

Original article

Introduction of modalities in tourist destinations. Case study: Shopping tourism

Introducción de modalidades en destinos turísticos. Caso de estudio: Turismo de compras

Introdução de modalidades em destinos turísticos. Estudo de caso: Turismo de compras



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ABSTRACT

A competitive and differentiating element for the development of tourist destinations is the diversification of their tourist offer. Taking into account the behavior and preferences of demand makes it possible to design and manage offers that are more in line with their demands. In this sense, the diversification of the offer, from the introduction of tourist modalities, is of great relevance from a theoretical and practical point of view. Hence, the objective of this research was to propose the bases for the introduction of tourism modalities in order to diversify the supply of destinations. The study was divided into three phases, in which different methods were used, such as historical-logical, comparative and statistical-mathematical methods, theoretical methods such as documentary analysis and empirical methods such as interviews, surveys, observation and tools such as benchmarking. The first phase included the analysis of the theoretical foundations on the existing interrelationships between tourism modalities and tourism destinations. Based on these elements, the bases for the introduction of modalities in tourist destinations were determined, proposing new tools such as the Tourism Attractiveness-Competitiveness-Modalities Matrix. The proposed bases were applied to the shopping tourism modality for the German market in the Havana tourist destination. In this case, the main demand segments were identified, the matrix was applied,

strategies were drawn up for the introduction of the modality and tourism products were proposed for its development.

Keywords: tourist modalities; tourist destinations; attractiveness-competitiveness-modality matrix; shopping tourism.

RESUMEN

Un elemento competitivo y diferenciador para el desarrollo de los destinos turísticos es la diversificación de su oferta turística. Tener en cuenta el comportamiento y las preferencias de la demanda, permite diseñar y gestionar ofertas más acordes a sus exigencias. En este sentido, la diversificación de la oferta, a partir de la introducción de modalidades turísticas, cobra gran relevancia desde el punto de vista teórico y práctico. De aquí, que la presente investigación tuvo como objetivo proponer las bases para la introducción de modalidades turísticas, con el fin de diversificar la oferta de los destinos. Se realizó un estudio dividido en tres fases, en las cuales se emplearon diferentes métodos como el histórico-lógico, comparativo y estadísticos-matemáticos, métodos teóricos como el análisis documental y empíricos, tales como entrevistas, encuestas, observación y herramientas como el benchmarking. La primera fase incluyó el análisis de los fundamentos teóricos sobre las interrelaciones existentes entre las modalidades turísticas y los destinos turísticos. A partir de estos elementos, se determinaron las bases para la introducción de modalidades en destinos turísticos, proponiéndose nuevas herramientas como la Matriz de atractividad-competitividad-modalidades turísticas. Se aplicaron las bases propuestas a la modalidad de turismo de compras para el mercado alemán en el destino turístico La Habana. En este caso, se identificaron los principales segmentos de demanda, se aplicó dicha matriz, se trazaron estrategias para la introducción de la modalidad y se propusieron productos turísticos para su desarrollo.

Palabras clave: modalidades turísticas; destinos turísticos; matriz de atractividad-competitividad-modalidad; turismo de compras.

RESUMO

Um elemento competitivo e diferenciador para o desenvolvimento de destinos turísticos é a diversificação de sua oferta turística. Levar em conta o comportamento e as preferências da demanda permite a criação e o gerenciamento de ofertas mais alinhadas com suas exigências. Nesse sentido, a diversificação da oferta, baseada na introdução de modalidades turísticas, é de grande relevância do ponto de vista teórico e prático. Portanto, o objetivo desta pesquisa foi propor as bases para a introdução de modalidades turísticas a fim de diversificar a oferta de destinos. O estudo foi dividido em três fases, nas quais foram utilizados diferentes métodos, como histórico-lógico, comparativo e estatístico-matemático, métodos teóricos como análise documental e métodos empíricos como entrevistas, pesquisas, observação e ferramentas como benchmarking. A primeira fase incluiu a análise dos fundamentos teóricos sobre as inter-relações entre as modalidades de turismo e os destinos turísticos. A partir desses elementos, foram determinadas as bases para a introdução de modalidades em destinos turísticos, propondo novas ferramentas, como a Matriz de Atratividade-Competitividade-Modalidades Turísticas. As bases propostas foram aplicadas à modalidade de turismo de compras para o mercado alemão no destino turístico Havana. Nesse caso, foram identificados os principais segmentos de demanda, a matriz foi aplicada, foram elaboradas estratégias para a introdução da modalidade e foram propostos produtos turísticos para seu desenvolvimento.

Palavras-chave: modalidades turísticas; destinos turísticos; matriz de atratividade-competitividade-modalidade; turismo de compras.

INTRODUCTION

Tourism, in recent decades, has been acquiring great importance and everything indicates that in the future it will continue its upward trend, despite the situation that occurred with the Covid-19 pandemic. From being considered as a conjunctural phenomenon, which social and, above all, economic importance was minimized by important international organizations, in recent times, it has come to be considered as a structural phenomenon, which protagonism in the international economy and in that of many countries, regions and localities, is increasingly greater (Bulnes Mann, 2021). Thus, the tourism sector is key to socioeconomic progress through job creation, income generation and infrastructure development, among other aspects.

The expansion of the sector is reflected in 2019 where 1.5 billion international arrivals were recorded worldwide, equivalent to a growth of 6% compared to the same period of the previous year (UNWTO, 2020). On the other hand, the years 2020 and 2021 have been a challenge for the sector's managers, given the impacts generated by Covid-19 in all spheres. The immobilization of tourism activity since the beginning of the pandemic has transformed the expansion of tourism into a situation of collapse (Vega Falcón et al., 2020). Fortunately, in 2022, a gradual recovery of the sector was seen, when 900 million international tourists were reported, representing a 63% recovery from pre-pandemic levels (UNWTO, 2023).

One of the greatest challenges in tourism research has been the definition of the term itself, due to the different approaches that authors have given to it. These approaches are mainly due to the multidisciplinary nature of tourism and the presence of economic, psycho-sociological, historical-cultural and geographic-spatial elements, which Martín Fernández (2009) has identified as the major components of tourism. Of these components, during the present research, the spatial-geographical component is addressed, due to the importance of destinations, their supply and competitiveness; the psycho-sociological component, seen from the attractiveness of the demand and the closer relationship of both components, reflected in the modalities.

Based on the definitions provided by Valls (2004), which go beyond the geographic aspect and demand and supply, as they include aspects related to the integration and holistic nature of destinations, these can be understood as a specific geographic space, with infrastructure and services associated with tourism and with a certain administrative capacity to develop planning instruments, which acquire centrality, attracting tourists through structured products adapted to the satisfaction sought, thanks to the enhancement and management of the attractions available.

The significant growth in the number of tourist destinations worldwide has led to a significant increase in competition among them. According to Dwyer y Kim (2003), to be successful in the market it is necessary for a tourist destination to ensure that the overall attractions and all the experiences it offers to visitors are superior to those offered by other destinations, which in a way is directly related to the competitiveness of the destination.

Ritchie and Crouch (2000), cited by Jiménez Baños and Aquino Jiménez (2012), state that the competitiveness of a tourism destination is linked to the capacity with which a destination can satisfy the needs of visitors in various aspects of the tourism experience. Thus, it can be concluded that the

competitiveness of a tourist destination must satisfy the quality of life of the population, of the actors involved in the tourist activity, as well as the economic profitability of the activity, although it excludes the environmental dimension, which is key to the sustainable development of the tourist activity.

In analyzing this concept, it is essential to have the capacity to configure, through efficient management of available resources and the development of certain strategies, an offer of tourism products that is attractive to a significant share of the demand, in rivalry with other competitors in an open market. It is therefore essential to project a truly strategic thinking in terms of demand, development and management of the destination and its offer.

Based on the above, it is necessary to analyze the attractiveness of markets, starting from the study of demand, its segments and niches. According to Hu and Ritchie (1993), the attractiveness of a given demand segment or strategic market can be defined as the profitability promise of the segments of interest, known through the evaluation of their competitive forces, in order to plan the strategic actions required for the decisions to enter or remain in each of them.

This implies that it is essential to have an in-depth knowledge of a set of variables such as markets of origin, socioeconomic and demographic characteristics, volume, seasonality, growth trends, tourist motivations and behavior, level of satisfaction, as well as the degree of adequacy of the destination's image for the tourist demand.

As a result of the above, it follows that the characteristics and motivations of the demand segments (portion of the market) and niches (smaller portion of the segments), condition the emergence and development of tourism modalities. All this implies that the battle for a given demand segment or niche is characterized by a vigorous competition for specific segments, in which it is desired to compete or in which it is and it is desired to improve the competitive position, using certain competitive and differentiating strategies of the offer, such as the introduction of tourist modalities.

The tourism modality can be defined as a specific form of tourism in relation to another. That is to say, a tourism modality refers to the singular aspect or mode that motivates the practice of tourism. This means that the terms of tourism modalities correspond to the motivations of the potential tourist, who plans his vacation and leisure time, seeking practices that involve him both cognitively and emotionally (Sánchez Manzanares, 2020).

Llanes Rosales and Bulnes Mann (2017) define tourism modalities as the compendium of motivations, activities, attractions, destinations and demand segments, with a direct and analogous correlation that facilitates their commercialization.

For practical reasons, specialists such as Martín Fernández (2009) and Sánchez Manzanares (2020) have established a classification of tourism into modalities to facilitate its understanding, which makes it possible to know the travel motivations of each tourist and provide them with a more personalized service according to their needs.

However, the introduction and development of a modality in a destination is a complex task, due to the variety of objective and subjective, demand and supply, competitiveness and attractiveness elements and factors that need to be analyzed and integrated. Such clusters comprise a complex amalgam of components, such as physical plant (including natural features and climate), services, hospitality, activities for tourists, tourism participation in the provision of services and also experiences. Among these elements, some are more tangible and others are more intangible. It is important to give equal relevance to both the more tangible and the more intangible aspects of tourism products and modalities in destinations, as well as the interconnections between them.

Thus, the introduction and development of modalities mean for destinations strategic options for their offerings, i.e., whether there is concentration or diversification of products and according to the desired market size and the physical scale of development, will determine its classification as a destination that develops mainly mass or niche tourism.

Destinations often face particularly difficult decisions around tourism product diversity. For example, both a strategy of diversity of tourism products and modes and, alternatively, a strategy of concentration on only one or a few products or modes, have potential advantages for the competitiveness and sustainability of the destination (Benur & Bramwell, 2015).

It follows from the above that diversification of modes can also foster potentially more socially and environmentally sustainable "alternative" products for destinations, for example, because they foster appreciation of the special character of the destination, involve locally owned businesses, or because the products are small-scale in terms of tourist numbers and infrastructure requirements.

This is why it is necessary to use tools that support proper strategic planning and provide analysts with useful information for decision making.

In the bibliography consulted, no methodological bases or tools were found to outline the route for the introduction of tourism modalities, or to link the competitiveness of the destination, its attractiveness, according to a segment of demand for a specific tourism modality.

Taking into account the above, the objective of this research is to propose the basis for the introduction of tourism modalities that contribute to the diversification of the destinations' offer.

The purpose of this research is to provide the methodological bases for the introduction of tourism modalities, which include new tools such as the Attractiveness-Competitiveness-Tourism Modality Matrix, and to contribute to the diversification of the destinations' offer, thus meeting the demand behavior.

MATERIALS AND METHODS

For the implementation of the research, it was necessary to establish a methodological approach that would allow, in an orderly and logical manner, to fulfill the objective outlined at the beginning.

The present research is applied since it depends on the findings and theoretical contributions of pure research, seeking to confront theory with reality and practice. In addition, it has a quantitative and qualitative approach since it seeks to evaluate the compared destinations from the point of view of the quantity of certain factors, but also of the quality of other factors, relying on quantitative and qualitative indicators, resulting in a better understanding of the performance of the reference destinations, as well as the application of the Attractiveness-Competitiveness-Tourist Modalities Matrix.

Regarding the sources of information, they can be classified as primary and secondary, depending on how they were obtained. For the development of the present work, primary sources such as interviews with specialists, surveys of experts and tourists, and non-participatory observation were used. As for secondary sources, scientific articles published in different journals, theses, books, journals and reports of interest for the research were used.

RESULTS AND DISCUSSION

The methodology selected for this research was based on the design of a three-phase trajectory:

- Phase I: Establishment of the theoretical and methodological foundations of the research
- Phase II: Determination of the methodological bases for the introduction of tourism modalities
- Phase III: Validation of the bases through a case study

Phase I. Establishment of the theoretical and methodological foundations of the research

The objective of this phase was first to determine the criteria, fundamental approaches and conceptual bases that theoretically support the research. In this phase, we reflected on the most general theoretical aspects of the variables to be studied, i.e., the competitiveness of tourist destinations, the attractiveness of markets and tourist modalities, their evolution, definitions and their interconnections. Then, the main tools that would support or contribute to the introduction of tourism modalities were identified. In order to comply with it, different theoretical scientific methods were used, especially the historical-logical method, which allowed the study of the information related to the approaches of different authors over time, about the research topic and the analysis of the historical evolution of the phenomena that support the topic under study. In addition, the methods of Analysis and Synthesis and Inductive-Deductive were used, which allowed reaching conclusions through generalizations derived from the analysis and deduction of the particular results obtained and the integral interpretation of the information reviewed.

Phase II. Determination of the methodological bases for the introduction of tourism modalities

The objective of this phase was to establish the methodological bases for the introduction of tourism modalities. The steps for the introduction of the modalities were determined, as well as the tools to achieve them. In this sense, three bases and eleven components for the introduction of modalities were established (Table 1).

Table 1. Methodological bases for the introduction of tourism modalities

Methodological basis	Components	Methods, techniques and tools
I. Study of the tourism situation	<ol style="list-style-type: none"> 1. Diagnosis of the destination's offer 2. Demand study (Coherence) 3. Definition of the modality and behavior at the international level (Key Success Factors) 4. Definition of best practices (benchmarking) 	<ul style="list-style-type: none"> • Documentary and bibliographic analysis • Comparative analysis • Interviews • Surveys • Observation
II. Application of the Attractiveness-Competitiveness-Tourism Modalities Matrix	<ol style="list-style-type: none"> 5. Define attributes by variables 6. Triangulation of variables 7. Graphical representation 8. Strategy proposal 	<ul style="list-style-type: none"> • Surveys with customers • Interview with travel agencies and tour operators specialists • Cronbach's Alpha • DELPHI • Statistical tools, SPSS, Geogebra 3D plotter
III. Design of tourism products	<ol style="list-style-type: none"> 9. Preliminary design of the tourism product(s) 10. Marketing 11. Feasibility studies 	<ul style="list-style-type: none"> • Documentary analysis • Brainstorming • Interview • Survey • Delphi Method • Mathematical tools

Source: Own elaboration

Based on the GE-McKinsey matrix and taking into account its limitations, the tourism attractiveness-competitiveness-modality matrix was designed. The two main axes of the matrix (attractiveness and competitiveness) were maintained and a third axis was added: tourism mode. Porter's five forces

were used as the attributes to measure the market attractiveness variable and Porter's competitive diamond as the attributes to measure the tourism destination competitiveness variable. In the case of the tourism modality variable, the following attributes were determined:

- Resources and tourist attractions specific to this modality
- Investment requirements
- Existence of training and education systems for the entire staff for the modality
- Intra-cluster homogeneity and inter-cluster heterogeneity
- Regulatory framework and external pressures

After defining the attributes to be measured by the variables market attractiveness, destination competitiveness and tourism modality, with their respective values, degree of impact or level of influence they have on the evaluated proposal, the tables describing these variables are then prepared. Then, the values obtained are graphically represented to facilitate the analysis of the results. It should be noted that the variables in question presented positive values, hence the representation of the data will take place in the octant limited by the positive semi-axes.

Based on the system of coordinates (X, Y, Z), and the mathematical principle of multiplicity, 27 possible behaviors can be predicted for the three variables, according to the scales of values that will be used in this methodology, such that from 0-2 the behavior of the variable is considered low or weak, from 2-4 medium, and greater than 4 high or strong. Actions are then established depending on these behaviors. The actions to be taken into account depending on the positioning in each of the quadrants are as follows:

- Requires effort in investment and growth: These decisions correspond to the proposals located in the first quadrant. Proposals located in this zone hold the leadership position. They should therefore be prioritized in terms of resource allocation in order to maximize their excellent prospects and sustain their strengths.
- Investment and selective growth: These decisions correspond to the proposals located in the second and fourth quadrants. Given the intermediate nature of these proposals, work should be done to identify and address weaknesses.
- Opportunistic selection: These decisions correspond to the proposals located in the third quadrant. The proposals analyzed here could become the most promising. The company must

select which variable has the greatest growth potential in order to focus on it and improve this position.

- **Selectivity:** These decisions correspond to the proposals located in the fifth quadrant. It is necessary to be very cautious with them because all the variables in this quadrant have average values, it is advisable to invest selectively and specialize in the market that is at least stabilized in the destination with the analyzed modality.
- **Protective selection:** These decisions correspond to the proposals located in the seventh quadrant. The proposals analyzed here either present an unstable market or an underdeveloped modality, hence the focus should be on improving these two variables.
- **Harvesting through invisible tactics:** These decisions correspond to the proposals located in the sixth quadrant for which the proposal is kept at minimum cost levels in the hope of obtaining the highest profitability in the short term.
- **Harvesting through visible tactics:** These decisions correspond to the proposals located in the eighth quadrant. Certain advantages are possessed. The position of those proposals located in profitable segments must be protected.
- **Rapid disinvestment:** These decisions correspond to the proposals located in the ninth quadrant. In this situation, the proposal cannot be developed because the behavior of the three variables is low, which implies a rethinking of the proposal.

Mathematical-statistical methods were used to analyze and interpret the data obtained from the application of the tools. The computer programs *Statística 8.0*, Microsoft Excel from the Office package and Expert Consultation were used, which facilitated the work and reduced the margin of error to the minimum possible.

Phase III. Validation of the bases. Case study: shopping tourism for the German market in Havana

The bases and tools designed were applied to the German market, according to the shopping tourism modality for the Havana destination, the results of which are shown below:

Basis 1. Study of the tourism situation

Supply diagnosis. Retail trade in Cuba

The trade of products in Cuba is governed by the Ministry of Domestic Trade, an agency of the Central Administration of the State in charge of the application of the State and Government Policy regarding Domestic Trade of commercial activities operating in national currency and freely convertible currency, in the state, cooperative, mixed and private sectors.

However, this Agency of the Central State Administration is not the only one involved in the country's commercial activity, coexisting with other agencies and independent entities, which complicates the regulation and control of the activity. Thus, there are agencies such as the Ministry of Culture, the Ministry of Tourism, the Ministry of the Revolutionary Armed Forces and the Ministry of the Interior, to which retail and wholesale entities are subordinated.

Regarding the structure of trade in goods in Cuba, according to Bulnes Mann (2021), in the first place, there is state trade which material and financial resources belong to the state. This type of trade plays the leading and dominant role in the Cuban system. This in turn is composed of five large groups of institutions: regulated retail trade companies; retail trade companies that are responsible for the marketing of products released in national currency, both industrial and agricultural, at prices higher than the regulated prices; retail trade activities of state agencies and entities, resulting from self-consumption, incentives, markets for specific sectors and others; retail trade companies that sell their goods in foreign currency and the wholesale and import trade system.

Secondly, there is the non-state trade, which includes the so-called Agricultural Market, which includes those agricultural products marketed by cooperatives and private farmers as a result of the production surplus they have after fulfilling their obligations to the State; private trade, in which a sector of the population (self-employed and MSMEs), participates in the marketing of products produced or not by themselves and the underground trade, illegal, but which exists (Bulnes Mann, 2021).

Demand study. German market

According to information provided by the Bank of Spain (García Esteban et al., 2023), the performance of the German market was as follows:

- They generally travel with organized packages of between 7 and 10 days.
- They have a high average expenditure.
- Preferably stay in hotels (preferably 4 and 5 stars).
- They travel mainly by air.
- In their trips abroad, they choose sun and beach, urban, adventure and cultural tourism. They make their main trips in July-September and secondary trips at Christmas, Easter, Pentecost and autumn.
- As far as catering is concerned, they prefer the menu to be in German and, better still, to have a server who speaks the language. And to please them, the proposed dishes must be healthy and of high quality, because they are sensitive to naturalness, preservation of taste and cooking rather than exoticism.
- Germans love to visit monuments and castles. They also like tasting and buying regional products and finally cycling, on small roads or in the countryside.

Definition of the modality. Shopping tourism (Key Success Factors)

Shopping tourism is a modality in development and is a great incentive for the destination. It is born from the habit of shopping when the tourist is in the middle of a trip. For those who practice this modality, it is not the same to buy a product in their city of habitual residence than in the original place of origin of that product, added to the significant contribution of the big brands for many travelers. It is a type of tourism that can be complemented with others, such as cultural tourism, and it is also a hook for collectors.

Bulnes Mann (2021), citing Timothy (2005), suggests that shopping tourism is not only about the consumption of products or goods, but also involves places, spaces and times, allowing visitors to take home physical evidence, tangible reminders of an experience that differs from their daily routine. From the tourist's perspective, the goods purchased are proof of the experiences lived. Shopping is often a symbolic consumption in which products take on a special meaning.

In 2015, a report presented by Ernst & Young S.L. (2015) explains that this type of tourism is mainly linked to urban destinations, although not exclusively, which allows tourists to access products under conditions that they cannot find in their usual place of residence, either due to availability or exclusivity of the offer or for a better price. In addition, more and more tourists are traveling to shop,

and in just a few years shopping tourism has become the fastest growing tourist product in the sector and the one that is arousing most expectation on an international scale due to its great potential.

Shopping Tourism should not only be considered as a product to be purchased by the tourist, it is essential that the destinations are attractive and easily accessible for this segment of the tourist demand and that, in addition, there are a series of factors that make it possible to choose a shopping destination: the exclusivity of the commercial offer, the price of the commercial offer, the connectivity of the international area, the security of the destination, the tax refund rate, the quality and cleanliness of the environment, the accommodation offer, the restaurant offer and the cultural and leisure offer.

Definition of best benchmarking practices in Latin America

Planning phase

Characterization of the commercial panorama of Havana

As for the types of retail establishments present in the Havana destination, one can find mainly shopping malls, supermarkets, self-service stores, specialty stores and boutiques. However, hypermarkets, department stores, discount stores, outlet stores, and convenience stores do not exist in the destination (Cifre Plumas, 2017, cited by Bulnes Mann, 2021). According to Torres Pérez (2018), the main retailers in the destination are Caracol S.A., TRD Caribe, Tiendas Habaguanex, Tiendas Panamericanas and Coral Negro of the CIMEX group, the Tiendas del Grupo Palco, Tiendas Artex, as well as the organizations Asociación Cubana de Artesanos Artistas and Fondo Cubano de Bienes Culturales, which represent the artistic work of a large number of Cuban creators.

The following are some of the elements that have made it possible to relate the categories of commerce and tourism or have been attractive in this sense: Creation of a chain of stores, Caracol S.A., in charge of the commercialization of merchandise primarily for tourism. Presence of genuine products of high commercial value such as tobacco, rum, coffee, guayabera, handicrafts, plastic arts and antiques. Opening of the self-employed sector and the development of commercial spaces of high tourist value, such as the so-called fairs. Development of events that promote and/or sell Cuban products. Creation of the Casa del Habano brand for the commercialization of this significant product and of international brand stores in the main hotels of the destination. The non-existence of Value Added Tax on products marketed on the island. The parade of the international fashion house, the

development of new brands of textile design of great acceptance. The arrival of cruisers to the destination that represent a potential market for purchases.

Selection and characterization of reference destinations

The five destinations selected for benchmarking were the cities of Sao Paulo, Santiago de Chile, Panama City, Buenos Aires and Mexico City. Using non-random convenience sampling for the selection of the sample, the following criteria were taken into account:

- Mainly urban landscape, with extensive development of city tourism
- Positioning as shopping destinations in all sites consulted
- Provision of information on official Internet sites on selected destinations
- Elimination of destinations where shopping tourism takes place mainly on the borders with other countries, since Havana has no international borders

Benchmarking indicators

Based on the indicators called The Globe Shopper Index by Global Blue (2012) and the key success factors identified by Cifre Plumas (2017), both cited by Bulnes Mann (2021), a proposal of quantitative, qualitative and mixed indicators was carried out to assess the potential of a destination in relation to shopping tourism. In this way, 17 indicators were obtained and grouped into four general categories: commercial sector, affordability, convenience, and infrastructure and leisure.

Analysis phase

As can be seen in figures 1 and 2, Mexico City leads overall the indicators analyzed to evaluate the attractiveness of shopping tourism, with an average score of 81.71. The city has great attractions to carry out this modality and become a global reference destination. The city of Buenos Aires (65.43) ranks second in this comparison, which explains its international fame. However, it is worth noting that the overall result does not explain some crucial elements that have diminished the city's attractiveness, which can be better appreciated in the commercial sector category and the indicators for the price of goods and VAT rate. Sao Paulo (53.58) ranks third in this study, achieving a result above the average, and it can also be seen in figure 1 that it is the second city in the commercial sector category, which explains the boom of the modality and its positioning on a global scale. In the case of Santiago de Chile (44.53) and Panama City (35.79), these are emerging destinations, which

are creating policies for the development of the modality and the attraction of flows of shopping tourists.

In the case of Havana (20.18), figure 2 shows the prominent role of the convenience category. However, there are significant gaps in the commercial sector, infrastructure and leisure and affordability categories, the reduction of which is a priority for the development of the modality in the destination.

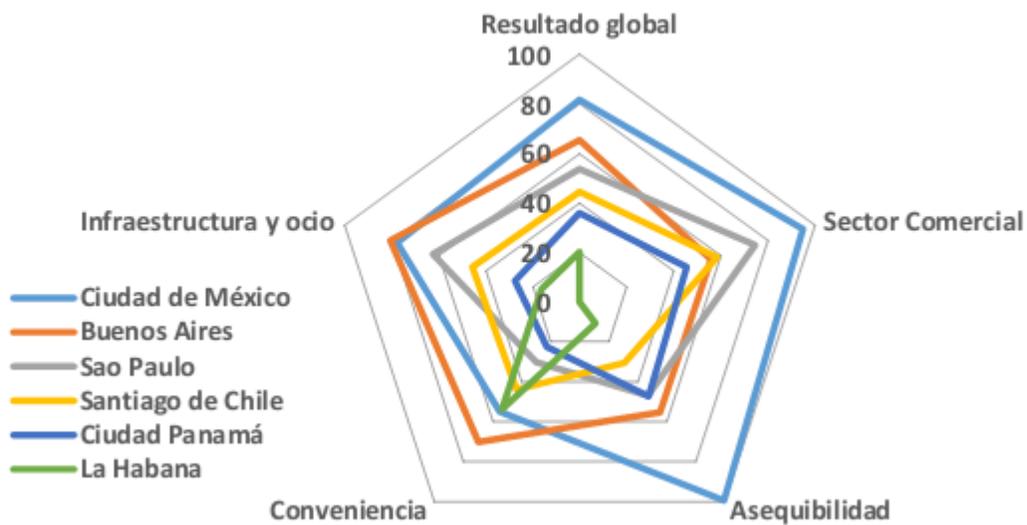


Figure 1. Overall result by category

Source: Own elaboration

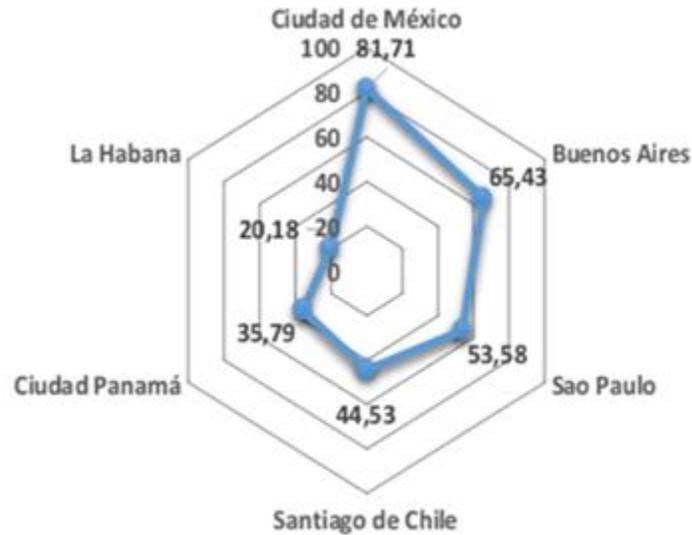


Figure 2. Overall benchmarking result

Source: Own elaboration

Action phase

The tool concludes with the identification of the main opportunities and challenges that the destination has for the development of the modality. Opportunities related to the international recognition of authentic and exclusive products, as well as a varied complementary offer, safety and accessibility of the destination, but to take advantage of these opportunities and minimize the existing gaps for the introduction of the modality, it is necessary to develop a series of actions focused primarily on retail management (Figure 3).

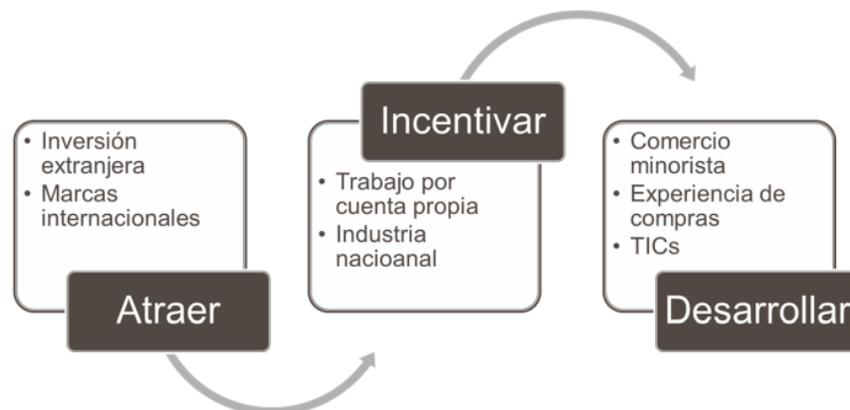


Figure 3. Actions for the introduction of the shopping tourism modality based on benchmarking

Source: Own elaboration

Basis 2. Application of the Tourism Attractiveness-Competitiveness-Modalities Matrix for the German market

Define attributes by variables

Market attractiveness

- *Cluster 1: "Curious Travelers" (128 tourists, 57 women between 31 and 45 years of age)* Prefer to visit sites of historical and cultural interest. They enjoy shopping. They planned to shop during their visit to Havana, mainly for local products. They had made purchases mostly at craft fairs.
- *Cluster 2: "Fun Grandparents" (63 tourists, 39.68 % of men)* They traveled to the city to learn about its culture. They do not stay in Havana for more than 7 days. Guided tours are their favorite excursions. They enjoy shopping. They planned to go shopping, being interested in handicrafts. During the tours they have mainly shopped at craft fairs.
- *Cluster 3: "Roneros Tabaqueros" (137 Germans, mostly women between 46 and 60 years of age)* They visit the destination for the first time, mainly interested in learning about Cuban culture. During their stay, they visit places of historical and cultural interest. They enjoy shopping when they travel. Before arriving in Havana, they had planned to go shopping, specifically for handicrafts and local products. During their visit, they have shopped mostly at craft fairs.
- *Cluster 4: "Hotel tourists" (36 tourists, mostly women between 31 and 60 years old).* They are visiting Havana for the first time to learn about Cuban culture. They frequently visit places of historical and cultural interest. Among their main reasons for traveling, shopping is not one of them. Only a few had planned to buy something in Havana. However, during the tours, they have made some purchases at handicraft fairs and in private stores.

Once each of the variables had been analyzed, tables were prepared to evaluate each of the attributes. A weight was given to each attribute by variables, according to the level of influence they have on the evaluated proposal, which was multiplied by the tourists' evaluation of each attribute, determining its value. This action was repeated with each of the variables by clusters. The result of this summation gives the score per variable. Table 2 highlights the highest values achieved by the variables in the clusters analyzed.

Table 2. Assessment of the Market Attractiveness Variable

Variables/Attributes	Imp.	Cluster 1		Cluster 2		Cluster 3		Cluster 4	
		Point.	Value	Point.	Value	Point.	Value	Punt.	Value
1. Threat of new entrants	0.25	3	0.75	2	0.50	4	1	1	0.25
2. Rivalry among existing competitors	0.40	3	1.20	2	0.80	3	1.20	1	0.40
3. Threat of appearance of substitutes	0.09	4	0.36	3	0.27	4	0.36	3	0.27
4. Negotiating power of suppliers	0.11	4	0.44	1	0.11	5	0.55	2	0.22
5. Buyers' bargaining power	0.15	4	0.60	2	0.30	4	0.60	1	0.15
Attractiveness	1		X1=3.35		X2=1.98		X3=3.71		X4=1.29
1. Conditions of the factors of tourism exploitation	0.20	4	0.80	3	0.60	4	0.80	3	0.60
2. Operating conditions of the companies in the sector	0.30	3	0.90	2	0.60	4	1.20	1	0.30
3. Conditions of related and support sectors	0.10	3	0.30	1	0.10	3	0.30	1	0.10
4. Conditions of the demand captured by tourism	0.40	3	1.20	2	0.80	4	1.60	3	1.20
Competitiveness	1		Y1=3.20		Y2=2.10		Y3=3.90		Y4=2.20

1. Tourist resources and attractions for the modality	0.20	4	0.80	3	0.60	4	0.80	3	0.6
2. Investment requirements	0.30	4	1.20	3	0.90	4	1.20	2	0.60
3. The existence of training systems and training of personnel in its entirety for the modality	0.30	5	1.50	4	1.20	5	1.50	4	1.20
4. Intra-cluster homogeneity and inter-cluster heterogeneity	0.10	3	0.30	1	0.10	4	0.40	1	0.10
5. The regulatory framework and external pressures	0.10	3	0.30	2	0.20	4	0.40	1	0.10
Tourist modality	1		Z1=4.10		Z2=3		Z3=4.30		Z4=2.60

Source: Own elaboration

Triangulation of variables. Graphical representation

Finally, the tourism attractiveness-competitiveness-modality matrix was applied. These tables yielded the following results:

- Clúster 1 "Viajeros Curiosos": (3.35; 3.20; 4.10)
- Clúster 2 "Abuelos Divertidos": (1.98; 2.10; 3.00)
- Clúster 3: "Roneros Tabaqueros": (3.71; 3.90; 4.30)
- Clúster 4: "Turistas de Hotel": (1.29; 2.20; 2.60)

Therefore, when representing them in the three-axis matrix, it was as follows:

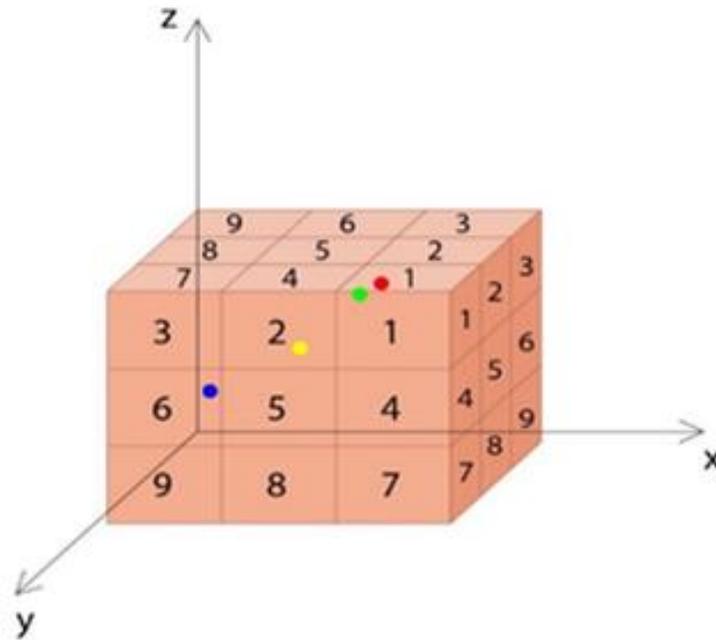


Figure 4. Representation of the tourism attractiveness-competitiveness-modality Matrix

Source: Own elaboration

In the graph above, it can be seen that Cluster 1 and Cluster 3 are located in quadrant 1: *Require investment and growth effort*. Proposals located in this zone hold the leadership position and should therefore be prioritized in terms of resource allocation in order to maximize their excellent prospects and sustain their strengths.

Cluster 2 is located in the second quadrant: *Investment and selective growth*. These decisions correspond to the proposals located in the second and fourth quadrants. Given the intermediate nature of these proposals, work must be done to identify and resolve the weak points.

In the case of Cluster 4, it is positioned in the sixth quadrant: *Harvesting through invisible tactics*. These decisions correspond to the proposals located in the sixth quadrant, for which the proposal is kept at minimum cost levels in the hope of obtaining the highest profitability in the short term.

Taking into account the objective of this research and the results of the matrix, the author considers it pertinent to choose Cluster 1 and 3 as demand segments, targets for developing the shopping

tourism modality in Havana. Both are in quadrant 1, which means that the market attractions, the competitive capacity of the destination and the variables of the modality are high.

Proposed strategies

The proposed objectives are aimed at developing an unexploited tourism modality based on a promising market with a high growth potential, in order to obtain benefits and increase tourist spending in the destination.

A series of proposals were made, among which the following stand out: designing new tourist packages that combine the shopping tourism modality with cultural and city tourism according to the segment's demands; designing shopping tourism products in travel agencies that combine offers from the state and non-state sectors; establishing alliances with the Ministry of Domestic Trade and the other actors that make up the retail trade offers, in order to design and offer products of the highest quality, and creating strategies and spaces that allow the offers of high standard international suppliers to interact jointly with national and artisanal products, in order to satisfy the peculiarities of the segments.

Basis 3. Product design

Preliminary product design

For the demand segment "Curious Travelers", it is proposed the excursion: "*Havana on Wheels. Shopping Tour*". This name was chosen because the tour begins with a bicycle ride through some of the streets of the historic center. In this way, tourists have the opportunity to shop while doing a physical activity that is very popular among this target segment. **Concept:** Shopping tour on bicycles through Old Havana to pair rum and cigars, and acquire local products linking elements of Cuba's history and culture. It is the perfect and harmonious way to integrate the locality and the tourist activity as a way to encourage its development and, at the same time, diversify the offer in an original way, respecting and promoting the originality of the destination.

The excursion: "*Remember Havana. Shopping Tour*" is proposed for the "Roneros Tabaqueros" demand segment. Since the preferences of this niche point to the purchase of local products from the place they visit in order to take home a souvenir, the name of the excursion refers to this, i.e., they will be able to remember Havana in several ways. **Concept:** Shopping tour in Old Havana and

Playa to pair rum and Havana cigars and buy local products, linking elements of the history and culture of Cuba. It is the perfect and harmonious way to integrate the locality and the tourist activity as a way to promote its development and, at the same time, diversify the offer in an original way, respecting and promoting the originality of the destination.

Marketing

Both excursions are conceived to showcase certain attractions in Havana for the introduction of the shopping modality in the destination, while closely link to representative elements of Cuba's history and culture. The products also seek a real involvement of the tourist with the host community, which allows for a harmonious development of the tourist activity in the locality.

Regarding the intangible component, "Havana on Wheels. Shopping Tour" and "Remember Havana. Shopping Tour" offer the client knowledge and tools for an exceptional pairing of rum and Havana cigars and the opportunity to acquire local products representative of Cuban culture. In the case of the *tangible* component, "Havana on Wheels, Shopping Tour" offers a tour of sites of historical and cultural interest associated with rum and Havana cigars and other native Cuban products, such as: Havana Club Rum Museum, Craftsmanship Palace, Clandestine Shop, Habana 1791 Perfume Shop, Partagás Cigar Factory-Museum and a visit to the "Alas de Mariposa" Community Project on Tejadillo Street.

Likewise, "Remember Havana. Shopping Tour" offers a tour of places of great historical and cultural importance, also associated with rum and cigars and other local Cuban products, among which are: Conde de Villanueva Hotel, Habana 1791 Perfume Shop, Partagás Cigar Factory-Museum, Manzana Kempinski Hotel, Kcho Estudio Romerillo Art Gallery and a visit to the "Fusterlandia" Community Project.

Regarding the price, a comparison was made with other data referring to similar products, the cost values for the excursions were estimated and the formulas of Albert Piñole (2015) were used, in addition to working with the Cuban currency CUP. Therefore, the price of the excursion "Havana on Wheels, Shopping Tour" is 1880 CUP and the price of the excursion "Remembering Havana, Shopping Tour" 1920 CUP, for a profit margin of 20%.

A series of communication actions are proposed, such as including advertisements in distributed tourist guides and brochures, presentation of the products at international tourism fairs, conventions

and events, and their promotion on digital social networks such as Facebook, Twitter, Instagram and Telegram, which will be developed to publicize the proposed products and stimulate demand.

After having carried out a study of the different travel agencies in the country, it was decided to distribute the tourist route through the Gaviota Tours travel agency, mainly because it is one of the agencies that receives the largest number of tourists and specializes in the German segment. It is considered necessary to establish a trial period (which would be two seasons) for the products and see if they are really well received as expected. If at the end of this trial period, the products did not have the expected results, they will be redesigned to achieve consumer acceptance and purchase.

Feasibility studies

The environmental feasibility study was carried out, which determined that taking into account the characteristics of the proposed tourism products, the use of the space, the tourists' own activity and the characteristics of the population of the urban space where they are developed, the environmental impact of the tourism products is classified as low, given that the construction of any structure is not necessary, so it would not affect the natural or urban landscape of the territory; sociocultural viability, it is necessary to affirm that the proposed tourism products impact the social environment more positively than negatively, since the products are directly linked to Cuban culture and have a direct impact on the population; economic feasibility, where for both excursions the break-even point was determined, which showed that the profitability threshold, that is, the point at which income equals costs, the minimum number of pax is five and technological feasibility, which concluded with very positive and feasible results for both excursions, since the implementation of the proposed tourism products does not require great technological means.

After the research carried out, it can be concluded that the coherence between the demand or demand segments and the supply (concentrated or diversified) of destinations conditions the introduction and development of tourism modalities. In addition, the identification of a set of theoretical-methodological bases, based on the analysis of market attractiveness and the competitiveness of destinations, makes it possible to propose the introduction of tourism modalities on a scientific and strategic basis.

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Conflict of interest

Author declares not to have any conflict of interest.

Authors' contribution

Danay Milagros Bulnes Mann wrote the manuscript and approves the version finally submitted.



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