with distinct client segments, such as self-paying

spa visitors, leads to greater satisfaction and revenue growth (9). Similarly, research on young consumers in wellness services highlights the importance of emotional motivation, personalization, and service environment in attracting and retaining customers (10).

In the analytical part of this thesis, four customer personas are developed: a domestic senior client formerly covered by insurance, an active domestic client with insurance coverage, a foreign self-paying senior from the Czech Republic, and a young Slovak sport enthusiast seeking wellness and recovery. These personas illustrate the key differences in expectations, behavior, and purchasing power between insured and self-paying customers. They also help define how the spa should communicate with and serve each group effectively (3).

1.4 Summary of the Theoretical Framework

The theoretical part of this thesis provided a comprehensive overview of key marketing concepts relevant to spa and wellness services. These include the marketing mix, customer segmentation, persona development, and the specifics of marketing in the service sector. Together, these theoretical foundations form the framework for the subsequent analytical part, which focuses on evaluating and improving the marketing strategy of Moderné Kúpele Turčianske Teplice.

The marketing mix, as presented by McCarthy (4P) and later expanded by Booms and Bitner (7P), represents the structure for evaluating the company's current marketing approach. While the full 7P model is suitable for service industries, the focus of this research remains on the core elements of Product, Price, Place, and Promotion, as these have the most direct impact on attracting self-paying clients (2)(3)(4).

Customer segmentation and persona development were discussed as essential tools for identifying and understanding different customer types. The distinction between insured clients and self-payers is particularly relevant in the spa context, as these groups differ in expectations, purchasing behavior, and price sensitivity (6). The personas constructed in this thesis reflect these differences and will serve as a basis for the proposed communication and service strategies.

Marketing in the spa and wellness industry was presented as a form of service marketing that places strong emphasis on intangible factors such as experience, personal care, and atmosphere.

Emotional value, customization, and brand trust play a significant role in the decision-making of self-paying clients. These insights are directly linked to how the company positions itself in a competitive environment and communicates with potential customers (5)(6)(9).

Based on this theoretical foundation, the analytical part will focus on evaluating the marketing mix of Moderné Kúpele Turčianske Teplice, developing detailed customer personas, and benchmarking the company against selected competitors. These steps are essential for formulating realistic and targeted marketing recommendations aimed at increasing the number of self-paying clients.

2. Analytical Part

Our analytical part is concentrated on data sourcing and analyzing from various sectors which are interconnected with strategic marketing plan.

Background information on interview respondents

The background information outlines the key characteristics and professional positions of the respondents, which are essential for understanding their perspectives and roles within the selected company. All three respondents are part of the senior and middle management of Moderné Kúpele Turčianske Teplice, contributing to the strategic direction and daily operations of the spa.

- **Respondent 1:** The first respondent is the **Chief Executive Officer (CEO)** of Moderné Kúpele Turčianske Teplice. At the age of 52, she holds the highest executive position within the organization. Her role involves overseeing the overall management and development of the spa, setting long-term goals, and making key strategic decisions. As the main representative of the company, the CEO is directly responsible for financial performance, operational efficiency, and maintaining competitiveness in the spa industry.
- **Respondent 2:** The second respondent serves as the **Chairman of the Board of Directors** and is 60 years old. This position focuses on governance, corporate strategy, and ensuring that the management aligns with the interests of stakeholders. The Chairman works closely with the CEO to guide the organization in achieving its mission and vision, particularly in terms of investments, innovation, and long-term sustainability.
- **Respondent 3:** The third respondent is a member of **middle management** at Moderné Kúpele Turčianske Teplice. This person plays a critical role in operational decision-making and daily management within specific departments such as wellness services or guest experience. Their insight is valuable for understanding internal processes, customer satisfaction efforts, and the implementation of marketing or service-related strategies.

2.2 Marketing Mix

2.2.1 Product

Moderné Kúpele Turčianske Teplice offer a wide spectrum of products and services for therapeutic, wellness, and luxury purposes. The portfolio is categorized into:

Hydrotherapy

- Whirlpool bath for upper limbs
- Whirlpool bath with jets
- Milk bath
- Beer bath
- Hydromassage
- Access to the Olympic swimming pool

Thermotherapy

- Parafango wrap “Džibuti”
- Paraffin wrap “Gabun”
- Peat wrap “Togo”

Electrotherapy and Gas Procedures

- Electrotherapy
- Oxygen therapy “Brasil Oxygen”
- CO2 injections
- CO2 gas wrap “Lesotho”

Premium Golden Treatments

- Venus Gold Treatment for beautiful skin
- Luxemburg Gold Therapy
- Turčianska Gold Facial Mask

Massages

- Full-body classical massage
- Back release massage
- Reflexology foot massage
- Lymphatic massage
- Japanese Shiatsu massage

- Honey detox massage
- Body forming massage
- Hot stone massage
- Hawaiian LOMI-LOMI massage

Sauna & Relaxation

- Entry to Royal SpaSauna (various packages)
- SPA Wellness Light programs (Mon–Thu and Fri–Sun)

Spa Stays and Wellness Packages

- Royal Classic: Includes three daily treatments and half-board
- Royal Venus: Includes golden skin therapy and luxury lodging
- Royal Harmony: Minimum 2-night stay with two procedures per night
- Royal Luxemburg: Men-focused stay with luxury treatments
- Royal Mercedes-Benz: Thematic weekend stay
- Royal Light: Short stay with full spa access
- Royal Special: Includes royal bath, breakfast, and Art Club VIP
- Bed & Breakfast: Classic accommodation with breakfast only

Complementary Services

- Art Club VIP (cultural program access)
- Exercise and stretching sessions
- Residence Opera (private luxury apartment lodging)

Interview Insight - CEO (Respondent 1): "We have designed a portfolio that is not only therapeutic but also luxurious. Each stay or procedure has a clear target group – from senior wellness to millennial lifestyle seekers."

Interview Insight - Middle Manager (Respondent 3): "Guests can select their stay based on their lifestyle, medical needs, or even aesthetic goals. We personalize every element of the package."

2.2.2 Price

Prices for self-paying clients are clearly segmented by service category and reflect both the exclusivity of treatments and competitive market positioning.

Hydrotherapy

- Whirlpool bath for upper limbs: 15 EUR
- Whirlpool bath with jets: 20 EUR
- Milk bath: 30 EUR

- Beer bath: 35 EUR
- Hydromassage: 20 EUR
- Olympic pool access: Included in wellness stay

Thermotherapy

- Parafango wrap “Džibuti”: 18 EUR
- Paraffin wrap “Gabun”: 18 EUR
- Peat wrap “Togo”: 20 EUR

Electrotherapy and Gas Procedures

- Electrotherapy: 9 EUR
- Oxygen therapy “Brasil Oxygen”: 15 EUR
- CO2 injections: 9 EUR
- CO2 gas wrap “Lesotho”: 25 EUR

Premium Golden Treatments

- Venus Gold Treatment: 325 EUR
- Luxemburg Gold Therapy: 195 EUR
- Turčianska Gold Mask: 216 EUR

Massages

- Classical full-body massage: 55 EUR
- Back release massage: 55 EUR
- Reflexology foot massage: 55 EUR
- Lymphatic massage: 55 EUR
- Japanese Shiatsu massage: 55 EUR
- Honey detox massage: 55 EUR
- Body forming massage: 99 EUR
- Hot stone massage: 89 EUR
- Hawaiian LOMI-LOMI massage: 89 EUR

Sauna & Wellness Entry

- Royal SpaSauna (2h without Spa&Aquapark): 25 EUR
- Royal SpaSauna (2h with Spa&Aquapark): 20 EUR
- SPA Wellness Light (Fri–Sun): 32 EUR
- SPA Wellness Light (Mon–Thu): 29 EUR

Wellness Packages

- Royal Classic: from 194 EUR
- Royal Venus: from 285 EUR

- Royal Harmony: from 200 EUR
- Royal Luxemburg: from 220 EUR
- Royal Mercedes-Benz: from 200 EUR
- Royal Light: from 170 EUR
- Royal Special: 135 EUR
- Bed & Breakfast: from 150 EUR
-

Loyalty and Discounts

- Art Klub VIP: 30 EUR/year
- Senior and family cards: from 20 EUR
- Promotional bundles and seasonal discounts available

Interview Insight - Chairman of the Board (Respondent 2): "While some packages are premium-priced, we offer unmatched value through exclusivity and personalization. Our pricing reflects both the therapeutic value and the overall customer experience."

Interview Insight - CEO (Respondent 1): "We are exploring more dynamic pricing models and exclusive packages for returning guests. Value perception is key in wellness services."

2.2.3 Place (Distribution)

Moderné Kúpele Turčianske Teplice ensure convenient service delivery through both physical infrastructure and modern digital platforms. Their physical setting is an essential part of the customer experience, offering a seamless combination of treatment, accommodation, and natural environment.

Direct Distribution Channels

- Official websites: www.therme.sk and www.royalpalace.therme.sk
- Phone reservations and email communication for personal consultation
- Front desk sales at the spa reception
- On-site consultation and booking at therapeutic centers

Indirect Channels

- Partner travel agencies (domestic and international)
- Health insurance companies (contracted therapeutic procedures)

- Online platforms such as ZľavaDňa, Boomer, Booking.com
- Cooperation with private clinics and doctors for therapeutic referrals

Location & Accessibility

- Town: Turčianske Teplice is located in the Turiec region of central Slovakia, between the towns of Martin and Žiar nad Hronom.
- Transport: The spa is accessible via train, bus, and direct car routes (e.g., R1 expressway connection).
- Setting: Nestled in a natural valley, surrounded by the Greater and Lesser Fatra Mountains (Veľká a Malá Fatra), it benefits from clean air and peaceful surroundings, enhancing the healing effect.
- Resort Areas:
 - Hotel Veľká Fatra****: Medical treatments, rehabilitation, accommodation.
 - Royal Palace***:** Five-star wellness and diagnostic center with Art Deco design.
 - Rezidencia Opera: Exclusive lodging in a restored historic villa.
 - Spa & Aquapark: A public mineral water area adjacent to therapeutic zones.
 - Royal Spa & Royal Bath House: Historic architecture with premium spa experiences.

Internal Infrastructure

- All buildings are interconnected or within walking distance, improving mobility for elderly clients.
- Rooms, procedures, and dining are located across a compact campus for efficient scheduling and comfort.
- Signage and reception assistance are available in multiple languages.

Interview Insight - Middle Manager (Respondent 3): "Guests appreciate our all-in-one location. The close connection between hotel, treatments, and restaurants enhances comfort and efficiency. Everything is within reach, which is especially valued by senior clients and those on short-term stays."

2.2.3 Promotion

Marketing communication combines emotional storytelling, brand positioning, and digital engagement.

Digital Advertising

- Google Ads, Facebook and Instagram campaigns targeting Slovak and Czech audiences
- SEO-optimized content for wellness-related keywords
- Retargeting campaigns for visitors who abandon booking carts

Content Marketing

- Blog articles on balneotherapy, beauty, and wellness trends
- Email newsletters offering seasonal deals and loyalty rewards
- Video storytelling and virtual tours on social media

Public Relations and Influencer Strategy

- Hosting influencers and journalists for press trips
- Collaborations with wellness ambassadors
- Appearances in health fairs, expos, and spa conferences

Offline Promotion

- Print brochures in medical clinics and pharmacies
- Regional billboards and event sponsorships
- Cultural and local partnerships (e.g., ARTUR gallery)

Interview Insight - CEO (Respondent 1): "Our communication goes beyond promoting services. We want to create emotions and memories that last—especially for clients looking for wellness and luxury."

Interview Insight - Chairman (Respondent 2): "Brand experience is central. We invest in premium visual identity and storytelling because it resonates more than transactional advertising."

2.3 Marketing Mix Analysis of Spa Aphrodite Rajecké Teplice

This section offers a detailed analysis of the current marketing mix (4P) at Spa Aphrodite Rajecké Teplice, focusing on the structure and optimization of services for self-paying clients. Each segment reflects the spa's offerings, market positioning, and strategic communication.

2.3.1 Product

Spa Aphrodite provides a diverse selection of wellness and balneo services, structured across modern and classic spa experiences.

Hydrotherapy

- Thermal pool with healing mineral water
- Roman bath
- Relaxation pool with hydromassage jets
- Kneipp path
- Outdoor whirlpool

Thermotherapy

- Finnish sauna
- Infrared sauna
- Tepidarium and caldarium
- Steam bath with essential oils

Balneotherapy and Inhalation

- Carbon dioxide baths
- Mineral therapeutic baths
- Inhalation chamber with healing aerosols
- Salt cave relaxation room

Massages and Body Care

- Aromatherapy massage
- Classic partial/full-body massage
- Reflexology massage
- Anti-cellulite treatments
- Honey massage and Thai oil therapy

Beauty and Aesthetic Treatments

- Facial cleansing and revitalization
- Anti-aging cosmetic treatments
- Peeling and wraps
- Spa rituals for couples

Wellness Packages and Spa Stays

- Aphrodite Romance
- Aphrodite Classic Relax
- Aphrodite Royal
- Weekend Detox
- Beauty Weekend
- Healing Stay

Additional Services

- Private Spa zone
- VIP Lounge
- Fitness center and yoga classes
- Aphrodite Café and Restaurant
- Cultural events in Spa House

2.3.2 Price

Spa Aphrodite's pricing structure reflects its premium market position, with dynamic offers across therapy and relaxation sectors.

Hydrotherapy and Pools

- Thermal pool access: from 18 EUR (2 hours)
- Roman bath entry: from 20 EUR
- Private whirlpool: 35 EUR/hour

Sauna World

- Entry to complete sauna circuit: 19 EUR
- VIP sauna private booking: from 40 EUR/hour

Therapeutic Treatments

- CO2 mineral bath: 23 EUR
- Inhalation therapy: 12 EUR

- Salt cave session: 10 EUR

Massages and Cosmetic Services

- Aromatherapy massage: 55 EUR
- Thai oil massage: 60 EUR
- Facial revitalization: 40 EUR
- Peeling and wrap: 45 EUR

Wellness Packages

- Aphrodite Classic Relax: from 165 EUR/night
- Beauty Weekend: from 199 EUR (2 nights)
- Royal Stay: from 275 EUR/night
- Healing Stay: from 210 EUR/night

Loyalty and Discounts

- Loyalty card holders: 10% discount
- Discounted midweek stays
- Gift vouchers available for all procedures

2.3.4 Place (Distribution)

Spa Aphrodite is both a physical sanctuary and a digitally accessible wellness brand.

Direct Channels

- Official website: www.spa.sk
- Phone and email booking
- Front desk and concierge sales
- In-house doctor consultations and referrals

Indirect Channels

- Partner travel websites (Booking.com, Spa & Wellness portals)
- Tourist information offices in Žilina and Trenčín region
- Collaboration with private clinics and physicians

Location & Accessibility

- **Town:** Rajecké Teplice is located in northern Slovakia, approximately 15 km from Žilina
- **Surroundings:** Situated in the Rajecká valley, the spa is surrounded by the Súľov Mountains and national parks

- **Infrastructure:**
 - **Spa Aphrodite Palace**:** Main therapeutic and luxury hotel complex**
 - **Aphrodite Hotel and Aphrodite House:** Classical and modern accommodation
 - **Thermal pools & outdoor saunas:** Located in natural settings
 - **Medical Balneo Center:** For diagnostics and treatments
 - **Restaurant and café zones:** On-site fine dining options

Internal Comfort and Navigation

- Elevators and ramps for easy movement
- On-site parking and electric shuttle service
- Indoor passageways between lodging and procedures
- Multi-language navigation boards

2.3.4 Promotion

Spa Aphrodite uses a combination of traditional elegance and digital sophistication to attract new and returning self-paying clients.

Digital Promotion

- Targeted Google Ads and social media campaigns (Facebook, Instagram)
- Email marketing with seasonal offers and loyalty content
- SEO-optimized landing pages for packages and wellness blog posts

Influencer and Content Strategy

- Collaboration with lifestyle bloggers and wellness influencers
- Video tours of spa experiences shared on YouTube and Instagram
- Highlighted guest stories and visual testimonials

Public Relations and Events

- Hosting media trips and travel magazine editors
- Participation in international wellness tourism fairs
- Joint PR campaigns with Žilina tourism board
-

Print and Physical Advertising

- Premium wellness magazines and regional lifestyle publications

- Billboards on transit routes from Bratislava, Žilina, and Czech Republic
- Printed brochures distributed via medical clinics and pharmacies

2.4 Marketing Mix Analysis of Spa Piešťany

This section presents a detailed breakdown of the marketing mix (4P) for Spa Piešťany, with a focus on offerings and positioning for self-paying clients. The approach highlights the spa's therapeutic heritage, international reach, and wellness innovations.

2.4.1 Product

Spa Piešťany is internationally renowned for its specialization in musculoskeletal and rheumatic treatments. Its products are grounded in a medical-based wellness model supported by natural healing resources.

Hydrotherapy

- Thermal mirror pool with sulfur-rich mineral water
- Therapeutic swimming pool
- Whirlpool baths
- Bubble bath therapy
- Scottish showers and underwater jets

Thermotherapy

- Natural sulfur mud packs
- Infrared heating wraps
- Paraffin therapy
- Hot compresses and local heat applications

Massages and Physiotherapy

- Classic therapeutic massage
- Soft tissue release
- Underwater massage
- Manual lymphatic drainage
- Kinesiology taping and mobilization techniques

Beauty and Preventive Care

- Medical wellness consultations
- Detox programs
- Facial treatments and anti-aging services
- Slimming body wraps and infrared saunas

Therapeutic and Wellness Packages

- Health Spa Stay – Traditional
- Intensive Regeneration Stay
- Spa Break & Relax
- Healthy Spine Program
- Senior Comfort
- Post-COVID Rehabilitation Stay

Complementary Services

- On-site diagnostics center
- Spa library and cultural club
- Active recreation: Nordic walking, aqua aerobics
- International guest concierge and multilingual reception

2.4.2 Price

Spa Piešťany's pricing reflects its high level of medical care, international clientele, and historically rooted treatment programs.

Hydrotherapy and Pools

- Mirror pool session: from 18 EUR
- Whirlpool bath: 20 EUR
- Bubble bath: 18 EUR

Thermotherapy

- Mud pack (whole body): 28 EUR
- Paraffin hand therapy: 14 EUR
- Heat compress: 11 EUR

Therapeutic Treatments

- Underwater massage: 25 EUR
- Manual lymphatic drainage: 30 EUR

- Soft tissue massage: 22 EUR

Preventive and Beauty Services

- Anti-aging facial: 40 EUR
- Slimming wrap: 32 EUR
- Detox consultation: 20 EUR

Spa Packages

- Traditional Health Spa Stay (7+ nights): from 960 EUR/week
- Spa Break & Relax (2–3 nights): from 330 EUR
- Senior Comfort Package: from 540 EUR/week
- Post-COVID Stay: from 580 EUR/week

Offers and Discounts

- Long-stay discount (over 14 nights)
- Early booking bonus of up to 10%
- Repeat guest loyalty program with annual bonus nights

2.4.3 Place (Distribution)

Spa Piešťany combines world-class physical infrastructure with an effective digital and international sales network.

Direct Channels

- Ensana official website and booking portal
- Phone and email reservations in multiple languages
- On-site medical diagnostics and therapy scheduling

Indirect Channels

- Partnerships with foreign health insurance providers
- International tour operators and travel agents
- Embassies and diplomatic guest referrals
- Spa & wellness aggregators (SpaFinder, HealingHotels)

Location & Accessibility

- **City:** Located on Spa Island (Kúpeľný ostrov), Piešťany is situated on the Váh River in western Slovakia
- **Surroundings:** Historic spa park, 19th-century architecture, pedestrian bridges and thermal lakes
- **Facilities:**
 - **Hotel Thermia Palace***:**** Luxury accommodation and historic prestige
 - **Pro Patria Hotel and Balnea Esplanade:** Mid-range medical spa hotels
 - **Balnea Health Spa Center:** Core for treatments and diagnostics
 - **Café Alexander and Colonnade Bridge:** Cultural and relaxation zones

International Orientation

- Multilingual reception staff (EN, DE, RU, FR, AR)
- Airport transfers and train access via Bratislava and Vienna
- Spa Island isolation allows full privacy and serenity

2.5 What services and prices are offered by the main competitors?

- **Piešťany (Spa Piešťany / Ensana Hotels):**
 - Focus on musculoskeletal rehabilitation and long-term therapeutic stays.
 - Services include mud packs, mirror pools, hydrotherapy, electrotherapy.
 - Prices (approx.): 2-week therapeutic stay from **€1,200**, individual procedures from **€25–€70**.
 - Emphasis on complex medical diagnostics and European clientele.
 - Entry-level wellness stay (2 nights) from **€135**, procedures from **€10–€45**.
- **Turčianske Teplice (Moderné Kúpele):**
 - Mix of wellness and therapeutic services with luxury packages (e.g., Royal Venus).
 - Prices range from **€170–€325** for packages and **€9–€99** for procedures.
 - Targeting both insured and self-paying clients.

- **Spa Aphrodite Rajecské Teplice (You):**
 - Balanced mix of luxury relaxation and light therapy.
 - High-end treatments (massage, facials) from €40–€60, spa stays from €165–€275 per night.

What positioning strategies are used by Piešťany, Rajecské Teplice?

- **Piešťany:**
 - **Medical-centric positioning** with strong branding in international health tourism.
 - Historical reputation and partnerships with insurers and EU clients.
 - Focus on long-stay medical clients (rehabilitation tourism).
- **Rajecské Teplice (Aphrodite):**
 - **Luxury and romantic wellness positioning.**
 - Strong emphasis on aesthetics, architecture (Roman design), and visual identity.
 - Appeals to urban, younger, and premium Slovak clients as well as couples and lifestyle travelers.

In which areas do these competitors outperform Turčianske Teplice?

- **Piešťany** outperforms in:
 - International recognition and medical prestige.
 - Depth of complex diagnostic and rehabilitative services.
 - Foreign insurance and EU clientele integration.
- **Rajecské Teplice** outperforms in:
 - Visual luxury and immersive wellness atmosphere.
 - High-end rituals, couples packages, and influencer appeal.
 - Integration of architecture, design, and emotion into service delivery.

What is Spa Aphrodite's unique value proposition in comparison?

Spa Aphrodite Rajecské Teplice distinguishes itself through:

- **Aesthetic and visual luxury** unmatched in the Slovak spa sector – Roman architecture, marble interiors, exclusive thermal pools.
- **Romantic and lifestyle branding** that targets younger, experience-driven audiences.
- **Emotional wellness** through curated rituals, private spa zones, and elegant marketing materials.
- **Integrated culinary, cultural, and relaxation services** that elevate the stay beyond therapy – including VIP lounges, gourmet restaurants, and on-site events.
- **Strong domestic recognition** with growing presence in Czech and Polish markets due to social media campaigns.

2.6 Unique Value Proposition of Moderné Kúpele Turčianske Teplice

Moderné Kúpele Turčianske Teplice offer a distinctive blend of historical balneology, medical rehabilitation, and modern wellness design. Its core uniqueness lies in the combination of premium spa infrastructure, naturally healing thermal springs, and strategic accessibility in central Slovakia—making it a versatile destination for both insured and self-paying clients.

2.6.1 Key Differentiators

1. Only Golden Spa in Slovakia

- Turčianske Teplice is known as the “*Golden Spa*”, offering premium services such as the Venus Gold Facial, Turčianska Gold Mask, and Golden Wraps—luxury treatments that are not available in Piešťany, Ražecské Teplice, or Bojnice.

2. Dual Market Focus: Insurance + Luxury Self-payers

- Unlike Piešťany (mostly international therapeutic clientele) or Ražecské Teplice (wellness couples/lifestyle travelers), Turčianske Teplice maintains a balanced offer for both health insurance-covered patients and affluent private clients—creating resilience and market flexibility.

3. All-in-One Wellness Campus

- Clients benefit from a compact spa town where accommodation, treatment, diagnostics, restaurants, and water worlds are located within walking distance.

The Hotel Veľká Fatra**, Royal Palace*****, and Spa&Aquapark** form an integrated ecosystem rarely matched in Slovakia.

4. Central Location in Slovakia

- o Easily reachable from Žilina, Banská Bystrica, Martin, and even Bratislava, it attracts both domestic weekend guests and regional long-stay clients. This central accessibility outperforms Bojnice and Piešťany in terms of catchment area versatility.

5. Innovative and Personalized Stays

- o Royal-themed packages such as Royal Mercedes-Benz, Royal Harmony, or Royal Venus create emotionally branded experiences. These thematic stays, often tied to exclusive events or cosmetic rituals, offer lifestyle wellness narratives tailored to younger or design-conscious clients.

2.6.2 How Moderné Kúpele Turčianske Teplice Stands Out

Table 2: How company stands out

Feature	Turčianske Teplice	Rajecké (Aphrodite)	Teplice	Piešťany (Ensana)
Natural Healing Water	Golden sulfur-thermal spring	Aesthetic thermal pools		Renowned for sulfur-mud combo
Target Client Mix	Balanced (insured + luxury)	Primarily wellness/lifestyle		Mostly foreign therapeutic stays
Luxury Aesthetic Experience	Royal Palace, gold rituals	Strong visual branding (Roman spa)		Classical heritage architecture
Wellness + Therapy Integration	Strong dual focus	More wellness-oriented		Strong therapy and diagnostics
Thematic Packages	Branded lifestyle stays	Romantic and detox weekends		Medical therapy bundles
Accessibility (Location)	Central Slovakia	Northern Slovakia		Western Slovakia

2.7 Customer Persona and Target Segments – Comprehensive Analysis

To effectively design marketing strategies that attract more self-paying clients, it is essential to understand the distinct groups within the spa's clientele. Below are four named customer personas developed based on actual visitor types and managerial insight from Moderné Kúpele Turčianske Teplice. These personas represent both current and potential clients and are categorized into strategic segments.

2.7.1 Customer Personas and Segments

Segment A: Senior Therapeutic Guests

Persona 1 – The Wellness-Oriented Retiree

- **Name:** Jozef Novák
- **Age:** 63
- **Type:** Domestic Former Insured Client
- **Motivation:** Maintains health and wellness through routine relaxation therapies
- **Behavior:** Prefers senior packages, books biannual visits, enjoys hydrotherapy
- **Category:** Transitional Self-Payer (Former Insured)

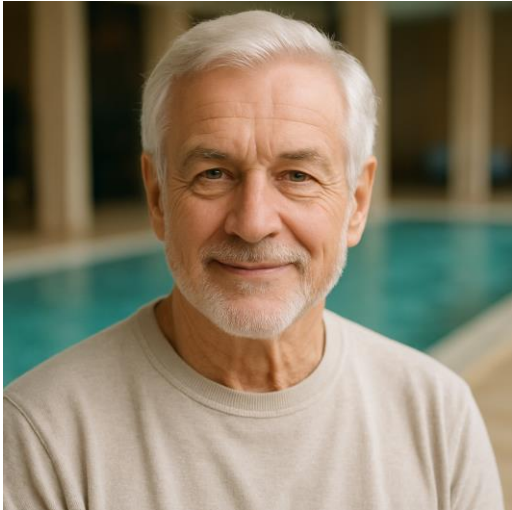


Figure 1: Persona 1

Persona 2 – The Rehabilitative Pensioner

- **Name:** Lukáš Nemeč
- **Age:** 58
- **Type:** Domestic Client with Insurance Coverage
- **Motivation:** Uses spa services based on medical need, covered by insurance
- **Behavior:** Attends 21-day stays, follows prescribed therapies (massage, physio)
- **Category:** Insured Client (not target for conversion)

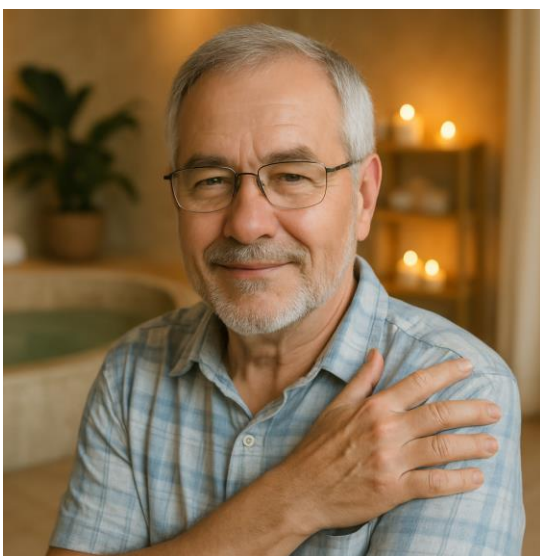


Figure 2: Persona 2

Segment B: Foreign Nostalgic Guests

Persona 3 – The Cross-Border Comfort Seeker

- **Name:** Alena Dvořáková
- **Age:** 68
- **Type:** Foreign Self-Paying Client (Czech Republic)
- **Motivation:** Affordability, familiarity, and therapy for arthritis
- **Behavior:** Books 10–14 day structured stays, values comfort and routine
- **Category:** Primary Self-Paying Target (International)



Figure 3: Persona 3

Segment C: Active Lifestyle Visitors

Persona 4 – The Sporty Biohacker

- **Name:** Jakub Galovič
- **Age:** 24
- **Type:** Domestic Sports Enthusiast
- **Motivation:** Muscle regeneration, physical recovery, improving performance
- **Behavior:** Books wellness/sports packages after race season
- **Category:** Primary Self-Paying Target (Domestic Youth/Active)



•
Figure 4: Persona 4

2.7.2 Answers to Research Questions

1. Who are the typical self-paying clients of the spa?

- **Foreign senior visitors** like *Alena Dvořáková* from the Czech Republic, who seek affordable therapeutic holidays.
- **Young Slovak professionals and athletes**, such as *Jakub Galovič*, who invest in their physical well-being.
- **Former insured domestic clients** (e.g., *Jozef Novák*) who now continue spa visits independently as part of their retirement lifestyle.

The **CEO (Respondent 1)** These individuals share characteristics such as higher willingness to pay, preference for customized comfort, and online booking behavior.

3. What motivates them to choose Turčianske Teplice?

- Thermal healing heritage and medical reputation of the spa town.
- Familiarity and accessibility for Czech clients (same language family, proximity).
- Good price-to-quality ratio, especially in comparison with Western Europe.
- Diverse wellness options including modern treatments and classic balneotherapy.
- Freedom to personalize their stay (duration, procedures, level of luxury).

The **CEO (Respondent 1)** confirmed that self-payers are increasingly attracted by flexible packages and modern services, especially in combination with nature and tradition.

2.7.3 How do they differ in behavior and decision-making from insured clients

Table 3: Differentiation between clients

Criteria	Self-Paying Clients	Insured Clients
Motivation	Wellness, recovery, relaxation, performance	Doctor-prescribed rehabilitation
Planning	Independent booking, often online	Coordinated with insurance provider
Package Choice	Preference for premium or personalized services	Standard insured stays, less flexibility
Spending Habits	Willing to invest in extras (massages, wellness, fitness)	Limited to covered procedures
Service Expectations	High – professional care, comfort, experience	Focused on medical outcomes
Loyalty	Influenced by value and satisfaction	Influenced by insurance cycle and availability

As noted by **middle management (Respondent 3)**, self-payers are more critical but also more loyal when their expectations are met.

2.7.4 What offers and communication strategies are most appealing to them?

Offers

- Wellness getaways (weekend or week-long) with massages, baths, saunas
- Sports regeneration stays for athletes and active adults
- Cross-border therapeutic holidays marketed to Czech clients
- Loyalty programs and VIP discounts for repeat self-payers

Communication

- Localized content in Czech and English for foreign guests
- Social media marketing with wellness influencers
- SEO-optimized spa blog with wellness advice and treatment guides
- Clear, mobile-friendly website with online booking and package overview
- Email campaigns featuring seasonal offers and new services

According to the **Chairman (Respondent 2)**, digital communication is a strategic priority for attracting and retaining foreign and young domestic clientele.

2.7.5 Outcome Of Customer Persona

The most valuable self-paying client segments for Moderné Kúpele Turčianske Teplice consist primarily of two distinct groups: foreign senior visitors and domestic younger individuals who actively seek wellness, relaxation, and preventive healthcare services. These segments represent a growing and financially significant market for the spa, as they are not limited by insurance restrictions and are more open to investing in premium, personalized experiences. In contrast to insured clients, who typically focus on standard medical treatments covered by health insurance providers, self-paying clients demonstrate different sets of expectations, purchasing behaviors, and decision-making processes.

Foreign seniors, particularly from Western Europe and neighboring countries, often look for trusted therapeutic services that combine proven health benefits with a calm, elegant environment. For them, tradition, comfort, and credibility are essential. On the other hand, younger domestic wellness seekers are more likely to be interested in modern wellness trends such as detox programs, mindfulness activities, fitness therapies, and beauty treatments. This group also tends to prioritize convenience, online accessibility, and the overall lifestyle value of the spa experience.

3. Marketing Development Proposal for Moderné Kúpele Turčianske Teplice

This marketing proposal outlines strategic initiatives designed to increase sales and market share of self-paying clients at Moderné Kúpele Turčianske Teplice. Drawing on the competitive analysis, unique value proposition, and service offerings, the following multi-part plan addresses key growth areas.

3.1 Vision and Strategic Objectives

Vision Statement

The long-term vision of Moderné Kúpele Turčianske Teplice is to establish itself as the leading integrated wellness and therapeutic spa brand in Slovakia, with a special focus on serving premium and mid-income self-paying clients. The goal is to become a top-of-mind destination for individuals who value high-quality health treatments, relaxation, and comprehensive wellness experiences. By offering a balanced combination of traditional spa methods, innovative services, and exceptional customer care, the spa aims to build a strong and trusted brand reputation both domestically and internationally.

Strategic Objectives (12–18 months):

In order to achieve the above vision, the spa has defined a set of strategic objectives to be implemented over the next 12 to 18 months:

- **Increase self-paying bookings by 30%:** Through targeted marketing campaigns, special offers, and improved customer experience, the spa plans to significantly grow the number of clients who choose to pay directly for services. This segment is crucial for financial stability and future development.
- **Boost website-generated reservations by 40%:** Enhancing the spa's digital presence, user experience, and online booking system will help attract more clients

through the website. The aim is to make the online reservation process easier, faster, and more user-friendly, thereby increasing direct sales and reducing dependence on third-party platforms.

- **Expand reach into Czech and Polish markets:** By entering new regional markets, especially in neighboring countries like the Czech Republic and Poland, the spa hopes to attract foreign clients who are already familiar with spa culture. This expansion will be supported by localized marketing efforts, translated content, and cooperation with travel agencies and wellness influencers from these countries.
- **Increase repeat visit rate among domestic clients by 20%:** Client retention is a key factor in maintaining long-term profitability. The spa aims to encourage more return visits through loyalty programs, personalized offers, and consistent quality of service that meets or exceeds guest expectations.
- **Launch at least two new experiential spa packages:** To keep the offer fresh and attractive, the spa plans to introduce at least two innovative wellness packages. These will combine relaxation, health benefits, and unique experiences, appealing to both new and returning clients who seek something more than a traditional spa stay.

3.2 Product Innovation and Development

New Experiential Packages

In order to attract new visitors and encourage repeat stays, Moderné Kúpele Turčianske Teplice is introducing a set of carefully designed experiential packages that combine wellness, culture, and lifestyle elements. These packages aim to go beyond the traditional spa experience by offering guests a deeper level of personalization, comfort, and emotional engagement.

- **Golden Weekend Deluxe**

This premium weekend package offers an exclusive two-night stay designed for clients who value luxury, elegance, and high-quality care. The stay includes a rejuvenating Gold Facial treatment known for its anti-aging and skin-brightening

effects, full access to the Royal Spa facilities, and a specially prepared welcome dinner served in the spa's elegant Art Deco-style restaurant. This package is ideal for couples, solo travelers, or friends looking for a refined wellness escape in a historic and luxurious environment.

- **Thermal Detox Balance**

Tailored for working professionals and individuals dealing with high stress or fatigue, this package focuses on restoring inner balance and promoting physical and mental well-being. It includes anti-stress treatments, lymphatic drainage procedures, and access to thermal pools and saunas. Guests also benefit from private consultations with wellness specialists, as well as daily yoga or mindfulness sessions. The program is structured to offer both relaxation and long-term health benefits through professional guidance.

- **Art & Health Residency**

Designed as a five-day holistic retreat, this unique package combines cultural enrichment with personalized health support. Guests participate in curated tours of local galleries and museums, attend evening cultural events such as concerts or literary readings, and receive individualized health and wellness plans. The aim of the residency is to connect body and mind, allowing guests to rejuvenate while engaging in meaningful artistic and intellectual experiences.

Customization Options

To meet the specific needs and preferences of modern wellness travelers, all experiential packages can be personalized through a range of customization options. This approach ensures a high degree of comfort, relevance, and satisfaction for each guest.

- **Pre-arrival Online Personalization:**

Prior to arrival, guests can access an online platform where they can select their preferred procedures, dietary requirements, and even the desired room atmosphere

(e.g., scent, lighting, or music preferences). This creates a sense of anticipation and allows staff to prepare a more tailored experience.

- **Add-on Modules:**

Guests have the opportunity to enhance their stay by adding specialized modules. These include beauty treatments, advanced diagnostics, physiotherapy or movement therapy, and romantic extras such as private spa access or in-room amenities. Each module is designed to complement the core package and provide additional value.

Thematic Seasonal Stays

Moderné Kúpele Turčianske Teplice also offers limited-time, themed packages throughout the year. These seasonal stays respond to the changing needs of clients during different times of the year and promote ongoing engagement with the spa's services.

- **Winter Immune Booster (December–February):**

Focused on strengthening the immune system during the colder months, this package includes vitamin-rich nutrition plans, immune-boosting treatments such as hydrotherapy and saunas, and guided outdoor walks in the fresh mountain air.

- **Spring Slim & Glow (April–May):**

Designed for guests interested in detoxification and appearance improvement before the summer season, this stay features weight management consultations, light fitness activities, skincare treatments, and fresh seasonal meals to support natural beauty and energy.

- **Autumn Anti-Stress Cure (September–November):**

As the year slows down and stress often increases, this package helps guests unwind and reset. It includes stress-relief massages, breathing techniques, restorative bathing rituals, and a soothing atmosphere to help manage seasonal fatigue and promote relaxation.

3.3 Target Audience and Segmentation Strategy

Primary Targets:

- Slovak women (35–60) with interest in self-care and beauty rituals
- Urban couples (30–55) from Slovakia and Czech Republic
- Czech and Polish wellness tourists (short-term premium packages)
- Professionals and business executives (stress reduction)

Secondary Targets:

- Seniors (60+) paying partially via insurance, upgrading stays
- Digital nomads and remote workers seeking quiet, healing retreats

3.4 Digital Marketing and Online Sales Development

Website Modernization:

- Revamp www.therme.sk with a conversion-optimized layout, enhanced visuals, and integrated online booking for all stays
- Add interactive wellness configurator to match clients with package suggestions

SEO and Content Strategy:

- Weekly blog and video updates on topics like balneology, gold rituals, health routines
- Targeted keywords: "wellness Slovakia", "luxusný víkend kúpele", "anti-age liečba teplice"

Paid Media Campaigns:

- Facebook/Instagram remarketing for website visitors
- YouTube campaign featuring the Royal Palace interior and guest testimonials
- Google Display Ads with emotion-driven visuals (gold, water, calmness)

Email Automation and CRM:

- Automated post-visit feedback emails with rebooking incentives
- Monthly wellness-themed newsletter with offers and booking links

3.5 Promotion and Brand Communication

Brand Positioning Refresh:

- Tagline: "Golden Wellness. Timeless Healing."
- Tone: calm, expert, elegant, and exclusive

Influencer Collaborations:

- Partnerships with Slovak and Czech wellness influencers (age 35–50)
- Invite content creators for themed press stays and documented rituals

PR and Events:

- Host seasonal press weekends (e.g., Golden Autumn Spa Experience)
- Sponsor cultural events in Martin and Žilina regions with spa branding

Print and Regional Ads:

- Focused billboard campaigns along R1 and D1 highway corridors
- Spa brochures in clinics, pharmacies, private health centers

3.6 Customer Experience & On-site Services

Welcome and Orientation:

- Personalized welcome kits (map, wellness planner, drink voucher)
- Multilingual digital concierge app with daily schedule alerts

Loyalty and Retention:

- Expansion of Art Club VIP with tiered benefits
- Create "Golden Guest" loyalty program with points for bookings, referrals, and stays

Enhanced Physical Evidence:

- Branded linens, toiletries, bathrobes with gold embroidery
- Royal-themed scent diffusers throughout public areas
- Ambient lighting and soundscapes in all treatment zones

3.7 Monitoring & Evaluation

KPIs to Track:

- Monthly bookings from new vs. returning clients
- Click-through rate on paid ads and website packages

- Package utilization rates
- Guest satisfaction via NPS scores and online reviews

Review Cycle:

- Monthly marketing report
- Quarterly strategy reviews with executive and operations teams

Conclusion

Moderné Kúpele Turčianske Teplice represent a uniquely positioned spa resort within the Slovak wellness and therapeutic tourism market. Unlike competitors such as Piešťany with its strong international therapeutic focus or Rajecké Teplice with its emotionally stylized luxury wellness, Turčianske Teplice stands out by combining both functional health rehabilitation and exclusive self-paying experiences in one fully integrated spa environment.

The comprehensive marketing mix analysis confirms that the spa has a diverse product portfolio—from classical hydrotherapy and CO₂ treatments to golden cosmetic rituals and themed premium stays. While competitors may excel in niche areas—such as Piešťany’s medical reputation or Rajecké Teplice’s architectural aesthetic—Turčianske Teplice provides a balanced, central, and accessible spa experience that appeals to a wide range of Slovak and regional clients.

The marketing development proposal outlines a multi-layered strategy to attract more self-paying clients through targeted segmentation, product innovation, and digital optimization. The proposal includes new experiential packages, digital conversion tools, influencer engagement, and CRM-driven personalization—positioning Turčianske Teplice as a future leader in Slovak wellness tourism.

Ultimately, the spa’s greatest competitive advantage lies in its “Golden Wellness” concept—offering guests not only scientifically proven health benefits but also emotional and sensory luxury. By investing in its brand narrative, digital infrastructure, and customer experience, Moderné Kúpele Turčianske Teplice can increase its visibility, differentiate from well-established competitors, and sustainably grow its revenue from self-paying segments.

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