

“The journey towards omnichannel retailing”: Lozada Travel

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“El viaje hacia la omnicanalidad”: Lozada viajes

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ABSTRACT

In this work, the undersigned, will present the necessary guidelines to reposition the company Lozada Viajes, in the On Line channel, through omnichannel. Lozada Viajes managed a multi-channel offline business model, which allowed the company to achieve success in said channel. At present, this model has become completely obsolete. Starting from a deep internal and external analysis, a plan is proposed to reposition the company, through the perception, remembrance and association of the brand that allows it to obtain a better perception of it. All this, accompanied by the re-linking with certain key attributes, which currently have a significant value given the growing online trend in the sector. For this reason, a unification of the Off and On Line channels is proposed to achieve the expected results and thus achieve omnichannel, which is detailed in the final conclusions.

Keywords: Omnichannel; Repositioning; Brand Association; Brand Perception; Brand Image; Brand Identity; Branding.

RESUMEN

En el presente trabajo, quien suscribe, presentara los lineamientos necesarios para re posicionar a la empresa Lozada Viajes, en el canal On Line, por medio de la omnicanalidad. Lozada Viajes, manejo un modelo de negocios Off Line de manera multicanal, que le permitió alcanzar el éxito a la compañía en dicho canal. En la actualidad, este modelo ha quedado completamente obsoleto. Partiendo de un profundo análisis interno y externo, se propone un plan para re posicionar a la compañía, por medio de la percepción, recordación y asociación de marca que le permita obtener una mejor percepción de la misma. Todo ello, acompañado de la re vinculación con ciertos atributos clave, los cuales, en la actualidad tienen un valor significativo dada la creciente tendencia online existente en el sector. Es por esto, que se propone una unificación de los canales Off y On Line para conseguir los resultados esperados y así alcanzar la omnicanalidad, la cual queda detallada en las conclusiones finales.

Palabras clave: Omnicanalidad; Re Posicionar; Asociación de Marca; Percepción de Marca; Imagen de Marca; Identidad de Marca; Branding.

INTRODUCTION

Lozada Viajes is a family-owned tourism company founded in 1987 in the city of Cordoba by Cecilia Trigo and her husband, Facundo Lozada. Currently led by Juan Cruz Lozada (the couple's son), Lozada Viajes has a franchise network located in 12 provinces of the country (50 % of which are in the city of Cordoba) and has more than 30 years of presence and brand work in the market, making it the largest franchise network in Argentina.

With a clear objective, Lozada Viajes strives to achieve excellence by continually challenging itself, both individually and collectively, to refine its own working methods. At the same time, they stand out for their firm

conviction that travel is a necessity, which is demonstrated in what they call the "Lozada Spirit" and conveys their mission: The art of travel.

The company's leadership strategy is based on innovation in management, enabling it to offer a service that distinguishes itself from the competition. In line with this, the company's own executive director highlights the Lozada Viajes brand as one of the company's most substantial competitive advantages, positioning it in the minds of consumers. In a world undergoing constant globalization, turning a company into a brand is no easy task. From this perspective, Lozada Viajes recognizes that omnichannel is crucial for reinventing its business model and serving customers effectively, thereby maintaining a strong presence in consumers' minds.

Taking into account technological advances and a business model that is not in line with the rapid development of information technologies, in this paper, we will develop a strategic plan to ensure that Lozada Viajes continues to be top of mind for consumers through brand recall, thereby increasing sales, maintaining, and retaining its customer base, and reaching new consumer segments.

As mentioned in the previous section, constant globalization and the rapid evolution of technology have led Lozada Viajes to strive for omnichannel marketing. In the words of the company's own executive director, omnichannel marketing is about connecting everything. With this, Lozada Viajes aims to integrate online and offline sales channels comprehensively, ensuring a consistent message is delivered to the customer.

We emphasize that this issue addresses new trends in online consumption, whether from a computer, tablet, or mobile phone. As the executive director of Lozada Viajes points out, in an industry as dynamic as tourism, it is vitally important to understand better the digital revolution and how it is applied through new technologies. "The rapid growth in online sales in the travel sector was already clear when they went from representing 29 % globally in 2011 to 35 % in 2014 and then jumped to 54 % in 2020".⁽¹⁾

In terms of the areas affected, we can mention marketing, back office, customer service, sales, and all areas related to communication (whether on social media or other media).

The lack of omnichannel presence at Lozada Viajes currently leads to various communication problems across its different online and offline sales channels, resulting in inconsistent messaging to customers. Along the same lines, the lack of omnichannel development leaves out a segment of customers who make their purchases online (either from a computer or mobile phone). These factors can escalate in magnitude, resulting in a decline in sales.

General objective

To improve the brand's positioning in the online channel as the best comprehensive and practical option, increasing its presence and brand awareness by 50 % in order to become a benchmark in the sector as an omnichannel brand within one year.

METHOD

Description of the situation

Lozada Viajes has built its reputation as a "brand" over three decades of experience in the travel industry. During this time, it has achieved a distinctive positioning in the minds of consumers, making it a preferred choice for those seeking travel services. Additionally, the company has successfully implemented multichannel operations, which have contributed significantly to its growth in recent years.

However, the current landscape demands change. Lozada Viajes' technology has become obsolete in comparison to the rapid advancements in e-commerce used by its competitors. The company is in a critical position, as it needs to adapt quickly to remain competitive in an ever-evolving market.

The omnichannel approach is the necessary response for this company, which has extensive experience in offline connections. By effectively integrating online and offline processes, Lozada Viajes has the opportunity to reach a market that is no longer limited to traditional purchasing channels. This strategy will not only enhance the customer experience provided by the company but also enable it to compete successfully in an increasingly competitive market, particularly in the field of omnichannel retailing.

According to a study by McKinsey & Company, consumers go through more than 45 touchpoints when booking a trip. In most cases, this often requires a significant investment of time and often leads to inconveniences due to the lack of fluidity in the purchasing processes. All of this can be avoided through an omnichannel strategy that makes the customer experience much more fluid and integrated.⁽²⁾ In summary, Lozada Viajes, with decades of success in offline positioning, faces the challenge of embracing omnichannel marketing due to its obsolete technology and growing competition in e-commerce.

Context analysis

Market structure

According to the legislation established in Decree No. 2182/72 of Law No. 18.829, which regulates the activity of travel agents, these agencies can be categorized into four groups according to their operational focus: Ticket Agency (AP), Tourism Agency (AT), Travel and Tourism Company (EVT), and Non-Profit Agency (SFL).

According to data provided by our country's Ministry of Tourism and Sports, there are currently a total of 1 356 active tourism agencies operating in the country. Among them, 96 % are classified as companies offering tourism and travel services, while 3,2 % are tourism agencies and 0,8 % operate mainly in ticket sales.

The Ministry's study also reveals that 72 % of these companies have an online presence through websites, where customers can make reservations and transactions using various payment methods. Interestingly, 5 % of these agencies are exploring the possibility of incorporating cryptocurrencies as an

alternative payment method. In terms of the range of services, around 36 % of these agencies offer customers the option to book accommodation, rent vehicles, and organize excursions directly on their websites, representing a significant advance compared to the pre-pandemic period.

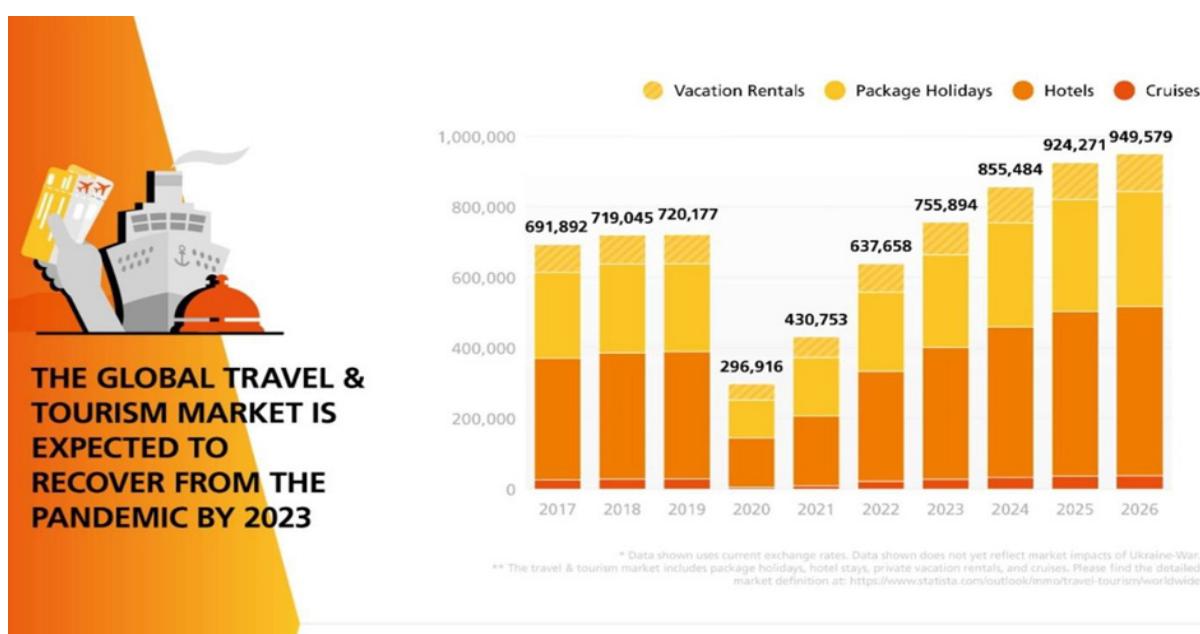
Demand analysis

Although the pandemic caused a drastic decline in demand worldwide, it is estimated that recovery began in 2021, reaching pre-pandemic levels for the 2023/24 season. According to the UNWTO (United Nations World Tourism Organization), the number of international tourists fell by between 58 % and 78 %, resulting in a drop in spending by these tourists of between \$310 billion and \$570 billion.

Despite this scenario, we are seeing a notable recovery in the sector compared to January 2021, which grew by 130 % with a total of almost 18 million international tourists, with a

gradual recovery expected for this year. It is estimated that the sector worldwide will reach a turnover of \$637 billion in 2022, indicating a projected year-on-year growth of 48 %, according to a report by Mobility Market Outlook. The report aims to reach \$950 billion by 2026. Along the same lines, the report tells us that the cruise industry will experience the highest growth, with an increase of 180 %, followed by the hotel sector, with 57 %.

In the national context, the sector is facing a more favorable scenario. INDEC reports a 106,1 % increase in hotel occupancy for January 2022, with a 99,1 % increase in resident travelers and a 900,7 % increase in non-resident travelers. In terms of air travel, a total of 84,900 non-resident tourists were estimated to have arrived in February 2022, representing a year-on-year increase of 664,2 %. Ezeiza and Aeroparque accounted for the largest share of tourist arrivals at 92,1 %, equivalent to a year-on-year increase of 493,1 %.⁽⁴⁾



Source: The global tourism industry will generate €600 billion in 2022 | Economy (hosteltur.com)

Figure 1. Expectations for the global travel and tourism market after the pandemic in 2023

As we can see, tourism is growing compared to pandemic levels, with a very favorable outlook for the activity's development in the coming years. Online shopping will be essential and will set us apart from the competition. It is estimated that there are 2,14 billion online shoppers, with around 51 % shopping via their mobile phones (demonstrating the importance of developing an app that integrates all the services and communication currently offered by Lozada Viajes on its website). We are also informed that online stores with a social media presence and integrated communication have an average of up to 32 % more sales.⁽⁵⁾

Analysis of the offer

The tourism industry is responsible for creating more than 270 million jobs, with a global GDP exceeding \$ 4,5 trillion. According to INDEC, tourism in Argentina generates more than 1,26 million jobs, representing 6 % of the total number of jobs in the country, and contributes an internal GDP of 413 482 billion pesos.

According to data from the Ministry of Tourism and Sports, there are currently approximately 1,356 tourism agencies in the

country, of which 96 % are tourism and travel companies. In contrast, 3,2 % are tourism agencies and 0,8 % are ticket agencies. According to the report, 72 % of agencies have websites where 36 % of their services can be contracted online.⁽⁴⁾

Competitors

Among Lozada Viajes' main competitors, we can highlight:

- Booking.com: A company with both an online and offline presence, operating in more than 220 countries, with 28 million accommodation units around the world.
- Expedia: A company with both online and offline presence, operating in more than 220 countries, with 1,8+ million vacation rentals, 590,000+ hotels, 35,000+ activities, 500+ airlines, and 175+ car rental companies.
- TripAdvisor: A company with an online-only presence and apps for both Android and iPhone. It operates in more than 50 countries.
- Despegar.com: A leading travel company in Latin America with more than 18 years of experience in the market and a strong online presence (it has only one office

operating in Buenos Aires, with all sales concentrated in online channels). It operates in 21 countries, with a network of more than 192,000 hotels.

- Airbnb: Another company with a strong online presence. It operates in 220 countries, offering 2,9 million properties and more than 7 million listings worldwide.
- KAYAK: A company with both online and offline positioning. It has 26 offices worldwide, from which millions of searches are processed annually.
- Sobol Viajes: A national company that operates exclusively online. They are well-known wholesale operators.

Macroenvironment Analysis

These are factors that affect Lozada Viajes but cannot be changed in any way. Among them, we mention:

- Political and Legal Variables: The pandemic led to a significant decline in tourism in Argentina and worldwide. It is estimated that between the 2019 and 2021 seasons, there was an average decrease of 42 % in tourists, with cities such as Carlos Paz and Bariloche seeing a 65 % decrease compared to 2019⁽⁶⁾. Following the progress of vaccination campaigns, care policies, and greater awareness among the population, the sector managed to recover somewhat. Thanks to government-sponsored programs such as Pre Viaje and a sectoral provision to set and freeze prices until December 2021, tourism began its recovery.

- Economic Variable: Inflation is one of the aspects that most influences this variable. According to the newspaper Ambito, inflation in March placed us as the second country in the world with the highest monthly inflation (6,7 % compared to 7,6 % in Russia), together with Turkey, the countries with the highest inflation rates in the first two months of the year (4,8 % and 4,7 % respectively).⁽⁷⁾ Although the gradual emergence from the pandemic and the Russia-Ukraine war helped several countries around the world to record higher-than-usual inflation rates, in Argentina, this is part of its history. We are the second country with the highest cumulative CPI (Consumer Price Index) since January (16,1 %) and the fourth with the highest year-on-year levels (55,1 %), which has been on an upward trend since 2019.⁽⁸⁾

- Social Variable: This variable refers to employment and unemployment rates, income distribution, and wage indices in Argentina. In the fourth quarter of 2021, the activity rate (which measures the economically active population as a percentage of the total population) reached 46,9 %. The employment rate (which measures the proportion of employed persons in relation to the total population) stood at 43,6 %, 1,4 % higher than in 2020, and the unemployment rate (people who are not employed, are available to work, and are actively seeking employment) stood at 7,0 %, well below the 13,1 % recorded in 2020. In terms of income distribution, the total income for the entire population was \$933,78 billion, representing a 66,4 % increase compared to the same quarter in 2020. The average per capita income of the total population, which comprises 29,006,496 people, was \$32,192, while the median per capita income was \$24,571. Meanwhile, the wage index increased by 3,8 %

monthly in January 2022.

- Technological Variable: As mentioned in the section “Relevance of the case,” according to the CACE report, tourism currently ranks fourth in terms of online market share, accounting for 12 % of total consumption, with a 239 % increase in consumption between 2020 and 2021. According to the report, e-commerce in Argentina has grown by 68 % since 2020, with an increase of 684,000 new buyers opting to make their purchases through online channels.

- Ecological factors: One trend that can be leveraged is ecological tourism, which is a form of tourism that does not disrupt the relationship between living beings and the environment, i.e., it aims to combine the traveler's leisure with respect for the environment that receives them. Although laws regulating sustainable tourism exist (National Tourism Law 25,997), there is still a need for growth in these areas today. Eight percent of greenhouse gases are attributed to the tourism industry, so choosing eco-friendly tourism options helps further reduce the impact of this activity on our ecology.

Organizational diagnosis

Internal analysis

Since its establishment in 1987, Lozada Viajes has emerged as a leader in the national tourism market, particularly in the offline sphere. With over 30 years of experience, the company is recognized as a benchmark for consumer travel services.

Within Lozada Viajes, three strategic business units can be identified:

- Franchises: the Lozada Viajes franchise network comprises more than 80 branches nationwide, all supported by the head office located in Córdoba. This headquarters provides solid support in critical areas, including human resources, marketing, design, and quality, and offers comprehensive guidance to franchises. This presence strengthens the brand nationally and ensures consistency in the quality of services.

- Tour Operator: Lozada Viajes has developed a tour operator service that enables the outsourcing of various services, including hotel chains, shipping companies, and airlines, thereby increasing its competitiveness in the market. This unit provides a strategic advantage by offering exclusive products characterized by the company's brand.

- Online Sales: despite being in constant development, the online sales unit is an essential part of Lozada Viajes' strategy. However, it faces technological and efficiency challenges compared to competitors in the current market. Technological upgrades are crucial to fully leverage the online channel, as more than 70 % of sales in the travel industry are made through this medium.

Lozada Viajes' market encompasses several segments, including franchises, travelers who utilize its services, and agencies that incorporate the tour operator's products and services. Additionally, areas such as marketing, communication, and human resources provide valuable support to all franchises, thereby contributing to the overall success of the company.

The current situation presents a key opportunity for Lozada Viajes to implement new technologies, ICTs, and online

developments. Omnichannel marketing is a crucial objective for maintaining leadership in a constantly evolving market.

The 4 Ps of the Marketing Mix

1. Product: It has agreements with hotels, ships, and airlines. It offers cruises, excursions, tours, traveler assistance, transfers, and tourist packages (which can be standard or tailored to customer needs).
2. Price: Competitive thanks to its agreements, different types of services (from economical to those tailored to the customer), and financing options.
3. Place: Marketed through its franchises, website, mailing service, and 0800 number.
4. Promotion: They can be found both online and offline.

Analysis according to the professional profile

Regarding this section, among the tools used to assess the situation of Lozada Viajes, we first identified the PESTEL matrix, which enabled us to conduct a descriptive analysis of the external environment in which the company operates through five variables. The PESTEL tool helped us identify threats and weaknesses, which we later used to create the SWOT matrix.

The SWOT matrix is a tool that enables us to form a clear picture of the current situation of the object of study, allowing us to obtain an accurate diagnosis. Based on the results, we can then make informed decisions in line with the objectives and policies formulated. It describes the main strengths, opportunities, weaknesses, and threats of the object of study (in our case, Lozada Viajes).

Ultimately, we proceeded to analyze the 4 Ps of the Marketing Mix, which, together with the other tools detailed, allowed us to conduct an in-depth analysis of the company.

Fortalezas:	Debilidades:
<ul style="list-style-type: none"> • Más de 30 años de trayectoria. • Empresa ya formada como marca. • Convenios exclusivos con cadenas de hoteles, navios y aerolíneas. • Paquetes económicos y armados a medida del cliente. • Certificación ISO 9001. • Diversas opciones de pago. 	<ul style="list-style-type: none"> • No poseen integración en sus comunicaciones. • No tienen App. • Utilizan un modelo tecnológico obsoleto para la actualidad. • No tiene E-Commerce. • Falta de posicionamiento Online. • No poseen programas para fidelizar a sus clientes. • Contenido en redes con poca interacción.
Oportunidades:	Amenazas:
<ul style="list-style-type: none"> • Desarrollo de la omnicanalidad. • Armado de un E-Commerce que les permita crecer en facturación y cliente. • Evolución de su modelo tecnológico. • Aumentar su facturación/llegada a cliente por medio de la creación de una App. • Creación de programas para la retención/recompra de clientes. • Llegar a nuevos segmentos de clientes • Apertura de franquicias con mayores beneficios. 	<ul style="list-style-type: none"> • Competidores con E-Commerce y modelos tecnológicos más actualizados. • Competidores que ya aplican la omnicanalidad. • Creación de nuevas empresas de turismo que aprovechen las tendencias. • Políticas económicas del país. • Nuevas restricciones por COVID.

Figure 2. SWOT Matrix

RESULTS

As we have already mentioned and demonstrated in previous sections, Lozada Viajes has a strong offline positioning, the result of more than 30 years in the business, but this is not the case with its online channels. This puts it at a significant disadvantage compared to its competitors, who are already significantly more advanced (with established e-commerce, apps, integrated communications, etc.). Following the analysis carried out and as highlighted in the theoretical framework, there is an urgent need for the company to develop a strategy to reposition itself in online channels, achieve consistent communication, and ultimately integrate everything into what is known as omnichannel marketing. To this end, it will be important to develop an e-commerce platform that is on par with its competitors (and the needs of its customers) and to make greater investments in online channels that will allow it to position itself more effectively.

Justification of the problem

The problem explained in the previous section highlights the need to implement specific strategies to position the brand

effectively in online channels. The strategies applied so far have not achieved the desired results, leaving the brand at a multichannel level rather than an omnichannel level (as we explained in the theoretical framework section, along with their differences). Currently, multichannel has been undermined by advances in information technology, and Lozada Viajes needs to move to an omnichannel model to achieve online success. This has been demonstrated by companies such as Booking.com and Despegar, which have successfully transferred their offline success to online channels by integrating powerful e-commerce platforms and their own mobile applications. This enables them to position themselves differently in the minds of consumers, thereby achieving omnichannel capabilities.

It is important to note at this point that achieving omnichannel requires significant investments in the development of technologies that enable the implementation of integrated communication across all channels and better positioning in online channels (development of e-commerce and apps) and everything that this entails (staff training, the incorporation of people specialized in ICT development and integrated communication).

Considering, then, after all that has been explained and with the evidence of the success of the competition, the importance of implementing an omnichannel strategy and a prominent positioning in online channels, we conclude that the expected results will be: Achieving integration of communication in online and offline channels, the development of a powerful e-commerce platform and an app that allows users to purchase any of the services offered by Lozada Viajes in the same way as in offline channels, achieve, with the implementation of these two tools, the arrival of new customer segments and the creation of an exclusive budget for social networks, position ourselves distinctively in the mind of the consumer. To this end, we will seek to satisfy customer comprehensively needs with the aim of winning their loyalty and, as demonstrated in previous sections, achieving a top-of-mind position. Finally, we will implement constant monitoring of customer satisfaction through surveys.

For all the above reasons, it is imperative to implement a comprehensive strategy that covers all sectors of the company, through a professional proposal, to bring the offline positioning that has brought so much success to Lozada Viajes to online channels, thus moving from the obsolete multichannel model to a new omnichannel model adapted to current times.

Lozada Viajes is moving to online channels, thus transitioning from an obsolete multichannel model to a new omnichannel model adapted to current times.

Implementation plan

Before establishing the implementation plan, we will outline some considerations to take into account.

The undersigned will be responsible for providing monthly reports on the progress of the proposal to the company's executive director and, if required for a specific task, a person will be designated to be in charge of that task, who will be required to inform me of the outcome so that I can pass on the information to the executive director.

We will start from the certainty that we have a budget of 2 million pesos, with a permitted variation of $\pm 25\%$. The implementation time for the proposal will be 1 year, to be carried out in Argentina.

To measure the correct implementation of the proposal, various indicators will be used to measure the progress of the proposed actions, which will be detailed later. As for the critical success factors, which I understand to be those necessary to achieve success in the proposal, we will mention: increasing the brand's online presence, creating a powerful e-commerce platform and a chatbot in order to improve the customer experience, creating an app that allows customers to perform the same actions that are performed on the website but from a cell phone or tablet, implementing digital marketing actions on social networks and YouTube, and, as a result of all this, achieving omnichannel approach.

Continuing along these lines, we must clearly outline the risks involved in developing and implementing the plan, which may arise due to crashes on the e-commerce page or the Chatbot. If this happens, customers will be redirected to the company's email address or social media to address their concerns while the service is brought back online. If the website crashes, customers will be redirected to our app. If all three services are offline, customers will be given the option to submit their queries via email or social media. If the problem occurs during business hours, Lozada Viajes staff will respond to the query. Outside of

business hours, a generic email will be sent to the customer to maintain their interest in us and prevent the prospect from being lost.

Scope of the plan

We will now detail the scope of the strategic plan, taking into account our overall objective. In terms of time constraints, the stipulated timeframe for developing our plan will be one year from the date of presentation of this work. In terms of geographical constraints, it is worth noting that the plan will be developed in Argentina. In terms of technical scope, we may encounter variations in some sectors, particularly in the commercial sector, due to the business changes being implemented. This will lead to an increase in inquiries and subsequent sales, which will serve as a measure of the plan's success or failure. This is not the purpose of this implementation, but these possible changes could be a side effect of the work to be carried out.

Firstly, to position ourselves as a comprehensive and practical brand, we aim to increase brand association with online channels by 50 % by enhancing our presence in this channel, thereby establishing Lozada Viajes as an omnichannel company. We will focus on standing out on the web and prioritizing customer convenience, allowing them to purchase the service from anywhere and at any time. To do this, we will use a period of one year, a total budget of \$1,559,000, and our goal will be to create:

E-commerce website: According to the quote obtained from Macher IT, the annual cost of setting up and maintaining the e-commerce site is \$486,000. It will be developed on its own platform over a period of eight months (which also includes the implementation and configuration of the app and Chatbot, which will be detailed in the next section), of which six months will be devoted to development and construction, and the remaining two months to monitoring and correcting any errors. The undersigned will be responsible for the service contract, control, and monitoring of the website's setup, and will report monthly on progress to the executive director. The selected company will be provided with the guidelines for our e-commerce website. In this regard, we will refer to the publication by Turn⁽⁹⁾ which clarifies that a complete e-commerce site must have a consumer-friendly interface that allows for easy and convenient navigation. It is recommended, where possible, that the website design be UX/UI. We are also advised to offer a variety of payment methods, as studies indicate that 40 % of consumers abandon their shopping carts when they do not find a suitable payment option. Visible and easily accessible contact methods, where customers can ask questions and feel more secure on the website. 62 % of users feel more secure if they have access to a chatbot (which we will discuss later) or WhatsApp. Both the photos and the description of the services/products must be of the highest quality, as they are synonymous with reliability for the customer and will be the first thing they see when they enter the website. Finally, it is recommended to include a call to action to guide the customer step by step through the purchase process, as failure to understand it may lead to abandonment.

On the other hand, all visual aspects of the page must be consistent with the brand identity imposed by Lozada Viajes offline. The color palette, text typography, promotional images, and all elements related to the company must be present and represented in our new E-Commerce platform, in order to convey to both new and existing customers the omnichannel approach

we are seeking to achieve. In this regard, communication, promotions, discounts, and events must align with what is communicated through offline channels.

We will establish key indicators to measure its success in various aspects. These will provide a comprehensive and balanced view of the website's performance and its impact on the business.

Construction and Development Progress: Quarterly monitoring of the construction and development progress of the online store will be conducted, using a percentage scale as a reference.

Website Traffic: The traffic generated on the website will be evaluated as an indicator of its visibility and ability to attract visitors.

Customer Feedback: Customer comments and opinions will be collected through surveys to obtain a direct assessment of their experience and satisfaction with the system.

Sales Increase: Current sales will be compared with those of previous periods to evaluate the increase in sales resulting from the implementation of the website.

Brand Association: Surveys will be conducted to measure the association between the brand and the attribute of "online presence," reflecting consumers' perceptions of the company's online presence.

Increase in Service Inquiries: Inquiries received through the website for purchasing services will be tracked and quantified, indicating the platform's interest and effectiveness in generating business opportunities.

These combined indicators offer a comprehensive set of tools to evaluate the success of the website's implementation, covering technical aspects, customer satisfaction, financial results, and brand perception. This comprehensive measurement will allow for informed decisions and adjustments to the strategy as necessary to achieve the established objectives.

App creation: This will also be carried out by Macher IT, with an approximate budget of \$600,000. It will be developed over a period of 9 months, with 2 months allocated for correcting any potential errors. As with the website, the undersigned will be responsible for managing the creation and implementation of the app, reporting progress and subsequent results to the Executive Director every month.

In terms of the technical and aesthetic aspects of the app, it must work in tandem with the website and the company's offline guidelines, so all the features of both must be represented in the app (image, colors, fonts, promotions, structure, etc.) in order to emphasize the omnichannel nature of the brand further. The website and the app must work together. A function will be implemented to integrate both, so that a previously registered customer can start planning their trip on the website and finish it on the app, without having to return to our page or make inquiries with the Chatbot on the website, disconnect, and receive a notification on the app when it responds, all to achieve omnichannel integration. What is done on the website must be able to be followed on the app and vice versa.

The website Marketing Movil⁽¹⁰⁾ gives us different recommendations when creating an app, among which it highlights that it should be a simple and visually attractive interface, focusing its potential on satisfying the customer's need (in our case, to purchase the tourist package in the simplest way possible, being connected to the information received both on the web and through offline channels). It also highlights that our app must be compatible with any operating system; we should not

limit it to a single provider. It must be accessible to all audiences and, ultimately, it must be constantly updated to prevent errors and stay current with the latest technology, thereby providing users with the best possible experience when using it.

The progress of the app's construction and development, measured on a quarterly percentage scale, is established as a metric indicator. To measure success or failure, we will use the number of downloads on different operating systems and platforms as a reference. We will measure the number of sales generated through this medium, the percentage of shopping carts that are not completed, the total number of registered users, and the level of brand association. We will encourage users to provide feedback through surveys sent to their email addresses after they have made a purchase, in order to identify areas for improvement in their experience.

Chatbot creation: As with the website and app, the creation and configuration of the Chatbot will be handled by Macher IT, at a cost of

\$473,000 for both creation and implementation on the website. As with the app, it must adhere to the color and font guidelines applied to the website and offline channels. The undersigned will be responsible for hiring the company, monitoring, and verifying the correct implementation. It is stipulated that the creation and configuration will take 9 months, 2 of which will be used to verify possible errors and implement it on the website, with monthly progress reports to the executive director. The Chatbot's functionality will be to provide automated responses to customers for frequently asked questions. If a more personalized response is required, the question will be forwarded to an advisor who will respond via the Chatbot or by email, depending on the day and time of the query. It will also be configured to provide support to customers who may have questions about the purchase process and after-sales service if any concerns arise. It will be available 24/7, 365 days a year (except, as already explained, when a query requires a more personalized response) and can be used on both the website and the app. Omnichannel communication will also play a decisive role in this section. To continue to build our path towards omnichannel communication, customers will be able to follow their queries and responses, as well as interact with the Chatbot, from both the app and the website. This will enable them to start a query on one platform and continue it on the other. The inclusion of the Chatbot will provide additional security for new customers, enhance our website's quality, position us more effectively in online channels, enable customers to answer their questions without leaving their homes, and help the company automate a key process, which will prevent potential sales from "cooling off."

To evaluate the correct implementation of our ChatBot, various indicators will be used that cover both customer satisfaction and operational efficiency. These indicators will provide a comprehensive view of the ChatBot's performance and its impact on the user experience.

Construction and Development Progress: Quarterly monitoring of the construction and development progress of the ChatBot will be conducted, using a percentage scale as a reference.

Service Usage: The number of customers using the ChatBot service will be measured, reflecting its adoption and usefulness.

Customer Satisfaction: Data on customer satisfaction will be collected through tools such as the Net Promoter Score (NPS), satisfaction surveys, and service ratings. This data will provide valuable information on the perception and level of service of

the ChatBot.

User Interface and Experience: The user experience with the ChatBot interface will be considered, including ease of use and accessibility.

Integrated Satisfaction Surveys: The ChatBot will conduct satisfaction surveys immediately after customer interactions, gathering feedback in real time.

Email Surveys: Additionally, emails will be sent to customers, asking them to rate the service they received from the ChatBot, allowing for a more comprehensive evaluation of its performance.

These combined indicators offer a comprehensive set of tools to measure the success of the ChatBot implementation, covering technical aspects, customer satisfaction, and operational efficiency. This comprehensive measurement will allow us to make informed decisions and adjust the strategy as necessary to achieve the established objectives.

In line with the overall objective, we will now focus on differentiating ourselves on social media and achieving omnichannel communication. To achieve this, we aim to increase our brand presence by 50 % within one year, utilizing a total budget of \$696,000 through various digital marketing initiatives. By increasing our presence, segmenting correctly, and using the tools provided by social media, we will increase our brand awareness and use our social media networks as a “gateway” to purchasing for those segments that we currently cannot reach offline. To do this, we will use three actions:

Digital marketing actions on Facebook and Instagram: We will have an annual budget of \$420,000. With these actions, we will seek to reach new customer segments and increase our presence on both networks by 60 % (and consequently our brand awareness). On Facebook, we will run a campaign called “Your story with Lozada Viajes,” in which we will encourage our customers to participate by sharing their travel stories with the company. The campaign will last for one whole month, during which customers will have 15 days to post their stories in video format and tag us, followed by 15 more days during which the rest of our followers will vote. The story with the most likes will win a voucher for a \$25,000 discount on their next trip, valid for 90 days. With this, we aim to enhance brand recall and maintain our top-of-mind presence. The contest will be repeated every three months.

Another contest will be called “Win with Lozada,” and with this, we aim to integrate our website, Chatbot, and social networks to achieve omnichannel communication. It will consist of the following: each time a customer enters a query in the Chatbot, the Chatbot will give them a number (up to a maximum of 3, or 4 if they follow us on Facebook and Instagram), which the customer can use to participate in a bi-monthly draw on both Facebook and Instagram for a \$25,000 discount voucher to use on their next trip, which will be valid for 90 days. This will occur every three months.

Another action we will take is to hire two influencers who will rotate every two weeks and interact on both social networks. They will be paid with a semi-annual voucher worth \$40,000, to be used for company trips. They must meet specific requirements: As far as possible, they will be influencers who dedicate their profiles to tourism. They must have active profiles on both Facebook and Instagram, have traveled or have knowledge of how a travel agency operates, and have more than 100,000 genuine followers who interact with their posts. Through the influencers, there will be one drawing per month where the user

who tags the most friends and starts following us on both social networks will win a \$5,000 voucher for a trip through Argentina for themselves and their family, valid for 60 days. With the winners of this monthly draw, provided they have used their voucher before it expires, there will be an annual draw where they will participate for an all-expenses-paid trip for themselves and two family members to any destination in Argentina, along with the chance to meet their influencer. Influencers must also post two stories per week, tagging the company. This will help increase brand presence and recall. It will also help us build trust with new customers and increase brand recall. If we implement the correct advertising campaigns, we will position ourselves at the forefront of consumers’ minds.

In this case, Guillermo Cuello will be responsible for hiring influencers and carrying out advertising campaigns. Mariano Prati will be responsible for creating the graphic elements for the campaigns. Advertising campaigns will be designed and executed on a monthly basis, with a minimum of one post per day. Two influencers will be hired per month, with a rotation every two weeks. The aim is for customers to associate the brand with the faces of the influencers, thereby increasing their confidence and enhancing brand recall. In terms of measurement, we will be guided by the results obtained through the measurement tools of both Facebook and Instagram, including the number of new followers, interaction with posts, participation in sweepstakes, and the reach of influencers. Additionally, through giveaways, we will ask our followers weekly questions about the company to verify whether brand recall has increased.

Digital marketing on TikTok: TikTok is one of the most widely used social media platforms today, boasting significant potential for going viral. It currently has more than 1 billion users and is projected to have more than 2 billion active users within the next two years.⁽¹¹⁾ To increase brand recall and encourage audience participation on the TikTok platform, we will host a challenge called “Recuerdo Lozada Viajes” (Lozada Travel Memories). This will consist of people uploading a video of no more than 15 seconds under the hashtag #RecuerdoLozadaViajes, in which they share an anecdote about their travels or their desire to visit a particular place. There will be two winners, selected based on the most creative videos (users themselves will vote for the most ingenious TikTok), and they will be rewarded with a \$15,000 voucher to be used for the purchase of tourist packages, valid for 90 days. The challenge will take place once every three months with a participation period of three weeks.

Mariano Prati will be responsible for creating the main TikTok video announcing the challenge. This video should include calls to action for both the website and Lozada’s other social networks to continue promoting omnichannel marketing.

With this action, we aim to enhance the brand’s visibility on TikTok, foster active audience engagement, generate user-generated content that can be shared across other platforms, and promote omnichannel marketing by directing participants to multiple brand channels.

Finally, as a tool for measuring the success or failure of this campaign, we will utilize the platform’s own analysis tools to track key metrics, including views, interactions, shares, and followers gained. Although Lozada Viajes currently has a profile on the platform, it has never run an advertising campaign on it. Therefore, to consider the campaign a success, we will set a minimum target of 200,000 views, 50 hashtags, and 20,000 likes. All of this will be based on the latest videos uploaded by the company. We will also track followers and shares, although

we will not consider them critical success factors. Guillermo Cuello will oversee the campaign's monitoring. We will also conduct user surveys to assess brand perception before and after the campaign. Ask them if they remember the brand and if they have a more positive impression.

Creating a YouTube channel: Although creating a YouTube channel is free, these costs will take into account the editor responsible for preparing the videos and uploading them in the highest quality. According to the Glassdoor website⁽¹²⁾, the average video editor in Argentina earns \$33,000 per month, which will be the budget we will use for the channel's creation. The goal of establishing our own YouTube channel will be to continue increasing brand awareness and positioning, while further strengthening omnichannel marketing and achieving complete integration across Facebook, Instagram, TikTok, YouTube, and the web. Videos of interviews with customers sharing their own travel stories will be uploaded, as well as interviews with the company's owners, to provide the necessary confidence to new customer segments approaching the company^(13,14,15,16). Video tutorials explaining how to use our website and app step by step will also be shared, along with videos addressing frequently asked questions and answers, as well as promotional materials for both current and new services added to the company. This will be a joint effort with both Instagram and Facebook. It is essential to maintain consistency in the information uploaded to the three

sites, as well as in posts and their corresponding promotional materials, to achieve better brand positioning, stay top-of-mind, and implement omnichannel marketing.^(17,18,19,20,21,22,23,24)

As in the previous section, Guillermo Cuello and Mariano Prati will be responsible for hiring the editor and creating the graphic pieces, respectively. To measure the success or failure of our channel, we will analyze the number of views and likes on our videos, as well as the number of new subscribers. We will also use social media tools to verify traffic between our networks and YouTube. Finally, we will also analyze brand recall to corroborate the success or failure of our channel. To do this, we will conduct surveys (once a week) with prizes on our social networks (company merchandise), where topics related to our videos will be discussed, in which the company will be mentioned. The goal will be to upload at least two videos per week for a period of 12 months, one of which must talk about the company for subsequent measurement of recall.^(25,26,27,28,29,30)

Gantt chart

We will now present our time flow diagram (Gantt chart) outlining the actions to be taken by the company to achieve its objectives. It will be measured in months, taking into account that the time will start counting from the moment this project is approved, although the exact start month has not yet been determined.^(31,32,33,34,35,36)

Actividad Objetivo Especifico 1	Mes de inicio	Mes de fin	1	2	3	4	5	6	7	8	9	10	11	12
Creacion de la Web E-Commerce	1	8												
Desarrollo y Construccion del E-Commerce	1	6												
Correccion de errores y seguimiento del E-Commerce	1	2												
Medicion del E-Commerce	1	12												
Informe al director ejecutivo	1	12												
Creacion de la App	1	9												
Implementacion de la App en el E-Commerce	1	1												
Correccion de errores y seguimiento de la App	1	2												
Medicion de la App	1	12												
Informe al director ejecutivo	1	12												
Creacion del Chatbot	1	9												
Implementacion del Chatbot en el E-Commerce	1	1												
Correccion de errores y seguimiento del Chatbot	1	2												
Medicion del Chatbot	1	12												
Informe al director ejecutivo	1	12												

Figure 3. Gantt chart 1

Actividad Objetivo Especifico 2	Mes de inicio	Mes de fin	1	2	3	4	5	6	7	8	9	10	11	12
Diseño de las publicaciones en Facebook e Instagram	1	12												
Diseño de las piezas graficas	1	12												
Tu historia con Lozada	1	12												
Gana con Lozada	1	12												
Busqueda y seleccion de Influencers	1	1												
Sorteo de Influencers	1	12												
Medicion de resultados en nuevos seguidores, Me gustas y comentarios	1	12												
Desafio TikTok Recuerdo Lozada Viajes	1	12												
Creacion del canal de Youtube	1	1												
Creacion y edicion del contenido	1	12												
Posteo de los nuevos videos	1	12												

Figure 4. Gantt chart 2

Objetivo específico 1		Objetivos específico 2	
Creación de E-Commerce	Costo	Acciones de MKT digital en Facebook en Instagram	Costo
Diseño y desarrollo de la tienda	\$245.000	Tu historia con Lozada	\$100.000
Hosting (12 meses)	\$100.000	Gana con Lozada	\$100.000
Mantenimiento mensual (12 meses)	\$98.000	Contratación de Influencers	\$160.000
Carga de material multimedia y adaptación web.	\$43.000	Sorteo Influencers	\$60.000
Creación de la App	Costo	Acción de MKT digital en TikTok	Costo
Desarrollo de la App	\$330.000	Recuerdo Lozada Viaje	\$120.000
Mantenimiento mensual (12 meses)	\$120.000	Creación del canal de YouTube	Costo
Publicación y adaptación a diversas tiendas.	\$60.000	Editor de videos (12 meses)	\$396.000
Desarrollo de características propias	\$90.000		
Creación del Chatbot	Costo		
Desarrollo del Chatbot	\$233.000		
Mantenimiento mensual (12 meses)	\$151.000		
Configuración en Web	\$45.000		
Desarrollo de características propias	\$44.000		
	Total		
	\$1.559.000		
			Total
			\$936.000

Figure 5. Budget

CONCLUSIONS

The conclusion of this study highlights the urgent need for Lozada Viajes to effectively position its brand in online channels, as it has already done in offline channels. It emphasizes the importance of adopting omnichannel marketing as a fundamental strategy to achieve this goal. This conclusion is based on the presentation of cases of successful companies that have followed a similar approach and achieved positive results.

The implementation of a comprehensive e-commerce platform, chatbot, and app is presented as a key step in leaping from an obsolete multichannel business model to the new consumer trends environment. Additionally, digital marketing strategies are proposed to enhance brand presence and recall, thereby contributing to the brand's positioning in the minds of consumers.

On the other hand, it is noteworthy that the report has provided a deeper understanding of the concept of brand positioning. Through the synthesis of definitions from various authors and examples of successful cases, a core understanding of the concept has been achieved. It is emphasized that brand positioning involves interrelated concepts such as perception, identity, awareness, association, and brand image, as well as brand branding. Customer experience is presented as a crucial element in comprehending this concept.

In this context, the consistent and connected application of a model based on solid theoretical foundations and empirical evidence will lead Lozada Viajes to reposition its brand in an omnichannel manner. This conclusion aligns with the need to evolve towards a model that is more adapted to the current business reality, highlighting how theoretical and practical mechanisms and tools can contribute to the success of the brand positioning strategy.

In summary, the report has provided a solid and coherent basis

for addressing the issues raised by Lozada Viajes. The transition to omnichannel and the application of brand positioning concepts supported by the theoretical framework presented are essential for the success of the company's strategy.

RECOMMENDATIONS

To ensure the successful implementation of the proposed plan and meet the established objectives, a comprehensive approach is required that addresses both staff training and digital marketing strategy.

There is a recognized need to train Lozada Viajes staff in the effective use of the proposed new technologies, such as e-commerce, chatbots, and the app. Additionally, it is proposed that the administration and maintenance of these platforms be outsourced as needed. To this end, it is recommended that an internal training plan be developed to enable employees to acquire the necessary skills, while also considering the option of outsourcing certain technical aspects to external experts. This training can be internal or external, provided through various educational organizations, ensuring that resources are prepared and confident in the use of these crucial tools for the company's strategic growth.

Lozada Viajes must develop a solid digital marketing strategy. This includes implementing tactics such as SEO, social media advertising, and content marketing to enhance online visibility and expand reach to a broader audience. Tracking and analyzing performance metrics will be crucial to evaluating the effectiveness of this strategy and making adjustments as necessary.

Fostering collaboration between different departments within the company is essential to ensure the smooth implementation of new technologies. Teamwork and effective communication between the sales and technology teams are crucial to the

project's success.

The economic impact of implementing the plan must be closely monitored and evaluated. This includes monitoring the performance of the commercial sector and verifying whether the proposed strategies generate a significant increase in inquiries and sales. If the investments made do not achieve the desired impact, adjustments must be made promptly to avoid economic losses.

Lozada Viajes must commit to conducting periodic evaluations of its digital marketing strategy. This will ensure that the company stays current with changing trends and market needs, which is essential for maintaining a competitive advantage.

Upon completion of the plan's implementation, it is recommended that a Customer Experience survey be conducted to measure user satisfaction and obtain tangible feedback on the work performed. This information will serve as a valuable tool for future projects within the company, helping to maintain a high standard of quality in customer interactions.

Along with the creation of the eCommerce website, it is proposed to adapt the main Lozada Viajes website so that it has the correct mobile format. This is of utmost importance in order to achieve omnichannel communication and guarantee clear,

honest, and comprehensive communication with users, thus successfully meeting their needs.

FINANCING

None.

CONFLICT OF INTEREST

None.

AUTHOR CONTRIBUTION

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Data curation: Matias Chiavelli.

Formal analysis: Matias Chiavelli.

Research: Matias Chiavelli.

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