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PROPOSAL FOR MARKETING DEVELOPMENT OF THE SELECTED COMPANY

NÁVRH ROZVOJE MARKETINGU VYBRANÉ SPOLEČNOSTI

BACHELOR'S THESIS

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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.

Abstrakt

Tato bakalářská práce se zaměřuje na identifikaci strategií ke zvýšení počtu samoplátců ve srovnání s pojištěnými klienty v moderních lázních v Turčianských Teplicích. Cílem výzkumu je analyzovat současnou strukturu klientů, porozumět jejich motivacím a navrhnout efektivní marketingové a servisní inovace, které přilákají více samoplátců. Teoretická část se věnuje základům lázeňského turismu, segmentaci zákazníků a spotřebitelskému chování. Analytická část vychází z analýzy interních dat, dotazníkového šetření mezi klienty a srovnání s konkurencí. Závěrečná část obsahuje konkrétní doporučení přizpůsobená potřebám lázní, včetně diverzifikace produktů, cílených propagačních aktivit a zlepšení zákaznické zkušenosti. Výsledky zdůrazňují význam personalizovaných služeb a přidané hodnoty při zvyšování podílu samoplátců.

Keywords

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

Klíčová slova

lázeňský turismus, samoplátci, zdravotní služby, marketingová strategie, spotřebitelské chování, 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 18th Aug 2025

Richard Ďurina
author's signature

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Introduction

The spa industry in Slovakia represents a significant part of the country's cultural and economic heritage. For centuries, natural thermal springs and healing mineral waters have been used for therapeutic purposes, forming the basis of a strong tradition of spa care. Slovak spas have long been recognized not only for their medical value but also for their contribution to tourism and regional development.

In recent years, however, the spa sector has been undergoing a gradual transformation. While spa services in the past were predominantly accessed through health insurance schemes, the number of insured clients has been steadily decreasing. This is mainly due to cost-saving measures implemented by health insurance companies. One of the most significant changes has been the limitation of fully reimbursed spa treatment from an annual benefit to once every three years. As a result, many potential patients are no longer eligible for regular reimbursed treatment, which has directly reduced the share of insured clients in Slovak spas.

This development has created both a challenge and an opportunity. For Moderné Kúpele Turčianske Teplice, it has become essential to transform their approach and strengthen their focus on attracting self-paying clients. These customers, who seek wellness, prevention, and lifestyle improvement, represent a growing market segment that can ensure the long-term sustainability and competitiveness of the spa.

In this context, the role of marketing has become more prominent. A well-structured marketing mix is crucial for adapting spa services to the expectations of self-paying customers. Elements such as product diversification, pricing strategies, distribution channels, and communication

activities play a key role in attracting new client segments and maintaining competitiveness in the dynamic spa market.

Goals of the Thesis

The main objective of the thesis is to define a proposal for the development of the company's marketing based on relevant theoretical foundations, conducted research, and analyses. The aim of the theoretical part is to outline an appropriate approach to marketing development. The aim of the analytical part is to identify key factors influencing the marketing development of the selected company. The aim of the proposal part is to elaborate a marketing development plan, including recommendations for implementation as well as an evaluation of impacts and prerequisites for realization."

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.

2 Methodology

This thesis applies a **mixed-methods approach**, combining both qualitative and quantitative techniques. The purpose of this design was to analyse the current marketing strategy of Moderné Kúpele Turčianske Teplice, compare it with selected competitors, and develop proposals for improvement. The methodological framework follows an **exploratory–comparative logic**: first analysing the current state, then comparing against competitors, and finally synthesising recommendations.

Data were collected from four main sources. Semi-structured **interviews** were conducted with the CEO, the Chairman of the Board, and a middle manager, providing managerial perspectives on the spa’s current marketing practices. In addition, **observation** was carried out during the summer season, focusing on customer behaviour and the delivery of spa services. Quantitative insights were obtained from **internal data** recorded in the Noris system during 2023–2024, which included the structure of clients, age categories, and geographical origin. Finally, **secondary data** were gathered from competitor websites, specifically Spa Aphrodite Rajecké Teplice and Kúpele Bojnice, to compare products, prices, and communication strategies.

Three main analytical tools were applied. The **marketing mix (4P)** provided a framework for analysing and comparing the marketing strategies of Moderné Kúpele Turčianske Teplice and its competitors. The development of **customer personas** allowed the creation of realistic profiles of the spa’s clientele, highlighting their needs and motivations. Finally, **value proposition analysis** was used to identify and compare the value offered by each spa, leading to the definition of the Unique Value Proposition of Moderné Kúpele Turčianske Teplice.

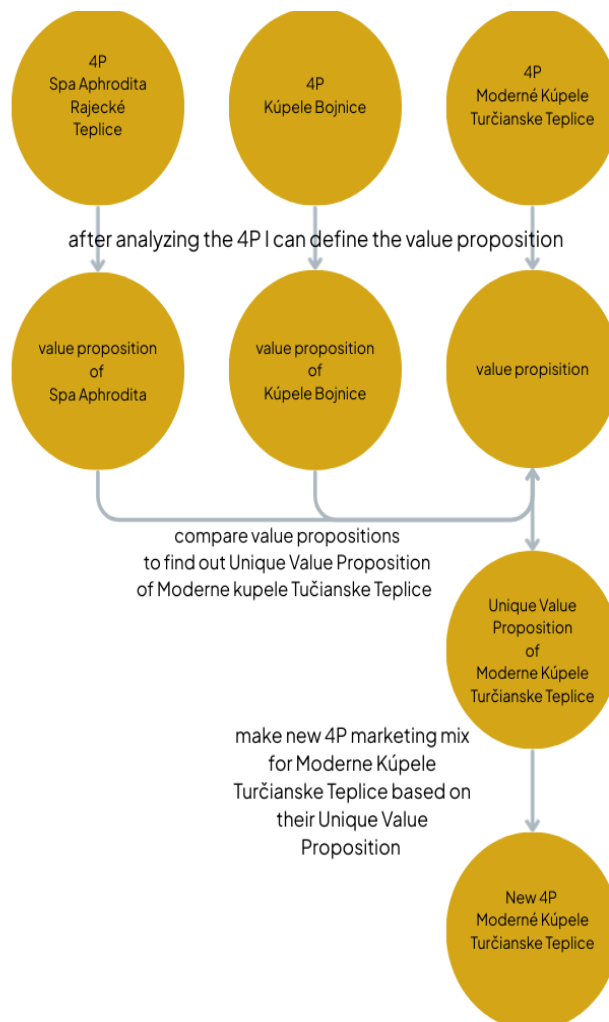
Table 1: Methodology

| Research Question | Method | Data Source | Purpose |
|---|------------------|--|-------------------------------------|
| How is the current marketing mix of Moderné Kúpele Turčianske Teplice structured? | 4P analysis | Internal data, interviews, observation | Identify the present strategy |
| Which elements of the marketing mix are most attractive for self-paying clients? | 4P analysis | Interviews, internal data | Assess strengths for target segment |
| Are the current prices and packages | Price comparison | Competitor websites, internal data | Evaluate competitiveness |

| | | | |
|--|---------------------------|-----------------------------------|-------------------------------------|
| competitive on the Slovak spa market? | | | |
| How does the communication strategy reflect expectations of self-paying clients? | Promotion analysis | Interviews, websites, observation | Analyse communication effectiveness |
| What are the key characteristics and motivations of the clientele? | Customer personas | Internal data, observation | Build accurate target profiles |
| How does the value proposition compare with competitors? | Value proposition mapping | 4P analyses of all spas | Define the Unique Value Proposition |

. The analytical procedure was divided into six steps. First, the marketing mix of Moderné Kúpele Turčianske Teplice was constructed, followed by the marketing mixes of Spa Aphrodite Rajecké Teplice and Kúpele Bojnice. Based on these analyses, the value propositions of each spa were defined and subsequently compared. This comparison enabled the identification of the Unique Value Proposition of Moderné Kúpele Turčianske Teplice. Finally, an improved marketing mix was proposed and customer personas were developed to capture the characteristics of the target clientele.

Figure 1: Steps of analyzing:



3 Theoretical Background

3.1 Development of the 4P Concept (Borden, McCarthy) and Extension to 7P

The marketing mix concept is one of the fundamental pillars of modern marketing, with its theoretical roots dating back to the mid-20th century. The idea of a “mix” of marketing tools was first systematically described by Neil H. Borden in 1964. Borden built on earlier work by James Culliton (1948), who compared a marketing manager to a “mixer” of different approaches and strategies ¹. In his model, Borden identified twelve elements of the marketing mix, including product planning, pricing, distribution channels, advertising, personal selling, and customer services.

Jerome McCarthy simplified Borden’s broader framework in 1960 into four main categories, now known as the **4Ps** – *Product, Price, Place, Promotion* ². This model became a core structure for marketing management and is still widely used in both theory and practice ³. According to Kotler and Armstrong (2018), the 4Ps provide a logical framework for making key business decisions regarding how value is created for customers and delivered to them ⁴.

From the 1980s onwards, the 4P model began to face criticism, particularly regarding its applicability in the services sector. Services differ from tangible goods in their intangibility, variability, and the close involvement of human interaction in their delivery ⁵. In response to these limitations, Booms and Bitner (1981) expanded the model by adding three more elements – *People, Process, Physical Evidence* – thus creating the **7P model**. This extended framework recognises that in services, customer experience is influenced not only by the core product and its price but also by the staff

¹ BORDEN, Neil H. *The Concept of the Marketing Mix*. *Journal of Advertising Research* [online]. 1964, vol. 4, no. 2, pp. 2–7. Online ISSN 1740-1909.

² McCARTHY, Jerome E. *Basic Marketing: A Managerial Approach*. 6th ed. Homewood, Ill.: R.D. Irwin, 1978. ISBN 978-0-256-02048-9.

³ KOTLER, Philip and KELLER, Kevin Lane, 2013. *Marketing Management*. 14th ed. Prague: Grada. ISBN 978-80-247-4150-5.

⁴ KOTLER, Philip and ARMSTRONG, Gary, 2018. *Principles of Marketing*. 17th ed. Pearson. ISBN 978-1-292-22017-8.

⁵ CROUCH, Geoffrey I. and RITCHIE, J.R. Brent, 1999. *Tourism, Competitiveness, and Societal Prosperity*. *Journal of Business Research*, 44(3), pp. 137–152.

providing the service, the processes involved, and the physical environment in which the service takes place ⁶.

3.2 Application in Services and the Wellness Sector

The marketing mix, particularly in its extended 7P form, is highly relevant in the context of services, where the nature of the offering differs significantly from that of physical goods. According to Kotler and Keller (2013), services are characterised by four main features: intangibility, inseparability, variability, and perishability ⁷. These features create unique challenges for marketing managers, requiring a more comprehensive approach to planning and delivery.

In the wellness and spa industry, these characteristics are even more pronounced. The product is not a tangible object but an experience, often associated with relaxation, healing, or personal well-being. As Crouch and Ritchie (1999) note, in tourism and related services, customer satisfaction is strongly influenced by the overall service environment, human interaction, and the perceived authenticity of the experience ⁸. Therefore, the elements of *People*, *Process*, and *Physical Evidence* are not supplementary but essential for ensuring customer loyalty and competitive advantage.

The application of the 7P model in wellness services involves several layers:

- **Product** refers to the range of wellness and therapeutic services, such as massages, hydrotherapy, sauna rituals, or relaxation packages. The focus is on designing experiences that meet both functional and emotional needs.
- **Price** must reflect both the perceived value of the service and the positioning of the spa in the market, balancing affordability with exclusivity ⁹.
- **Place** in this context often means the location and accessibility of the spa, as well as online booking systems that simplify the customer's journey.

⁶ BOOMS, Bernard H. and BITNER, Mary Jo, 1981. *Marketing Strategies and Organization Structures for Service Firms*.

⁷ KOTLER, Philip and KELLER, Kevin Lane, 2013. *Marketing Management*. 14th ed. Prague: Grada. ISBN 978-80-247-4150-5.

⁸ CROUCH, Geoffrey I. and RITCHIE, J.R. Brent, 1999. *Tourism, Competitiveness, and Societal Prosperity*. *Journal of Business Research*, 44(3), pp. 137–152.

⁹ KOTLER, Philip and ARMSTRONG, Gary, 2018. *Principles of Marketing*. 17th ed. Pearson. ISBN 978-1-292-22017-8.

- **Promotion** includes targeted communication strategies to attract different customer segments, such as self-payers seeking luxury wellness or insured clients using rehabilitation services.
- **People** play a decisive role, as staff competence, empathy, and professionalism directly impact the quality of the customer experience.
- **Process** ensures smooth and consistent service delivery, from reservation systems to the actual treatment procedures.
- **Physical Evidence** relates to the tangible aspects that shape customer perception, such as the interior design, cleanliness, and overall atmosphere of the spa facilities ¹⁰.

Kotler, Bowen, and Baloglu (2022) argue that in hospitality and tourism, the 7P framework allows managers to design an integrated strategy where all elements reinforce each other, ultimately creating a coherent and memorable experience ¹¹. In the wellness sector, this integration is key to differentiating the spa from competitors and maintaining long-term customer relationships.

3.3 Characteristics of the 7Ps in Service Marketing

3.3.1 Product

In the context of service marketing, the “product” is not a physical object but a set of benefits, experiences, and solutions provided to the customer. Kotler and Armstrong (2018) define a product as anything that can be offered to a market to satisfy a want or need, including physical goods, services, experiences, events, and ideas ¹². In the wellness and spa sector, the product encompasses therapeutic treatments, relaxation packages, wellness programs, and supporting services, all of which are designed to deliver both functional and emotional value to the customer.

Unlike tangible products, services cannot be owned; they are experienced in real-time, often involving personal interaction between the service provider and the customer. This means that the “product” in services must be carefully designed to deliver consistent quality while allowing

¹⁰ BOOMS, Bernard H. and BITNER, Mary Jo, 1981. *Marketing Strategies and Organization Structures for Service Firms*

¹¹ KOTLER, Philip; BOWEN, John T. and BALOGLU, Seyhmus, 2022. *Marketing for Hospitality and Tourism*. 8th ed., global edition. Harlow: Pearson. ISBN 978-1-292-36351-6.

¹² KOTLER, Philip and ARMSTRONG, Gary, 2018. *Principles of Marketing*. 17th ed. Pearson. ISBN 978-1-292-22017-8.

for some flexibility to meet individual needs. For example, in spa environments, this might include customisable treatment plans, seasonal wellness programs, or themed relaxation packages that combine multiple treatments into a coherent experience.

Kotler, Bowen, and Baloglu (2022) highlight that in hospitality and tourism, the product strategy should aim to create a distinctive offering that resonates with target market segments¹³. This involves not only defining the core service but also developing **augmented elements**, such as customer support, loyalty programs, or post-treatment recommendations, which can enhance the perceived value. Crouch and Ritchie (1999) further point out that in tourism and wellness, the service environment and authenticity of the experience become integral parts of the product¹⁴. For spas, this could mean integrating local traditions, natural resources (such as mineral water), or region-specific wellness rituals into the service portfolio.

Ultimately, the “product” in services is a carefully balanced combination of core benefits, expected features, and additional elements that together create a memorable and differentiated customer experience. In the spa industry, the design and management of the product directly influence not only customer satisfaction but also the facility’s competitive positioning in the market.

3.3.2 Price

Price is the only element of the marketing mix that directly generates revenue, making it a critical factor in service marketing. Kotler and Armstrong (2018) define price as the amount of money charged for a product or service, or the sum of the values that customers exchange for the benefits of having or using it¹⁵. In the services sector, and particularly in wellness and spa operations, pricing is more complex than in the sale of tangible goods because it must reflect both the tangible and intangible aspects of value.

In wellness services, the price is often perceived not only as a monetary cost but also as a signal of quality and exclusivity. For example, premium pricing strategies can position a spa as a luxury destination, attracting customers seeking a high-end experience. Conversely,

¹³ KOTLER, Philip; BOWEN, John T. and BALOGLU, Seyhmus, 2022. *Marketing for Hospitality and Tourism*. 8th ed., global edition. Harlow: Pearson. ISBN 978-1-292-36351-6.

¹⁴ CROUCH, Geoffrey I. and RITCHIE, J.R. Brent, 1999. *Tourism, Competitiveness, and Societal Prosperity*. *Journal of Business Research*, 44(3), pp. 137–152

¹⁵ KOTLER, Philip and ARMSTRONG, Gary, 2018. *Principles of Marketing*. 17th ed. Pearson. ISBN 978-1-292-22017-8.

competitive or promotional pricing may appeal to price-sensitive customers or help attract first-time visitors. Kotler, Bowen, and Baloglu (2022) stress that in hospitality and tourism, the price must be aligned with the perceived value of the overall experience, which includes service quality, facilities, and emotional satisfaction ¹⁶.

Pricing in spa services often uses a combination of methods, including cost-based pricing (calculating prices based on operational costs plus a desired profit margin), value-based pricing (setting prices according to the customer's perception of value), and competitive pricing (adjusting prices based on the rates charged by similar facilities in the market). In practice, many spas adopt a hybrid approach, ensuring that prices cover operational expenses while remaining attractive and competitive.

Another key aspect is **price differentiation**. Many spas offer a range of pricing levels depending on the type of service, duration, package composition, or even the day of the week and season. For instance, weekday promotions or off-season discounts can help increase occupancy during periods of low demand. Dynamic pricing systems, common in tourism and hospitality, can also be applied to spa services, adjusting rates according to demand fluctuations¹⁷.

Crouch and Ritchie (1999) note that in competitive tourism markets, price is not just a financial figure but a strategic tool that influences destination attractiveness and competitiveness ¹⁸. For wellness providers, this means balancing profitability with accessibility, ensuring that pricing reflects both operational realities and customer expectations.

3.3.3 Place

In the marketing mix, *Place* refers to the distribution channels and methods used to make a product or service accessible to customers. In service industries, including wellness and spa

¹⁶ KOTLER, Philip; BOWEN, John T. and BALOGLU, Seyhmus, 2022. *Marketing for Hospitality and Tourism*. 8th ed., global edition. Harlow: Pearson. ISBN 978-1-292-36351-6.

¹⁷ KOTLER, Philip and KELLER, Kevin Lane, 2013. *Marketing Management*. 14th ed. Prague: Grada. ISBN 978-80-247-4150-5.

¹⁸ CROUCH, Geoffrey I. and RITCHIE, J.R. Brent, 1999. *Tourism, Competitiveness, and Societal Prosperity*. *Journal of Business Research*, 44(3), pp. 137–152.

facilities, the concept of place extends beyond physical location to encompass all points of customer contact, both offline and online. Kotler and Armstrong (2018) describe place as the set of activities that make the product available to target consumers at the right time and location¹⁹.

For spas, physical location plays a significant role in shaping demand. Facilities situated in scenic areas, near natural resources such as mineral springs, or within established tourist destinations benefit from a built-in competitive advantage. Crouch and Ritchie (1999) highlight that accessibility and ease of travel are crucial determinants of competitiveness in tourism services²⁰. In spa contexts, this includes not only geographical positioning but also the availability of parking, proximity to public transport, and integration with nearby accommodation facilities.

However, in modern service marketing, place is no longer limited to physical access. The rise of digital platforms has expanded distribution channels to include online booking systems, mobile applications, and partnerships with travel agencies or wellness platforms. Kotler, Bowen, and Baloglu (2022) note that in hospitality and tourism, seamless multi-channel access is essential for meeting the expectations of contemporary consumers, who often research, book, and review services entirely online²¹.

In the spa industry, effective place strategies may include:

- Direct booking through the spa's website, offering real-time availability and secure payment options.
- Collaboration with hotel partners or tour operators to bundle spa services into accommodation or travel packages.
- Use of third-party wellness platforms and marketplaces to reach new customer segments.
- Integration of gift vouchers and corporate wellness programs into distribution channels.

¹⁹ KOTLER, Philip and ARMSTRONG, Gary, 2018. *Principles of Marketing*. 17th ed. Pearson. ISBN 978-1-292-22017-8.

²⁰ CROUCH, Geoffrey I. and RITCHIE, J.R. Brent, 1999. *Tourism, Competitiveness, and Societal Prosperity*. *Journal of Business Research*, 44(3), pp. 137–152.

²¹ KOTLER, Philip; BOWEN, John T. and BALOGLU, Seyhmus, 2022. *Marketing for Hospitality and Tourism*. 8th ed., global edition. Harlow: Pearson. ISBN 978-1-292-36351-6.

The strategic importance of place lies in ensuring that the service is not only desirable but also conveniently available to the target market. In the competitive spa and wellness sector, optimising distribution channels—both physical and digital—can significantly increase visibility, attract new customers, and enhance overall customer satisfaction.

3.3.4 Promotion

Promotion refers to the communication activities used to inform, persuade, and remind customers about a product or service. In the marketing mix, it plays a key role in creating awareness, shaping perceptions, and influencing purchasing decisions. Kotler and Armstrong (2018) define promotion as the set of tools used to communicate customer value and build customer relationships ²².

In the spa and wellness sector, promotion must go beyond simply informing potential customers about available services. It should also convey the emotional and experiential benefits of visiting the facility. Kotler, Bowen, and Baloglu (2022) emphasise that in hospitality and tourism, promotional activities must be tailored to the intangible nature of the service, highlighting elements such as atmosphere, service quality, and unique value propositions ²³. This means that imagery, storytelling, and testimonials often play a crucial role in promotional materials.

Promotion in wellness services typically combines various tools:

- **Advertising** in print, online, and broadcast media to reach a wide audience.
- **Public relations (PR)** to build a positive brand image through media coverage, partnerships, and event sponsorships.
- **Sales promotions**, such as discounts, gift vouchers, and seasonal packages, to encourage short-term bookings.

²² (1) KOTLER, Philip and ARMSTRONG, Gary, 2018. *Principles of Marketing*. 17th ed. Pearson. ISBN 978-1-292-22017-8.

²³ KOTLER, Philip; BOWEN, John T. and BALOGLU, Seyhmus, 2022. *Marketing for Hospitality and Tourism*. 8th ed., global edition. Harlow: Pearson. ISBN 978-1-292-36351-6.

- **Direct marketing** via personalised email campaigns or loyalty programs aimed at returning customers.
- **Digital marketing** using social media, search engine optimisation (SEO), and paid online advertising to target specific customer segments.

In the modern spa market, digital promotion has become increasingly important. Social media platforms such as Instagram or Facebook allow spas to visually showcase their facilities, treatments, and customer experiences, reaching both local and international audiences. According to Crouch and Ritchie (1999), in tourism-related industries, promotional activities must be designed to differentiate the destination or service in an increasingly competitive global market ²⁴. For spas, this means highlighting unique selling points—such as exclusive treatments, natural resources, or award-winning service quality—that set them apart from competitors.

An integrated promotion strategy ensures that all communication channels convey a consistent message and reinforce the spa’s positioning. This consistency builds trust, strengthens the brand image, and increases the likelihood of converting interest into actual bookings.

3.3.5 People

In the extended marketing mix for services, *People* refers to all individuals involved in the delivery of the service and the interaction with customers, including employees, management, and in some cases even other customers. Kotler and Armstrong (2018) highlight that in service industries, employees are a direct part of the product, as their performance and attitude significantly affect customer perceptions and satisfaction ²⁵.

In the spa and wellness sector, the human factor plays a decisive role in shaping the overall customer experience. Therapists, reception staff, and wellness consultants are often the first and last points of contact for guests, meaning their professionalism, empathy, and communication skills directly influence how the service is perceived. Kotler, Bowen, and Baloglu (2022) note

²⁴ CROUCH, Geoffrey I. and RITCHIE, J.R. Brent, 1999. *Tourism, Competitiveness, and Societal Prosperity*. *Journal of Business Research*, 44(3), pp. 137–152.

²⁵ KOTLER, Philip and ARMSTRONG, Gary, 2018. *Principles of Marketing*. 17th ed. Pearson. ISBN 978-1-292-22017-8.

that in hospitality and tourism, service encounters are central to value creation because they determine the emotional connection between the provider and the customer²⁶.

A strong *People* strategy includes several elements:

Recruitment and selection of skilled staff who not only possess the required technical abilities (e.g., massage techniques, health knowledge) but also interpersonal competencies.

Training and development programs to maintain high service standards, improve customer service skills, and ensure staff can handle diverse customer needs.

Motivation and retention initiatives, such as performance incentives, career development opportunities, and recognition systems, to encourage employee engagement and loyalty.

Internal marketing, which focuses on treating employees as internal customers and ensuring they understand and support the organisation's values and goals.

In wellness services, *People* also extends to managing the role of other customers. The atmosphere of relaxation can be influenced by the behaviour of guests, making it important to set clear expectations and service guidelines. Crouch and Ritchie (1999) underline that in tourism and related services, human interactions contribute to the perceived authenticity and uniqueness of the experience²⁷. For spas, creating a team culture that prioritises customer well-being and consistent service delivery is crucial for long-term success.

3.3.6 Process

Process in the service marketing mix refers to the procedures, mechanisms, and flow of activities by which a service is created and delivered to customers. Kotler and Armstrong (2018) note that in services, the process is not only a matter of operational efficiency but also a critical factor in shaping the customer's perception of quality²⁸. Unlike physical goods, services are produced and consumed simultaneously, meaning that the process must be carefully designed to ensure consistency, reliability, and customer satisfaction.

In the spa and wellness sector, processes encompass the entire customer journey—from the moment of booking to the completion of the service and post-visit follow-up. This includes

²⁶ KOTLER, Philip; BOWEN, John T. and BALOGLU, Seyhmus, 2022. *Marketing for Hospitality and Tourism*. 8th ed., global edition. Harlow: Pearson. ISBN 978-1-292-36351-6.

²⁷ CROUCH, Geoffrey I. and RITCHIE, J.R. Brent, 1999. *Tourism, Competitiveness, and Societal Prosperity*. *Journal of Business Research*, 44(3), pp. 137–152.

²⁸ KOTLER, Philip and ARMSTRONG, Gary, 2018. *Principles of Marketing*. 17th ed. Pearson. ISBN 978-1-292-22017-8.

reservation systems, check-in procedures, treatment protocols, and feedback collection. Kotler, Bowen, and Baloglu (2022) stress that clearly defined and standardised processes reduce service variability, improve efficiency, and help maintain a consistent brand experience ²⁹.

Effective process design in wellness services often involves:

- **Streamlined booking systems**, including online platforms with real-time availability.
- **Efficient reception and check-in**, minimising waiting times and ensuring a smooth start to the visit.
- **Standardised treatment protocols** to ensure quality and safety, while allowing for personalisation.
- **Feedback mechanisms**, such as post-service surveys, to monitor and improve customer satisfaction.

Rusnák and Korec (2020) point out that in regional service providers, such as spas with strong ties to local resources, processes must also adapt to external factors, including seasonal demand patterns, regional infrastructure, and cooperation with local businesses ³⁰. In such cases, process management is not only about internal efficiency but also about aligning service delivery with the broader regional tourism ecosystem.

Ultimately, the *Process* element is about ensuring that every step in the service delivery chain is designed with the customer in mind. A well-structured process not only enhances operational performance but also strengthens the spa's reputation, leading to higher customer loyalty and positive word-of-mouth.

3.3.7 Physical Evidence

In service marketing, **Physical Evidence** refers to all tangible components that help customers form perceptions about an otherwise intangible service. These elements include the design and condition of facilities, the quality of equipment, the layout, signage, and the sensory environment—such as lighting, scent, and music—which together create the service atmosphere. Kotler and Armstrong (2018) emphasise that tangible cues play an important role

²⁹ KOTLER, Philip; BOWEN, John T. and BALOGLU, Seyhmus, 2022. *Marketing for Hospitality and Tourism*. 8th ed., global edition. Harlow: Pearson. ISBN 978-1-292-36351-6.

³⁰ RUSNÁK, Jaroslav and KOREC, Pavol, 2020. *Teórie regionálneho rozvoja a výskum regiónov*. Bratislava: Univerzita Komenského v Bratislave. ISBN 978-80-223-5059-4.

in reducing uncertainty and influencing the overall service evaluation, especially before the service is consumed³¹.

In the spa and wellness sector, Physical Evidence is particularly significant because the service experience is closely linked to the perceived quality of the environment. Bitner's (1992) *servicescape* concept explains how the physical setting directly affects customer perceptions, satisfaction, and behavioural responses³². In spas, this can include architectural style, interior design, cleanliness, maintenance of equipment, staff uniforms, and even the presentation of treatment areas. These cues act as quality signals and influence how customers interpret the brand's values.

Recent research by Zhou, Ho, and He (2024) provides further evidence of the strategic role of Physical Evidence, showing that well-designed physical environments positively influence **brand image, brand experience, and behavioural intention**. Their study, conducted in the context of integrated resorts, found that Physical Evidence not only strengthens immediate customer satisfaction but also shapes long-term loyalty by reinforcing the brand identity³³. Although the study focused on resort environments, the findings are highly applicable to spa marketing, where the integration of brand-consistent design elements into the physical space can directly enhance customer retention and competitive positioning.

Ultimately, Physical Evidence in spa marketing is not an auxiliary element but a key driver of perceived value. It creates a tangible framework for an intangible experience, reinforces the brand promise, and significantly impacts customer decision-making and loyalty.

3.4 Customer Segmentation & Personas

3.4.1 Types of Segmentation

³¹ KOTLER, Philip and ARMSTRONG, Gary, 2018. *Principles of Marketing*. 17th ed. Pearson. ISBN 978-1-292-22017-8.

³² BITNER, Mary Jo, 1992. *Servicescapes: The Impact of Physical Surroundings on Customers and Employees*. *Journal of Marketing*, 56(2), pp. 57–71.

³³ ZHOU, Jinquan; HO, Hong-Wai; HE, Wenjin, 2024. *Physical Evidence, Branding, and Behavioral Intention: Differential Policy in Integrated Resorts Marketing*. *Journal of Destination Marketing & Management*, 34, Article 100930. DOI: 10.1016/j.jdmm.2024.100930.

Market segmentation is the process of dividing a heterogeneous market into smaller, more homogeneous groups of consumers with similar needs, characteristics, or behaviours. The concept was first formally articulated by Smith (1956), who argued that segmentation enables companies to align their marketing strategies with the needs of clearly defined target groups, thereby enhancing both efficiency and competitiveness³⁴. Kotler and Armstrong (2018) add that segmentation is essential for delivering value to customers in a way that maximises business performance³⁵.

In the services sector, segmentation plays a particularly important role because customer expectations are highly diverse and often subjective. Wedel and Kamakura (2000) note that segmentation can be based on observable characteristics or latent behavioural and psychological patterns, making it a flexible tool for targeting and positioning³⁶.

Common types of market segmentation include:

1. **Demographic segmentation**

This approach divides the market based on measurable variables such as age, gender, income, education, occupation, and family status. Kotler and Keller (2013) highlight that demographic factors are widely used because they are simple to collect and often correlate strongly with purchasing behaviour³⁷. In the spa industry, younger customers may focus on beauty and fitness treatments, while older customers may prioritise therapeutic or rehabilitation services.

2. **Geographic segmentation**

Customers are categorised according to location, such as region, city size, or climate. In

³⁴ SMITH, Wendell R., 1956. *Product Differentiation and Market Segmentation as Alternative Marketing Strategies*. *Journal of Marketing*, 21(1), pp. 3–8.

³⁵ KOTLER, Philip and ARMSTRONG, Gary, 2018. *Principles of Marketing*. 17th ed. Pearson. ISBN 978-1-292-22017-8.

³⁶ WEDEL, Michel and KAMAKURA, Wagner A., 2000. *Market Segmentation: Conceptual and Methodological Foundations*. 2nd ed. Boston: Kluwer Academic Publishers. ISBN 978-0792377519.

³⁷ KOTLER, Philip and KELLER, Kevin Lane, 2013. *Marketing Management*. 14th ed. Prague: Grada. ISBN 978-80-247-4150-5.

tourism and wellness, geographic factors directly influence service demand. Crouch and Ritchie (1999) emphasise that proximity to natural resources or transport hubs can be decisive in tourism competitiveness³⁸. For spas, offers may differ for local residents and international tourists.

3. **Psychographic segmentation**

This method classifies customers according to lifestyle, personality traits, values, and social status. Kotler, Bowen, and Baloglu (2022) explain that psychographic segmentation reveals deeper motivations behind consumer behaviour, enabling services to match customers' identity and aspirations³⁹. In wellness marketing, this can differentiate health-conscious clients from those seeking luxury leisure.

4. **Behavioural segmentation**

This type categorises customers according to their knowledge of, attitude toward, or response to a product. It includes factors such as purchase frequency, loyalty, benefits sought, and usage occasions. Kotler and Armstrong (2018) argue that behavioural variables are often the most accurate predictors of purchase decisions because they are based on actual consumer actions⁴⁰.

5. **Benefit segmentation**

A specific form of behavioural segmentation, benefit segmentation focuses on the core advantages customers seek from a product or service. In spa marketing, segments may be based on demand for stress relief, physical therapy, beauty care, or social activities.

In practice, many organisations adopt **hybrid segmentation**, combining multiple variables to create more precise profiles. This is particularly relevant in spa and wellness services, where

³⁸ CROUCH, Geoffrey I. and RITCHIE, J.R. Brent, 1999. *Tourism, Competitiveness, and Societal Prosperity*. *Journal of Business Research*, 44(3), pp. 137–152.

³⁹ KOTLER, Philip; BOWEN, John T. and BALOGLU, Seyhmus, 2022. *Marketing for Hospitality and Tourism*. 8th ed., global edition. Harlow: Pearson. ISBN 978-1-292-36351-6.

⁴⁰ KOTLER, Philip and ARMSTRONG, Gary, 2018. *Principles of Marketing*. 17th ed. Pearson. ISBN 978-1-292-22017-8.

factors such as health needs, lifestyle preferences, and travel behaviour often intersect. As Wedel and Kamakura (2000) note, multi-dimensional segmentation strategies lead to more accurate targeting and better customer satisfaction ⁴¹.

3.4.2 History and Methodology of Customer Personas

The concept of **customer personas** originated in the field of user-centred design and later became a widely applied tool in marketing and service management. The term *persona* in this context was popularised by Alan Cooper in the late 1990s, initially in software and interaction design. In his seminal work *The Inmates Are Running the Asylum* (1999), Cooper introduced personas as fictional yet research-based archetypes representing key user segments ⁴². The purpose was to humanise customer data, making it easier for design and marketing teams to focus on user needs, behaviours, and goals throughout product or service development.

In parallel, marketing researchers such as Jenkinson (1994) began applying persona concepts to customer relationship management (CRM), emphasising that understanding customer profiles in a narrative form could bridge the gap between statistical market segmentation and real-life customer behaviour ⁴³. Unlike traditional segmentation, which relies primarily on demographic or behavioural variables, customer personas integrate multiple data sources to create a vivid, relatable representation of the target customer.

Historical Development:

- **Early segmentation and profiling (1950s–1980s):** Theoretical foundations in market segmentation by Smith (1956) and later methodological refinements by Kotler provided a structured approach to dividing markets into homogenous groups ⁴⁴.
- **Adoption in design and UX (1990s):** Cooper introduced personas as a practical design tool, focusing on motivations, frustrations, and goals rather than purely statistical traits ⁴⁵.

⁴¹ WEDEL, Michel and KAMAKURA, Wagner A., 2000. *Market Segmentation: Conceptual and Methodological Foundations*. 2nd ed. Boston: Kluwer Academic Publishers. ISBN 978-0792377519.

⁴² (1) COOPER, Alan, 1999. *The Inmates Are Running the Asylum*. Indianapolis: Sams Publishing. ISBN 978-0672326141.

⁴³ JENKINSON, Angus, 1994. *Beyond Segmentation*. *Journal of Targeting, Measurement and Analysis for Marketing*, 3(1), pp. 60–72.

⁴⁴ SMITH, Wendell R., 1956. *Product Differentiation and Market Segmentation as Alternative Marketing Strategies*. *Journal of Marketing*, 21(1), pp. 3–8.

⁴⁵ COOPER, Alan, 1999. *The Inmates Are Running the Asylum*. Indianapolis: Sams Publishing. ISBN 978-0672326141.

- **Integration into marketing strategy (2000s–present):** Personas evolved from being a UX-only tool to a core element of marketing planning, especially in service industries where customer experience is central ⁴⁶.

3.5 Methodology of Developing Customer Personas

Creating effective personas is a systematic process that combines **quantitative and qualitative research methods**:

1. Data Collection:

- Quantitative data from customer databases, surveys, and purchase histories.
 - Qualitative insights from interviews, focus groups, and ethnographic research.
- Kotler and Armstrong (2018) stress that integrating both data types helps ensure personas reflect real customer behaviour while capturing emotional drivers ⁴⁷.

2. Segmentation and Clustering:

Grouping customers with similar characteristics and behaviours, often using tools such as cluster analysis or factor analysis. Wedel and Kamakura (2000) note that statistical segmentation techniques provide a strong empirical foundation for persona creation ⁴⁸.

3. Persona Profiling:

Developing detailed narratives that include demographic background, goals, motivations, challenges, and preferred communication channels. Jenkinson (1994)

⁴⁶ KOTLER, Philip; BOWEN, John T.; BALOGLU, Seyhmus, 2022. *Marketing for Hospitality and Tourism*. 8th ed., global edition. Harlow: Pearson. ISBN 978-1-292-36351-6.

⁴⁷ KOTLER, Philip and ARMSTRONG, Gary, 2018. *Principles of Marketing*. 17th ed. Pearson. ISBN 978-1-292-22017-8.

⁴⁸ WEDEL, Michel and KAMAKURA, Wagner A., 2000. *Market Segmentation: Conceptual and Methodological Foundations*. 2nd ed. Boston: Kluwer Academic Publishers. ISBN 978-0792377519.

highlighted the importance of giving personas names, stories, and realistic contexts to make them relatable ⁴⁹.

4. **Validation:**

Testing personas against actual customer feedback to ensure accuracy and relevance.

5. **Application:**

Using personas across marketing mix decisions—especially in product design, promotional strategies, and service process optimisation.

In the spa and wellness sector, personas are particularly valuable because customer motivations are often experience-driven and emotionally oriented. For example, one persona might be “Health-Seeking Retiree” focusing on therapeutic treatments, while another could be “Luxury Wellness Traveller” seeking exclusivity and premium relaxation experiences. Kotler, Bowen, and Baloglu (2022) point out that in hospitality and tourism, persona-based planning enables the design of tailored service packages that resonate with distinct customer needs ⁵⁰.

By combining segmentation theory with narrative-based profiles, customer personas bridge the gap between abstract market data and the real-world context in which services are experienced, ultimately improving strategic decision-making and customer satisfaction.

3.5.1 Importance in Spa Services

Customer segmentation and personas are particularly valuable in the spa and wellness sector due to the inherently diverse nature of customer needs and motivations. Unlike mass-market products, spa services are highly personalised, often purchased for emotional, experiential, and health-related benefits. Kotler and Armstrong (2018) highlight that precise segmentation enables businesses to allocate resources effectively, target profitable segments, and deliver tailored offerings that meet the expectations of different customer groups ⁵¹.

⁴⁹ JENKINSON, Angus, 1994. *Beyond Segmentation. Journal of Targeting, Measurement and Analysis for Marketing*, 3(1), pp. 60–72.

⁵⁰ KOTLER, Philip; BOWEN, John T.; BALOGLU, Seyhmus, 2022. *Marketing for Hospitality and Tourism*. 8th ed., global edition. Harlow: Pearson. ISBN 978-1-292-36351-6.

⁵¹ KOTLER, Philip and ARMSTRONG, Gary, 2018. *Principles of Marketing*. 17th ed. Pearson. ISBN 978-1-292-22017-8.

In the spa context, segmentation makes it possible to differentiate between customers seeking medical rehabilitation services, those pursuing preventive health measures, and those looking for luxury and leisure experiences. According to Crouch and Ritchie (1999), tourism-related services operate in a competitive environment where understanding the uniqueness of each segment can be the key to maintaining a sustainable competitive advantage⁵². For example, a spa located near mineral springs might segment its market into domestic health tourists, foreign wellness travellers, and local residents seeking short-term relaxation.

Personas complement segmentation by transforming statistical data into relatable narratives. Kotler, Bowen, and Baloglu (2022) stress that in hospitality and tourism, personas help operational teams empathise with customers, ensuring that service delivery aligns with both functional and emotional needs⁵³. For instance, a “Luxury Wellness Traveller” persona might value exclusivity, private treatment rooms, and premium amenities, while a “Health-Conscious Retiree” persona may focus on certified medical staff, therapeutic programs, and long-term packages.

From a strategic perspective, segmentation and persona development allow spa operators to:

- **Design tailored service packages** that match the needs of each segment.
- **Optimise pricing strategies** according to segment willingness to pay.
- **Develop targeted promotional campaigns** that resonate with specific personas.
- **Improve service processes** by anticipating the preferences and limitations of different customer groups.
-

Research by Wedel and Kamakura (2000) confirms that applying segmentation methods grounded in both quantitative and qualitative data leads to more precise targeting, which in turn increases customer satisfaction and loyalty⁵⁴. This is particularly relevant in spa marketing, where long-term relationships and repeat visits are essential for profitability.

⁵² CROUCH, Geoffrey I. and RITCHIE, J.R. Brent, 1999. *Tourism, Competitiveness, and Societal Prosperity*. *Journal of Business Research*, 44(3), pp. 137–152.

⁵³ KOTLER, Philip; BOWEN, John T.; BALOGLU, Seyhmus, 2022. *Marketing for Hospitality and Tourism*. 8th ed., global edition. Harlow: Pearson. ISBN 978-1-292-36351-6.

⁵⁴ WEDEL, Michel and KAMAKURA, Wagner A., 2000. *Market Segmentation: Conceptual and Methodological Foundations*. 2nd ed. Boston: Kluwer Academic Publishers. ISBN 978-0792377519.

Moreover, segmentation supports decision-making related to investment in infrastructure and service innovation. For example, identifying a growing segment of younger wellness travellers could justify the introduction of fitness-oriented spa programs or digital wellness consultations. In contrast, a predominantly senior customer base might require accessibility improvements and extended medical services.

Ultimately, the use of segmentation and personas in spa services ensures that marketing strategies are customer-centric, evidence-based, and aligned with market realities. This approach not only improves the match between customer expectations and service delivery but also strengthens the brand's positioning in an increasingly competitive wellness industry.

3.6 Value proposition

3.6.1 Theory by Osterwalder – Jobs, Pains, Gains

The concept of the **Value Proposition** refers to the set of products and services that create value for a specific customer segment. It is the central element of Osterwalder and Pigneur's *Business Model Canvas* and is further developed in their *Value Proposition Design* framework (Osterwalder et al., 2014), which provides a structured approach for aligning offerings with customer needs, problems, and desired outcomes ⁵⁵.

The framework introduces the **Value Proposition Canvas**, which consists of two sides: the **Customer Profile** and the **Value Map**. The Customer Profile captures three key elements:

- **Customer Jobs:** These are the tasks, problems, or needs that customers aim to address. Jobs can be functional (e.g., improving health, completing a specific task), social (e.g., gaining status or approval), or emotional (e.g., feeling relaxed or safe). Osterwalder et al. (2014) emphasise that understanding these jobs is fundamental to delivering value that customers truly appreciate ⁵⁶.
- **Pains:** These are negative experiences, risks, or obstacles customers encounter before, during, or after performing a job. In a spa context, pains might include high service

⁵⁵ OSTERWALDER, Alexander; PIGNEUR, Yves; BERNARDA, Greg; SMITH, Alan, 2014. *Value Proposition Design: How to Create Products and Services Customers Want*. Hoboken: Wiley. ISBN 978-1118968055.

⁵⁶ OSTERWALDER, Alexander; PIGNEUR, Yves; BERNARDA, Greg; SMITH, Alan, 2014. *Value Proposition Design: How to Create Products and Services Customers Want*. Hoboken: Wiley. ISBN 978-1118968055.

prices, long waiting times, lack of personalised care, or poor facilities. Identifying and addressing these pains helps businesses remove barriers to satisfaction and loyalty.

- **Gains:** These are the positive outcomes and benefits customers expect, desire, or would be surprised by. Gains can include improved health, stress relief, luxury experiences, or even social recognition. In wellness services, exceeding customer expectations in gains can be a source of competitive advantage.

On the other side, the Value Map describes how the company's products and services create value by **relieving pains** and **creating gains**:

- **Pain Relievers:** These explain how a product or service alleviates customer problems. For example, offering flexible booking systems can address the pain of inconvenient scheduling.
- **Gain Creators:** These describe how the offering produces outcomes that customers value. For instance, premium spa packages with exclusive treatments can provide customers with an enhanced sense of luxury and well-being.

Kachaner, Lettice, and O'Sullivan (2012) note that a strong value proposition should not only solve a customer's core problem but also integrate into the broader business model, ensuring that the delivery of value is sustainable and profitable⁵⁷. They argue that aligning operational capabilities with the value proposition is critical for maintaining long-term competitiveness.

Matzler et al. (2011) add that an effective value proposition should be supported by a revenue model that captures the created value efficiently. Their *Revenue Model Cube* framework suggests that profitability depends on aligning value creation with pricing models, customer

⁵⁷ KACHANER, Nicolas; LETTICE, Fiona; O'SULLIVAN, Michael, 2012. Creating Value Through the Business Model. *Strategy & Leadership*, 40(2), pp. 23–29. DOI: 10.1108/10878571211209314.

relationships, and distribution channels⁵⁸. In the spa industry, this could mean designing tiered pricing for different segments, such as high-value memberships for frequent visitors and premium single-visit packages for occasional tourists.

In sum, Osterwalder's Jobs–Pains–Gains model provides a practical and research-based approach to understanding customer needs at a deeper level. By systematically mapping customer profiles and matching them with tailored pain relievers and gain creators, service providers—such as spas—can design offerings that are both customer-centric and strategically sustainable.

3.6.2 Relationship to the Marketing Mix

The value proposition is inherently linked to the marketing mix, as it defines the strategic foundation upon which the elements of the mix are built. While the **value proposition** articulates *what* value will be delivered to a specific customer segment and *why* customers should choose a particular offering, the **marketing mix** determines *how* that value is created, communicated, and delivered in practice. According to Osterwalder et al. (2014), the value proposition acts as the “anchor” of the business model, ensuring that all operational and marketing decisions are aligned with customer jobs, pains, and gains⁵⁹.

In the context of the **7P model** for services, each element reflects and operationalises the value proposition:

- **Product:** The value proposition defines the product or service features that directly address customer needs. For example, if the value proposition of a spa focuses on medical rehabilitation, the product mix will prioritise certified therapeutic treatments, specialised staff, and health-oriented amenities. Kotler and Armstrong (2018) note that aligning product design with the value proposition increases perceived relevance and customer satisfaction⁶⁰.

⁵⁸ MATZLER, Kurt; BAILOM, Franz; HINTERHUBER, Hans H.; RENZL, Birgit; PICHLER, Josef, 2011. The Revenue Model Cube: Designing a Profitable Business Model. *Long Range Planning*, 44(5–6), pp. 344–381. DOI: 10.1016/j.lrp.2011.09.001.

⁵⁹ OSTERWALDER, Alexander; PIGNEUR, Yves; BERNARDA, Greg; SMITH, Alan, 2014. *Value Proposition Design: How to Create Products and Services Customers Want*. Hoboken: Wiley. ISBN 978-1118968055.

⁶⁰ KOTLER, Philip and ARMSTRONG, Gary, 2018. *Principles of Marketing*. 17th ed. Pearson. ISBN 978-1-292-22017-8.

- **Price:** Pricing strategy must reflect the value communicated to the customer. Matzler et al. (2011) emphasise that price should be consistent with the benefits offered, as a mismatch can reduce credibility and harm customer trust ⁶¹. In premium wellness services, higher prices can reinforce an exclusive positioning, while value-based pricing can make offerings more accessible to broader segments without diluting brand image.
- **Place:** The choice of distribution channels should support the accessibility promised by the value proposition. Kachaner, Lettice, and O’Sullivan (2012) argue that integrating distribution strategy with value creation ensures that customers experience convenience and reliability at every contact point ⁶². For spas, this could involve offering seamless online booking platforms or collaborating with luxury hotels to reach targeted clientele.
- **Promotion:** Communication activities must consistently reinforce the value proposition. If the core message is about stress relief and relaxation, promotional materials should focus on emotional storytelling, customer testimonials, and imagery that reflects tranquillity. According to Kotler, Bowen, and Baloglu (2022), consistency between the promotional message and the delivered experience is crucial for building trust and loyalty ⁶³.
- **People:** In service industries, employees are a living embodiment of the value proposition. If the value proposition promises personalised care, staff must be trained to deliver individualised attention and empathy during every interaction.
- **Process:** Operational processes are designed to deliver the value efficiently and consistently. A value proposition centred on “effortless luxury” would require

⁶¹ MATZLER, Kurt; BAILOM, Franz; HINTERHUBER, Hans H.; RENZL, Birgit; PICHLER, Josef, 2011. The Revenue Model Cube: Designing a Profitable Business Model. *Long Range Planning*, 44(5–6), pp. 344–381. DOI: 10.1016/j.lrp.2011.09.001.

⁶² KACHANER, Nicolas; LETTICE, Fiona; O’SULLIVAN, Michael, 2012. Creating Value Through the Business Model. *Strategy & Leadership*, 40(2), pp. 23–29. DOI: 10.1108/10878571211209314.

⁶³ KOTLER, Philip; BOWEN, John T.; BALOGLU, Seyhmus, 2022. *Marketing for Hospitality and Tourism*. 8th ed., global edition. Harlow: Pearson. ISBN 978-1-292-36351-6.

streamlined check-in procedures, minimal waiting times, and proactive service recovery systems.

- **Physical Evidence:** The tangible elements of the service environment, such as interior design, cleanliness, and branded materials, act as physical proof of the promised value. Zhou, Ho, and He (2024) show that well-designed physical environments can reinforce brand image and strengthen behavioural intention ⁶⁴.

The relationship between the value proposition and the marketing mix is **bidirectional**. While the value proposition guides how each “P” is structured, customer feedback from these operational areas can also refine and reshape the value proposition over time. In this way, the value proposition is not static but evolves alongside market conditions, technological advancements, and customer preferences.

In the spa and wellness sector, integrating the value proposition with the marketing mix is essential for differentiation. A well-defined value proposition ensures that every element of the 7P model delivers a consistent message and experience, increasing perceived value and encouraging customer loyalty in a highly competitive market.

3.6.3 Practical Application in the Spa Industry

The practical application of the value proposition in the spa industry involves translating the conceptual framework of **jobs, pains, and gains** into concrete services, pricing strategies, and operational practices that address specific customer needs. Osterwalder et al. (2014) emphasise that the true strength of a value proposition lies in its ability to be operationalised through a company’s processes, customer interactions, and service environment ⁶⁵.

In spas, customer jobs often include relaxation, health improvement, rehabilitation, and social or leisure activities. By identifying these jobs, operators can design offerings that directly address them. For instance, medical spas can develop therapeutic programs for post-injury

⁶⁴ ZHOU, Jinquan; HO, Hong-Wai; HE, Wenjin, 2024. Physical Evidence, Branding, and Behavioral Intention: Differential Policy in Integrated Resorts Marketing. *Journal of Destination Marketing & Management*, 34, Article 100930. DOI: 10.1016/j.jdmm.2024.100930.

⁶⁵ OSTERWALDER, Alexander; PIGNEUR, Yves; BERNARDA, Greg; SMITH, Alan, 2014. *Value Proposition Design: How to Create Products and Services Customers Want*. Hoboken: Wiley. ISBN 978-1118968055.

recovery, while luxury wellness centres might focus on exclusive treatments and personalised wellness journeys. Addressing **pains**—such as long waiting times, lack of privacy, or unclear pricing—through process optimisation and service innovation not only improves customer satisfaction but also reinforces trust in the brand. Similarly, creating **gains**—for example, offering added-value services like complimentary health consultations or loyalty-based upgrades—can differentiate a spa from its competitors.

Kachaner, Lettice, and O’Sullivan (2012) argue that the value proposition must be integrated into the **entire business model** to be effective. This means ensuring consistency across the marketing mix:

- The **product** offering reflects the promised benefits.
- The **price** signals the value and quality level targeted.
- The **place** (distribution channels) provides accessibility consistent with the brand’s positioning.
- The **promotion** communicates the core benefits in a way that resonates with the intended audience.
- The **people, process, and physical evidence** reinforce the promised value at every touchpoint ⁶⁶.

In the spa and wellness sector, competitive advantage often comes from aligning the value proposition with **local and regional strengths**. For example, spas in mineral-rich areas can integrate natural resources into their treatments, creating a unique selling proposition rooted in authenticity. Crouch and Ritchie (1999) highlight that such place-based advantages can be a significant driver of tourism competitiveness when effectively incorporated into the value proposition ⁶⁷.

Matzler et al. (2011) further note that monetising a value proposition effectively requires selecting a revenue model that reflects the service’s perceived worth. For spas, this could include subscription-based memberships, tiered pricing for different service levels, or bundling wellness treatments with accommodation or leisure activities ⁶⁸.

⁶⁶ KACHANER, Nicolas; LETTICE, Fiona; O’SULLIVAN, Michael, 2012. Creating Value Through the Business Model. *Strategy & Leadership*, 40(2), pp. 23–29. DOI: 10.1108/10878571211209314.

⁶⁷ CROUCH, Geoffrey I. and RITCHIE, J.R. Brent, 1999. *Tourism, Competitiveness, and Societal Prosperity*. *Journal of Business Research*, 44(3), pp. 137–152.

⁶⁸ MATZLER, Kurt; BAILOM, Franz; HINTERHUBER, Hans H.; RENZL, Birgit; PICHLER, Josef, 2011. The Revenue Model Cube: Designing a Profitable Business Model. *Long Range Planning*, 44(5–6), pp. 344–381. DOI: 10.1016/j.lrp.2011.09.001.

A well-executed value proposition in spa services can yield multiple benefits:

- **Increased customer loyalty** through consistent delivery of promised value.
- **Stronger brand positioning** in a competitive wellness market.
- **Higher profitability** due to better alignment between customer expectations and service offerings.
- **Greater adaptability** to changing customer trends, such as growing demand for preventive healthcare or digital wellness experiences.
- 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.

Ultimately, the practical application of the value proposition in the spa industry requires a balance between strategic intent and operational excellence. By embedding the value proposition into every stage of the customer journey, spa operators can deliver experiences that not only meet functional needs but also create memorable and emotionally resonant connections—ensuring long-term sustainability in a competitive market.

3.7 Summary of the Theoretical Part – Synthesis for the Analytical Section

The theoretical part of this thesis established three interconnected conceptual pillars—**marketing mix (4P)**, **customer segmentation and personas**, and **value proposition design**—which together form the analytical framework for evaluating and improving the marketing strategy of **Moderné Kúpele Turčianske Teplice**.

The **4P model** (Product, Price, Place, Promotion) provides a clear structure for assessing and comparing the marketing strategies of the spa and its competitors. In the analytical section, the 4P will be applied separately to Moderné Kúpele Turčianske Teplice, Bojnické kúpele, and Spa Aphrodite Rajecké Teplice. This will make it possible to identify the strengths, weaknesses, and competitive positioning of each facility. For example, *Product* will be examined in terms of the diversity, quality, and uniqueness of spa services; *Price* will be evaluated based on competitiveness,

affordability, and perceived value; *Place* will analyse distribution and booking channels; and *Promotion* will assess the use of communication tools, digital platforms, and public relations (Kotler & Armstrong, 2018; Kotler, Bowen & Baloglu, 2022).

The **customer analysis** will begin by defining the current clientele of Moderné Kúpele Turčianske Teplice using three main sources: qualitative insights from management interviews, quantitative data from the company's *Noris* software, and direct observations of visitor behaviour and demographics. Based on these findings, **customer personas** will be developed to represent the main segments of the existing clientele. Subsequently, additional personas will be created for potential target customers that the spa should focus on attracting, reflecting strategic growth objectives (Cooper, 1999; Jenkinson, 1994).

The **value proposition** framework (Osterwalder et al., 2014) will then be used to define the core market promise for each of the three analysed spa facilities, based on the results of their 4P analyses. These value propositions will be compared, with a particular focus on identifying the similarities and differences between Moderné Kúpele Turčianske Teplice, Bojnické kúpele, and Spa Aphrodite Rajecké Teplice. This comparison will form the basis for defining the **Unique Value Proposition (UVP)** of Moderné Kúpele Turčianske Teplice (Kachaner, Lettice & O'Sullivan, 2012; Matzler et al., 2011).

Finally, the UVP will serve as the foundation for designing a **new 4P marketing mix** in the proposal section, with the aim of attracting a higher share of self-paying customers while maintaining high service quality, enhancing customer satisfaction, and strengthening the spa's competitive position on the Slovak wellness market.

4 Analytical Part

The analytical part of this thesis builds upon the theoretical concepts presented in the previous chapters and applies them to the case of **Moderné Kúpele Turčianske Teplice** and selected competitors. The primary objective is to evaluate the current marketing mix, customer structure, and value propositions of the studied spa facilities, with a particular focus on increasing the proportion of self-paying clients.

4.1 Customer Analysis

4.1.1 Customer Analysis from Management's Perspective

Understanding the structure and behaviour of the current customer base is essential for evaluating the marketing strategy of **Moderné Kúpele Turčianske Teplice** and for designing effective measures to increase the share of self-paying clients. The customer analysis presented in this section is based on qualitative insights obtained through an interview with the company's general director (see Appendix X), quantitative data from the spa's internal software *Noris*, and the author's own observations.

The interview with the general director provided valuable qualitative context for understanding seasonal patterns, demographic characteristics, and long-term trends in the spa's clientele. According to management, the **winter season** is dominated by insured clients, primarily in the senior age category, with an average age ranging between **60 and 70 years**. This group consists mostly of patients referred for therapeutic stays covered by health insurance. In contrast, the **summer season** attracts a younger and more leisure-oriented audience, with an average age of **45–50 years**, comprised largely of self-paying customers. This shift in age and payment structure during the summer months is explained by the increased presence of families with children, who typically purchase wellness or recreational packages rather than medical treatment stays.

The geographical composition of the clientele is described as diverse. Guests arrive from all regions of Slovakia, with a significant proportion also coming from abroad. Among foreign visitors, the largest share comes from the **Czech Republic**, followed by **Poland**. This cross-

border appeal reflects both the spa's historical reputation and its strategic location within Central Europe.

In recent years, **a slight increase in the proportion of self-paying customers** has been observed. The general director attributes this trend to the diversification of the spa's service portfolio, which now includes a wider range of wellness programmes, short-stay packages, and seasonal offers designed to appeal to various customer segments. These initiatives have broadened the appeal of the spa beyond its traditional base of insured clients seeking medical rehabilitation.

However, the insured segment has been negatively affected by changes in **health insurance reimbursement policies**. Whereas in the past health insurers covered therapeutic stays annually, current regulations limit reimbursement to **once every three years**. This policy change, motivated by cost-saving measures on the part of insurance companies, has reduced the number of insured clients outside the peak winter period. Management recognises this as a significant challenge and as a driver for shifting the spa's marketing focus towards self-paying customers, who provide greater revenue stability and flexibility in service offerings.

The insights gathered from the interview form the qualitative foundation for the subsequent stages of the customer analysis. These will be complemented by internal data from the *Noris* system, which provide a quantitative breakdown of the customer base by age, origin, and payment type. Together, these data sources will allow for a detailed segmentation of the spa's current clientele and the creation of customer personas representing both existing and target customer segments.

4.1.2 Customer Analysis based on Company Internal informations (2023–2024)

This subsection summarises the spa's customer structure based on internal exports from the **Noris**⁶⁹ information system for 2023 and 2024, complemented by management insights from the interview stored in the appendices. The dataset covers client **type mix, foreign origin, and age structure** and allows a year-over-year comparison.

⁶⁹ It is the name of internal software which company Moderné Kúpele Turčianské Teplice use

Client type mix. The portfolio shifted away from a strongly self-payer profile in 2024. **Self-payers decreased by 2,185 (–13.8%)**, from 15,867 to 13,682, reducing their share in the mix from roughly four-fifths to just under four-fifths. At the same time, **insured clients almost doubled (+98.8%)** to 1,918, while **reconditioning stays fell by –18.9%** (2,515 → 2,040). The net effect is a more balanced, but smaller, overall client base with a **notable contraction among self-payers**, which are central to the thesis objective. porovnanie_klientov_202... These results are consistent with the interview’s seasonal pattern—winter dominated by insured seniors, summer by younger self-payers—and highlight the need to stabilise and re-grow self-payer demand (Appendix X).

Foreign demand. Total foreign arrivals declined markedly, driven by the **Czech Republic (–31.8%)**, still the largest source market. In contrast, **Poland (+29.5%)**, **Germany (+102%)**, **Ukraine (+65%)**, and the “**Other**” group (+51%) increased, lifting the combined non-CZ share from 12.9% to 24.6%. This indicates **over-reliance on a single foreign market** and, simultaneously, **emerging traction in secondary markets** that can be scaled with targeted offers and distribution.

Age structure. Although the **51–70** cohort remains the largest, it softened **–4.7%** year over year, and the **71+** group fell **–10.8%**. Conversely, **31–50** grew **+5.9%** and **18–30** rose **+3.3%**, while **0–17** was broadly stable (–1.7%). The age profile is therefore **gradually rejuvenating**, which matches the interview observation that summer brings families and younger wellness-oriented visitors.

4.1.3 Customer Analysis — Own Observations (Summer Season)

This subsection summarises my **participant observation** conducted at **Moderné Kúpele Turčianske Teplice** from late June through July, during a period of daily contact with guests while working on site. Observations were recorded across multiple touchpoints of the customer journey: arrival and check-in at reception, use of aquapark facilities, interaction at food-and-beverage outlets, and afternoon café time. The goal was to complement the management interview and Noris data with first-hand evidence of who visits in summer, how they behave, what they purchase, and what they value or criticise.

Visitor mix and group composition. The summer clientele was diverse. A **visible majority** in common areas consisted of **senior guests**, often arriving as couples, though many travelled individually as well. At the same time, there was a **substantial presence of families with**

children, which reduced the perceived average age on site. Younger **couples in the 31–50 range** were also frequent, typically observed during weekends or short stays. Foreign guests were numerous, **predominantly from the Czech Republic**. Two arrival modes were noticeable: **coach tours** (organised groups) and **individual arrivals by car**; the latter was evidenced by a high number of vehicles with Czech licence plates. **Polish and German** guests were also present; among them, German visitors appeared **more willing to spend extra** on add-ons to enhance their stay.

Service usage and booking behaviour. The most used services observed were **therapeutic procedures** and **aquapark visits**. Lines and traffic around the balneotherapy reception suggested strong demand for additional treatments and **massage bookings** purchased on top of basic packages. In terms of acquisition channels, there was a **high share of in-person/onsite reservations**, complemented by a noticeable flow of arrivals through **online intermediaries** (notably Booking and Zľavomat). Families commonly stayed **one to two weeks** as a summer holiday, while younger and older couples tended toward **shorter, relaxation-oriented stays**.

Spending patterns. Guests most frequently **purchased add-ons** such as extra aquapark entries, balneo procedures, and massages—confirmed by steady daily requests at the balneo desk. Food-and-beverage outlets captured additional spend during afternoons and evenings. Anecdotally, **German guests** showed the **highest propensity to upgrade** (e.g., premium treatments or repeated paid entries) when they perceived the add-ons would raise the quality of the overall experience.

Motivations (jobs) by segment. Seniors visited primarily for **health outcomes** (rehabilitation, pain relief), with **rest and recuperation** as a secondary motive. Families framed the stay as a **summer holiday**—a mix of leisure, water fun, and light wellness—usually for **7–14 nights**. Younger and older couples focused on **relaxation and time together**, often over a weekend or a few days. These patterns are consistent with the season and complement the interview insight that summer brings a younger self-payer profile.

Perceived pains. Although complaints were **occasional**, recurring themes included **noise during evening dance events** (perceived as disruptive by guests seeking quiet), **longer waiting times** linked to **scheduling procedures** and **medical examinations**, and **price sensitivity** around **aquapark admission**. The waiting-time issues were most visible at peak hours near the

balneo scheduling desk; noise complaints surfaced mainly among seniors and relaxation-focused couples.

Perceived gains. Guests repeatedly praised the **quality and effect of therapeutic procedures**, as well as the **helpful attitude of staff** across several departments. Families appreciated **children’s facilities** (kids’ corner and animation programme), and many visitors rated **food quality** and the **overall service standard** positively. These value cues reinforced the spa’s positioning as a place that combines credible therapy with enjoyable leisure.

Loyalty signals. A **considerable proportion of repeat guests** was evident. On multiple occasions, staff recognised returning customers at check-in and addressed them personally; several visitors openly stated they **come every year**. This habitual return pattern suggests strong **relationship capital** and provides a base for loyalty-driven offers.

4.1.4 Customer Personas of the Present Client Base

4.1.4.1 Persona 1 — Milan, 78 (Insured senior; therapeutic stay)

Snapshot: Retired machine-shop worker with chronic musculoskeletal issues (age-related + lifetime manual work). Health insurer covers his therapeutic stay.

Seasonality: Mostly **winter** (matches peak insured season). Travels alone or with spouse.

Goals (“jobs”): Pain relief, improved mobility, medical assurance, routine.

Pains: Long waits for scheduling/medical exams; noisy evening events; paperwork around insurance; navigation in peak hours.

Gains / Value drivers: Evidence-based treatments, caring staff, quiet zones, predictable daily plan, visible hygiene/cleanliness.

Behaviours: Prefers phone or in-person booking; relies on physician/insurer referral. Accepts doctor-recommended add-ons (e.g., massage) but avoids “extras” framed as luxury.

Typical stay & use: 10–14+ nights; balneo procedures, pools at off-peak times; limited aquapark use.

Spend & upsell levers: Bundled therapeutic add-ons prescribed by physician; off-peak slots to reduce waiting; clear guidance leaflet.

Key message & channels: “Safe, certified therapy that works—calm environment, helpful staff.” Channels: GP referral, insurer communication, direct phone.

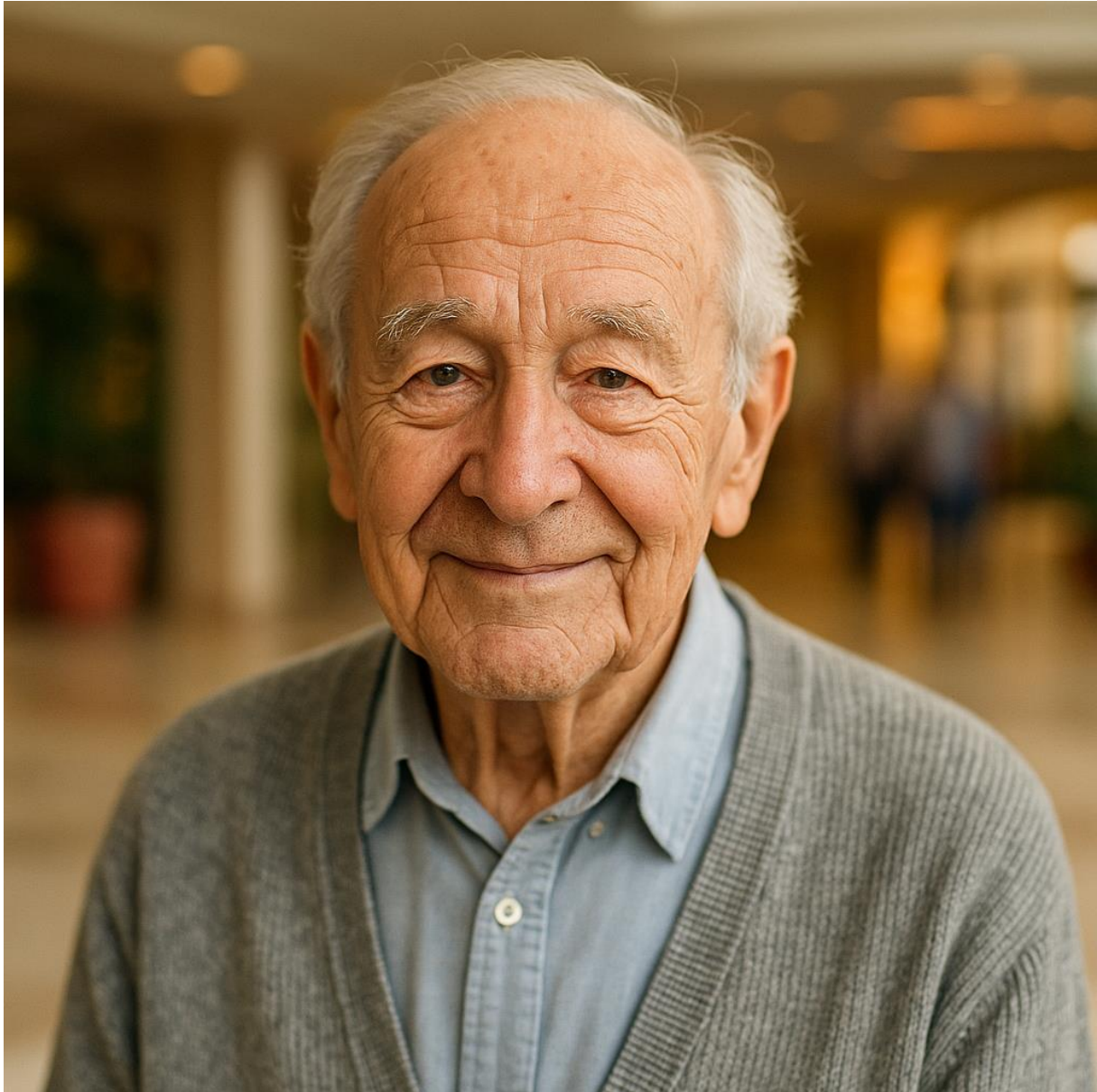


Figure 2: Parsona 1

4.1.4.2 Persona 2 — Karel, 65 (Czech repeat guest; prevention + social leisure)

Snapshot: Active Czech retiree who enjoys spa trips with a **group of friends**; returns regularly (coach tours or by car).

Seasonality: Year-round, skew to **shoulder seasons**; 4–7 nights.

Goals (“jobs”): Preventive care for back/joints; social time with peers; light relaxation.

Pains: Group check-in bottlenecks; limited Czech-language wayfinding; evening noise may split the group (some want music, some quiet).

Gains / Value drivers: Group coordination (reserved time slots), CZ-friendly info, smooth logistics for procedures, social programming after dinner.

Behaviours: Often books via **tour operator** or negotiated group rates; compares package value

in CZK. Open to add-on procedures if pre-blocked for the group.
Typical stay & use: Procedures + pools/saunas; easy hikes; evening socials.
Spend & upsell levers: “Group-ready” preventive packages; pre-scheduled massages for the group; multilingual signage; small F&B perks for groups.
Key message & channels: “Proven procedures + friendly social time, comfortably organised for your group.” Channels: Czech TOs/agents, targeted CZ digital, email to repeaters.



Figure 3: Persona 2

4.1.4.3 Persona 3 — Zuzana, 43 (Working mother; family summer holiday)

Snapshot: Full-time employed; arrives with husband and two children (boy + girl). **Summer** 7–10 nights as a domestic holiday.
Goals (“jobs”): Family fun (**aquapark**), safe environment for kids, together-time with spouse

(massages, thermal mineral water), convenient logistics.

Pains: Queueing at peak hours (check-in, balneo desk), price sensitivity around aquapark entries, need for clear package inclusions and children's programme times.

Gains / Value drivers: Family rooms, animation programme & kids' corner, guaranteed aquapark access windows, combined "Parents' Relax + Kids' Fun" bundles, fast check-in.

Behaviours: Mix of **direct online** and intermediaries (Booking, Zľavomat). Will trade up for convenience (pre-booked time slots, late check-out).

Typical stay & use: Aquapark daily, 1–2 adult massages, family-friendly dining, short local trips.

Spend & upsell levers: Family bundles (aquapark+massages), meal plans, photo-friendly "experience" add-ons, late check-out, parking/package clarity.

Key message & channels: "Easy Slovak holiday: happy kids, relaxed parents, mineral-water wellness." Channels: social media, Booking, email offers.



Figure 4: Persona 3

4.1.4.4 Persona 4 — Iveta, 56 (Couple’s wellness + light therapy + trips)

Snapshot: Visits with husband; combines **relaxation and therapeutic procedures** with **guided nature/cultural trips**. Mid-to-high spend; appreciates curation.

Seasonality: Year-round, often 3–5 nights (occas. longer).

Goals (“jobs”): Joint pain management, de-stress, quality time, discovering local nature/heritage.

Pains: Fragmented planning (procedures vs. trips), noise near rooms at night, peak-time congestion at pools.

Gains / Value drivers: Curated itineraries (procedures + private spa + guided tour), quiet-zone access, premium dining, local storytelling.

Behaviours: Digital-savvy; compares options; books direct when packages feel coherent and premium.

Typical stay & use: Alternates procedures and hiking/culture; enjoys quiet spa zones; values restaurant quality.

Spend & upsell levers: “Signature Couple” packages (private spa, premium massages), guaranteed quiet hours, curated tours with transport.

Key message & channels: “Refined wellness with local experiences—effortless and curated.”

Channels: website, newsletter, meta-search retargeting.



Figure 5: Persona 4

4.2 Marketing mix 4P of a Current Situation in Moderné Kúpele Turčianske Teplice

4.2.1 Product

The current product architecture is broad and well-layered, covering **therapeutic medical stays, short medical-wellness breaks, family holiday packages, children's stays**, and a clearly differentiated **premium tier** at Hotel Royal Palace****. This breadth allows the resort to address the dual summer–winter clientele evidenced earlier (seniors seeking therapy vs. families and younger couples seeking leisure), while keeping a coherent clinical core built around **thermal mineral water** and structured balneotherapy.

At the core of the therapeutic line stands **Klasik Medical Spa (7+ nights)**, a comprehensive treatment stay anchored in a **physician-recommended programme of ~21 procedures** (e.g., thermal mineral baths, hydro-/thermo-/electro-therapy, massages, light/laser therapy, individual and group rehabilitation). The package includes accommodation, half board, an initial medical examination, and complimentary access to the Olympic pool and fitness; a **2-hour SPA & Aquapark entry** is also included, with a **recommended length of 2–3 weeks**, which fits classical medical spa protocols. Klasik_2025.pdf A premiumised variant, **Gold Klasik (7+ nights)**, retains the clinical core but adds **full board** and “Gold” bonuses (welcome amenities, curated F&B credit, in-room breakfast options), plus **two 2-hour SPA & Aquapark entries**—positioning it as a comfort- and convenience-enhanced medical stay for guests willing to trade up without leaving the therapeutic track.

For shorter, lighter stays aimed at relaxation and prevention, **Medical Wellness (2+ nights)** offers a **pre-set matrix of procedures that scales with length of stay** (e.g., thermotherapy, oxygen therapy, Smaragd bath, classic massage), typically one procedure per night at the lower end and more as nights increase. This design lowers the barrier to entry for working-age guests and couples who want a taste of medical wellness without committing to multi-week therapy; it also preserves the resort's health credibility by keeping a curated clinical component. Medical_Wellness_2025.p... A parallel leisure-leaning option, **Spa & Aquapark (2+ nights)**, systematically bundles **3-hour SPA & Aquapark access per night** with accommodation and half board, explicitly communicating the site's USP: *the only spa aquapark in Slovakia with healing mineral water (44–46 °C, mineralisation up to 1,520 mg/l), beneficial especially for musculoskeletal and urological conditions.*

The **family holiday product—Kúpeľná dovolenka (5+ nights)**—blends **two procedures per night** with **2-hour aquapark entries per night**, again on top of accommodation and half board. Its logic is to keep one foot in health (daily procedures) while offering predictable family leisure (daily aquapark), which maps directly onto the summer segments observed on site. The product also features **length-of-stay bonuses** (e.g., enhanced aquapark access or extra night from certain thresholds), creating an incentive ladder for longer domestic holidays. Kupelna_dovolenka_2025 Children's stays (ages 4–15) are defined as **add-ons attached to an accompanying adult**, with accommodation, half board, and a **3-hour SPA & Aquapark entry when accompanied by a paying adult**, clearly positioning kids' access within the overall package economics and operations (check-in/out standards, dining zones). Detske_pobyty_2025.pdf Complementarily, the aquapark as a stand-alone facility offers **time-based entries (2 h / 3 h / full day)**, evening bathing, family tickets, and concessions—useful not only as a direct product, but also as a modular add-on to hotel stays. aquapark cenik ponuka

At the top end, **Royal Palace*******packages (e.g., Royal Harmony, Royal Venus/Luxemburg, Royal Classic/Balance) add a **luxury wellness layer: daily Royal Bath access**, early access to Spa & Aquapark, **consultation/examination**, and curated procedure sets by stay length (e.g., Brasil Oxygen, Poseidon, Zeus massage, thermotherapy, selected baths). Gastronomy is elevated via **Restaurant Sissi** and served half- or full-board formats. This line carefully integrates medical-wellness elements into a **premium, highly curated experience**, differentiating the resort within the national spa market and appealing to higher-spend couples and international guests.

Across products, several **design logics** stand out. First, **length-of-stay ladders** and **bonus thresholds** (e.g., improved aquapark access from 14/21 nights) encourage longer commitments in both therapeutic and leisure lines, supporting occupancy smoothing. Second, **common inclusions and house rules** (pool/fitness access, standard check-in/out, optional surcharges) provide operational consistency across tiers, simplifying communication and delivery. Third, **procedural modularity** (scaling number/type of treatments by nights) enables precise targeting of distinct segments—from insured seniors through Czech group repeats to domestic families and premium couples—without fragmenting the brand's medical-wellness identity. Collectively, the portfolio is **coherent, segment-responsive, and leverageable** in subsequent 4P elements (Price, Place, Promotion), while the Royal Palace tier provides a clear **aspirational anchor** for image and margin.

4.2.2 Price

The resort applies a **tiered, value-bundle pricing architecture** that differentiates by hotel standard (Velká Fatra vs. Royal Palace****), package purpose (therapeutic vs. wellness/leisure), **length of stay**, and **room category**. In the core therapeutic line, **Klasik Medical Spa (7+ nights)** is positioned as the entry medical package with **half-board and ~21 physician-prescribed procedures**, priced per person and night by room class: **€79/84/99/124** (double; Basic→De Luxe) and **€109/114/129/154** (single). A 2-hour SPA & Aquapark entry is included, with **length bonuses** from 14 nights (daily 2-hour entries) and from 21 nights (daily entries + **1 free night**)—providing a built-in incentive to extend stays.

The **Gold Klasik** variant upgrades Klasik to **full board** and adds “**Gold**” **bonuses** (welcome amenities and a **€175** beverage credit per person), while boosting aquapark access to **2× 2-hour entries**. Its nightly prices signal a clear premium step: **€135/€160** (double; Komfort/De Luxe) and **€165/€190** (single). The differential versus Klasik monetises convenience, dining, and ancillary value without changing the clinical core.

For **shorter, lower-intensity** wellness demand, **Medical Wellness (2+ nights)** and **SPA & Aquapark (2+ nights)** adopt the same room-class ladder as Velká Fatra, typically **€80/85/100/125** (double) and **€110/115/130/155** (single), with one to several procedures depending on the stay length and a **3-hour aquapark entry per night** in the SPA & Aquapark bundle. These packages reduce entry barriers for self-payers while preserving the brand’s medical credibility through curated procedures.

Children’s pricing supports family economics: in SPA & Aquapark, children **4–10 years** pay **€37 (extra bed) / €47 (bed)** and **11–15 years** **€49 / €59**, clearly framed as add-ons to an accompanying adult’s package. This codifies the family value proposition and clarifies inclusions (aquapark entries, dining) by age and bed type.

At the top end, **Royal Palace***** operates a **distinct premium price list** with all-inclusive wellness and signature procedure sets, priced per person and night (double): **Royal Harmony €200, Royal Classic €194, Royal Balance €194, Royal Venus €285, Royal Luxemburg €220, Royal Cardio (10 nights) €199, Royal Light €170, Bed & Breakfast €150**. Supplements reflect suite categories and solo use (e.g., **solo occupancy +€30/night**; apartments **+€60–300** depending on type). Medical examination is **extra (€39)** on packages where it is not included, reinforcing transparent modularity between hospitality and medical services.

Across packages, **surcharges** are standardised and clearly communicated: **full-board upgrade (€15 adult/€11 child per lunch)**; **dining-room upgrade (€5 p.p./night)**; **apartment supplement (€50/room/night)**; **single-use supplement (€30 p.p./night)**; **special room request (€10/room/night)**; **early check-in/late check-out (€45/room)**; room change on site **€50**; and **additional medical/procedures per valid price list**. The same structure appears in multiple brochures, which helps internal consistency and expectation management.

The **stand-alone aquapark** applies time-based pricing and discounts: adults **€19/€21/€28** (2h/3h/full day), children 6–15 **€12/€15/€18**, evening bathing **€16/€10** (adult/child), **family ticket €65 (3h)**, and **10+1** multi-entry offers. Preferential rates for **in-house guests** (e.g., Mon–Thu **€17** for 3h) and for **ZTP/locals/groups** are clearly defined, with overstay surcharges per half-hour (up to the full-day cap). This provides a **flexible, revenue-managed add-on** to hotel packages and a lever for local demand.

Pricing implications. The structure shows deliberate **price discrimination by segment** (insured/therapeutic seniors vs. self-payer wellness vs. premium couples vs. families), **room-class monetisation** (Basic→De Luxe), and **length-of-stay incentives** (14/21-night bonuses). Premium Royal Palace pricing anchors brand prestige and margin; Velká Fatra packages address volume. Clarity on **what is included** (board, aquapark time, procedure counts) and **what is extra** (exams, upgrades) reduces perceived risk for self-payers—critical for reversing the recent self-payer decline identified earlier. In the subsequent proposal, these levers can be tuned for target personas (family bundles, CZ group packages, premium couple itineraries) without undermining the therapeutic core.

4.2.3 Place, distribution and reservation channels

The resort operates a **multi-channel distribution system** that combines **direct channels** (own website with online payment gateway; telephone offers led by the in-house sales team) with a portfolio of **third-party platforms** targeting domestic and foreign demand. The current mix includes **Booking.com** (primary foreign source), **Zl'avomat**, **Domalenka**, **Sunflowers**, **Relaxos**, **Edenred**, **Evendo**, and the national aggregator **Kúpele na Slovensku**. Seasonality is pronounced: all channels show the **strongest performance from April to October**, with a smooth ramp-up into peak summer and a gradual softening afterwards.

Direct channels (website + sales desk/phone). The direct website—supported by an online **payment gateway**—is the strategic backbone for self-paying segments. It allows full control

over content (package composition, imagery of mineral-water USP), pricing calendars, add-on merchandising (procedures, aquapark time), and pre-arrival communication. The **sales team's telephone outreach** complements the site for complex, higher-value stays (e.g., multi-week medical programs, premium Royal Palace itineraries) and for seniors who prefer human guidance. Together, these channels are best positioned to serve **Iveta (56, couple premium/wellness)** and **Milan (78, insured therapeutic)** personas with tailored information, clear inclusions, and reliable pre-booking support.

Online travel agencies and deal platforms.

- **Booking.com** concentrates **international demand**, especially from the **Czech Republic** and, to a lesser extent, **Poland/Germany**, aligning with observed foreign patterns. It is effective for **shorter stays** and for price-anchored discovery, particularly among **Zuzana (43, family)** and **Karel (65, CZ repeat group/independent)** segments who first compare options online.
- **Zl'avomat, Domalenka, Sunflowers, Relaxos** function as **domestic acquisition levers** and tactical feeders in shoulder seasons, converting price-sensitive or exploratory customers into trial visits.
- **Edenred** and **Evendo** extend reach into **voucher/employee-benefit and experience** ecosystems, where packaged value and ease of redemption matter more than marginal price.
- **Kúpele na Slovensku** strengthens presence among customers actively searching for **medical/wellness stays** within the national context and helps defend against substitution by other Slovak spas.

Seasonality and segment fit. The April–October upswing maps directly to the **family and younger-couple wave** identified in the data and observations. Deal/voucher platforms and Booking.com perform well in this season for **trial and discovery**, while the website and phone desk can **upgrade** bookings (room class, procedures, aquapark entries) and **extend length of stay** through clearer benefit communication and pre-arrival nudging. In winter, the channel emphasis should tilt toward **direct/phone** for insured therapeutic stays, where guidance and medical scheduling are crucial.

Operational implications.

- The **payment gateway** reduces friction and no-shows while enabling pre-sold add-ons (procedures, private spa, extended aquapark access).
- Direct control over **inventory and allotments** on third-party platforms is key to protecting peak dates and premium categories (e.g., Royal Palace).
- Consistent content (package inclusions, procedure counts, aquapark rules) across all listings mitigates expectation gaps that commonly drive complaints (e.g., queues, time slots).

Risk & opportunity. Reliance on **Booking.com** for foreign demand is effective but **concentrated**; diversifying into **CZ-targeted campaigns** (via direct site) and strengthening presence on **domestic discovery platforms** can reduce dependency and build repeat business. Given the April–October peak, the resort can deploy **channel-specific length-of-stay fences** (minimum nights, better value on direct) and **pre-scheduled treatment slots** for third-party bookings to cut waiting-time dissatisfaction at balneo reception.

Takeaway. The current distribution stack is **coherent and segment-aware**: direct web/phone for complex and premium stays; Booking.com for international discovery; domestic deal/voucher platforms for seasonal acquisition; and the national spa aggregator for intent-driven search. The next step is to **shift more conversions to direct** (value-adds, clearer inclusions, pre-arrival procedure scheduling) while using third parties as **top-of-funnel feeders**—a mix that supports the thesis goal of **re-growing self-payer volume** without diluting the therapeutic core.

4.2.4 Promotion

The resort deploys a broad **paid-and-owned media mix** aimed at both domestic and foreign self-payers: **Google Ads** and **Meta Ads** for always-on acquisition; **Instagram and Facebook** for visibility and retargeting; a Czech-market performance setup run by the external agency **Visitero**; **OOH bigboards** on high-traffic routes; a **TV spot on Markíza** to build national reach; **influencer collaborations** (e.g., the Slovak travel creator *milanbezmapy*); and **email newsletters** to the first-party database. This mix peaks from **April to October**, in line with the seasonal demand upswing identified earlier.

From a **funnel perspective**, TV and bigboards act as **top-of-funnel reach drivers**, creating brand salience for family and couple segments before the summer season. Google search and Performance Max capture **high-intent traffic** (queries around spa, aquapark, medical

wellness), while Meta delivers **mid-funnel discovery and remarketing** with visual storytelling (thermal mineral water, aquapark, procedures). The Czech setup via Visitero ensures **language-fit campaigns** and systematic optimisation for the CZ audience, which remains the largest foreign source. Influencer posts extend **social proof** among domestic audiences and help translate the spa's medical-wellness story into relatable, experience-centric content. Newsletters sustain **direct relationship capital**, pushing package updates, seasonal bonuses (e.g., length-of-stay perks), and pre-arrival guidance.

Message–segment fit. For **families** (Zuzana, 43), creative should foreground the **aquapark, animation programme, and “parents relax + kids fun”** mechanics, with clear price–value framing on entries and bundled add-ons. For **Czech repeaters and groups** (Karel, 65), prevention-oriented messages, **pre-blocked procedure slots**, and CZ copy on landing pages reduce friction and signal preparedness for group logistics. For **insured seniors** (Milan, 78), ads should emphasise **medical assurance, calm zones, and proven outcomes**, pointing to phone/assisted booking. For **premium couples** (Iveta, 56), Royal Palace content should highlight **curated itineraries, quiet hours, signature treatments, and dining**.

Strengths. The channel set covers all stages of the journey and both geographies (SK/CZ), with an external specialist (Visitero) focused on the Czech market. TV and OOH reinforce national presence; influencers add authenticity; newsletters monetise repeat affinity. The mix is therefore **coherent and segment-aware**.

Risks and gaps. Heavy seasonal pressure (Apr–Oct) can cause **peak-time congestion** and amplify pains observed on site (waiting at balneo desk). Without precise conversion tracking and offer clarity, paid media may **inflate intermediated bookings** instead of steering demand direct. The Czech market reliance still poses **concentration risk**; secondary foreign markets (PL/DE) show potential but need tailored creatives and landing pages.

The current promotion stack is well-constructed for reach and acquisition; by sharpening persona-specific messaging, pushing **direct booking advantages**, and localising for CZ/PL/DE, the resort can convert more **self-payer demand** while mitigating seasonal pain points that affect perceived value and repeat intent.

4.3 Marketing Mix 4p of Spa Aphrodite Rajecké Teplice

4.3.1 Product

Spa Aphrodite presents a **broad, modular product architecture** built on four pillars: **thermal water facilities**, a **comprehensive procedure menu** (wellness, beauty, and medical/rehabilitation), **pre-packaged stays**, and **hotel accommodation** at several standards. The public-facing core are **thermal pools** and a **sauna world**, available as time-based entries for adults and children—an important feeder for day visitors and short breaks. These access products structure usage into 2-hour, 3-hour, and all-day formats and are complemented by a separate sauna offer, signalling clear zoning of the wet and hot-thermal experience for different intents.

Aphrodite’s **stay packages** are notably **decoupled from lodging** (“the price of packages does not include accommodation”), which makes the portfolio **plug-and-play** across hotel categories and lengths of stay. The 2025 line-up spans **relaxation** (e.g., *Relax Classic*, *Relax Classic Plus*, *SPA Relax Basic*), **medical/preventive** (e.g., *Preventive medical stay*, *Medical De Luxe*, *Medical weight-reduction*, *Post-COVID medical stay*), **beauty-oriented** stays (*Beauty Classic*, *Beauty Relax*), and a **couples format** (*Romantic stay – new*). For local or price-sensitive demand, Aphrodite also sells **ambulant spa therapy without lodging** (standard and above-standard variants), medically guided at **three procedures per day** with a **minimum of five consecutive weekdays**, and **no referral required**—a flexible path into the medical core for residents and repeat guests. **Optional add-ons** include consultations with a **physician** and a **nutrition therapist**, underscoring the integration of wellness and clinical oversight.

The **procedure catalogue** is unusually **deep and diversified**. The **massage & ritual** portfolio ranges from **Hammam**, **LOMI-LOMI (Hawaiian)**, **hot-stone**, **bamboo**, **sports** and **Swedish** massages to branded experiences such as **Aphrodite ritual** or **gold-oil relaxation**, including **romantic treatments for two**—a strong fit for couple segments. Durations vary (30–90 minutes), supporting both quick add-ons and indulgent sessions. On the **hydrotherapy** side, guests can book **hydromassage**, **pearl baths**, **aroma-pearl baths**, and **CO₂ baths** (each paired with a dry wrap), which link the leisure water world to **therapeutic use cases**.

A dedicated **medical/rehabilitation menu** strengthens the **evidence-based backbone**: **oxygen therapy**, **robotic MLS laser (up to 75W)**, **individual rehabilitation**, **reflex back massage**,

BEMER microcirculation therapy (including 5-treatment bundles), **shockwave therapy**, **local cryotherapy**, **magnetotherapy**, **ultrasound**, **Bioptron light**, **paraffin/parafango**, **inhalations**, and **gas injections**. This spectrum allows personalised plans that bridge prevention, pain management, and recovery, and it provides a credible upgrade path from leisure into medically relevant routines. Cenik spa aphrodite

The **beauty & aesthetic** layer is equally comprehensive and **device-enabled**. Face and body offerings include **manual lymphatic drainage**, **microdermabrasion**, **ultrasound cleansing**, **oxygen mesotherapy**, **OxyGeneo** and **Oxyceutical** treatments, **LPG** (face/body with single sessions and 10-treatment packs), as well as **gold-based anti-age rituals** and **slimming programmes** (e.g., **maderotherapy**, **exclusive body bandages**). Complementary **manicure/pedicure** services (including **gel polish**, **Japanese manicure**) and **lash/eyebrow** enhancements round out the day-spa appeal and encourage **ancillary spending** from short-stay guests.

On the **facility/hosting** side, Aphrodite can pair these services with multiple accommodation tiers (e.g., **Aphrodite Palace***** suites and presidential apartments; Hotel Aphrodite****; Malá Fatra; Vila Margaréta***), each presented with clear **board options** and the possibility to **add package content**. While the Product chapter avoids pricing analysis, the accommodation matrix itself is part of the **product system**: it enables **fine segmentation** (from premium couples seeking design-forward settings to value-oriented guests) and supports **length-of-stay flexibility** thanks to the package-without-lodging model.

Design logic and segment fit. Overall, Aphrodite's Product is engineered for **mix-and-match**: (1) **entry via pools/saunas** for day guests and short breaks; (2) **procedure menus** that cover relaxation, beauty, and medical needs; (3) **stays** that signal intent (relax vs. medical vs. beauty vs. romantic) but remain **compatible with any hotel tier**; and (4) **ambulant therapy** for clinically motivated, time-constrained customers. This configuration naturally targets **couples** (romantic/rituals + sauna), **beauty/wellness seekers** (device-based facials/body), and **medically driven guests** (oxygen, MLS laser, rehab, BEMER) while still welcoming **families** through **child entries** in the thermal pools product.

The strength of Spa Aphrodite lies in its **integrated, adult-leaning medical-wellness ecosystem**: iconic thermal experiences supported by a **rich, clinically adjacent procedure set**

and **modular stays** that can be combined with several accommodation standards. The **romantic/beauty signature** differentiates the resort among couple and premium weekend segments, while the **ambulant pathway** lowers barriers for local and repeat therapeutic use. This breadth and modularity provide a **solid platform for yield and cross-sell** in later 4P elements (Price/Place/Promotion) and a clear benchmark for comparing value propositions in the competitive set.

4.3.2 Price

Aphrodite's pricing is built on a **hybrid model** that separates (a) **access products** for day visitors (thermal pools, sauna world), (b) **procedure-level prices** (wellness/medical/beauty), and (c) **package prices per person per night** that are **explicitly sold without accommodation**—with lodging and board priced on a separate hotel tariff. This structure gives the resort strong yield levers across length of stay, hotel category, and day-visitor demand.

Access products (day visitors). Thermal pools are sold in **time bands** (e.g., adults **€28/2h** or **€50/full day**), while the **sauna world** applies a steeper scale (**€40/2h, €50/3h, €80/full day**). Child pricing for pools is also tiered (e.g., **€16/2h, €30/day** for 0–12), and the system includes **chip-loss fees**—reinforcing operational discipline and ancillary revenue protection.

Packages (without lodging). The 2025 line-up prices **intent** rather than room class: relaxation tiers (**Relax Classic €67 p.p./night, Relax Classic Plus €85, SPA Relax Basic €64**), medical/preventive (**Medical De Luxe €100, Medical weight-reduction €120, Preventive medical €67**), beauty (**Beauty Classic €67, Beauty Relax €94**), and a **Romantic stay (new)** option. **Doctor** and **nutrition** consultations can be added à la carte (**€40** and **€10** respectively), and there is an **ambulant therapy** route (**€45/day standard; €66/day above-standard**) prescribing **three procedures/day** with a **minimum of five weekdays** and **no GP referral required**—a smart, low-barrier path for clinically motivated guests.

Lodging and board (hotel tariff). Accommodation with **half board** is priced by **hotel tier** and **timing (weekday vs. weekend/holidays)**. In the **5★ suite categories**, weekday/holiday examples include **Suite €420/€440, Suite De Luxe €480/€500**, and **Presidential apartment €520** (or **€620** with pool-view on weekends). **Aphrodite**** shows, for instance, **Comfort double €245/€250** (weekday/weekend), while **Malá Fatra**** and **Vila Margaréta*** offer lower

nominal entry points (e.g., **Comfort double Malá Fatra €222/€230; Vila Margaréta double €212/€220**). **Extra-person supplements** are standardised (e.g., **€80–€82** for 3–11.99 yrs; **€120–€123** for 12+), signalling clear family pricing logic.

Board pricing and surcharges. Dining has a transparent **pre-ordered vs. on-site** differential: **half board** pre-ordered is **€32 adult/€16 child per night; full board €52/€26**; ordering on site lifts unit prices (e.g., **dinner Sun–Thu €35; Fri/Sat gala dinner €38–€46** for adults). Public (non-resident) rates are also listed (e.g., **breakfast €23**), reducing ambiguity for mixed-party bookings. **Special surcharges** codify value for certainty and convenience: **preferred room attributes** (**€10/room/night** for a specific view/balcony), **early check-in** priced as a **% of room rate** depending on the hour, and **late check-out** stepping up from **40% to 100%** of the room-night rate—an explicit capacity-management tool.

Procedure-level prices (ancillary revenue). The **massage/ritual catalog** spans **€45–€160+** per session (e.g., **Hamman 50’ €85; hot-stone 60’ €80; “gold-oil” relaxation 90’ €160; romantic for two 60’ €160**). Hydrotherapy and classic spa procedures start lower (e.g., **pearl bath + wrap 20’ €18, CO₂ bath + wrap 20’ €25**), while **medical/rehab** items are listed à la carte (e.g., **robotic MLS laser 3–10’ €20, individual rehab 20’ €30, BEMER €20 or 5× €85, shockwave and cryotherapy** as per doctor’s order). Beauty/aesthetic **device treatments** hold premium pricing (e.g., **OxyGeneo 60’ €165, Oxyceutical 90’ €165, LPG body 35’ €65; 10-session packages €360–420**), creating robust upsell pathways from short stays.

Pricing logic and implications.

- **Decoupling packages from lodging** lets Aphrodite optimise both sides independently: **intent-based per-person rates** for stays, and **room-class/weekend fences** for accommodation. This yields higher control over margins and segmentation across **4★/5★** tiers. Cenik spa aphrodite
- **Time-tiered access** (pools/saunas) monetises day demand while feeding hotel upsell, with clear **child pricing** to support family economics. Cenik spa aphrodite
- **Ancillary menus** (wellness/medical/beauty) provide **granular price points** from **€7–€205**, enabling tailored baskets for couples, beauty-seekers, and rehab clients, and supporting **package personalisation** without discounting core room value.

- **Operational surcharges** (early/late, preferred room) convert convenience into revenue and **control peak-day capacity**, important in a high-season destination. Cenik spa aphrodite

. Aphrodite’s price architecture is **multi-layered and disciplined**: access products to capture day traffic; clear, **intent-priced packages**; hotel tariffs with **weekday/weekend fences** and child/adult supplements; and a deep ancillary price list that **monetises personalisation**. The model supports yield across segments (couples, beauty/wellness, medical/preventive, families) and provides levers for both **acquisition** (entry prices, ambulant therapy) and **margin** (premium suites, device procedures, convenience surcharges).

4.3.3 Place distribution & reservation channels

Spa Aphrodite operates a **multi-channel distribution system** that blends direct control with broad marketplace reach. The **owned website** functions as the primary storefront for self-payers, concentrating the full breadth of stay packages, procedure menus, and access products (thermal pools, sauna). As the only channel where message, merchandising and add-ons can be fully orchestrated, the website is pivotal for communicating the resort’s intent-based packages (relax/beauty/medical/romantic) and for steering customers toward higher-value combinations (e.g., procedures + day access + board). Clear landing pages and transparent inclusions are essential to convert price-aware visitors without eroding package integrity.

Among third-party channels, **Booking.com** anchors **international discovery** and short-break demand. Booking provides high-visibility shelf space and credible social proof. Conversions here typically skew to shorter stays with a stronger hotel-first mindset; therefore, downstream upsell to procedures and access products should be prepared pre-arrival (e.g., email prompts to pre-book massages or pool/sauna windows). The trade-off is commission cost and reduced control over content depth, which underlines the need to keep rate parity while **differentiating value** on the direct site (e.g., clearer inclusions, pre-scheduled treatment slots).

Aphrodite’s domestic reach is reinforced by **deal and travel platforms**: **Zl’avomat**, **Domalenka** and **Sunflowers**. These channels perform as **tactical acquisition levers**—effective in shoulder periods and for first-time customers who respond to curated offers and visible savings. Because packages are sold **without accommodation by default**, the resort can flexibly plug these intent-priced stays into different hotel tiers during lower-demand windows. Careful

product hygiene is key: publish the same core inclusions across platforms, cap inventory on peak dates, and require pre-arrival selection of time slots for procedures to avoid on-site queues (a typical seasonal pain point in high-demand resorts).

Two **top-of-funnel discovery** sites expand awareness among specific domestic niches. **kupaliska.sk** targets audiences actively searching for **thermal-water and pool experiences**, feeding the aquatics-led part of the portfolio (day entries, sauna world, short wellness). **ubytujsa.sk** increases accommodation visibility across Slovak consumers who browse by location and price fence; its role is to bring incremental traffic into the booking funnel where direct-site advantages can be articulated. Both portals should be maintained with **consistent facility facts** (thermal parameters, zones, family access rules) to limit expectation gaps.

Family acquisition receives a dedicated boost via **sdetmi.com**, a popular parenting and family-activity portal. Its audience fit makes it a **high-signal channel** for the summer segment: parents searching for water fun, safe facilities and predictable daily routines. Listings and advertorials here should emphasise **children's entries, family rooms, animation programmes** and the practicalities families value (locker rules, pram-friendly access, quiet-time options). Cross-linking to a direct "Family" landing page with bundle logic (e.g., "Parents Relax + Kids Fun") increases the chance of capturing bookings **directly** rather than via intermediaries.

From a **portfolio perspective**, this channel mix is coherent: the website concentrates controllable, higher-margin sales; Booking.com secures foreign and comparison-shopping visibility; Zľavomat/Domalenka/Sunflowers convert trial demand; kupaliska.sk and ubytuj.sa broaden discovery among domestic planners; sdetmi.com narrows in on families at the exact moment of intent. The principal risks are (i) **commission leakage** if third-party channels dominate peak dates, and (ii) **operational frictions** (check-in bottlenecks, procedure scheduling) when volumes spike. Both can be mitigated by (a) **inventory discipline** (blackouts and minimum-stay fences on intermediaries for high-compression dates), (b) **direct-only value adds** (pre-booked procedure slots, late check-out window, small F&B credits), and (c) **automation of pre-arrival communication** that assigns time windows for pools/sauna and suggests off-peak usage.

In summary, Aphrodite's distribution is **segment-aware and yield-capable**: marketplace reach for trial and foreign discovery, complemented by direct pathways optimised for margin and experience control. By tightening content consistency, pre-arrival upsell flows and direct-

booking advantages, the resort can harness third-party exposure while **shifting conversion to owned channels**, protecting price integrity and enhancing the guest journey from search to on-site delivery.

4.3.4 Promotion

Spa Aphrodite’s promotion mix is **influencer- and social-first**, supported by **radio advertising** and **large-format OOH (bigboards)** on high-traffic outbound routes from major cities in central Slovakia. The centre of gravity is therefore **digital word-of-mouth and visual storytelling** (Instagram/Facebook via Slovak and Czech creators), amplified by **broadcast reach** (radio spots) and **geographic coverage** (billboards on commuter corridors). This combination is well aligned with Aphrodite’s product logic—design-forward thermal experiences, procedures that photograph well, and short, impulse-friendly stays.

Channel roles and funnel logic.

- **Influencers + social media (SK & CZ):** Primary **awareness and consideration** drivers. Creators supply aspirational, lifestyle content (reels/stories/carousels) that showcases pools/saunas, rituals for couples, and beauty/medical add-ons in a way that feels authentic. Czech partners additionally reduce language friction and keep the brand salient in the most important foreign source market.
- **Radio:** Broad, frequency-based **top-of-funnel** support. It keeps the brand and seasonal offers present for motorists and commuters, reinforcing name recognition before key booking windows (weekends, holidays).
- **OOH bigboards:** **Location-targeted awareness** at high-flow nodes. With clear visuals (signature interiors, thermal water) and a short CTA, they capture attention from car traffic and route planning toward the resort’s area.

Message–segment fit. The current mix naturally reaches **couples** (romantic/ritual content performs well on social), **beauty/wellness seekers** (device-based facials and body treatments are visually strong), and **short-break leisure** (weekend formats that influencers can document in a single storyline). Using Czech creators ensures a credible voice for **CZ repeaters and first-timers**, while radio/OOH keeps the brand top-of-mind for **domestic planners** who might later compare options online. This alignment supports intent-priced packages “without lodging”, which can be flexibly paired with hotel tiers.

Strengths.

1. **High creative leverage:** Influencer content multiplies assets (video, UGC, testimonials) that can be re-used across paid social.
2. **Cross-border relevance:** CZ collaborations extend reach precisely where the foreign demand is strongest.
3. **Mass-reach ballast:** Radio and bigboards provide coverage beyond the algorithm, stabilising awareness through seasonality.

Risks and gaps.

- **Attribution opacity:** Heavy reliance on influencers and offline media can blur the line between awareness and bookings if campaign links/UTMs are not enforced.
- **Message dilution:** Without strict creative briefs, content may slide toward generic “pool & selfie” posts, under-communicating medical/beauty depth and the *package-without-lodging* model.
- **Over-the-top seasonality:** OOH and radio weight in peak months can drive traffic into already busy time slots unless paired with capacity-aware CTAs (e.g., off-peak, mid-week, pre-booked procedures).

Aphrodite’s promotion stack is **coherent and segment-aware**: influencers and social media create persuasive, cross-border desire; radio and bigboards broaden reach where people travel; each channel highlights visually distinctive thermal and wellness experiences that convert well into short stays. By tightening measurement (UTMs/codes), sharpening segment-specific landing pages, and aligning CTAs with capacity, the resort can **lift direct conversions** and protect guest experience while maintaining strong visibility in both Slovak and Czech markets.

4.4 Marketing Mix 4P of Kúpele Bojnice

4.4.1 Product

The Bojnice portfolio is built around a **medical core** of physician-guided therapeutic stays, complemented by **leisure-wellness packages** and an **ambulatory therapy** track. Packages are delivered across multiple spa houses (e.g., **Bôrina, Mier, Lysec, Martin, Lux, Slávia, Zobor, Kľak, Tribeč, Gabriela, Ploska**), which also determine access to the **Vodný svet** (Water

World) facilities. In all medical stays, **procedures are prescribed by a doctor** according to the guest's current health status, ensuring clinical relevance and personalisation.

Therapeutic line — Klasik & Dynamik (self-payers, 6+ nights). The flagship “**Klasik**” and “**Dynamik**” stays are positioned as comprehensive medical programs for self-paying guests with a **minimum length of six nights**. Both include **accommodation, full board, an initial medical examination**, and on average **three therapeutic procedures per day**; **Dynamik** further adds **free access to the Water World** (with the specific pool complex determined by the spa house of accommodation). This design couples a predictable daily therapy cadence with leisure access, while keeping the physician in charge of composition (hydro-, thermo-, electro-therapy, massages, light/laser therapy, group/individual rehab).

Therapeutic line — Vital & Vital+. The “**Vital**” and upgraded “**Vital+**” stays mirror the Klasik/Dynamik logic: **accommodation + full board + initial medical exam** and **~3 procedures per day** as prescribed by a physician; **Vital+** similarly grants **free Water World access** based on the guest's spa house. These variants provide additional choice within the medical category and facilitate yield management across houses and room types without diluting the clinical core.

Leisure-wellness line — Pohoda & Relax. For guests prioritising rest and light wellness over clinical intensity, **Pohoda** and **Relax** offer **accommodation with full board** and **free Water World access** (again routed by spa house), plus **monthly bonus inclusions** (e.g., fitness, salt cave, sauna world) communicated in the product sheet. These packages are also listed with a **minimum stay of six nights**, framing them as week-long restorative breaks for couples and families who value the aquatic zones and simple, all-in format.

Ambulatory therapy (no lodging). Bojnice additionally sell a **day-clinic** product for locals and repeaters who do not require accommodation: a **fixed daily price** that **includes three therapeutic procedures per day and an initial medical examination**. This pathway keeps the medical brand salient among nearby residents and extends access to those with time or budget constraints while maintaining physician oversight.

Procedure catalogue (depth and modularity). The open (walk-in) and physician-ordered procedure lists are **broad and tiered**. **Walk-in treatments** include partial and full **classic massages, manual and device-assisted lymphatic drainage, dry hydromassage**, a spectrum

of **mineral baths** (pearl, CO₂, hydromassage, oil, Cleopatra), **thermotherapy** (paraffin, parafango, peat/rašelina, wax), **oxygen therapy**, and **soft-tissue techniques**. **Physician-prescribed** items add **individual rehabilitation** (30/60 min), **electrotherapy** (TENS, diadynamic, interferential, medium-frequency), **TECAR**, **subaquatic massage**, and **gas injections**, among others. The separation between walk-in and medically indicated procedures allows the spa to serve both **leisure wellness** and **clinical rehabilitation** needs without confusing the guest journey.

Accommodation infrastructure & access logic. The multi-house setup lets Bojnice align product promises with facilities: guests housed in **Mier/Lysec/Lux/Zobor/Slávia/Kľak/Ploska** draw free entries to the **Mier Water World**, while those in **Bôrina/Martin/Gabriela/Tríbeč** receive entries to the **Bôrina Water World** when the relevant package includes aquatic access (e.g., Dynamik, Vital+, Pohoda, Relax). Operational notes (e.g., **no single rooms in Lysec and Martin**; single-use of a double room available as a defined option) clarify expectations and reduce check-in friction.

Insured clients (categories A/B). Beyond self-payers, the spa also serves **insured therapeutic stays**; while the **co-payments** are a pricing matter, from a product perspective it confirms the **full medical-indications capability** of the resort across its houses and dining system—important for brand credibility and winter utilisation.

Design logic and segment fit. In product terms, Bojnice combine (1) **physician-led therapeutic programs** (Klasik, Vital) with optional **aqua access** (Dynamik, Vital+), (2) **leisure-wellness** week-stays with simple inclusions (Pohoda, Relax), and (3) a **no-lodging ambulatory** option for high-frequency therapy. This layered structure maps cleanly to key segments: **seniors and rehab-oriented adults** (medical), **couples/families** seeking water-centric rest (leisure), and **local repeaters** (ambulant). The consistent rule that **doctors define procedures** preserves clinical quality across all packages, while the **house-based Water World routing** keeps the leisure promise operationally feasible.

4.4.2 Price

Bojnice apply a **per-person, per-night** tariff that is **package-based** (what is included) and **house/room-differentiated** (where the guest stays). Prices are quoted with VAT and follow clear **length-of-stay fences**: the flagship therapeutic stays (**Klasik/Dynamik**) are priced for **≥6 nights**, while short stays (**Vital/Vital+, Relax**) run **2–5 nights** at a higher nightly level. In

therapeutic products, **full board, an initial medical examination, and on average three physician-prescribed procedures per day** are included; **Dynamik** and **Vital+** further add **free Water World access** according to the spa house of accommodation.

Therapeutic week-stays (Klasik/Dynamik, ≥ 6 nights). Public price sheets show **house- and room-class ladders**. As an order of magnitude, **double-occupancy** rates for Klasik/Dynamik cluster roughly around **€80–102 p.p./night**, while **single rooms** sit approximately in the **€98–129 p.p./night** band; **apartments** are higher (selected entries around **€115–134 p.p./night**, 2-person). Exact figures vary by spa house (e.g., Martin, Mier, Lysec, Bôrina, Lux, Slávia, Zobor, Kľak, Tribeč, Gabriela, Ploska). All variants include **full board + doctor exam + ~3 daily procedures**; **Dynamik** adds **Water World access** routed by the guest's house (Mier vs. Bôrina complexes). A **single-use supplement for a double room** is standardised at **€21/night** (apartments **€41/night**).

Short medical stays (Vital/Vital+, 2–5 nights). Vital mirrors the Klasik clinical core (full board + exam + ~3 procedures/day), with **Vital+** adding Water World access by house. The price ladder reflects the shorter length and the inclusion logic: across houses, **double-occupancy Vital** posts in the **€97–113 p.p./night** range, while **single** runs approximately **€113–140 p.p./night**; **Vital+** shows a modest uplift (samples up to **€119 double / €142 single**). Single-use of a double room again triggers the **€21/night** supplement (apartments **€41/night**), with the note that **Lysec and Martin** do not offer dedicated single rooms.

Leisure-wellness stays (Relax, 2–5 nights; Pohoda, ≥ 6 nights). These “light” bundles price accommodation with full board and **free Water World**, plus **monthly bonuses** (e.g., fitness, salt cave, sauna world) communicated in the product sheet. For **Relax** (2–5 nights), representative list entries indicate **double** around **€91–107 p.p./night** and **single** approximately **€113–134 p.p./night**, depending on house and room type. **Pohoda** (≥ 6 nights) lands slightly lower per night, with visible examples around **€81–89 double** and **€99–116 single**. The familiar **single-use surcharge** (**€21/night**, apartments **€41/night**) and **tourist tax €1.80 p.p./night** apply.

Ambulatory therapy (no lodging). Bojnice maintain a **day-clinic** price at **€30 per person/day** including **three therapeutic procedures daily** and the **initial medical examination**—a low-barrier path for locals and repeaters whose needs are clinical but do not require accommodation.

Transitional lodging & board tariffs (without procedures). For guests purchasing accommodation only, the 2025 sheet quotes, for example, **Bôrina/Mier** at €77 single / €64 double p.p./night, **Lysec** at €83/€70, **Depandansy** at €64/€59, and **apartments** at €118 (double). **Meal prices** are transparent (e.g., **breakfast €5, lunch €8, dinner €7** in the general sheet; **Martin** variant shows €8/€11/€10 respectively), which simplifies price comparisons and mixed-party bookings. The **single-use of a double room** is again €21/night (apartments €41/night), coupled with a **€50 per room per stay** fee for **special room requests** and **€30 for on-site room changes**—codifying convenience monetisation and operational discipline.

Insured patients (categories A/B) — relevant co-payments. Although co-payment schedules primarily belong to pricing for insured care, they are instructive for the overall price architecture: the **doplatok** for higher-category housing (e.g., **€21 p.p./day** in LD Lux/Slávia/Zobor/Kľak/Tribeč/Gabriela/Ploska; **€38** in apartments; **€12** in LD Leknín) and the same **€50/€30** special-request/room-change logic apply. The **€1.80 p.p./night** tourist tax is collected at arrival, with statutory exemptions (e.g., ZŤP). This shows that Bojnice keep **one operational surcharge system** across self-payers and insured guests, aiding clarity and internal control.

Ancillary price list (procedures). A broad à-la-carte menu underpins upsell and customisation. Indicative examples include **oxygen therapy €16/60'**, **individual rehabilitation €23/30' or €36/60'**, **subaquatic massage €26/15'**, **Dorn method €41/50'**, **gas injections €11, pearl/CO₂/Cleopatra baths €14 each (incl. wrap)**, and common **electro-/magneto-/ultrasound** items €8–€11 per session. The list is explicitly marked **valid from 1.1.2025** and quoted **with 23% VAT** (for non-healthcare components), reinforcing transparency over medical vs. wellness pricing.

Pricing logic — implications.

- **Length-of-stay fences:** week-stays (Klasik) price more efficiently per night than **2–5 night** formats (Vital/Relax), steering demand into clinically meaningful durations and smoothing occupancy.
- **Inclusion tiers:** **Dynamik/Vital+** monetise Water World access, preserving a clean ladder between medical-only and medical-plus-leisure.

- **House/room monetisation:** the same medical core is sold across houses via **room-class differentials** and **single-use** surcharges, protecting ADR without altering clinical delivery. klasik dinamik bojnice
- **Operational surcharges** (€21/€41 single-use; €50 special request; €30 room change; €1.80 tax) are unified across products, reducing ambiguity and aiding revenue control.

Conclusion (Price). Bojnice’s price architecture is **disciplined and legible**: packages are **purpose-priced** (medical vs. leisure, short vs. week), **differentiated by house/room**, and supported by a transparent **ancillary tariff**. By keeping doctor-prescribed procedures inside the package price and monetising **Water World** selectively (Dynamik/Vital+), the spa balances **clinical integrity** with **leisure value**. The coherent surcharge policy (single-use, special requests, tourist tax) further stabilises revenue and guest expectations—providing a robust platform for channel strategy and message management.

4.4.3 Place

Bojnice operate a **dual-track distribution system** that reflects their product focus: (1) a **B2B pipeline via health insurance companies** for insured therapeutic clients, and (2) a **consumer pipeline for self-payers** using direct and third-party channels. This architecture aligns with the spa’s strong medical core while leaving room to acquire and monetise leisure-oriented guests. **Insurer-led channel (core).** The primary route for insured patients runs through **direct coordination with health insurers**. In practice, the flow typically involves medical indication and referral, insurer approval, scheduling of the stay, and pre-arrival confirmation with the spa. Internally, this channel requires capacity planning (rooms by house/type), calendar control for physician examinations and procedures, and clear communication of co-payments at check-in. Because the insurer pathway is less price-elastic and more clinically driven, it stabilises occupancy for longer therapeutic stays and provides predictable demand for the physician-guided procedure blocks.

Direct consumer channels (self-payers). For guests booking outside the insurer pathway, Bojnice use their **own website** and **telephone/desk reservations**. The website functions as the master storefront for packages (therapeutic week-stays, short medical stays, leisure “Pohoda/Relax”, ambulatory therapy), while the phone desk supports complex bookings (choice of spa house, room/board, medical add-ons). Direct channels are critical for communicating exactly **what is included per night** (board, medical examination, average

number of procedures, Water World access by house), pre-booking time slots for examinations and high-demand procedures, and upselling add-ons (e.g., extra massages, salt cave, sauna world) without commission leakage.

Online travel agencies and domestic discovery platforms. Bojnice complement direct sales with **Booking.com** (hotel-first comparison and foreign discovery) and **domestic platforms** such as **Sunflowers.sk**, **Domalenka**, and **Relaxos.sk**, which act as tactical **acquisition levers**—useful for trial demand and shoulder periods. Content and family-oriented discovery are extended through **KamNaVylet.sk**, a portal consulted by Slovak travellers when planning short breaks. In this stack, Booking.com tends to convert **shorter stays** and price-anchored searches; domestic platforms convert **value-seeking** and “curated-offer” audiences. To protect margins and the on-site experience, the spa should maintain **inventory discipline** (limited allotments, blackout dates, minimum length-of-stay fences) and keep **rate parity** while differentiating **value** on the direct site (e.g., clearer inclusions, pre-scheduled procedures, late check-out window).

Channel roles and hand-offs.

- **Insurers** → base load for longer therapeutic stays; clinically indicated, less seasonal, high operational predictability.
- **Direct web/phone** → highest control over merchandising and pre-arrival orchestration; best suited to week-stays, ambulatory therapy, and guests needing guidance.
- **Booking.com** → incremental visibility for foreign/short-break segments; effective top-of-funnel for hotel choice, followed by direct upsell to procedures.
- **Sunflowers/Domalenka/Relaxos** → domestic trial and shoulder-season feeders; good for simple leisure or short medical packages once inclusions are crystal-clear.
- **KamNaVylet.sk** → awareness and planning cue for Slovak families/couples; link to a concise landing page that explains “which spa house = which Water World”.
-

Operational implications. Given the medical intensity of Bojnice’s offer, distribution must be tightly linked to **capacity and scheduling**. For insurer and OTA bookings, send **pre-arrival emails** with (a) allocated or selectable **examination/procedure windows**, (b) practical house-specific instructions (which Water World access applies), and (c) suggestions for **off-peak usage** of busy zones. This reduces queues at the balneo desk and aligns expectations at check-

in. On the direct site, feature a simple “**What you get per night**” panel for each package and house, so guests understand the differences without needing third-party explanations.

Risk and opportunity. Heavy reliance on the insurer pathway is a strength for stability, but it can limit growth in **self-payer** share. The current channel mix already contains the essentials to diversify: direct web/phone for clinically meaningful week-stays and ambulatory therapy; OTAs and domestic platforms for incremental discovery. To convert more bookings **directly**, the spa can offer **low-cost, capacity-friendly perks** exclusive to the website (e.g., guaranteed procedure slot, priority check-in lane, small wellness credit) and echo these in all third-party listings as “**book direct for added certainty**”. For foreign demand, Booking.com can be kept as a discovery shelf while confirmation emails **cross-sell procedures** and clarify house-to-Water-World mapping.

Bojnice’s distribution is **coherent and clinically aligned**: the insurer channel underpins therapeutic utilisation, while direct and marketplace channels expand reach to self-payers and short-break guests. By tightening inventory rules on partners, standardising pre-arrival scheduling across all sources, and highlighting **direct-only advantages**, the spa can protect the medical core and improve margins—without sacrificing the accessibility that third-party platforms bring.

4.4.4 Promotion

Bojnické kúpele place **limited strategic emphasis on promotion** and rely predominantly on **traditional, offline tactics**. The current mix consists mainly of **printed posters** distributed locally (e.g., via postal delivery), **occasional mentions in local newspapers**, and **brochure stands** at high-traffic Bojnice attractions such as the **castle** and the **zoo**. Although the spa maintains **Facebook and Instagram accounts**, these channels are **inactive** in practice and do not function as systematic acquisition or retention tools. The situation is somewhat paradoxical: the brand still benefits from **legacy awareness built during the socialist era**, when Bojnice featured prominently in the public consciousness; consequently, many Slovak consumers “just know” the spa exists without recent marketing reinforcement.

Funnel perspective. The existing approach generates **top-of-mind recall locally** (through posters and tourist-site brochures) but provides **weak mid- and lower-funnel capture**. There

is no sustained digital storytelling, segmentation, or retargeting that would convert interest into concrete reservations—especially among **self-paying** segments (families, couples, Czech visitors). In practice, **insured therapeutic demand** is fed primarily by **insurer pathways** (B2B), which partially compensates for low promotional intensity. However, the **self-payer customer journey**—from inspiration to price–value evaluation and booking—remains under-served by the current mix.

Message–segment fit. The offline tactics are reasonably aligned with **seniors and insured clients**, who may rely on physician recommendations and existing reputation rather than active media. The **brochure presence at the castle/zoo** can trigger interest among **domestic leisure visitors** who are already on site. Yet the absence of active social media and performance campaigns means there is **limited reach to younger families or premium couples** outside the immediate region, and **little visibility in the Czech market**, where comparison shopping and digital research dominate spa selection. As a result, the spa’s **value narrative** (what is included per night, clinical oversight, access to Water World, minimum lengths of stay) is seldom articulated to the audiences who need it most to make a decision.

Channel mix assessment.

- **Owned media:** Website and social profiles exist but are not leveraged for regular content, CRM, or booking nudges. No evidence of structured **email/newsletter** contact to foster repeat visits or explain pre-arrival scheduling.
- **Paid media:** No systematic **Google/Meta Ads** to capture intent (“liečebné pobyty”, “wellness Bojnice”, CZ queries) or to retarget site visitors. No **OTA ad products** or seasonal boosts appear to be in use beyond standard listings.
- **Earned/local media:** **Local press notes** and **destination-site brochures** deliver neighborhood visibility and capitalize on Bojnice’s tourist flows but do not build measurable pipelines for off-season or non-local demand.
- **B2B (insurers):** Operationally effective for **insured stays**, anchoring winter utilization and longer medical programs; not a substitute for stimulating **self-payer** growth.

Strengths.

1. **Enduring brand memory**—intergenerational recognition lowers the cost of acquiring insured seniors and local repeaters.

2. **Hyperlocal presence** at the castle/zoo—steady, low-cost awareness among domestic leisure travelers already in market.
3. **Process simplicity**—limited channel fragmentation reduces administrative overhead.

Risks and gaps.

- **Aging awareness base:** Reliance on historical equity risks **cohort erosion** (younger families, working-age couples) as competitors shape expectations via modern media.
- **Low share of voice online:** Minimal social activity and no performance campaigns leave **intent capture to competitors** and OTAs, compressing margins and weakening message control.
- **Uncommunicated value:** Without clear, repeated communication of **inclusions** (full board, medical exam, ~3 procedures/day) and **Water World routing by house**, prospective self-payers cannot easily compare Bojnice to alternatives.
- **Measurement blind spots:** Offline tactics and dormant digital channels provide **little attribution data**, making it difficult to optimize spend or content.

Implications for the competitive set. In comparative terms, Bojnice’s promotional stance **prioritizes stability over growth:** it is adequate for maintaining insured flows but **underperforms** for attracting **self-paying** segments that are increasingly influenced by digital discovery, peer content, and transparent value framing. Against modernized rivals that invest in **influencers, paid social/search, and localized campaigns (e.g., CZ)**, Bojnice cede ground in reach, targeting, and conversion—particularly in the April–October window when leisure demand peaks.

The Bojnice promotion mix is **offline-heavy, low-intensity, and weakly measurable.** It preserves local salience and supports insurer-led utilization, yet leaves significant **self-payer potential untapped** due to limited digital presence and insufficient message clarity.

4.5 Value Proposition

4.5.1 Value Proposition of Moderné Kúpele Turčianske Teplice

Moderné Kúpele Turčianske Teplice position themselves as a medical-wellness destination that combines credible therapy with effortless leisure. The core of the offer is clinically guided care based on thermal mineral water and physician-prescribed procedures, translated into clear,

bookable bundles that are easy to understand and plan. Therapeutic stays (e.g., Klasik and Gold Klasik) provide an examination and a predictable cadence of treatments per day, which gives seniors and health-motivated guests reassurance about outcomes and daily structure. For self-payers with less time, short medical-wellness breaks scale the number of procedures with the length of stay, while the Spa & Aquapark format guarantees time-boxed access to pools and saunas. A family holiday variant pairs daily procedures with aquapark windows and children's pricing, so parents can relax while kids have a safe, organised programme. At the top end, the Royal Palace tier curates quiet hours, private spa options, signature massages and quality dining for couples who value refinement and are willing to pay for convenience.

Pricing reinforces this promise by being transparent about “what is included per night” and by rewarding the behaviours that matter most. Room-class ladders signal quality, while length-of-stay incentives nudge clinically meaningful durations and help stabilise occupancy. Family economics are handled explicitly through children's tiers and bundle logic, addressing price sensitivity without discounting the therapeutic core. Instead of cutting rates on intermediated channels, the spa deploys direct-booking advantages—such as pre-booked treatment slots, a late check-out window, or a small F&B/parking credit—to move conversions into owned channels and to reduce uncertainty before arrival.

Distribution translates the value proposition into delivery discipline. The website and phone desk serve as the control centre for inclusions, pre-arrival orchestration and add-on merchandising (massages, private spa, extended aquapark access). Marketplaces like Booking or domestic deal platforms remain useful for discovery—especially in the Czech market—but are fenced by inventory rules (blackouts and minimum stays) to protect peak dates and premium stock. Standardised pre-arrival emails assign or invite guests to select examination and procedure windows, explain house-specific aquapark access, and recommend off-peak usage. This reduces queues at the balneo desk, which is a known pain point in the season.

Communication focuses on four audience stories that emerged from the 4P analysis. Families see “Parents Relax + Kids Fun,” a concrete promise that bundles animation, guaranteed aquapark windows and one parent's massage during supervised activities. Czech repeaters and small groups receive prevention-oriented content with pre-blocked time slots and Czech-language landing pages to minimise friction. Insured seniors are addressed with messages about assured therapy, calm zones and predictable routines, channelling them towards assisted

booking by phone. Premium couples encounter curated itineraries, quiet hours and dining rituals anchored in the Royal Palace brand. Across all lines, localised assets (CZ first, with pilots for PL/DE) and strict measurement make the journey traceable from impression to reservation.

In practical terms, the proposition resolves the main barriers identified in the analysis. Waiting and scheduling stress is addressed by pre-booked slots and clearer guidance; noise spillover is mitigated by quiet-zone policies and room-location choices; price ambiguity is reduced by inclusion panels that state precisely what the guest receives each night; group frictions are eased by a simple toolkit for pre-blocked schedules and express check-in. At the same time, it amplifies the gains customers value: credible therapeutic results, guaranteed family time, curated premium experiences and friction-free planning that respects their time.

Turčianske Teplice turn medical-grade wellness into clear, confidence-building bundles with pre-scheduled care, family-friendly aquapark access and refined premium options communicated through direct, localised channels so guests can decide faster, wait less and leave feeling better.

4.5.2 Value Proposition of Spa Aphrodite

Spa Aphrodite positions itself as a **design-forward thermal resort** that turns mineral-water bathing, wellness rituals, and medically adjacent procedures into **flexible, easy-to-assemble stays**. The heart of the offer is a **modular product system**: day **access products** (thermal pools and sauna world in time bands), a **deep à-la-carte catalogue** of wellness/medical/beauty procedures (from classic and Hammam rituals to device-based facials, oxygen therapy, MLS laser, BEMER, LPG), and **intent-based packages** (Relax/Beauty/Medical/Romantic) that are **explicitly sold without accommodation**. This decoupling lets guests pair any package with the accommodation tier that suits their budget or taste—Aphrodite Palace***** and higher suites for premium couples, or 4★/3★ options for value-seeking stays—without losing access to the signature water experience.

Pricing **makes the value legible**: access is time-tiered (2h/3h/full day), procedures are priced transparently per session or bundle, and packages carry **clear per-person, per-night rates** that reflect the guest's intent (relaxation, beauty, prevention, romantic). Board is priced separately and simply (pre-ordered vs. on-site), while surcharges (preferred room, early/late check)

translate convenience into predictable add-ons. Together, these ladders let guests **see exactly what they get per night**, compare options quickly, and upgrade only where it matters to them—be that a signature ritual, a device facial, or a suite with a view.

Distribution **balances control and reach**. The **owned website** is the orchestration hub where inclusions are explained and cross-selling (procedures, access, dining) is most efficient. **Booking.com** secures foreign and comparison-shopping visibility for short breaks, while **domestic discovery and deal platforms** (e.g., Zľavomat, Domalenka, Sunflowers, kupaliska.sk, ubytuj.sa, sdetmi.com) open tactical entry points for families and first-time trial. This stack keeps the top of the funnel wide without sacrificing the ability to steer guests toward the most fitting bundle on the direct site.

Communication plays to Aphrodite’s **visual strengths**. An **influencer- and social-first** approach (SK and CZ creators) turns pools, saunas, and rituals into aspirational, shareable stories that convert well into **weekend and short-stay bookings**. **Radio** maintains broad frequency in season, and **bigboards** capture motorists on high-traffic routes. Message lines map neatly to segments: **romance & rituals** for couples, **beauty & devices** for appearance-conscious guests, and **light medical-prevention** for adults who want tangible health effects without a complex clinical protocol. Family-friendly access to pools and clear rules for children round out the leisure side and support mixed-party stays.

In practical terms, the proposition **solves three common frictions** in spa decision-making. First, it **reduces planning complexity** by letting guests assemble the stay they want (access + procedures + chosen hotel) instead of buying a rigid bundle. Second, it **clarifies price–value** through per-night, intent-based package rates and transparent à-la-carte menus, so there are **no surprises at check-in**. Third, it **keeps inspiration close to conversion**: what visitors see from creators is what they can actually book—same look, same rituals, same water story—linked to concise landing pages on the official site.

Aphrodite delivers a recognisable, design-led thermal experience where healing water, sensual rituals and medically adjacent care are combined into clear, mix-and-match stays—priced transparently, discoverable across channels, and easy to book in the exact hotel tier each guest prefers.

4.5.3 Value Proposition for Kúpele Bojnice

Bojnické kúpele position themselves as a **clinically led therapeutic spa** that turns physician-guided care into **simple, predictable, week-long routines** at accessible per-night rates. The promise is not spectacle but **reliable outcomes**: a doctor's examination, a clear cadence of roughly **three prescribed procedures per day, full board** included, and where relevant **Water World** access tied transparently to the guest's spa house. For locals and repeaters, an **ambulatory therapy** path delivers three procedures a day **without lodging** at a low daily fee, lowering barriers to medically meaningful treatment. The result is a product system that favors **clarity, regularity, and medical assurance** over lifestyle theatrics, which is precisely what therapeutic segments and value-oriented self-payers look for.

Pricing makes this value **legible at a glance**. Packages are sold **per person, per night** with inclusions spelled out (board, medical exam, average procedure count), and **length-of-stay fences** steer guests into clinically meaningful durations **≥6 nights** for Klasik/Dynamik week stays, **2–5 nights** for Vital/Vital+ and Relax short formats. **Vital+** and **Dynamik** monetise leisure by bundling Water World entries; otherwise, the therapeutic core remains intact regardless of house or room, which are priced on a **transparent ladder** (double, single, apartment) with standardised supplements (single use, special room request, on-site room change) and the statutory local tax. A broad **à-la-carte procedure list** from rehabilitation blocks and electrotherapy to oxygen therapy, gas injections, baths and massages keeps personalisation possible **without blurring the package promise**. For budget-sensitive or time-constrained clients, **ambulant care** at a fixed daily price (incl. exam + three procedures) provides a credible, low-friction entry point.

Distribution translates the proposition into **operational discipline**. An insurer-led B2B pathway anchors winter utilisation and longer therapeutic stays, ensuring a stable clinical pipeline. For self-payers, the **direct website and phone desk** act as the control centre: they explain “**what you get per night**” by package and spa house, collect preferences, and **pre-schedule examinations and high-demand procedures** to reduce queues at the balneo desk. **Booking.com** and domestic discovery platforms (**Sunflowers, Domalenka, Relaxos, KamNaVylet**) widen the top of the funnel for short breaks and trial demand, while **inventory rules** protect peak weeks and margin. Pre-arrival emails close the loop by confirming **time**

windows and clarifying **house** → **Water World** mapping, so guests arrive with realistic expectations.

Communication is deliberately **conservative and offline-leaning**. The brand still benefits from **legacy awareness**—many Slovak consumers “just know” Bojnice from earlier decades—so current promotion relies on **posters, local press** and **brochure stands** at high-traffic attractions (castle, zoo), with social profiles present but largely inactive. Read through the lens of value proposition, this stance signals **seriousness and trust**: Bojnice speak foremost through their **medical credibility, full-board simplicity and routine**, not through hype. The trade-off is lower reach into younger families and cross-border self-payers; however, even modest upgrades—clearer inclusion panels on the site, CZ-friendly factsheets, and basic retargeting around “week-stay therapy” and “ambulant care”—would amplify the existing promise **without changing the brand’s voice**.

Practically, the proposition **removes three core frictions** in therapeutic spa decisions. First, it **reduces decision and price anxiety** by stating exactly what is included each night and by keeping hotel/room ladders predictable. Second, it **cuts planning stress** with physician-led scheduling and pre-assigned time slots, which shortens queues and stabilises daily rhythm. Third, it **respects budgets and routines**: full board prevents nickel-and-diming, Water World access is clear where it applies, and ambulant therapy gives locals a medically sound alternative to full stays. The gains are equally tangible: credible results, steady progress across a week, and a sense of **order and confidence** from arrival to check-out.

Bojnické kúpele deliver **trustworthy, physician-guided therapy** as **clear, full-board stays** with a predictable daily rhythm—optionally paired with Water World access—plus a low-barrier ambulant track. Through insurer pipelines and direct orchestration, guests know **what they get per night**, spend less time waiting, and make steady, medically meaningful progress.

4.5.4 Comparative Synthesis of Value Propositions of Moderné Kúpele Turčianske Teplice, Spa Aphrodite Rajecké Teplice and Kúpele Bojnice

Across the competitive set, each spa articulates a distinct promise shaped by its product architecture and go-to-market choices. **Moderné Kúpele Turčianske Teplice** frame their value around *credible medical-wellness made easy to plan*: clinically guided procedures are packaged into clear bundles and operationalised through pre-scheduled care. **Spa Aphrodite**

Rajecké Teplice leads with a *design-led thermal experience* that guests can mix and match—day access, à-la-carte procedures and intent-based packages decoupled from lodging. **Bojnické kúpele (Bojnice)** position a *physician-guided therapeutic routine* with full board and a predictable daily cadence, favouring clarity and medical assurance over lifestyle signalling.

Segment focus reflects these stances. Moderné Kúpele Turčianske Teplice serves four priority groups—summer families, Czech repeaters/small groups, insured seniors in winter, and premium couples via Royal Palace—supported by products that map one-to-one to their needs (family holiday with aquapark windows, short medical-wellness, Klasik/Gold Klasik, curated premium itineraries). Aphrodite concentrates on couples and beauty/wellness seekers who respond to visually rich rituals and device treatments; families appear as a secondary use case through pool access and child rules. Bojnice primarily attract seniors and rehab-oriented adults on week stays, plus locals through an ambulant therapy track; value-oriented self-payers are addressed by simple leisure formats (Relax/Pohoda).

Product logic is the main differentiator. Moderné Kúpele Turčianske Teplice offers an integrated medical-wellness ladder (therapeutic → short stays → family holiday → premium Royal Palace) under one operational roof, with pre-booking mechanics designed to remove service frictions. Aphrodite separates the building blocks: time-tiered pools/saunas, a very deep à-la-carte catalogue (including device-based beauty/medical items), and packages sold without accommodation so guests can pair any intent with any hotel tier. Bojnice standardise a physician-prescribed core (~3 procedures/day, exam, full board) and vary only the leisure overlay (Water World access by house) and length of stay, which keeps expectations transparent.

Pricing reinforces these narratives. Moderné Kúpele Turčianske Teplice uses room-class tiers, inclusion-first communication (“what you get per night”), length-of-stay bonuses (14/21 nights) and direct-booking perks to steer behaviour without discounting. Aphrodite’s architecture is deliberately decoupled: per-session procedure prices, time-banded access, intent-priced packages, and separate board/convenience surcharges—so guests upgrade only where value is obvious to them. Bojnice apply per-person, per-night tariffs with clear LOS fences (≥ 6 vs. 2–5 nights), standardised supplements (single-use, special requests), and a broad ancillary list; ambulant care provides a low-barrier medical entry.

Distribution and promotion further widen the gap. Moderné Kúpele Turčianske Teplice runs **direct-first orchestration** (web + phone) and uses marketplaces mainly for discovery, normalising pre-arrival slot assignment to cut queues; promotion is persona-based, measurable and localised (especially to CZ). Aphrodite balances owned orchestration with **broad marketplace reach** and leans on **influencer/social-first** storytelling, supported by radio and bigboards that suit visually iconic content. Bojnice rely on an insurer B2B backbone and maintain an **offline-heavy** promotional stance (posters, local press, brochure stands at castle/zoo), with dormant social profiles—adequate for insured flows but weak for digital self-payers.

Pain relievers and gain creators mirror these choices. Moderné Kúpele Turčianske Teplice promise reduces planning stress via **pre-booked treatments**, quiet-zone options and transparent aquapark bundling, while creating family and premium gains (Parents Relax + Kids Fun; curated couple itineraries). Aphrodite lowers cognitive load through **modular assembly** and crystal-clear, per-night/per-session pricing; the gains are romantic rituals, device facials and hotel-tier choice. Bojnice remove uncertainty with doctor-led scheduling, full-board simplicity and routine; gains come from steady weekly progress and a calm, budget-respecting stay, plus a credible ambulant path for locals.

From a risk–opportunity lens, Moderné Kúpele Turčianske Teplice must guard against peak-time bottlenecks and deepen non-CZ localisation; Aphrodite should tighten attribution for influencer spend and align with capacity; Bojnice face an ageing awareness base and low digital reach to self-payers. The **white space for** Moderné Kúpele Turčianske Teplice is clear: double-down on *direct, inclusion-first communication and pre-scheduled care* to convert digitally active families and CZ repeaters, while the Royal Palace tier sustains premium differentiation. In short, Moderné Kúpele Turčianske Teplice can credibly own the proposition “**medical-grade results, made effortless**”, sitting between Aphrodite’s design-modular leisure and Bojnice’s conservative therapeutic routine, and converting that middle ground into higher self-payer share with measurable, persona-specific campaigns.

4.5.5 Unique Value Proposition of Moderné Kúpele Turčianske Teplice

Viewed side by side, the three value propositions occupy different “centres of gravity.” **Spa Aphrodite Rajecké Teplice** leads with a *design-led thermal leisure* story. Its offer is modular (time-banded pool/sauna access, a deep à-la-carte menu of wellness/beauty/medical-adjacent

procedures, and intent-based packages sold without lodging), which makes it highly flexible and visually appealing—especially for couples and short breaks. What it gains in style and mix-and-match convenience, it partially lacks in clinical assurance and structured family logistics.

Bojnické kúpele anchor the opposite pole: a *physician-guided therapeutic routine*. Packages are per person, per night, with full board, an initial exam, and roughly three prescribed procedures a day. The promise is clarity and steady progress across a week; distribution leans on insurer pathways and promotion is mostly offline. This stance is credible for seniors and rehab-oriented guests, but it under-serves digitally active self-payers (families, premium couples, cross-border short breaks) and does little to remove planning pains at peak times.

Moderné Kúpele Turčianske Teplice (TT) sit between these poles and can credibly own the middle ground: *medical-grade wellness, made effortless*. Unlike Aphrodite, TT already integrate physician oversight and family infrastructure; unlike Bojnice, TT have the product breadth (short medical-wellness, Spa & Aquapark, family holiday, Royal Palace) and the marketing/process toolkit to orchestrate the stay rather than merely accommodate it. The white space is therefore not “more procedures” or “more glamour,” but **less friction**—before arrival and on site—so that self-payers decide faster, wait less, and perceive higher value per night.

Unique Value Proposition (UVP) — one-sentence articulation:
Moderné Kúpele Turčianske Teplice deliver credible, physician-guided wellness as clear, bookable bundles with pre-scheduled care, family-friendly aquapark windows, and curated quiet premium—so guests can decide faster, wait less, and leave feeling better.

What makes this UVP distinct (and defensible):
Moderné Kúpele Turčianské Teplice convert clinical credibility into a smooth, low-stress experience. First, **pre-scheduling** is built into the promise: examination and key procedures are assigned (or easily chosen) at booking, and guests receive a short pre-arrival plan that explains day-one flow and house-specific aquapark access. This directly targets the main pain point in peak months—queues and scheduling chaos—where both competitors are vulnerable. Second, the **family logic** is explicit: “Parents Relax + Kids Fun” guarantees daily aquapark windows and coordinates adult treatments with children’s animation, turning a potential trade-off into a coordinated routine. Third, Moderné Kúpele Turčianské Teplice’s **premium layer (Royal Palace)** offers a curated “quiet & refined” experience—private spa moments, signature massages, quality dining and quiet hours—grounded in gentle medical reassurance rather than

pure lifestyle imagery. Finally, **inclusion-first communication** (“what you get per night”) and **direct-booking advantages** (pre-booked slots, a late check-out window, a small F&B/parking credit) reduce uncertainty without price wars, while **CZ-localised pages/emails** speak directly to the most important foreign segment.

Why this wins versus each rival:

Against Aphrodite’s design-modular offer, Moderné Kúpele Turčianské Teplice add structured therapy and family orchestration that reduce decision fatigue for self-payers who want both results and leisure. Against Bojnice’s conservative routine, Moderné Kúpele Turčianské Teplice add modern **service choreography** (pre-arrival planning, direct-only perks, clear family bundles) and a premium narrative attractive to couples—without abandoning medical seriousness. In effect, Moderné Kúpele Turčianské Teplice promise the **outcomes Bojnice stand for** and the **ease and emotion Aphrodite signal**, wrapped into one coherent, operationally disciplined proposition.

How to evidence the UVP (key metrics to track):

- Rise in **direct-booking share** and conversion on inclusion-first landing pages;
- Lower **queue time at balneo** and fewer complaints about scheduling/noise after pre-scheduling and quiet-zone policies;
- Higher **attach rate** of add-ons (massages, private spa, extended aquapark) and **average length of stay** for family and therapeutic segments;
- Improved **CZ self-payer mix** and repeat intent (NPS) across personas.

Implication for the next chapter:

The UVP should anchor the redesigned 4P: build booking-flow slots into the **Product**, reinforce inclusion panels and direct-only micro-benefits in **Price**, keep **Place** direct-first with disciplined marketplace fences, and run persona-specific **Promotion** (Family / CZ prevention / Senior therapy / Premium couples) with measurable CTAs. In doing so, TT can consistently deliver on the promise of “**medical results without the planning pain,**” which no competitor currently owns end-to-end.

4.6 Conclusion of Analytical part

The analysis evaluates Moderné Kúpele Turčianske Teplice against Spa Aphrodite Rajecké Teplice and Kúpele Bojnice, focusing on customers, the 4Ps, and value propositions with the goal of increasing the share of self-paying clients. Moderné Kúpele Turčianske Teplice's customer base is seasonal: winter is dominated by insured seniors (60–70 years), while summer brings younger self-payers (45–50), families, and couples. Internal 2023–2024 data show a contraction of self-payers (–13.8%) and a rise in insured clients (+98.8%), declining arrivals from the Czech Republic, and growth from Poland, Germany, and Ukraine. Age composition is slowly rejuvenating. Field observations in summer confirm a mixed visitor profile, strong demand for procedures and aquapark access, high onsite bookings (plus Booking/Zľavomat), frequent add-on purchases, clear praise for clinical quality and staff, and recurring pain points: queues at the balneo desk, occasional noise, and price sensitivity for aquapark entries. Four personas synthesize today's demand: Milan (78, insured therapy), Karel (65, Czech repeater), Zuzana (43, family holiday), and Iveta (56, premium couple).

Moderné Kúpele Turčianske Teplice's product portfolio is broad and coherent: physician-guided therapeutic stays (Klasik, Gold Klasik), shorter medical-wellness breaks, Spa & Aquapark bundles, family holiday packages, children's stays, and a premium Royal Palace tier. Pricing is tiered by room class, length of stay, and inclusions, with transparent surcharges and clear children's logic; aquapark pricing is time-based. Place combines direct web/phone (the control center for inclusions and pre-arrival orchestration) with OTAs and domestic deal platforms used mainly for discovery and shoulder periods. Promotion mixes Google/Meta, CZ-focused performance (Visitero), TV/OOH, influencers, and newsletters, with persona-specific messaging. Key risks are seasonal bottlenecks and over-reliance on Booking for foreign demand.

Competitors position differently. Spa Aphrodite leads with a design-forward, modular system: time-banded pool/sauna access, deep à-la-carte wellness/beauty/medical menus, and “intent-priced” packages sold without lodging; distribution is web + marketplaces; promotion is social/influencer-first, backed by radio and bigboards. Kúpele Bojnice anchor a physician-led therapeutic routine: week-long stays with full board and ~3 prescribed procedures/day, optional Water World access, ambulant therapy for locals, insurer pipelines, simple direct/OTA distribution, and largely offline promotion; digital intensity is low.

The comparative synthesis shows three distinct promises: Moderné Kúpele Turčianske Teplice = integrated medical-wellness made easy to plan; Aphrodite = mix-and-match thermal leisure with strong visual appeal; Bojnice = conservative, trustworthy therapeutic routine. Moderné Kúpele Turčianske Teplice’s unique value proposition is to deliver “medical-grade wellness, made effortless” through clear bundles, pre-scheduled examinations and procedures, guaranteed family aquapark windows, and curated quiet premium options—supported by inclusion-first pricing, direct-booking advantages, CZ localisation, and pre-arrival scheduling to reduce queues. Tracking direct-booking share, queue times, add-on attach rates, and CZ repeat intent will evidence success in regaining self-payers.

5 Proposal part

5.1 4P Marketing Mix Improvement

5.1.1 Product

The product strategy of Moderné Kúpele Turčianske Teplice should be refined in a way that highlights their strongest asset: the integration of medical credibility with effortless wellness. At present, the spa already offers a wide portfolio of services such as therapeutic stays, wellness packages, the Royal Palace premium hotel, and access to the Spa & Aquapark. However, the UVP indicates that the main improvement is not in expanding the number of procedures, but in reducing friction for the customer. Therefore, the spa should design **clear, bookable bundles** where medical examinations and essential treatments are pre-scheduled before arrival. These bundles would directly target self-payers, who often want fast decision-making and minimal waiting during their stay. Additionally, the **family-oriented product logic** can be further developed: “Parents Relax + Kids Fun” should become a standardized package that coordinates children’s activities with parents’ treatment schedules. Finally, in the premium layer, the Royal Palace offering should be framed as a **curated medical-wellness luxury experience** that combines private spa moments, fine dining, and signature therapies, always under the umbrella of medical assurance. By positioning its product portfolio this way, Moderné Kúpele Turčianske Teplice can distinguish themselves from competitors who focus either only on design or only on clinical routines.

5.1.2 Price

The pricing strategy of Moderné Kúpele Turčianske Teplice should be carefully aligned with their UVP, which emphasizes clarity, convenience, and value rather than competing on the lowest cost. Instead of complex or fragmented price lists, the spa should adopt an **“inclusion-first” pricing approach**, where each package clearly states what guests receive per night. This transparency would reduce uncertainty for self-payers and accelerate booking decisions. To strengthen the value perception, **direct booking advantages** should be systematically implemented: guests reserving through the spa’s website could receive guaranteed pre-scheduled procedures, a late check-out option, or small credits for food, beverages, or parking. Such benefits increase loyalty while avoiding direct price wars with competitors. For family packages, pricing can integrate **“bundled logic”** by combining adult therapies with aquapark access and children’s programs at a unified rate, making it easier for parents to evaluate total costs. In the premium segment, the Royal Palace should adopt a **value-based pricing model** that communicates exclusivity and refinement: higher rates are justified not only by luxurious amenities but also by the additional reassurance of physician oversight and personalized care. By implementing these strategies, Moderné Kúpele Turčianske Teplice will be able to maintain competitiveness, increase direct-booking conversion, and enhance the perceived value of each stay without sacrificing margins.

5.1.3 Place

The distribution strategy of Moderné Kúpele Turčianske Teplice should focus on strengthening **direct-first channels** while maintaining controlled partnerships with intermediaries. Since the UVP highlights effortless planning and pre-scheduled care, the booking flow itself must reflect this promise. The spa should prioritize its **own website and localized microsites**, especially for the Czech market, ensuring that inclusion-first packages and direct booking perks are highly visible. These digital platforms need to provide user-friendly reservation systems where clients can not only book accommodation, but also **select or confirm key treatments before arrival**, eliminating the stress of waiting lists or on-site scheduling. Although online travel agencies and insurer pathways remain useful, Moderné Kúpele Turčianske Teplice should introduce **clear fences**: selected premium packages, family bundles, and direct-only benefits should be offered exclusively through proprietary channels to strengthen brand control and customer loyalty. On-site distribution can also be optimized by offering **in-house upselling** via mobile apps or interactive kiosks, enabling guests to reserve add-ons such as massages, private spa sessions,

or extended aquapark access in real time. By building a direct-first distribution logic combined with digital convenience, the spa ensures that its UVP—medical results without planning pain—is delivered consistently from the very first customer touchpoint.

5.1.4 Promotion

The promotion strategy of Moderné Kúpele Turčianske Teplice should be fully anchored in their UVP: “medical results without planning pain.” Communication must highlight not only the spa’s clinical credibility, but also the ease and clarity of the guest experience. Campaigns should use **persona-specific targeting**, focusing on the most important self-payer segments: families, Czech prevention-oriented guests, senior therapy seekers, and premium couples. For families, promotional messages should emphasize the “**Parents Relax + Kids Fun**” concept, showing how therapies and aquapark time are harmonized. For Czech clients, localized campaigns—webpages, newsletters, and social media content in Czech language—should underline accessibility, trust, and direct-booking benefits. In the premium couple segment, visuals and storytelling should stress the Royal Palace experience as a **refined and quiet luxury**, combining intimacy with medical reassurance. Promotion should also expand into **digital performance channels** (Google Ads, Facebook/Instagram, influencer partnerships) with clear call-to-actions leading to direct booking pages. Additionally, testimonials and video case stories from satisfied guests can enhance credibility and address common pain points, such as waiting times or scheduling. Offline channels remain relevant, especially targeted PR articles in health and lifestyle magazines, but they should always be linked to measurable online actions. By consistently delivering a message of **clarity, low stress, and trustworthy care**, the spa can differentiate itself from competitors and attract a growing share of self-paying clients.

5.2 Implementation

5.2.1 Product Implementation

The implementation of product improvements in Moderné Kúpele Turčianske Teplice will focus on creating an offer that combines medical credibility with convenience and family orientation. The main responsibility in this area lies with the medical director, the spa operations team, and the family program coordinator. Their task is to design clear and bookable wellness bundles, in which medical examinations and key procedures are pre-scheduled already at the stage of reservation. This change will ensure that guests avoid waiting times and confusion

upon arrival, while at the same time strengthening the trust in the professional character of the spa.

In addition to the medical-wellness packages, attention will be given to the development of a standardized family program under the concept “Parents Relax + Kids Fun.” This program will guarantee that children’s aquapark and animation activities are harmonized with adult therapies, thereby eliminating the stress of planning and creating an integrated family routine. For the premium segment, the Royal Palace offering will be refined into a curated experience that highlights privacy, signature massages, fine dining, and quiet spa moments, all under the umbrella of medical reassurance.

The implementation of these changes is planned in stages. Pilot testing of new bundles and family packages will be conducted within six months, with the goal of a full rollout within one year. The process will be supported by booking software upgrades and the coordination of medical and operational teams to ensure smooth service delivery. In this way, the product innovation will directly reflect the unique value proposition of Moderné Kúpele Turčianske Teplice, transforming clinical expertise into an effortless and family-friendly experience.

5.2.2 Price Implementation

The implementation of the new pricing strategy in Moderné Kúpele Turčianske Teplice will be primarily coordinated by the marketing manager, the finance department, and the IT booking team. The aim is to redesign the current price structure so that it reflects the principle of inclusion-first pricing. This means that each package will clearly state what guests receive per night, including medical examinations, procedures, aquapark access, and additional services. Such transparency will help self-paying clients make faster decisions, while also strengthening their perception of value.

To support direct reservations, the spa will systematically introduce benefits that can only be accessed through its own booking channels. These advantages may include guaranteed pre-scheduled procedures, the option of late check-out, or small credits for food, beverages, and parking. In this way, direct booking will be promoted without the need for aggressive price competition with intermediaries.

In the family segment, a bundled pricing logic will be implemented. Packages will combine adult therapies with aquapark entry and children's programs under one unified price, which will simplify decision-making for parents and eliminate hidden costs. At the same time, the premium Royal Palace offering will be positioned through value-based pricing. Higher rates will not only reflect luxury amenities but will also communicate exclusivity and reassurance through physician supervision and individually tailored treatments.

The timeline for introducing these changes is designed to ensure both speed and accuracy. A first update of package descriptions and price communication will be implemented within three months. Direct-booking advantages will follow within six months, once the IT booking system and internal financial processes are fully adjusted. By implementing these measures, Moderné Kúpele Turčianske Teplice will enhance clarity, increase the attractiveness of direct reservations, and strengthen their competitive position without eroding profit margins.

5.2.3 Place Implementation

The implementation of distribution improvements in Moderné Kúpele Turčianske Teplice will focus on strengthening direct channels and ensuring that the booking flow itself delivers on the promise of effortless planning. The main responsibility lies with the digital marketing manager, the sales department, and IT support, who must collaborate to enhance both online and on-site customer touchpoints. The priority will be the optimization of the spa's official website, where packages will be presented in an inclusion-first structure and guests will have the possibility to confirm or select key treatments already during the reservation process. This solution will directly address one of the most critical customer pain points—long queues and chaotic scheduling upon arrival.

Another important step will be the development of localized microsites for the Czech market, given its strategic importance for self-paying clients. By offering content in Czech language, adjusted price communication, and tailored offers, Moderné Kúpele Turčianske Teplice can strengthen their cross-border competitiveness and create a sense of trust and familiarity for Czech customers.

On the on-site level, distribution improvements will also include the introduction of upselling opportunities through digital tools such as mobile applications or interactive kiosks. Guests will

be able to book additional services like massages, private spa sessions, or extended aquapark access in real time, which not only enhances their satisfaction but also increases the overall revenue per stay.

The timeline foresees the redesign of the official website within three months, while the development of localized microsites and upselling systems is expected to be completed within six to nine months. Training of front-office and sales staff will accompany these changes to ensure that both direct and on-site distribution channels function seamlessly. Through this integrated approach, Moderné Kúpele Turčianske Teplice will be able to consistently deliver their unique value proposition, reinforcing the message of “medical results without planning pain” already at the point of first customer interaction.

5.2.4 Promotion Implementation

The implementation of promotional activities in Moderné Kúpele Turčianske Teplice must be directly anchored in the unique value proposition, which emphasizes medical credibility combined with effortless planning. The marketing department, supported by a PR agency and the social media team, will take primary responsibility for executing these activities. Their objective will be to design campaigns that not only highlight the spa’s professional medical background but also communicate the convenience and clarity of the guest experience.

A key element will be the introduction of persona-specific campaigns. Families will be targeted with messages built around the “Parents Relax + Kids Fun” concept, demonstrating how adult treatments are coordinated with children’s aquapark activities. For Czech prevention-oriented clients, the focus will be on localized communication in their own language, supported by Czech-specific landing pages, newsletters, and direct email campaigns. Senior clients will be addressed through trustworthy messages emphasizing physician guidance and health benefits, while premium couples will be approached with a narrative that highlights the refined and quiet luxury of the Royal Palace.

The digital environment will serve as the main platform for promotion. Paid online campaigns through Google Ads and social media, combined with influencer collaborations, will be used to attract younger and digitally active self-payers. Testimonials and short video case studies from satisfied clients will increase credibility and help overcome doubts related to waiting times or scheduling issues. Offline promotion will not be neglected; articles in lifestyle and health

magazines will strengthen the spa's image among older clients, but each offline campaign should lead to measurable online actions such as direct bookings or sign-ups for newsletters.

The timeline for the first promotional campaigns is set for six months, with evaluation based on measurable call-to-action indicators such as click-through rates, conversion rates, and net promoter scores. Adjustments will then be made after one year to refine strategies according to real customer responses. By executing these steps, Moderné Kúpele Turčianske Teplice will ensure that their promotional activities consistently communicate their promise of “medical results without planning pain,” positioning the spa as the most reliable and stress-free choice among Slovak and cross-border competitors.

5.2.5 Risk Management

Every implementation process involves potential risks that may affect both operational efficiency and customer satisfaction. In the case of Moderné Kúpele Turčianske Teplice, the redesign of the marketing mix requires proactive risk management to ensure that the unique value proposition is consistently delivered.

One of the primary risks relates to **operational overload**. The introduction of pre-scheduled procedures and new family bundles may increase pressure on medical staff and scheduling systems, especially during peak seasons. To mitigate this, the spa should invest in digital scheduling software and additional staff training, while also introducing the changes gradually through a pilot phase before full implementation.

Another risk concerns **price sensitivity** among customers. Inclusion-first pricing, although more transparent, may appear higher compared to fragmented offers from competitors. The solution lies in clear communication of added value, emphasizing pre-scheduled care, direct booking advantages, and the combination of medical credibility with wellness comfort. By highlighting what is included in the nightly rate, clients are less likely to perceive the offer as expensive.

A further challenge is connected with the **digital transition**. While younger and middle-aged self-payers are likely to appreciate online booking systems and upselling tools, senior guests may find them difficult to use. To address this, the spa must maintain traditional offline booking

channels supported by trained staff, while gradually educating clients about the convenience of digital platforms. This dual approach ensures inclusivity and prevents the loss of valuable customer segments.

Finally, the effectiveness of promotional activities poses another risk. Poorly targeted campaigns could lead to low conversion rates and wasted resources. To prevent this, the marketing team should adopt a data-driven approach, regularly monitoring indicators such as click-through rates, booking conversion, and customer satisfaction scores. Adjustments must be made continuously to align campaigns with the needs and behaviors of the most important customer personas.

By identifying these risks early and preparing clear mitigation strategies, Moderné Kúpele Turčianske Teplice can safeguard the implementation of their marketing mix. Effective risk management will not only protect the spa from operational inefficiencies but also enhance its credibility and ensure long-term competitiveness on the Slovak and cross-border spa market.

5.3 Measuring the Success of Proposals

5.3.1 Growth in the Number of Self-Payers

The most important indicator for measuring the success of the proposed strategies in Moderné Kúpele Turčianske Teplice is the increase in the number of self-paying clients. Since the main objective of the spa is to reduce its dependency on insured guests and strengthen revenues from direct-paying customers, this KPI provides the clearest evidence of progress. Monitoring will involve comparing the monthly and annual share of self-payers against the baseline values before the implementation of the new marketing mix. An upward trend in this proportion would indicate that the redesigned product bundles, pricing strategies, and targeted promotions are effectively attracting the desired customer segments. This KPI also allows the management to assess which market segments contribute most to the growth—families, Czech prevention clients, seniors, or premium couples—and adjust further activities accordingly.

5.3.2 Online Reservations

A second crucial performance indicator is the growth of online reservations made through direct booking channels. Since the new distribution strategy is designed to prioritize the spa's official website and localized microsites for the Czech market, the volume of online bookings serves

as a direct reflection of the effectiveness of these initiatives. Tracking this KPI will demonstrate whether customers respond positively to inclusion-first pricing, pre-scheduled packages, and direct-only benefits. A significant rise in online reservations will not only confirm that the digital strategy is successful but will also reduce the spa's dependence on intermediaries such as travel agencies and insurance pathways. Furthermore, online reservations provide valuable data on customer preferences, booking behavior, and package popularity, which can be used for further product refinement. Therefore, a steady increase in direct online bookings indicates that Moderné Kúpele Turčianske Teplice are delivering a smoother and more customer-friendly reservation process in line with their unique value proposition.

5.3.3 Occupancy of Packages

Another important KPI for evaluating the success of the proposed strategies is the occupancy rate of newly designed packages. This indicator measures how effectively the different bundles—such as pre-scheduled medical-wellness stays, family programs under the “Parents Relax + Kids Fun” concept, and premium Royal Palace offerings—are being utilized by guests. High occupancy rates will demonstrate that the inclusion-first pricing strategy and product clarity are attractive to the target customer segments and that the spa is able to match its offer with real market demand. Monitoring package occupancy also allows management to identify which combinations of services generate the highest interest, and to adjust the portfolio accordingly. For example, if family packages consistently reach full capacity, additional time slots for children's activities may be introduced, while premium couples' packages may be refined if their uptake lags behind expectations. By systematically tracking occupancy levels, Moderné Kúpele Turčianske Teplice can ensure that their redesigned product portfolio not only reflects the unique value proposition but also translates into tangible improvements in customer decision-making and satisfaction.

5.3.4 Customer Satisfaction (Questionnaires and NPS)

The final key performance indicator is customer satisfaction, which directly reflects whether the redesigned marketing mix delivers on the promise of “medical results without planning pain.” Satisfaction will be measured through structured post-stay questionnaires as well as the Net Promoter Score (NPS), which evaluates the likelihood of guests recommending Moderné Kúpele Turčianske Teplice to others. These tools provide both quantitative data and qualitative insights into the guest experience. An improvement in satisfaction scores would indicate that

the pre-scheduled packages, family-oriented programs, and premium services are meeting expectations and reducing the stress often associated with spa stays.

Regular monitoring of NPS also allows management to identify areas of weakness and act on feedback quickly. For example, if guests report dissatisfaction with waiting times despite pre-scheduling, operational adjustments can be introduced. Similarly, positive feedback about the clarity of pricing or the convenience of direct booking can be reinforced in future promotional campaigns. In this way, customer satisfaction metrics serve not only as a measure of success but also as a continuous improvement mechanism. By systematically tracking questionnaires and NPS, Moderné Kúpele Turčianske Teplice can ensure that their strategies build long-term trust, loyalty, and positive word-of-mouth among self-paying clients.

6 Conclusion

The main objective of this thesis was to design proposals for the development of marketing in Moderné Kúpele Turčianske Teplice with the intention of increasing the share of self-paying clients. Based on the applied methodology, which combined interviews, observation, internal data analysis, and competitor benchmarking, the research provided several important findings. The analysis of the marketing mix revealed that Moderné Kúpele Turčianske Teplice offers a wide portfolio of products with strong therapeutic value. However, many elements of the current strategy are still primarily oriented towards insured clients, while the segment of self-payers requires more tailored services, greater flexibility, and clearer value communication. Price comparison showed that the spa remains competitive, but competing facilities, especially Spa Aphrodite Rajecké Teplice, position themselves more strongly in the premium segment, which attracts affluent self-paying customers.

The development of customer personas highlighted the differences between insured clients and self-payers, with the latter placing more emphasis on comfort, wellness, and individualised service. The value proposition analysis further confirmed that Moderné Kúpele Turčianske Teplice must refine its unique advantages and communicate them more effectively in order to stand out from competitors.

On the basis of these findings, an improved marketing mix was proposed, focusing on strengthening communication channels, redesigning packages for self-paying clients, and

enhancing the overall customer experience. These measures represent a strategic opportunity to ensure the long-term sustainability and competitiveness of the spa.

In conclusion, the thesis has shown that while Moderné Kúpele Turčianske Teplice holds strong assets in medical expertise and natural resources, the key to future growth lies in transformation towards a customer-oriented strategy. The ability to attract and retain self-paying clients will depend on the spa's capacity to adapt its marketing, highlight its unique value, and continuously innovate its service offering.

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10 Annex 1

| Dimension | Moderné Kúpele Turčianske Teplice | Spa Aphrodite Rajecké Teplice | Bojnické kúpele |
|---------------------|---|--|--|
| Core promise | Credible medical-wellness results made easy to plan via clear bundles and pre-scheduled care . | Design-led thermal experience with mix-and-match stays (access + procedures + chosen hotel). | Physician-guided therapy as simple, full-board week routines with predictable daily cadence. |
| Priority segments | Families (summer), CZ repeaters/small groups, insured seniors (winter), premium couples (Royal Palace). | Couples/romance, beauty & device-oriented guests, short-break leisure, families as secondary. | Seniors/rehab adults, value-oriented self-payers for week stays, locals/repeaters via ambulant care. |
| Products & services | Therapeutic Klasik/Gold Klasik ; short medical-wellness; Spa & Aquapark ; family holiday ; Royal Palace*** curated stays. | Time-tiered pools/saunas ; deep à-la-carte (wellness/medical/beauty); intent-based packages sold without lodging . | Klasik/Dynamik, Vital/Vital+ (doctor exam + ~3 procedures/day, full board); Pohoda/Relax ; ambulatory therapy (no lodging). Doctor-led scheduling , clear inclusions per night, stable room ladders; Water World access tied by house. |
| Pain relievers | Pre-booked treatment slots , quiet-zone options, transparent aquapark bundling, CZ localisation, direct-booking perks. | Modular assembly reduces planning stress; transparent per-session/ per-night pricing; clear family rules for pools/saunas. | Full-board simplicity, steady progress across a week; low-barrier ambulant entry; calm, routine-driven stay. |
| Gain creators | “Parents Relax + Kids Fun” bundles; curated couple itineraries; prevention packs for CZ groups; loyalty cues. | Signature rituals, device facials, romantic formats; hotel-tier choice (5★→3★); strong visual appeal. | Per-person, per-night with LOS fences (≥6 vs. 2–5 nights); standardised supplements; broad à-la-carte menu. |
| Pricing logic | Tiered by room class; length-of-stay bonuses (14/21 nights); family tiers; perks for direct bookings. | Decoupled : access time bands, à-la-carte procedures, intent-priced packages ; board and convenience surcharges separate. | |

| Dimension | Moderné Kúpele Turčianske Teplice | Spa Aphrodite Rajecké Teplice | Bojnické kúpele |
|------------------|---|---|--|
| Place (channels) | Direct-first (web + phone) for orchestration; marketplaces for discovery (esp. CZ); pre-arrival slot assignment. | Owned site for orchestration; Booking.com + domestic portals for reach; family/ trial feeders (e.g., sdetmi.com). | Insurer B2B backbone; direct web/phone for self-payers; Booking + domestic portals for incremental trial. |
| Promotion stance | Persona-based (family/CZ/senior/premium), localised assets, measurable CTAs; selective OOH/TV. | Influencer & social-first (SK/CZ) + radio & bigboards; highly visual storytelling of rituals/design. | Offline-heavy , low digital activity (posters, local press, brochures at castle/zoo); brand relies on legacy awareness. |
| Proof points | Thermal mineral water; physician-guided procedures; family infrastructure; premium Royal Palace layer. | Iconic interiors; deep procedure catalogue (incl. devices); flexible package–hotel pairing. | Long medical tradition; clear daily therapy structure; accessible ambulant model. |
| Key risks | Peak-time queues if pre-scheduling lapses; dependence on CZ discovery without localisation depth. | Attribution opacity with influencers; capacity pressure in peak if CTAs ignore load. | Aging awareness base; weak reach to younger/self-payer segments; limited measurement. Add light digital layer (CZ |
| Main opportunity | Shift more conversions direct via pre-scheduled care & inclusion-first pages. | Push direct upgrades from discovery; segment-specific landing pages with UTMs. | factsheets, basic retargeting) without changing voice to tap self-payer demand. |

11 Annex 2

Author: Good afternoon, thank you for taking the time to meet with me today. As part of my bachelor's thesis, I would like to discuss the current structure of your clientele and recent developments in this area. Could we start with the age profile of your guests in different seasons?

General Director: Certainly. In the **winter season**, our guests are predominantly insured clients, most of them in the retirement or senior age group. Their average age is between **60 and 70 years**.

Author: And how does this compare to the summer season?

General Director: In **summer**, the situation is quite different. The average age of guests drops to around **45–50 years**, and most of them are **self-paying clients**. This younger age profile is largely due to the higher number of families with children who visit us during summer holidays.

Author: Interesting. So, if we look at payment types, when do you receive more insured clients, and when more self-payers?

General Director: We see the **highest proportion of insured clients in winter**, while **self-paying customers dominate in summer**. This seasonal shift is quite consistent year after year.

Author: Have you noticed any changes in the composition of your clientele over recent years?

General Director: Yes. We have observed a **slight increase in self-paying customers**. This is linked to our efforts in **diversifying our service portfolio**—we have expanded beyond purely therapeutic stays to include wellness packages, weekend offers, and short breaks, which appeal to a wider audience.

Author: Could you tell me more about the geographic origin of your guests?

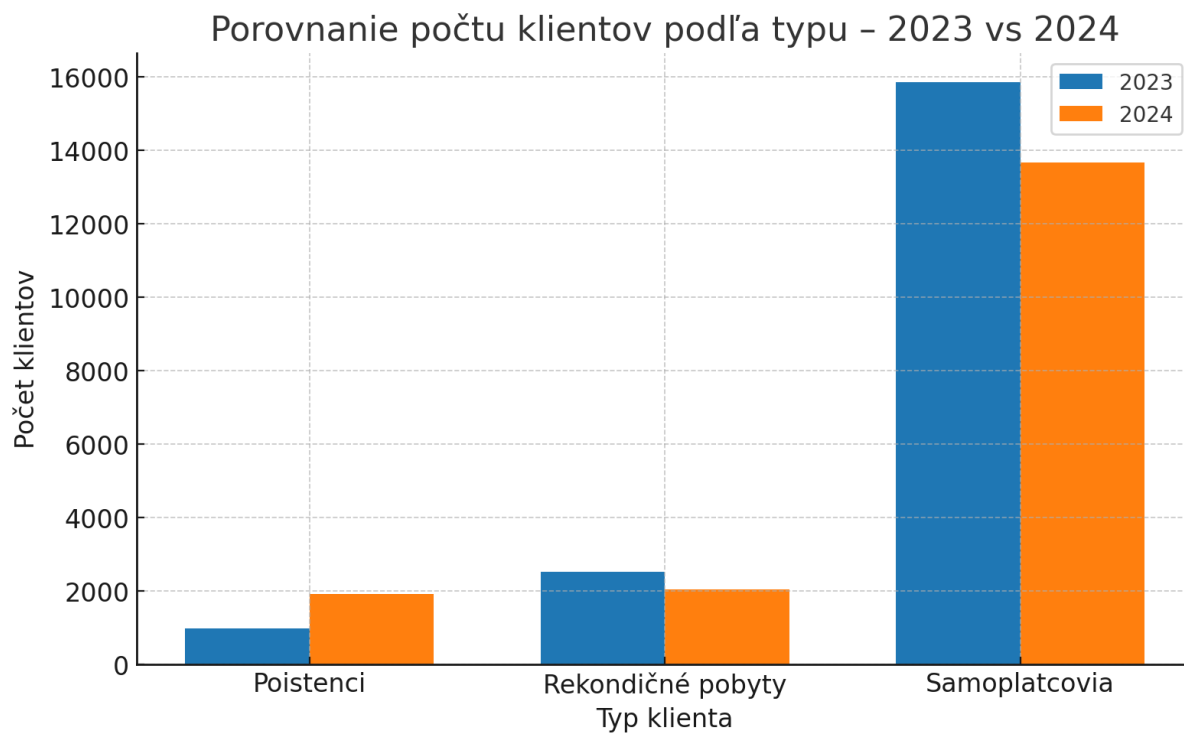
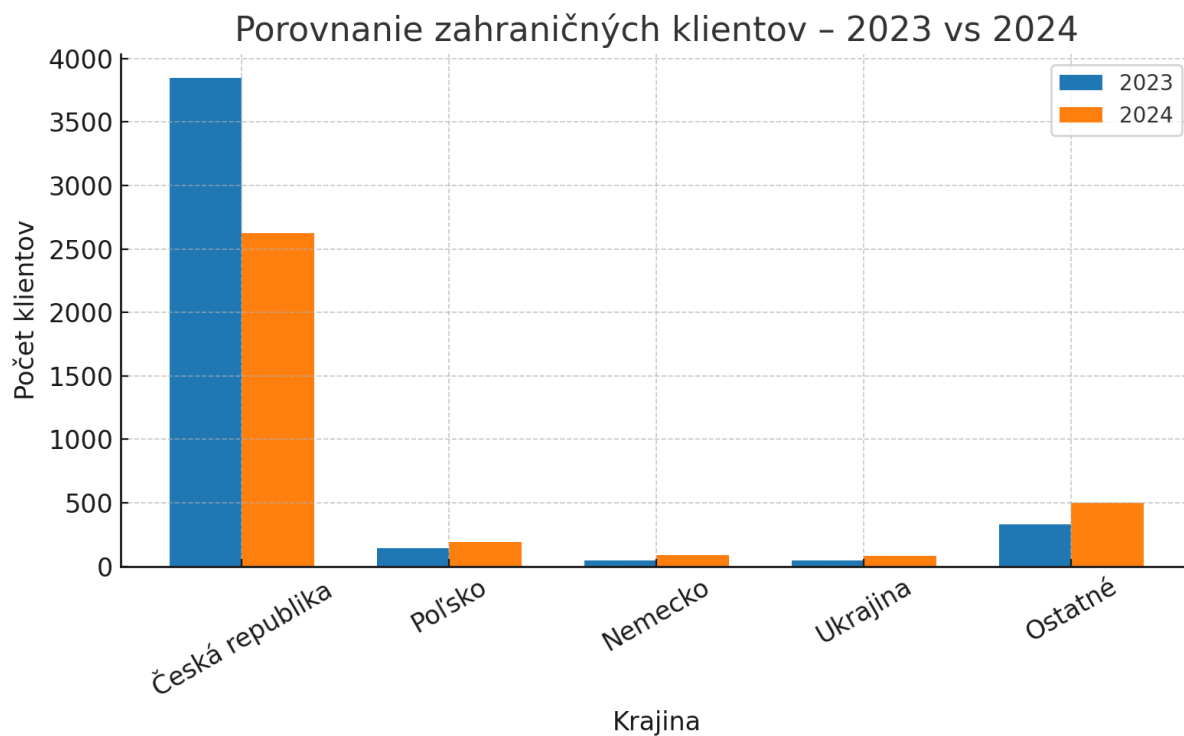
General Director: The majority come from all across **Slovakia**, but we also receive many guests from **neighbouring countries**. The largest group of foreign visitors comes from the **Czech Republic**, followed by **Poland**.

Author: How have health insurance policies influenced the insured segment in recent years?

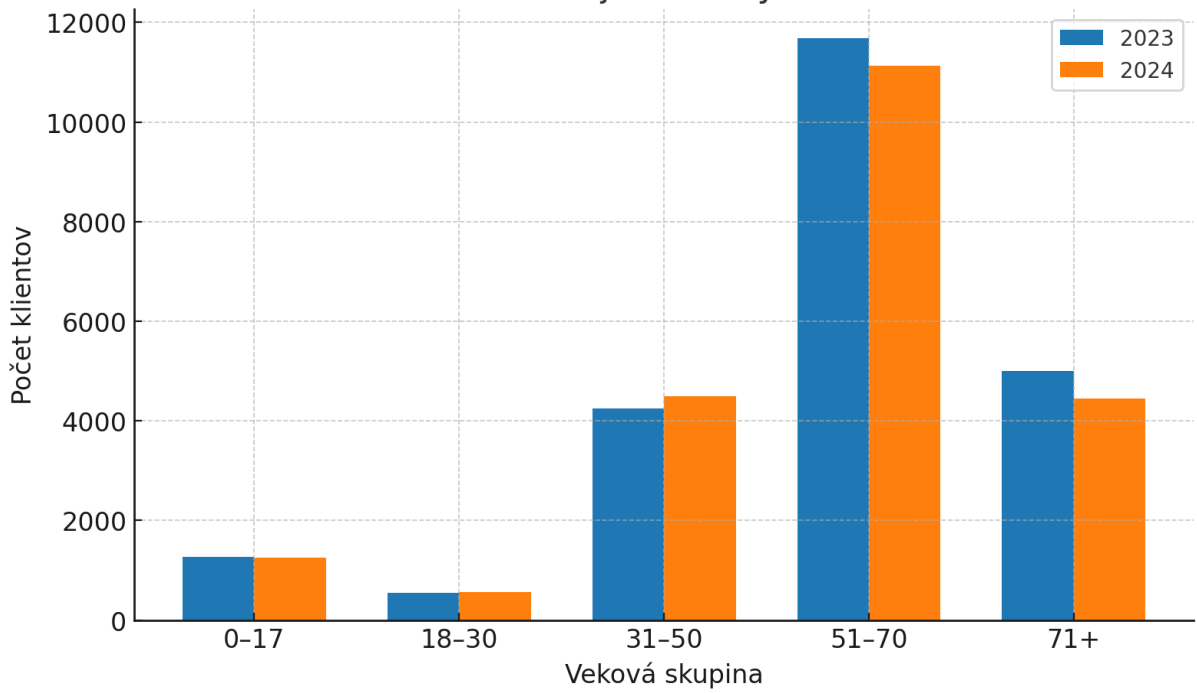
General Director: This has been a significant factor. Health insurance companies have **changed their reimbursement rules**—previously, they covered therapeutic stays annually, but now they only do so **once every three years**. This naturally reduces the number of insured clients, especially outside the peak winter season.

Author: Thank you for sharing these insights. They will be very helpful for the customer analysis in my thesis.

Annex 3



Porovnanie vekovej štruktúry - 2023 vs 2024



Medziročná zmena počtu klientov podľa typu

