



STRATEGIC

**BUSINESS
MARKETING**

2023

INTRODUCTION

Surfing is a popular activity among tourists in Cancun, and the demand for quality surf schools is on the rise. In this research, we will analyze the business organization, macroeconomic factors, SWOT analysis, and PEST factors of a surf school in Cancun, with the aim of identifying areas for improvement and developing a marketing plan that will help the business grow.

Our analysis will take a comprehensive look at the business organization of the surf school, examining its management structure, operations, and financial performance. We will also consider the broader macroeconomic factors that may be affecting the business, such as changes in the tourism industry, economic conditions, and government policies.

In addition, we will conduct a SWOT analysis to identify the surf school's strengths, weaknesses, opportunities, and threats, and a PEST analysis to assess the political, economic, social, and technological factors that may be affecting its performance.

Based on our findings, we will recommend steps that the surf school can take to improve its operations and grow its customer base. These recommendations will be incorporated into a comprehensive marketing plan that will outline specific actions the surf school can take to increase its visibility, attract new customers, and build long-term relationships with its existing customers.

Overall, this research will provide valuable insights into the challenges and opportunities facing a surf school in Cancun, and offer practical recommendations for improving its performance and achieving sustainable growth in the years ahead.

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INTERNAL ANALYSIS

THE COMPANY HISTORY - STRUCTURE AND ORGANIZATIONAL CULTURE/ CHALLENGES

The **Mexican Surf School Association** is located in Playa Delfines- Cancun, was founded in 1997 by David Jamaican who runs the company nowadays.

In the company there are the owner and a person who is responsible for the social media management sometimes some friends and also former Surf School students come to assist.

Some challenges are lack of waves due to a bad weather, but in terms of business lack of employees to make the school organized in schedule classes, more activity in social medias to make the school well known abroad, there are many competitors and the owner does not know about their strengths. Some people come just to rent a board which is not a profitable if them come for classes.

INDUSTRY SECTOR, DURATION OF OPERATION, LOCATION OF THE COMPANY;

The **AMS CANCUN** is a surf school in Cancun, in its 26 years of existence has been training surf in Cancun – Mexico.

COMPANY NETWORK;

The **AMS CANCUN** has a very good networking on social media, among former surf students and tourists. The founder and owner the President of Mexican Surf Association which gives him a wide range of contacts around the world because of his role as organizer of surfing competitions in the country. The social media has around 1.000 to 2.000 people among followers.



BUSINESS STRATEGY TODAY

As a company that receives tourist from many parts of the world, the business strategy must focus on macroeconomy, currencies, importations. The owner has told that many of the people pay in their currency such as: Dollars, Euros, Canadian dollars, Yuan, Yen, Indian Rupee, etc.

ECONOMIC VARIABLES:

IMPORT POLICY: The surf equipment are imported from US, and some are confectioned in Mexico. There are boards, clothes, etc. Considering that the currency is lower than US it will be a challenge to import in case of economy crises

BASIC INTEREST RATE: In Mexico there are some interests rates Minimum down payment: 10%, Interest rates: 8% to 13.6% depending on the bank and down payment, 20 year fixed rates are available. This school is well established in Cancun with 26 years of existence does not need any loan at this moment.

ECONOMIC GROWTH: Cancun is a popular tourist destination and attracts visitors from around the world. In 2020, the population in Cancún was 934,189 inhabitants (50.4% men and 49.6% women). Compared to 2010, the population in Cancún increased by 37.9%. (Font: <https://datamexico.org/en/profile/geo/cancun>).

Cancun is known for its strong tourism industry, which has been a major driver of economic growth in the region. In recent years, Cancun has seen steady growth in both international and domestic tourism, with an increasing number of visitors each year. Additionally, the Mexican government has made investments in infrastructure and transportation to support the growth of the tourism industry in Cancun and the surrounding areas. Overall, the economic growth in Cancun has been closely tied to the success of the tourism sector.

NATIONAL AND SECTORAL ECONOMIC SITUATION: National Economic Situation: Mexico's economy is the 11th largest in the world and the 2nd largest in Latin America. In recent years, Mexico has seen moderate economic growth, with the GDP growing at an average annual rate of around 2% in the last decade. However, Mexico has also faced challenges, such as inequality, poverty, and corruption. These factors can have an impact on the overall economic situation in Cancun.

Sectoral Economic Situation: The tourism sector is the main driver of economic growth in Cancun. According to the Cancun Convention and Visitors Bureau, the city attracts more than 6 million visitors annually. The hospitality industry, including hotels and restaurants, is a major employer in the area. Other important sectors in Cancun include real estate, retail, and transportation. The surf industry is also an important niche sector, and the success of this industry can depend on factors such as weather conditions and the overall state of the tourism industry.

GOVERNMENT FISCAL POLICY: The Mexican government has implemented a range of fiscal and credit incentives to support businesses in the country. These incentives may include tax breaks, grants, and other financial incentives designed to stimulate economic growth and development. Some of these incentives may be targeted specifically at businesses in the tourism sector.

EXCHANGE RATES: Exchange rates can impact the cost of doing business in Cancun, particularly for businesses that import goods or rely on exports. Changes in exchange rates can affect the competitiveness of businesses, as well as their profitability. the tourism industry in Cancun has been

largely supported by visitors from the United States, Canada, and Europe. According to the Cancun Convention and Visitors Bureau, in 2019 the top 5 countries of origin for international visitors to Cancun were the United States, Canada, the United Kingdom, Argentina, and Brazil. Visitors from these countries have helped to drive economic growth in the region, and businesses in Cancun may want to consider ways to appeal to the interests and preferences of these visitors.

THE SOCIAL AND CULTURAL IMPACTS OF CANCUN

CHANGES IN HABITS: Changes in the habits of tourists and local residents in Cancun can impact the demand for surf lessons and equipment rentals. For example, if there is a trend towards more active and outdoor lifestyles, this may create opportunities for businesses in the surf industry. Similarly, if there is an increased interest in sports and fitness, this may drive demand for surfing as a recreational activity.

NEW VALUES: Changes in consumer values, such as an increased focus on sustainability and environmentalism, may also impact the surf industry in Cancun. Surf businesses that emphasize sustainable practices, such as using eco-friendly surfboards or partnering with local environmental organizations, may be able to appeal to consumers who prioritize these values.

NEW ATTITUDES: Changes in attitudes towards individual independence and new styles of relationship may also impact the surf industry in Cancun. For example, if there is an increased interest in solo travel or adventure tourism, this may create opportunities for surf businesses that cater to independent travellers. Similarly, if there is a trend towards more socially responsible travel, surf businesses that promote community engagement and support local causes may be able to attract customers who value these attitudes.

AVAILABILITY OF SKILLED LABOR: The availability of skilled surf instructors can also impact the competitiveness of businesses in the surf industry in Cancun. Businesses may need to invest in training and development programs to ensure that they have access to skilled instructors who can deliver high-quality surf lessons and experiences to customers.

TECHNOLOGY:

CURRENT TECHNOLOGY AND REQUIRED SKILLS: The surf school may need to invest in technology and equipment to provide high-quality surf lessons and experiences. For example, you may need to purchase surfboards, wetsuits, and other gear to ensure that the customers have access to the latest and most advanced equipment. Additionally, you may need to invest in technology such as surf forecasting tools, GPS tracking systems, or video analysis software to help the instructors deliver personalized and effective surf lessons.

PARTNERSHIPS, LICENSING, TRANSFER, OR PURCHASE OF TECHNOLOGY: The surf school may also benefit from partnerships with other businesses or organizations that can provide access to new technology or expertise. For example, you may partner with a local surfboard manufacturer to access the latest equipment, or work with a technology provider to implement new software or tools that can help you streamline operations or improve the customer experience.

ACCESS TO TECHNOLOGY SOURCES: Ensuring that the surf school has access to the latest technology sources can also be important. This may involve keeping up with trends in the surf industry,

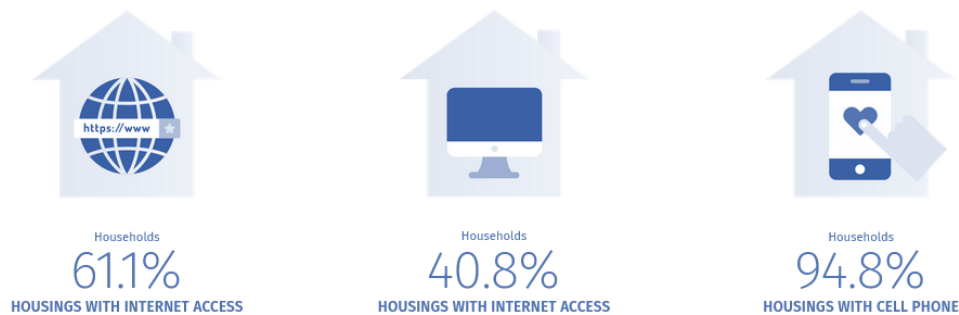
attending industry conferences or events, or engaging with online communities or networks of surf professionals to stay informed about new developments in the field.

The impact of new technologies on the surf school can be significant. For example, advancements in surf forecasting tools or GPS tracking systems can help the instructors deliver more effective lessons and improve the overall customer experience. Additionally, the use of video analysis software can help instructors identify areas for improvement and provide personalized feedback to each customer.

NEW SOURCES OF TRADE: New technologies may also create new sources of trade for the surf school. For example, you may be able to sell online surf coaching courses, or offer virtual coaching sessions to customers who cannot make it to the physical location.

LABOUR TRAINING AND ADAPTATION TO NEW TECHNOLOGIES: In order to take advantage of new technologies and remain competitive in the surf industry, the surf school may need to provide ongoing training and professional development opportunities for the instructors and staff. This can involve investing in training programs or workshops, providing access to industry experts, or offering opportunities for staff to attend conferences or events.

POSSIBLE TECHNOLOGICAL CHANGES AND IMPACT ON SCALE OF PRODUCTION: As new technologies emerge, it is important to consider how they may impact the scale of production for the surf school. For example, advancements in surfboard manufacturing may allow for more efficient production, which could lead to increased competition and lower prices for surf schools. Additionally, the use of virtual reality or augmented reality technology could change the way customers experience surf lessons, potentially reducing the need for physical locations or in-person instruction. It is important to monitor these trends and adapt accordingly in order to remain competitive and successful in the surf industry.

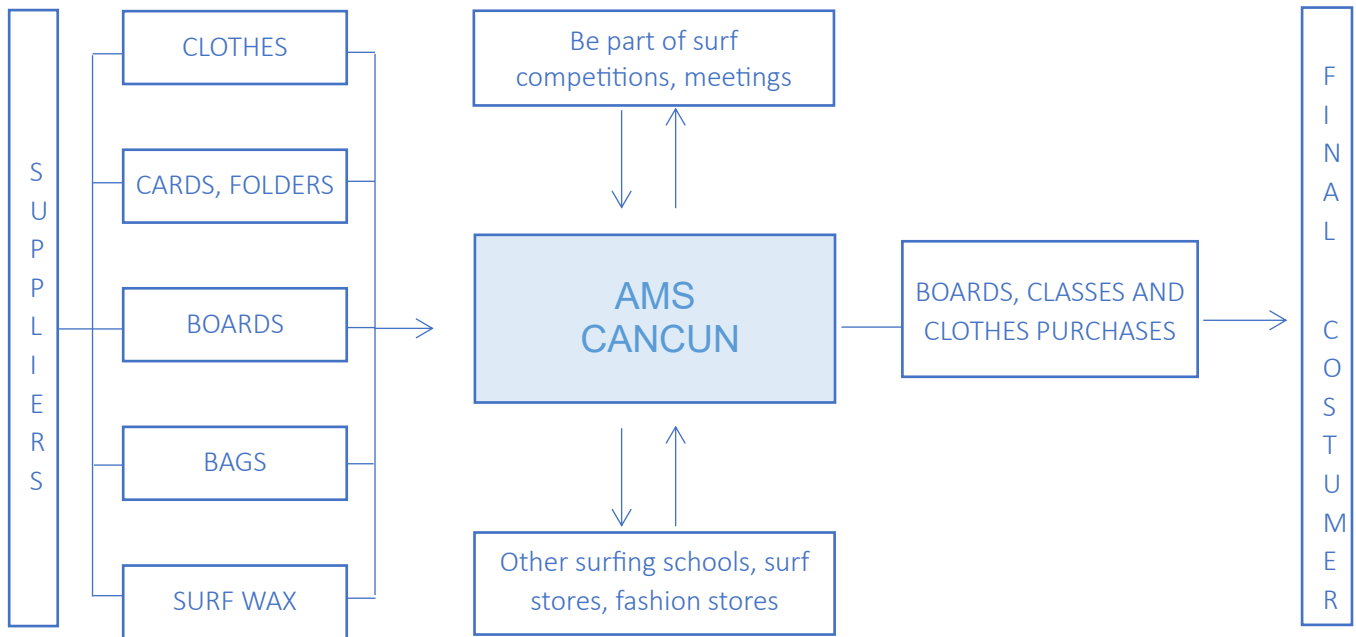


The icons show the percentage of households that have certain elements of connectivity and/or services. With the upper selector you can switch between 5 categories that include different elements: access to technologies, entertainment, availability of goods, availability of transport and equipment.

Data provided by [Censo de Población y Vivienda 2020 \(Cuestionario Básico y Cuestionario Ampliado\)](#)



SCHOOL NET



Printers, banks, surf stuff manufacturers, technology company providers, local tourism organizations, industry associations, social media companies, surf stores, language schools, touristic agencies, hotels, airports, airport stores, shopping malls, souvenir stores, restaurants, bars,

Companies that would facilitate the business:

SURFBOARD AND EQUIPMENT MANUFACTURERS: Companies that manufacture and distribute surfboards, wetsuits, and other equipment can be valuable partners for the surf school. They can provide you with the latest gear and equipment to offer to the customers, and may be able to offer discounts or special pricing for bulk orders.

TECHNOLOGY PROVIDERS: Companies that specialize in surf forecasting, GPS tracking, video analysis, or other technology tools can help you provide a more effective and personalized customer experience. They can also help you streamline operations and improve the business processes.

MARKETING AND ADVERTISING AGENCIES: Companies that specialize in marketing and advertising can help you promote the surf school to potential customers. They can help you develop a brand identity, create advertising campaigns, and build a social media presence to attract customers and grow the business.

LOCAL TOURISM ORGANIZATIONS: Tourism organizations such as the Cancun Convention & Visitors Bureau can be valuable partners for the surf school. They can help you connect with potential customers and promote the business through their marketing channels.

FINANCIAL INSTITUTIONS: Financial institutions such as banks and credit unions can provide financing options for the surf school. This can include loans or lines of credit to help you purchase equipment, invest in technology, or expand the business.

INDUSTRY ASSOCIATIONS: Joining industry associations such as the International Surfing Association or the Surf Industry Manufacturers Association can provide the surf school with access to valuable resources and networking opportunities. These organizations can also help you stay up-to-date with the latest trends and developments in the surf industry.

SOCIAL MEDIA COMPANIES: Social media platforms such as Instagram, Facebook, and Twitter can be powerful marketing tools for the surf school. They can help you reach a wider audience and promote the business to potential customers.

SURF STORES: Surf stores can be valuable partners for the surf school, as they can help you source equipment and gear for the students. They may also be able to refer customers to the school.

LANGUAGE SCHOOLS: Language schools can be a valuable partner for the surf school, as they can help you reach international customers who may be interested in learning to surf while studying abroad.

TOURISTIC AGENCIES: Touristic agencies can help you promote the surf school to tourists who are visiting Cancun. They can also help you arrange transportation and accommodations for the customers.

HOTELS: Hotels can be valuable partners for the surf school, as they can refer guests to the school and help you arrange accommodations for the customers.

AIRPORTS: Airports can be valuable partners for the surf school, as they can help you reach customers who are arriving in Cancun by air. You may be able to promote the school through airport advertising or by setting up a booth in the airport.

AIRPORT STORES: Airport stores can be a valuable marketing channel for the surf school, as they can help you reach customers who are passing through the airport.

SHOPPING MALLS: Shopping malls can be a valuable marketing channel for the surf school, as they attract a large number of tourists and locals who may be interested in learning to surf.

SOUVENIR STORES: Souvenir stores can be a valuable marketing channel for the surf school, as they attract a large number of tourists who may be interested in learning to surf.

RESTAURANTS AND BARS: Restaurants and bars can be valuable partners for the surf school, as they can refer customers to the school and provide a place for the students to relax and socialize after a day of surfing.

ANALYSIS OF MARKET ORIENTATION AND DEGREE OF INNOVATION AND ENTREPRENEURSHIP

STRATEGY FOR GREATER MARKET SHARE IN THE CURRENT MARKET: Stimulate current consumers to buy larger quantities of products, carrying out communications and disclosing the benefits of products, attracting competitors' consumers, stimulating brand switching and converting non-users into users.

MARKETING AND ADVERTISING: You could carry out advertising campaigns to promote the surf school and highlight its unique features and benefits. You could also use social media platforms to reach out to the target audience, offer promotions and discounts, and generate more visibility for the business.

Communicating the benefits of the products through social media, advertising, and word-of-mouth can also be effective in stimulating current customers to buy more.

Make sure to highlight the value of the lessons and equipment, such as experienced instructors, high-quality equipment, and personalized attention.

COMPETITIVE PRICING: Another strategy is to offer the services at a lower price than the competitors, or provide more value for the same price. This can help attract price-sensitive customers and increase the market share.

To attract competitors' customers, you could offer competitive pricing or promotions that differentiate the surf school from others in the area.

Converting non-users into users can be achieved by offering trial lessons or rentals at a reduced price, providing a low-risk way for potential customers to try out the surf school before committing to purchasing more lessons or equipment rentals.

Additionally, highlighting the health benefits and unique experience of surfing can attract individuals who may not have previously considered it as an activity.

QUALITY OF SERVICE: Providing excellent customer service and a high-quality experience to the clients can help generate positive word-of-mouth marketing, which in turn can attract more customers and increase the market share.

This could include offering unique lessons or packages that are not available at other schools, or providing exceptional customer service that sets you apart from the competition.

EXPANSION: You could also consider expanding the surf school to other locations or offering additional services that complement the existing offerings, such as paddleboard rentals, snorkeling, or yoga classes. This can help you reach new customers and increase the market share in different segments.

Stimulating brand switching can be achieved by highlighting the unique selling points of the surf school and the benefits it offers over other options. For example, if the surf school specializes in teaching beginners or has a particularly experienced and knowledgeable staff, emphasize these points to encourage potential customers to choose the school over competitors.

PARTNERSHIPS: Partnering with local hotels, resorts, or travel agencies can help you reach a broader audience and generate more business.

You could offer package deals or discounts to guests of these partners to incentivize them to book with the surf school.

NEW MARKET DEVELOPMENT STRATEGY

New markets for the products it owns, be it new groups of potential customers in its area of operation, be it other distribution channels in its current markets or expand its area of activity to other regions not yet explored.

IDENTIFYING AND TARGETING NEW CUSTOMER SEGMENTS: Conduct market research to identify new groups of potential customers who may be interested in the surf school's offerings.

For example, you can target families with children, couples, or adventure travellers who are looking for a unique experience in Cancun.

EXPLORING NEW DISTRIBUTION CHANNELS: Consider partnering with local tour operators or hotels to offer surf lessons as part of their package deals. This can help you tap into a new customer base and increase the exposure in the market.

EXPANDING GEOGRAPHICALLY: Consider expanding the surf school to other areas in Cancun or nearby regions that are popular for surfing, such as Playa del Carmen or Tulum. This can help you tap into new markets and attract customers who may be interested in surfing but not necessarily in visiting Cancun.

OFFERING NEW PRODUCTS OR SERVICES: Consider adding new offerings to the surf school, such as stand-up paddleboarding, snorkeling, or eco-tours. This can help you attract customers who are looking for a wider range of activities and experiences.

DEVELOPING PARTNERSHIPS: Consider partnering with other local businesses, such as restaurants or souvenir shops, to offer package deals and cross-promote each other's offerings. This can help you tap into new customer bases and increase the visibility in the market.

OFFER FEMALE-SPECIFIC SURFING EQUIPMENT AND APPAREL - This can include wetsuits, rashguards, surfboards, and other gear designed to fit and function better for women.

CREATE FEMALE-ONLY SURF LESSONS AND CAMPS - Many women may feel more comfortable learning and surfing with other women, so offering female-only surf lessons and camps can be a great way to cater to this market.

HOST WOMEN'S SURF EVENTS - Organizing women's surf competitions, events, and gatherings can help build a sense of community among female surfers and attract more female customers to the surf school.

PROMOTE A SUSTAINABLE AND ENVIRONMENTALLY FRIENDLY APPROACH - Many female customers are environmentally conscious and may prefer to support businesses that prioritize sustainability. You can emphasize eco-friendly practices in the operations, such as using biodegradable products, reducing waste, and promoting responsible beach clean-up.

CREATE A WELCOMING AND INCLUSIVE ATMOSPHERE - Ensuring that all customers feel comfortable and welcomed is important, but it is especially important when catering to a specific demographic. Consider implementing policies or practices that promote diversity and inclusivity, such as zero-tolerance for discrimination, and making sure the staff is trained in these areas.

PRODUCT DEVELOPMENT STRATEGIES

New products for the markets where the company already operates, being able to create different models, differentiated quality levels, versions or innovations.

OFFERING NEW SURF LESSON PACKAGES: The surf school could develop new surf lesson packages with different durations, group sizes, or levels of instruction to cater to different customer needs.

INTRODUCING NEW RENTAL EQUIPMENT: The surf school could offer new rental equipment options such as different types of surfboards or wetsuits to cater to different customer preferences and needs.

ADDING NEW SERVICES: The surf school could consider adding new services such as transportation to and from the beach, surf photography, or surfboard repair services to differentiate themselves from competitors and offer more value to customers.

DEVELOPING NEW INSTRUCTIONAL MATERIALS: The surf school could develop new instructional materials such as online tutorials, surf technique videos, or instructional books to provide additional resources for customers to improve their surfing skills.

OFFERING SURF CAMPS OR RETREATS: The surf school could offer surf camps or retreats for customers who are looking for a more immersive surfing experience and want to improve their skills over a longer period of time.

CONCENTRIC DIVERSIFICATION

It is the strategy in which the company looks for new products or opportunities that have synergies in terms of technology and marketing with current products, even if these products will meet different customer needs.

ECO-FRIENDLY SURFBOARDS: Look for surfboards that are made from sustainable materials such as bamboo or recycled foam. You can also consider renting or selling boards made from these materials to customers who are conscious about the environment.

REEF-SAFE SUNSCREEN: Traditional sunscreens contain chemicals that can harm coral reefs and marine life. Consider offering or recommending reef-safe sunscreens that are made without these harmful chemicals.

BIODEGRADABLE SURF WAX: Traditional surf wax is made from petroleum-based products that can harm the environment. Biodegradable surf wax is made from natural ingredients that break down easily and don't harm marine life.

SUSTAINABLE APPAREL: Consider selling or offering rental of sustainable surf apparel, such as swimsuits made from recycled materials or rashguards made from organic cotton.

ENVIRONMENTALLY CONSCIOUS PACKAGING: When selling or packaging products, consider using eco-friendly packaging options such as biodegradable bags or recycled paper.

HORIZONTAL DIVERSIFICATION

In this case, the company can look for new and different products that serve the same segment of consumers that it currently serves, whose products are not technologically related to the current product lines.

In the case of a surf school in Cancun, horizontal diversification could involve offering additional products or services that cater to the same target market of surf enthusiasts, but are not directly related to surfing. For example, the school could offer yoga or fitness classes, which would complement the physical demands of surfing and appeal to the same customer base. Another option could be to offer additional water-based activities, such as stand-up paddleboarding or kayaking.

Horizontal diversification could also involve expanding into related industries that complement the surf school's core business. For example, the school could offer surfing-related merchandise or apparel for sale, such as branded surfboards, wetsuits, or t-shirts. This would not directly compete with other surf gear retailers, but would still appeal to the same customer base.

CONGLOMERATE DIVERSIFICATION

This is the situation in which the company seeks or develops new businesses that are unrelated to its current technology, products and markets.

For a surf school in Cancun, conglomerate diversification could involve branching out into industries such as hospitality, food and beverage, or retail. For example, the surf school could invest in a restaurant or beachside bar that caters to surfers and beachgoers. Alternatively, the school could expand into retail and open a surf shop that sells surfing equipment and accessories.

It's important to note that diversifying too much and entering unrelated markets can be risky, as it can stretch the company's resources and management focus too thin. Companies should carefully evaluate potential new markets and industries before making any significant investments or acquisitions.

VERTICAL INTEGRATION BACKWARDS

In the context of the surf school in Cancun, vertical integration backward could involve acquiring a supplier of surfboards or other equipment to reduce costs, improve quality control, and have a reliable source of supply. For example, you could acquire a supplier of eco-friendly surfboards made from sustainable materials, thereby reducing the environmental impact and providing a unique selling proposition to customers who prioritize sustainability.

FORWARD VERTICAL INTEGRATION

The company acquires a distributor or the next production stage with a strategy to advance in the chain.

In the context of the surf school in Cancun, forward vertical integration could involve acquiring a company that provides surfboard or equipment rental services, or even acquiring a company that offers surfing lessons at a different level. This would allow you to expand the business operations and offer a wider range of services to the customers.

By owning and controlling the distribution and production stages of the supply chain, you can ensure that the products and services are of the highest quality and consistency. Additionally, you can also benefit from economies of scale and reduce costs associated with intermediaries.

DIFFERENTIATION

The primary purpose is to favourably distinguish the company's offerings in the eyes of customers.

CREATE A UNIQUE ATMOSPHERE: You can create a unique and enjoyable atmosphere for the customers, such as a fun and welcoming vibe. You can also offer a variety of services beyond just surfing, such as yoga, meditation, or healthy eating options.

OFFER PERSONALIZED EXPERIENCES: You can tailor the services to each customer's individual needs and preferences, offering personalized experiences that they will remember for a long time.

USE SUSTAINABLE AND ECO-FRIENDLY PRACTICES: You can use eco-friendly surfboards, offer beach clean-up activities, and use sustainable practices in the school. This can help differentiate the school from others and appeal to environmentally conscious customers.

PARTNER WITH LOCAL BUSINESSES: You can partner with local businesses to offer unique experiences such as cultural tours, local cuisine, or local handicrafts. This can create a unique experience for the customers and differentiate the school from others.

CREATE MEMORABLE EVENTS: You can organize surf competitions, beach parties, or other events that will create a memorable experience for the customers. This can help differentiate the school from others and attract new customers.

COST

The company focuses on producing and selling at the lowest total cost

STREAMLINE OPERATIONS: Look for ways to optimize the processes to reduce waste, increase efficiency, and lower costs. This can include using technology to automate tasks, outsourcing non-core functions, and improving supply chain management.

NEGOTIATE BETTER DEALS: Work with the suppliers to negotiate better pricing on raw materials, equipment, and other inputs. You can also consider partnering with other businesses in the industry to get better rates on shared services.

FOCUS ON VALUE: While cost is important, you still need to provide value to the customers. Look for ways to provide quality products and services at a lower cost, such as offering package deals, discounts for bulk purchases, or creating special promotions.

MONITOR EXPENSES: Keep a close eye on the expenses and identify areas where you can reduce costs without sacrificing quality. This can include cutting unnecessary expenses, reducing energy consumption, and finding ways to minimize waste.

INVEST IN TECHNOLOGY: Technology can help you automate processes, improve productivity, and reduce costs. Consider investing in tools like software for scheduling and billing, online booking systems, or equipment that is more efficient and cost-effective.

NICHE

The company selects a specific market segment, in which it operates on more advantageous terms than its multi-segment competitors.

Focusing on providing surf classes specifically for women can also be a niche market. Women are an underserved market in the surf industry, and providing female-friendly classes and amenities could attract more female customers who feel more comfortable and confident learning in a supportive and inclusive environment. The female niche might be profitable because women tend to consume more products such as beauty products or eco-friendly products.

SWOT ANALYSIS

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|---|--|---|---|
| <p style="writing-mode: vertical-rl; transform: rotate(180deg);">STRENGTHS</p> | <ul style="list-style-type: none"> • Prime location in Cancun, with access to popular surfing spots. • Experienced and qualified surf instructors. • Good reputation and positive customer reviews. • Strong brand image and recognition. • Diverse range of surf packages and services offered. • Emphasis on eco-friendly and sustainable practices. | <p style="writing-mode: vertical-rl; transform: rotate(180deg);">OPPORTUNITIES</p> | <ul style="list-style-type: none"> • Expand services to cater to new customer segments such as disabled individuals or female surfers. • Develop partnerships with local hotels and resorts to offer packaged deals. • Expand into other water sports and activities to attract a wider customer base. • Increase marketing efforts to attract more tourists and raise visibility. • Expand to new locations beyond Cancun, leveraging the strong brand image. |
| <p style="writing-mode: vertical-rl; transform: rotate(180deg);">WEAKNESS</p> | <ul style="list-style-type: none"> • Reliance on good weather and wave conditions for optimal surfing experience. • Limited capacity for simultaneous lessons and rentals. • Higher prices compared to some competitors in the area. • Limited marketing and advertising efforts, potentially limiting visibility to new customers. • Relatively high overhead costs due to location and equipment maintenance. | <p style="writing-mode: vertical-rl; transform: rotate(180deg);">THREATS</p> | <ul style="list-style-type: none"> • Seasonal fluctuations in demand for surfing services. • Intense competition from other surf schools in Cancun. • Unpredictable weather conditions and natural disasters. • Fluctuations in the economy and travel industry affecting tourism demand. • Changes in government regulations or policies affecting the tourism industry. |

ACTIONS TO TAKE

WEAKNESSES:

LACK OF BRAND AWARENESS: INVEST in marketing and advertising efforts to increase brand awareness. This can include social media campaigns, influencer partnerships, and targeted ads.

LIMITED TARGET AUDIENCE: Expand the target audience by introducing new products or services that appeal to different demographics, such as surf classes for disabled people or specialized classes for women.

THREATS:

INCREASED COMPETITION: Conduct market research to identify gaps in the market that can be filled by offering unique products or services. Consider implementing a horizontal diversification strategy to differentiate from competitors.

NATURAL DISASTERS: Develop a disaster management plan to prepare for and minimize the impact of natural disasters on the business. This can include contingency plans for temporary closure or relocation, as well as investing in insurance to cover any potential losses.

OPPORTUNITIES:

GROWTH IN ECO-TOURISM: Develop eco-friendly products and services, such as using sustainable materials for surfboards and offering carbon-neutral tours. This can attract environmentally-conscious consumers and differentiate the business from competitors.

GROWING DEMAND FOR EXPERIENTIAL TRAVEL: Offer unique experiences, such as surfing classes at sunset or specialized tours of local landmarks. This can attract consumers seeking memorable and authentic travel experiences.

STRENGTHS:

EXPERIENCED INSTRUCTORS: Leverage the expertise of experienced instructors to promote the quality of the business's services. Highlight their qualifications and experience in marketing efforts.

PRIME LOCATION: Capitalize on the prime location of the business by promoting it as a unique selling point. Offer packages that include nearby accommodations or partner with local hotels to offer joint packages.

THE DEFINITION OF THE BUSINESS AND CRITICAL COMPETENCIES

At this moment there is no definition of the business competencies. Below some of ideas to implement an organizational value:

MISSION

At **AMS CANCUN**, our mission is to provide an unforgettable surfing experience to our customers. We are committed to sharing our passion for surfing with everyone who joins us, from beginners to experienced surfers. Our goal is to create a fun, safe, and supportive environment that enables our customers to learn new skills, challenge themselves, and enjoy the thrill of riding the waves.

VISION

Our vision is to be the premier surfing school in Cancun and a leading destination for surfing enthusiasts from around the world. We envision a world where surfing is accessible to all, and we are working towards that vision by providing top-quality instruction, equipment, and facilities that meet the needs of surfers at all levels.

VALUES

PASSION: We are passionate about surfing and dedicated to sharing that passion with our customers.

SAFETY: We prioritize safety above all else and adhere to the highest standards of safety in all our operations.

EXCELLENCE: We strive for excellence in everything we do, from the quality of our instruction to the condition of our equipment and facilities.

COMMUNITY: We believe that surfing is a community, and we are committed to creating a welcoming and inclusive environment for all our customers and partners.

ENVIRONMENTALISM: We are dedicated to preserving the natural beauty of Cancun and the ocean that surrounds us. We promote sustainable surfing practices and minimize our environmental impact in all our operations.

At AMS CANCUN we are more than just a surfing school. We are a community of surfers who share a love for the ocean and a commitment to making the world a better place. Join us on this journey as we ride the waves, make new friends, and experience the thrill of surfing in one of the most beautiful places on earth.

CRITICAL COMPETENCIES FOR BUSINESS PERFORMANCE;

SURFING INSTRUCTION: The ability to provide high-quality surfing instruction is critical to the success of the surfing school. This includes having experienced and qualified instructors who can effectively teach surfing skills to students of all levels, from beginners to advanced surfers.

CUSTOMER SERVICE: Providing excellent customer service is essential to building a strong reputation and generating repeat business. This includes responding promptly to customer inquiries, addressing any issues or concerns, and creating a positive and welcoming environment for the customers.

SAFETY AND RISK MANAGEMENT: As a surfing school, you have a responsibility to prioritize safety and manage risk effectively. This includes having appropriate safety protocols in place, ensuring that all equipment is in good condition, and taking appropriate precautions to minimize the risk of injury or accidents.

MARKETING AND SALES: Effective marketing and sales are essential to attracting new customers and growing the business. This includes developing a strong brand identity, creating compelling marketing materials, and using effective sales techniques to convert leads into paying customers.

FINANCIAL MANAGEMENT: Good financial management is critical to the long-term success of the surfing school. This includes managing cash flow effectively, monitoring expenses, and investing in the resources and equipment you need to provide top-quality surfing instruction.

WAY OF GENERATING VALUE

c) Current Marketing Situation - Description of the marketing strategy and company position in the market

The COVID-19 pandemic has had a significant impact on the global tourism industry, including the surfing industry. Many businesses, including surfing schools, were forced to close their doors or operate at reduced capacity due to government restrictions and safety concerns.

As the world begins to recover from the pandemic, there are several challenges and opportunities that surfing schools like these must navigate to succeed in the market.

MARKETING STRATEGY

Online Presence: With many consumers still hesitant to travel or participate in group activities, having a strong online presence is critical. This includes having a user-friendly website, active social media accounts, and online booking options that make it easy for customers to engage with the business from home.

SAFETY PROTOCOLS: As safety concerns remain a top priority, it's essential to communicate clearly and effectively about the safety protocols in place at the surfing school. This includes highlighting any measures you are taking to ensure a safe and healthy environment for the customers, such as increased sanitation and social distancing.

LOCAL TARGETING: With international travel still restricted in many places, targeting local customers is a key strategy for generating business. Consider partnering with local hotels, resorts, and tourism organizations to reach a wider audience.

COMPANY POSITION IN THE MARKET:

Brand Differentiation: With increased competition in the market, it's important to differentiate the brand and highlight what sets you apart from other surfing schools. This could include unique features, such as specialized instruction for beginners or access to exclusive surf spots.

CUSTOMER LOYALTY: Building strong relationships with the customers is essential to creating a loyal customer base that will return to the surfing school time and time again. Consider offering loyalty programs, discounts, or other incentives to keep the customers engaged and invested in the brand.

ADAPTABLE BUSINESS MODEL: The pandemic has highlighted the importance of being adaptable and flexible in the face of changing circumstances. Consider diversifying the business model to include online instruction, equipment sales, or other revenue streams that can help sustain the business during times of uncertainty.

In the middle of the Russia and Ukraine war some flights from that place would be cancelled and restrict bring a low number of tourists from those areas to Cancun. In another hand the tourism is

impacted in a good way because as Cancun is distant of the conflicted area it will make the travellers of important markets such as United States and Canada to come in trips or vacations to the Mexican Caribbean.

CURRENT MARKETING MIX: PRODUCT AND BRAND PORTFOLIO, PRICE, PLACE, AND COMMUNICATION;

PRODUCTS AND PRICES

The AMS Cancun sells surfboards with names on it such as names in Spanish to make the product something special, unique and these, T-shirts, surf wax and provides chairs and beach umbrellas. Its prices are in accord to the competitors, facing currency changes sometimes due to some costumers that pay in their current currency making the school exchange the currency in the bank or locals losing some money.

This marketing mix must be diversified:

OFFER SURF LESSONS PACKAGES: You could offer packages that include surf lessons, equipment rental, and beach chairs and umbrellas at a discounted rate. This could help to attract new customers who are interested in learning how to surf and provide a more comprehensive experience.

CREATE SURFING EXPERIENCES: You could create custom surfing experiences that cater to different skill levels and interests. For example, you could offer a sunset surfing experience or a full-day surfing and beach exploration tour. You could also partner with local businesses to offer packages that combine surfing with other activities like snorkeling or yoga.

SELL BRANDED MERCHANDISE: In addition to T-shirts, you could expand the merchandise offerings to include items like hats, rash guards, and stickers. By selling branded merchandise, you can not only generate additional revenue but also promote the surf school and increase brand awareness.

EXPAND THE EQUIPMENT RENTAL OFFERINGS: In addition to surfboards, you could consider renting out other equipment like paddleboards, snorkeling gear, or kayaks. This can help to attract new customers who may be interested in trying out different water sports.

OFFER SURFING PHOTOGRAPHY: You could offer photography packages that capture customers' surfing experiences. This can be a fun way to create lasting memories for the customers while also generating additional revenue.

When it comes to pricing, consider offering a range of packages and options at different price points to appeal to a wider range of customers. You could also consider implementing dynamic pricing strategies that adjust prices based on factors like demand and seasonality. Finally, consider offering discounts or promotions to incentivize repeat business and reward loyal customers.

PLACE

The AMS Cancun is located in Playa Delfines, also known as Dolphin Beach, is a beautiful beach located in the hotel zone of Cancun, Mexico. It is a public beach and is known for its white sand, turquoise water, and stunning views.

The beach is quite popular among tourists and locals alike, as it offers a great spot for swimming, sunbathing, and relaxing. You can also enjoy various water sports such as jet skiing, parasailing, and kayaking.

One of the unique features of Playa Delfines is the large Cancun sign located at the beach, which is a popular spot for taking photos. The beach is also known for its stunning sunsets, which make for a romantic and memorable experience.

There are several amenities available at Playa Delfines, including restrooms, showers, and lifeguards. There are also a few restaurants and food vendors nearby where you can grab a bite to eat or drink.

Overall, Playa Delfines is a must-visit destination in Cancun, offering a beautiful setting and a range of activities to enjoy.

COMMUNICATION

The company communication is basic in tourists that appears in the well-known beach by **word-of-mouth marketing**, social media posts of the surf school exploring Instagram and Facebook.

BUILD A STRONG SOCIAL MEDIA PRESENCE: As you mentioned, social media is an important tool for promoting the surf school. Make sure that you are posting regularly and sharing high-quality photos and videos of the lessons and experiences. Engage with the followers by responding to comments and messages, and consider partnering with influencers or other businesses to reach new audiences.

LEVERAGE EMAIL MARKETING: Email marketing can be an effective way to communicate with the customers and keep them informed about the latest offerings and promotions. Build an email list by asking customers for their contact information, and create regular newsletters or updates to keep them engaged.

DEVELOP A STRONG BRAND IDENTITY: A strong brand identity can help the surf school stand out from competitors and make a lasting impression on customers. Consider developing a logo, tagline, and brand voice that reflects the values and personality, and use consistent branding across all of the communications.

PROVIDE EXCELLENT CUSTOMER SERVICE: Strong customer service is key to building positive relationships with customers and encouraging word-of-mouth marketing. Make sure that you are responsive to customer inquiries and concerns, and go above and beyond to provide a memorable experience for each customer. Engaging forums and groups with the same interests as the school.

COLLECT AND ANALYZE FEEDBACK: Collecting feedback from customers can help you to identify areas for improvement and make data-driven decisions. Consider using online surveys or in-person feedback forms to gather feedback from customers, and use that feedback to make changes and improvements to the offerings and communications.

MARKET SHARE

The company current sells basic surf products, which does not provide the best numbers considering that there is not a financial data control by the owner.

THE PLAN FOCUS

To make the financial control of the school a financial software must be used, analytics to target the costumers, provide languages options to attract new costumers, to be in a competitive market the

company will invest in a online store using the market place available in the Instagram and Facebook platforms.

SALES DATA ANALYSIS: To calculate the market share, you will need to analyze the sales data and compare it to the sales data of the competitors. This can be done using spreadsheet software like Excel or Google Sheets, which can help you to organize and analyze large amounts of data.

CUSTOMER SURVEYS: Conducting surveys of the customers can help you to gather data on their preferences and behaviors, as well as identify areas where you can improve the products and services. This information can be used to help you better target the marketing efforts and increase the market share.

COMPETITIVE ANALYSIS: Conducting a competitive analysis can help you to identify the competitors and determine their market share. This can be done using tools like Google Trends, which can help you to see how search volume for the business compares to that of the competitors.

SOCIAL MEDIA MONITORING: Monitoring social media conversations about the business and the competitors can help you to gain insights into customer perceptions and preferences. This information can be used to help you develop more effective marketing strategies and increase the market share.

INDUSTRY REPORTS AND ANALYSIS: There are many industry reports and analyses available that can provide valuable information on market trends, consumer behavior, and competitor activity. These reports can be purchased from market research firms or accessed through industry associations or trade publications.

STRATEGIC FUNCTION OF THE PRODUCT OR BRAND CHOSEN AS THE PLAN'S FOCUS.

REBUILD THE WEBSITE: to make it searchable, and visible on the SEO, also to provide essential info to the costumers or people interested In the school, travelling to Cancun, or even to know more about the place before plan a trip abroad.

CREATE A MOBILE VERSION OF THE WEBSITE: it will make the companies visible in many devices, considering that mobile phone are easy to use and affordable in any place.

CREATE A FORM TO UNDERSTAND THE PUBLIC PAIN: this method will help to understand what the school is lacking and improve considering financial conditions

WEATHER FORECAST IN THE COMPANY WEBSITE, MOBILE OR EVEN SOCIAL MEDIA: this method will give the public a preventive info and might bring some value to the company as informative resources

CREATE A CALENDAR: the calendar will give the school schedule to buy the classes in advance and also shows when it will be best time and period to visit Cancun

MODAL MARKETING: when the person is on the payment page give to them options to buy, rent products as modal

INCLUDE REVIEWS ON THE WEBPAGE: might be a embed from google business or ask people on social media to give reviews

WORK THE SEO OF THE WEBSITE COMPANY ON GOOGLE: to become on the top of google results

OFFER MORE PAYMENT OPTIONS: the company does not have payment system or even credit card payment option

CREATE PACKAGES OF CLASSES: create three or four classes with prices, accessories included

EXPERIENCE AND AUTHORITY: Work with the long experience and the influence of the owner

PHOTOGRAPHY, VIDEO: contract a professional to record and photograph the costumers this will sell and also make people share their best experience in the school

CREATE MANY CHATS, FORMS OPTIONS: this will make the school reachable

ACCOMMODATIONS: some tourists might ask for suggestions to rent a place, the school will provide some info

NPS: is a measure used to gauge customer loyalty, satisfaction, and enthusiasm with a company that's calculated by asking customers one question

WORKING SOCIAL MEDIAS:

IMPROVE THE GOOGLE'S ORGANIC RESULTS

INVESTING IN CPC - GOOGLE ADS

BLOG: create good a content that relates to Cancun, Surfing, Best places to visit, among others

IMPROVE BUSINESS ACCOUNT:

INCREASING THE REVIEWS: there are 10 reviews which is a very low for a better result on Google

INCREASE THE REVIEWS ON TRIPADVISOR: there are 31 reviews

INSTAGRAM ACCOUNT

INVESTING IN ADS

TAG THE SCHOOL ACCOUNT: When post a video or photo ask people to post on their account and relate to the school account

NEW CONTENT: Creating of good and diverse content to make the account unique

FACEBOOK ACCOUNT:

CREATE POSTS PERIODICALLY : promotions, discounts, Cancun news, etc

INVEST IN FACEBOOK ADS : for targeting specific audiences

NPS: Engage with the followers with forms, be part of groups related to the school or surf, ask people to share the page

TOURISM DATA – 2023

INTERNATIONAL AIR TRAFFIC BY MONTH YTD 2023 MARCH- CANCUN AIRPORT

Enplanements and Deplanements

| | International Air Traffic Cancun | | |
|------------|----------------------------------|------------------|--------------|
| | 2023 | 2022 | % change |
| Jan | 1,982,951 | 1,500,061 | 32.2% |
| Feb | 1,846,489 | 1,508,779 | 22.4% |
| Mar | 2,058,778 | 1,951,459 | 5.5% |
| YTD | 5,888,218 | 4,960,299 | 18.7% |

Source: ASUR

DOMESTIC AIR TRAFFIC BY MONTH YTD 2023 MARCH- CANCUN AIRPORT

Enplanements and Deplanements

| | Domestic Air Traffic Cancun | | |
|------------|-----------------------------|------------------|--------------|
| | 2023 | 2022 | % change |
| Jan | 914,893 | 691,864 | 32.2% |
| Feb | 763,729 | 604,798 | 26.3% |
| Mar | 917,858 | 784,985 | 16.9% |
| YTD | 2,596,480 | 2,081,647 | 24.7% |

Source: ASUR

TOTAL AIR TRAFFIC BY MONTH YTD 2023 MARCH- CANCUN AIRPORT.

Enplanements and Deplanements

| | Total Air Traffic Cancun | | |
|------------|--------------------------|------------------|--------------|
| | 2023 | 2022 | % change |
| Jan | 2,897,844 | 2,191,925 | 32.2% |
| Feb | 2,610,218 | 2,113,577 | 23.5% |
| Mar | 2,976,636 | 2,736,444 | 8.8% |
| YTD | 8,484,698 | 7,041,946 | 20.5% |

AVERAGE NUMBER OF HOTEL ROOMS YTD 2023 FEBRUARY

| | Daily Average Number of Hotel Rooms YTD 2023 | | |
|-------------------|--|--------|----------|
| YTD 2023 February | 2023 | 2022 | % change |
| Cancun | 34,703 | 34,226 | 1.4% |
| Riviera Maya | 47,074 | 46,430 | 1.4% |

AVERAGE ROOM OCCUPANCY BY MONTH YTD 2023 FEBRUARY

| | Average Hotel Room Occupancy Cancun YTD 2023 | | |
|-----------------|--|--------------|--------------|
| | 2023 | 2022 | % change |
| Jan | 79.3% | 68.0% | 11.3% |
| Feb | 82.1% | 71.7% | 10.4% |
| YTD | 80.7% | 69.8% | 10.9% |
| Source: Datatur | | | |
| | | | |
| | Average Hotel Room Occupancy Riviera Maya YTD 2023 | | |
| | 2023 | 2022 | % change |
| Jan | 81.7% | 64.8% | 16.9% |
| Feb | 86.1% | 69.9% | 16.2% |
| YTD | 83.9% | 67.3% | 16.6% |
| Source: Datatur | | | |

Font: <https://tourismanalytics.com/cancun.html>

At the beginning of 2023 the number of international air traffic was about 5,888 and the domestic air traffic was 2,596. Cancun in 2022 Hosted **Over 30 Million** Tourists. Cancun Is The **Second Most Visited Destination Worldwide**. The tourism industry generates 2.5 million direct jobs and more than 5 million indirect jobs

Cancun was named the '[second most visited destination worldwide](#)' by the consulting firm ForwardKeys. Whilst Dubai secured the top spot, this accolade has helped boost tourism numbers in Cancun even further, helping to cement the city as a much-loved vacation hub for years to come.

Font: <https://thecancun.sun.com/cancun-is-the-second-most-visited-destination-worldwide/>

Statistics from the Quintana Roo Tourism Promotion Council [were released this week](#), revealing that the top three international markets last year for the Mexican Caribbean were the U.S., Canada, and the U.K.

The region welcomed approximately 5.6 million travelers from the United States, followed by Canada with almost a million visitors, and then the United Kingdom with over 443,000 travelers arriving in Cancun and the surrounding area. For reference, these numbers are from January until December of 2022.

So while Cancun may be a beloved tropical vacation destination for a number of travelers around the world, the data reveals that *Americans are still flocking to Cancun more than anyone else*.

Font: <https://thecancunsun.com/americans-flock-to-cancun-more-than-anyone-else-heres-why/>

PEST ANALYSIS

POLITICAL FACTORS IMPACTING MEXICO

GOVERNMENT SYSTEM: Mexico follows the presidential democratic system of government and administration. The country comprises **31** states. However, President is the commander in chief of the Armed Forces, head of the government, and head of the state. The popular vote elects the president for **six** years once in a lifetime. The Mexican constitution doesn't the president to come to power again.

ALLIANCES: Mexico has membership and alliances with the world's institutions like Pacific Alliance Trade Bloc, Uniting for Consensus Group, the G20, G8+5, WTO, UN, and NAFTA Agreement with the [US](#) and [Canada](#). However, many experts predict that Mexico has more growth potential in the region than [Brazil](#).

DIPLOMATIC RELATIONS: Mexico holds a significant influence and power in the region and also in global affairs. The country plans to become a global power by the end of 2050. However, the country has established very good diplomatic relations with various countries of the world. Most importantly, it has always maintained a neutral position in the internal conflicts throughout the country's history.

CORRUPTION: Mexico is facing a severe challenge of corruption. It has infiltrated in government, non-government, political, police, judiciary, and many other departments of the country. Bribery and misuse of power and authority is an ordinary thing in the country. Now, corruption has become a severe hurdle in a country's economic growth

ECONOMICAL FACTORS AFFECTING MEXICO

GDP: According to an estimate, the annual nominal GDP of Mexico in 2020 was **1.322** trillion US dollars, and it's **15th** world's highest. Out of which, the per capita income of the country was **10,405** dollars, and it's **64th** world's highest.

IMPORTS & EXPORTS: Mexico's main exports are crude petroleum, computers, delivery trucks, spare parts of vehicles, and cars. The country exports it to [Japan](#), [Germany](#), China, Canada, and the USA.

However, Mexico's top imports are petroleum gas, computers, cars, refined petroleum, and spare parts of vehicles. She imports it from [South Korea](#), Japan, Germany, [China](#), and the USA.

FDI: Mexico is a member of the MINT Group and it comprises Mexico, [Indonesia](#), Nigeria, and [Turkey](#). The purpose of the MINT organization is to increase economic development and growth and foreign investment. According to an estimate, the foreign direct investment of Mexico in 2020 was **23.5** billion dollars, and it has declined due to the pandemic of [covid-19](#).

TAXES & UNEMPLOYMENT: According to an estimate, Mexico has a tax rate that varies from **1.92%** to **35%** in 2020. **16%** is the tax rate for VAT, and **11%** is the border tax rate. However, the country has an unemployment rate of **3.65%** in 2020.

SOCIAL FACTORS AFFECTING MEXICO

DEMOGRAPHY: Mexico has a diverse social system and it comprises richness, poverty, urbanization, and natural beauty at the same time. Approximately more than **126** million people are populating the country. Spanish is the national language of Mexico and Christianity is the majority religion.

It's worth mentioning it here that Mexico is the most affordable country in the region and the food prices are very low even in Mexico City. However, the average life of men and women is 75 and 80 years old.

SOCIAL CHALLENGES: Mexico is also facing some social challenges like the gap between rich and poor is higher more than ever. Many ordinary people desire to become rich. According to an estimate, **53%** of the country's population is living under the poverty line.

Political violence has killed thousands of people in the past few years. The increasing poverty and violence force people to risk their life and illegally cross the US border.

VALUES & TRENDS: Despite social challenges, Mexico has a socio-cultural system. People believe in family values and family is the most aspect of their lives. Mexican cuisine is very popular in many cities across the world. Football is the most popular sport in the country and Mexican football is one of the world's best teams.

TECHNOLOGICAL FACTORS IMPACTING MEXICO

TECH GROWTH: Many research and development facilities have open in the Mexican second-largest city, Guadalajara, in recent years. It has attracted the attention of tech giant companies like [Facebook](#), [Google](#), [Amazon](#), [Uber](#), and many others. Mexican Congress has passed a bill in 2018, and it decided to remove all the barriers on way to cryptocurrency, crowdfunding, and digital technology. The government is seriously committed to adopting technology.

LEGAL FACTORS AFFECTING MEXICO

REGULATIONS: Mexican judicial system is independent and free. It treats everyone the same regardless of their background. The corruption has tarnished the reputation of the country's judiciary. However, Mexican labour law protects the rights of employees. It's necessary for the employer to draw an employment contract before hiring any employee. The employees have a right to maternity leaves and annual holidays. The law prohibits discrimination of any sex, race, religion, caste, ethnicity, social, or cultural background.

ENVIRONMENTAL FACTORS AFFECTING MEXICO

ENVIRONMENTAL CHALLENGES: Mexico is facing environmental issues like loss of freshwater, toxic waste, water pollution, and air pollution. In fact, Mexico City announced a state of emergency in 2019 and ordered people to stay indoors due to air pollution.

TOURISM INDUSTRY: Mexico falls under the category of the world's most beautiful countries. Its historical sites, landscape, desserts, the sea of Cortez, cenotes and underground river, whale sharks, monarch butterfly reserve, Mesoamerican barrier reef, sumidero canyon, copper canyon, and beaches attract the attention of tourists and promote her [tourism industry](#).

COMPETITORS

On google business there are 13 surf schools in Cancun. The top results are below:



<https://www.360surfschoolcancun.com/>

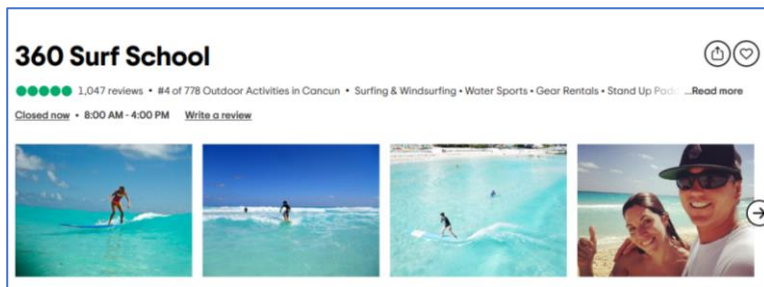
This company is using the Authority to sell the classes:

EXPERIENCE * SAFETY * REPUTATION

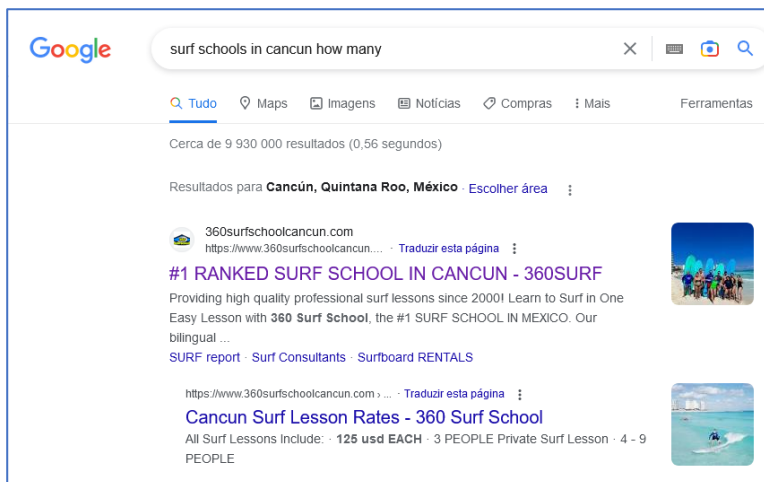
WHY 360 SURF SCHOOL IS THE BEST?

- 1) OVER 1 THOUSAND 5 STAR REVIEWS ON TRIPADVISOR!
- 2) RANKED #1 SURF SCHOOL IN MEXICO.
- 3) FAST CUSTOMER RESPONSE AND HIGH-QUALITY SERVICE GUARANTEED.
- 4) SAFETY IS OUR PRIORITY:
MORE SURF INSTRUCTORS /CLASS & SAFEST SURFBOARDS
- 5) LIFEGUARD CERTIFIED PRO SURF INSTRUCTORS.
- 6) 55 YEARS OF COMBINED TEACHING EXPERIENCE.
- 7) CANCUN'S OLDEST SURF SCHOOL.
- 8) LEARN TO SURF IN 1 EASY LESSON.
- 9) STAND UP AND SURF OR THE LESSON IS FREE!

There are many school reviews that gives an idea of good service:



It is on the top of Google results:



SUCSESSESS FACTORS

The **360SURFSCHOOLCANCUN** is on the top of Google results with many reviews on Tripadvisor on of the most reputable touristic website.

FACTORS OF DIFFERENTIATION

The school is renting surfboards and making clear the conditions about it.

SURFBOARD RENTALS CANCUN

Do you want to rent a surfboard?

360 Surf School is the best place to rent surfboards in Cancun!

We have the Largest Selection of Surfboard Rentals in the Area.

Board rentals for all levels of surfers, as well for all wave conditions.

For beginners, intermediate, and advanced. Contact for surfboard rental availability. Surfboard options including Longboards, Shortboards, Funboards, Minimals and Bodyboards. Short term board rentals available from our shop in the Cancun Hotel Zone. Long term surfboard rentals can be delivered to the hotel or resort in Cancun and the Riviera Maya. Renters can also contact us for a surf report. Quality service from 360 Surf School Cancun.

Our staff at 360 surf school will help and recommend board renters to select the proper equipment for they're level of surf experience as well as indicate best area to surf depending on wave conditions. We care for the safety and want you to have a great experience. For specific surfboard design or style we recommend contacting us 1-2 days before the rental, to assure we have the surfboard you are looking for. We are known to have the best customer service in Mexico, from first contact to the end of the rental.

CONTACT FOR BOARD RENTALS & AVAILABILITY.

Special Rates for Multi-day or weekly rentals

The company is delivering the surfboard in the hotels:

Paddle Board rentals

***LONG TERM RENTAL**

We do delivery to the hotel / resort.

Hotel / Rental Home delivery Only !

Special Rates for multi-day /week rental.

There are rentals offerings

The Surf Culture Pros. : ANYTHING YOU NEED related to surfing and Paddleboarding as well as Luxury Property Rentals scouting locations in Riviera Maya, Cancun , Isla Mujeres? We Have it!

STRENGTHS

The company is a well established company in Cancun, with years of experience in the market. They know how to sell online the surf classes, with offerings and also giving specific services.


There are rentals of luxury places to make films. They are offering Stand up paddle:

ALL TOURS INCLUDE :

- *10 min lesson on Paddling & Safety Basics -If necessary.
- *FREE PHOTOS & VIDEOS OF YOUR TOUR
- *Professional bilingual tour guide /s
- *Full Equipment (Boards, Kayaks, Paddles, Life Jackets)
- *TOUR Duration: 2 HRS
- *Water / Small snack
- *FLUENT English and Spanish
- *Safety , Quality Service, Comfort and Fun are our Top Priorities

Not Included: Transportation, Towel, Sunscreen, Gratuities.

Departures : 7AM / 9AM / 11:00AM / 2PM



WEAKNESS

There is no photography or video offers. They just offer the basic of surf services and products. The location is distant of the centre of Cancun. On the website there is no payment options such as credit cards. Payment just in dollars so they are focusing on just American tourists.

The website is a bit low quality with so many info and lack of design and hierarchy content. The images are not appealing.

JUSTIFY DECISIONS

Based on all the company, economy, and competitors analysis Cancun is a great touristic place to invest the business. Even if the economy or the politics corruption the second touristic place to visit in the world must see. The communication will focus on social media and appealing videos and photography of the place. Located in the must visit place in Cancun AMS CANCUN has a high potential to be visible on the top of Google results with high quality services and products.

DETAILS OF MARKETING STRATEGY

A new fresh website rich in contents about Cancun, the company, prices, surf classes, online store, creating a responsive place to visit online any place any time. Focus on the reviews of previous customers, sharing experiences and targeting the school. Apply a financial data control to analyse the finance perspectives of the company. Make partnership with companies there to attract new possible public. Provide a great experience to the tourist with photography, high quality videos.

Periodic posts must be created to be present on social medias to make people around the world see the beautiful and attractive place.

CONTENT FOR THE WEBSITE

COOKIES INFO ABOUT THE SITE The General Data Protection Regulation (GDPR)

HOMEPAGE: The homepage should be eye-catching, with high-quality images or videos of people surfing, and a clear call-to-action to book a lesson or learn more about the services.

ABOUT US: This page should tell the story of the surf school, including its history, mission, and values. You can also highlight the experience and expertise of the instructors, as well as any awards or recognition the surf school has received.

SERVICES: This page should provide details about the surf lessons and packages you offer, including pricing, duration, and skill level required. You can also include information about any specialized programs or clinics you offer, such as surf camps or advanced training.

TESTIMONIALS: Consider including a page or section dedicated to customer testimonials. These can be powerful social proof of the quality of the surf school and can help convince potential customers to book a lesson.

CONTACT US: Make it easy for customers to get in touch with you by including a contact form and the phone number and email address. You can also provide a map or directions to the surf school location.

BLOG: A blog can be a great way to attract new customers and establish the school as an authority in the surf community. Consider creating articles on topics such as how to choose the right surfboard, how to read ocean conditions, and the best surf spots in the Cancun area.

FAQ: Consider creating a frequently asked questions (FAQ) page that addresses common questions or concerns customers may have about the surf school, such as what to wear, what to expect during a lesson, and what kind of equipment you provide.

BOOKING SYSTEM: You may want to consider adding a booking system that allows customers to book lessons online. This can make the booking process more convenient for customers and can help streamline the operations.

RENTAL SERVICES: On this page, provide a clear description of the items you rent out, along with their pricing and any other relevant information, such as size, color, or availability.

RENTAL TERMS AND CONDITIONS: Make sure to clearly state the terms and conditions of the rental service, including deposit requirements, rental duration, and any penalties or fees for damage or late returns.

RENTAL RESERVATION SYSTEM: Consider implementing a reservation system on the website that allows customers to reserve rental items in advance. This can help streamline the rental process and ensure that you have the items in stock when the customers need them.

PHOTOS AND VIDEOS: Include high-quality photos and videos of the rental items in action to help customers visualize how they can use them during their surf lesson or beach day. Showcase the beauty of Cancun through high-quality photography and video content on the website. This can help inspire customers to visit, even during off-peak seasons.

SEASONAL PACKAGES: Create packages or promotions that are specific to each season, such as winter surfing lessons or summer beach gear rentals. This can help incentivize customers to book with you during different times of the year.

LOCAL EVENTS: Include information about local events, festivals, and activities that are happening in the area during different seasons. This can help attract customers who are looking for things to do in addition to surfing.

WEATHER AND SURF CONDITIONS: Keep the website up-to-date with the latest weather and surf conditions in Cancun, so that customers can plan their surf lessons and beach activities accordingly.

LOCAL RECOMMENDATIONS: Offer recommendations for other activities, attractions, and restaurants in the area. This can help position the surf school as a trusted source of information for tourists, and can help increase the overall value of the website.

SOCIAL MEDIA INTEGRATION: Integrate the social media channels into the website, and encourage customers to follow you for the latest news and updates about the surf school and Cancun in general.

By showcasing seasonal packages, local events, and other relevant content on the website, you can help attract customers during both peak and off-peak seasons. Additionally, providing helpful information about the local area can help position the surf school as a valuable resource for tourists, which can help build loyalty and repeat business.

PAYMENT METHODS

PAYMENT OPTIONS: Clearly state the payment options that you accept, such as credit cards, PayPal, or cash. You may also want to include information about any additional fees or charges, such as taxes or transaction fees.

RENTAL DEPOSITS: If you require a deposit for the rental items, make sure to clearly state the amount and the conditions for refunding the deposit. This can include things like returning the rental items on time and in good condition.

LESSON FEES: Clearly state the fees for the surf lessons, including any packages or special deals that you offer. Make sure to include information about what's included in the lesson, such as equipment rental or transportation to and from the beach.

CANCELLATION POLICY: Outline the cancellation policy for both rentals and lessons, including any fees or penalties that may apply. Make sure to include any deadlines or notice requirements for cancellations.

PAYMENT PROCESSING: If you accept online payments, make sure to use a secure payment processing system that protects the customers' sensitive information.

REFUNDS: Clearly state the refund policy, including any conditions for refunds and the process for requesting a refund. Make sure to include any deadlines or notice requirements for refund requests.

PAYMENT CONFIRMATION: After a customer makes a payment, provide them with a confirmation page or email that includes a summary of their purchase, including the date, amount, and items purchased.

By clearly stating the payment options, rental deposits, lesson fees, cancellation policy, payment processing, refunds, and payment confirmation, you can help ensure a smooth and transparent payment process for the customers. This can help build trust and increase customer satisfaction, which can lead to repeat business and positive word-of-mouth referrals.

CLASS DETAILS

CLASS DETAILS: Provide a clear and detailed description of the surf class that the customer is purchasing, including the date, time, duration, location, and any other relevant information such as the skill level required.

INSTRUCTOR INFORMATION: Introduce the instructor who will be leading the surf class, and provide any relevant information about their qualifications or experience. You may also want to include a photo of the instructor to help customers feel more comfortable and confident in their choice.

EQUIPMENT AND GEAR: Provide information about the equipment and gear that will be provided for the surf class, such as surfboards, wetsuits, and leashes. Make sure to include any sizing or fitting requirements, and let customers know if they need to bring anything of their own.

PRICING AND FEES: Clearly state the price of the surf class, including any taxes, fees, or additional charges. If you offer any discounts or promotions, make sure to highlight these as well.

CANCELLATION AND REFUND POLICY: Outline the cancellation and refund policy for surf classes, including any fees or penalties that may apply. Make sure to include any deadlines or notice requirements for cancellations and refunds.

CONFIRMATION AND COMMUNICATION: After a customer purchases a surf class, provide them with a confirmation page or email that includes a summary of their purchase, including the date, time, and location of the class. Let them know how to get in touch with you if they have any questions or concerns.

By providing clear and comprehensive information about surf class purchases, you can help customers feel more confident and informed in their decision to book with you. This can help increase customer satisfaction and lead to positive reviews and referrals.

LOCATION

ADDRESS: Make sure the business address is prominently displayed on the website. This can be in the header or footer of the website, or on a dedicated "Contact Us" page. You may also want to include a map or directions to help customers find the location.

LOCATION INFORMATION: Provide clear and detailed information about the location, such as the name of the street or building, any landmarks nearby, and any special instructions for finding the business. You can also provide information about the nearest bus or train stations, or any parking options that are available.

PUBLIC TRANSPORTATION INFORMATION: Include information on the website about the public transportation options that customers can use to get to the business location. This can include details about the nearest bus stops, the bus routes that serve them, and any transfers or connections that may be required.

MAPS AND DIRECTIONS: Provide maps and directions on the website to help customers navigate the public transportation system and find the nearest bus stops. You can also include information about

the walking distance from the bus stop to the business location, as well as any landmarks or points of interest that can help customers find their way.

FARE INFORMATION: Provide information on the website about the cost of taking public transportation to the business location, including details about any fares or fees that customers may need to pay. You can also provide information about any discounts or promotions that are available, such as reduced fares for children or seniors.

CONTACT INFORMATION: Make sure the website includes up-to-date contact information, including phone numbers, email addresses, and social media handles, so customers can reach out to you if they have any questions or need further assistance.

By providing information about public transportation options, maps and directions, fare information, and contact information, you can help customers find their way to the business location more easily and feel more confident in their decision to visit you. This can help increase customer satisfaction and lead to positive reviews and referrals.