2018-2022
Catalonia
Tourism Marketing Plan

Executive summary

Generalitat de Catalunya
Agència Catalana de Turisme

CATALUNYA

Contents

1 Introduction

2 Strategy preparation

3 Strategy formulation

4 Strategy planning

5 Strategy implementation

1

Introduction

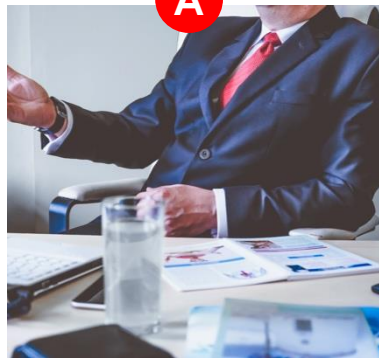**Generalitat de Catalunya**
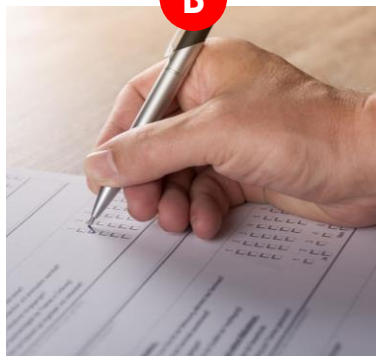**Agència Catalana de Turisme**

Interaction with the industry has been key to devising and implementing the CTMP

A
>30 personal interviews (DGT / CTB)

B
>1000 online interviews in the tourism and related industry

C
Office work

D
Strategy sessions (DGT+CTB)

E
Links with the Tourism Research Center

Evaluation of the 13-16 CTMP
shows that it has been 60% implemented...

	Level of implementation of the tactics / initiatives	No. of tactics	%	% Subtotal
🙂	Completed (AAA)	4	12%	36%
	High level of achievement (AA)	8	24%	
😐	Average level of progress (A)	12	35%	50%
	Low level of progress (B)	5	15%	
🙁	Not implemented / rejected (C)	5	14%	14%
	Total	34	100%	

... and that the targets of the 13-16 CTMP have been partly attained.

The four targets of the plan

	1	**2**	**3**	**4**
Targets	**+15%*** tourism revenue (International tourists)	**+15%*** seasonal diversification	**+15%*** spending per day (International tourists)	**+15%** brand power
	Metric Total tourism revenue	*Metric* Tourism revenue on TMB	*Metric* Average daily spending	*Metric* Brand equity
Result	**+24.9%**	**+22.6%**	**+4.2%**	**-**

*Accumulated growth in comparison with 2012, including inflation and excluding transport
**From September to June (inclusive)
Source: Business and Employment Observatory, based on data from Frontur [Tourist movements at borders] and Egatur [Tourism Expenditure Survey] (Turespaña).

Note: The analysis of the goals of the plan covers the 2012-2015 time series

The tourism system attracts over 36 million tourists and achieves sales turnover of nearly 20 million euros a year...

This represents more than 11% of GDP and accounts for almost 14% of employment in Catalonia

Impact of Tourism in Catalonia (2016) and growth over 2010

>11%

Contribution to GDP

>400.000

(14% of jobs)

Jobs
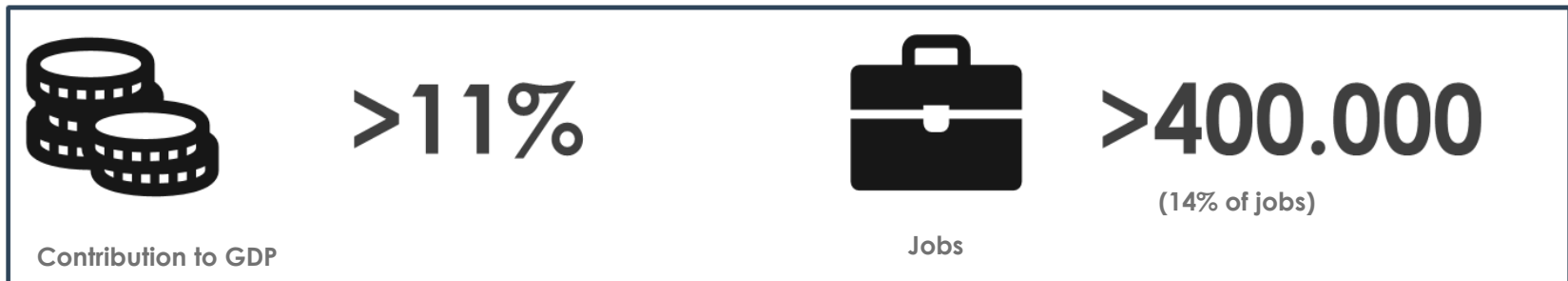
Number of tourists
>36 milions

Growth in relation to 2010
+23%

Number of beds
>918.000

Growth in relation to 2010
+49%

Spending (euros)
>20.000 milions

Growth in relation to 2010
+43%

Number of companies
>78.000

Growth in relation to 2010
+4%

... but it suffers from high seasonality...

Distribution of tourist arrivals in Catalonia over the course of 2016
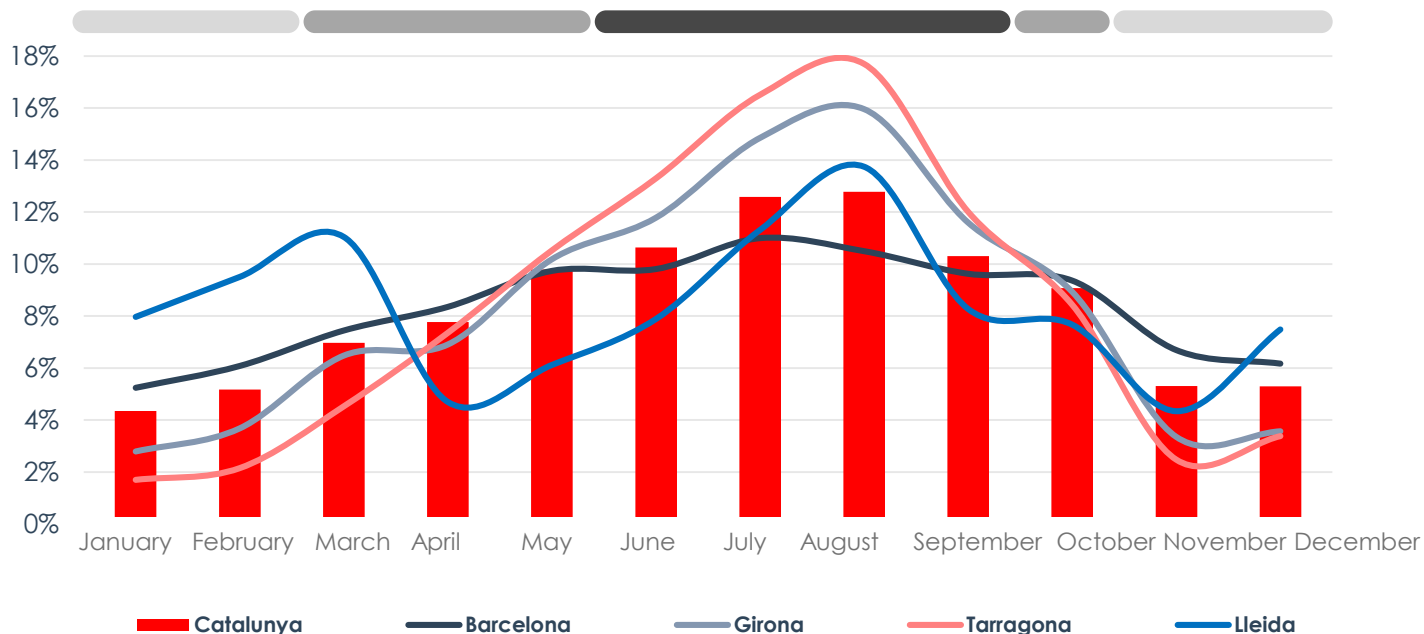
	Catalunya	Barcelona	Girona	Tarragona	Lleida
High season	**46.3%**	40.9%	54.1%	59.5%	41.2%
Shoulder season	**33.6%**	34.9%	32.5%	30.8%	29.5%
Low season	**20.1%**	24.2%	**13.4%**	**9,7%**	29.3%

Source: EOH of the INE

The four main territories in Catalonia have different seasonalities. Girona and Tarragona, which mostly attract sun and sand tourism, have peak demand in July and August. In contrast, demand in Barcelona is distributed virtually throughout the year, while Lleida has notable peaks in winter, due to the skiing season, and in August.

Note: the high season extends from June to September; the shoulder season consists of the months of March to May and October; and the low season is January and February and November and December.

... and considerable concentration in the city of Barcelona and on the coast.

Number of tourism establishments and services in Catalonia and by province (2016)

		TOTAL	BCN	GIR	TAR	LLE	TOTAL	Coast A[1]
🏢	Hotels	2,978	**43%**	24%	13%	20%	100%	**77%**
🛏	Hotel beds	309,486	**46%**	25%	20%	9%	100%	**90%**
🏠	Keys outside hotels	289,523	**14%**	44%	25%	17%	100%	**81%**
👥	Tourist offices	187	**24%**	22%	27%	27%	100%	**67%**

Source: Tourist accommodation, IDESCAT, 2016; Gross added value, territorial plan areas; IDESCAT, 2014

Note (1): Coast refers to Barcelona, the Costa Brava, Costa Daurada, Costa Barcelona and Terres de l'Ebre

Looking ahead to the future, there are 21 main trends categorised into three groups

A

Emergence of new segments

B

Emergence of new needs

C
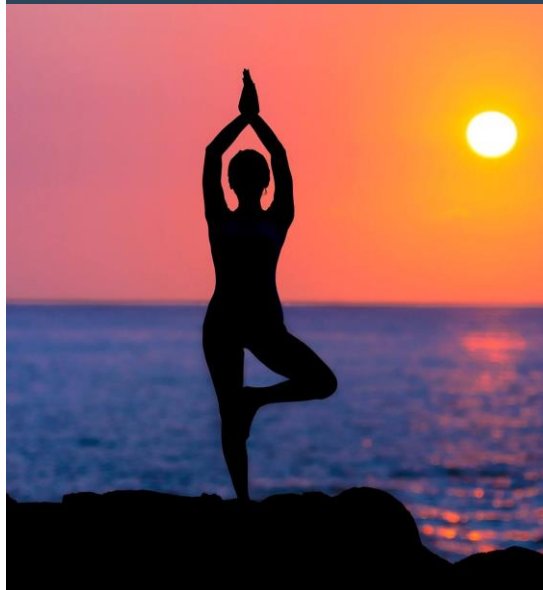
Emergence of new behaviours
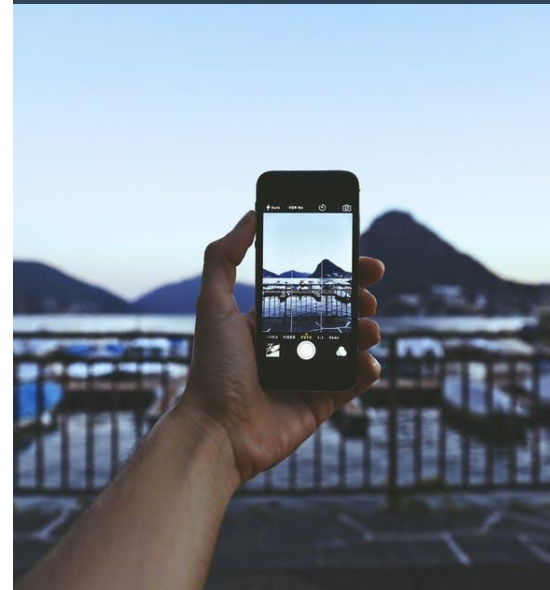
Looking ahead to the future, there are 21 main trends categorised into three groups

A

Emergence of new segments

1. Solo travellers becoming normal

2. Considerable growth in FITs

3. Young tourists or millennials

4. Middle class from emerging markets

5. Family and multigenerational tourism

6. Growth in senior and inclusive tourism

7. Increase in wealthy consumers

Looking ahead to the future, there are 21 main trends categorised into three groups

B

Emergence of new needs
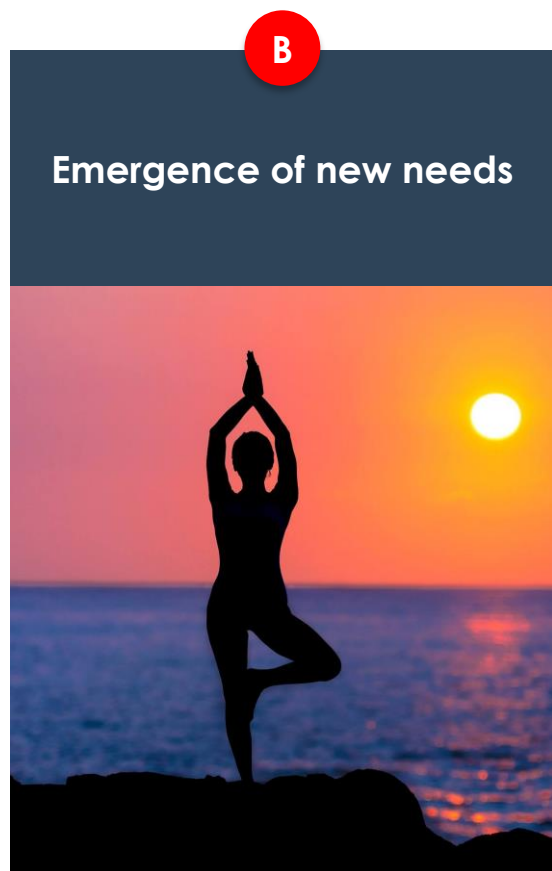
8	Active and adventure tourism
9	Authentic and rewarding experiences
10	Interest in food, wine, products and culture 3.0
11	Breaks to get away from day-to-day routine
12	Winter holidays for sun-seekers
13	Eco-tourists
14	The 'I' tourist

Looking ahead to the future, there are 21 main trends categorised into three groups

C

Emergence of new behaviours
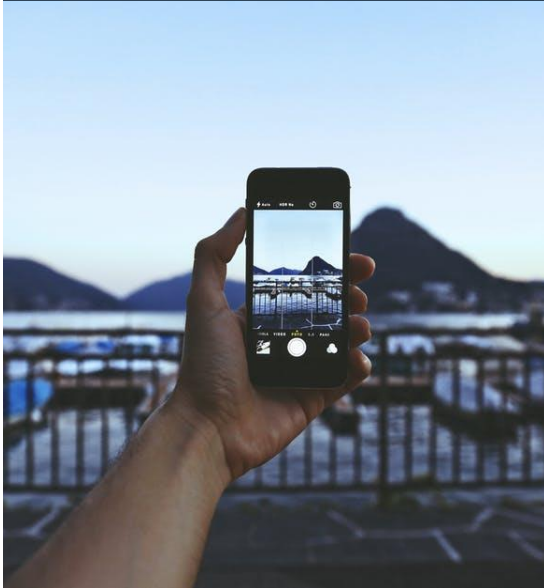
15 Online, Online, Online

16 New forms of communication using video and social media

17 Constant connectivity

18 From consumers to content creators

19 The new model of the sharing economy

20 The popularisation of 'bleisure'

21 Local food and fine dining on the rise

... and Catalonia's market share is expected to rise from 1.5% today to 1.8-1.9% in 2030

Comparison of the projected growth in the number of International tourists using three methods (in millions of tourists)

Method A
Income – tourism correlation

Projected growth in tourism demand estimated on the basis of the expected increase in per capita income in inbound countries according to OECD figures.

Method B
Scenarios

Projected tourism growth estimated on the basis of five different scenarios and variables: increase in per capita income, increased investment, the impact of marketing and branding, and the rise in tourists' average spending and length of stay.

Method C
Market share

Projected growth in tourism based on the assumption that efforts will be focused on maintaining the current share (1.5%) of the global tourism market.

CAGR — **Mètode A** — **Mètode B** - - **Mètode C**

4.9%
4.4%
3.3%

Baseline:
in 2016, Catalonia received 18.1 million International tourists
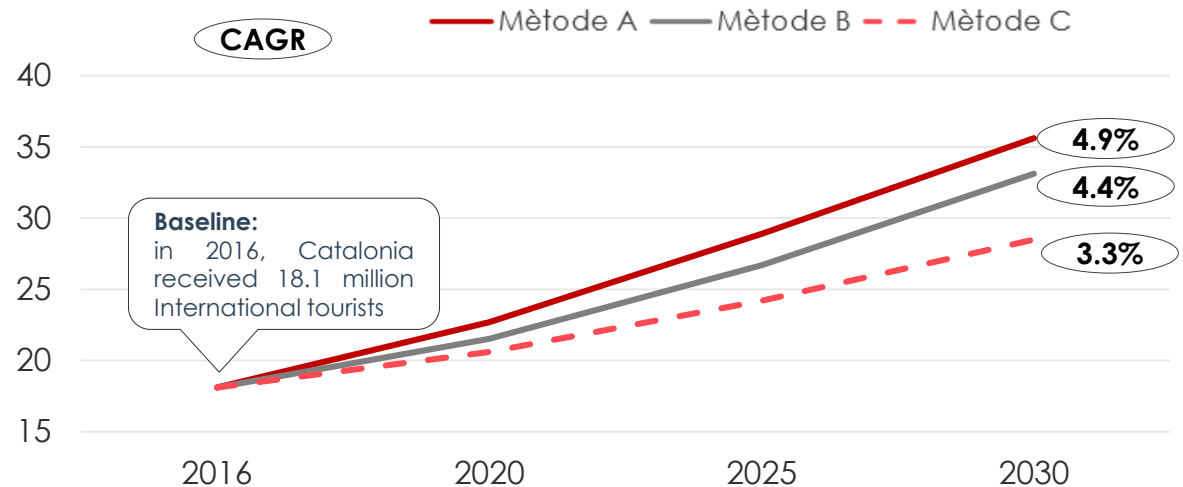
Projected growth in the number of International tourists

Millions of International tourists	2016	2020	2025	2030	CAGR	Share 2030
Method A Income-tourism correlation	18.1	22.7	28.9	35.6	**4.9%**	**1.9%**
Method B Scenarios	18.1	21.5	26.7	33.1	**4.4%**	**1.8%**
Method C Maintaining current market share(1.5%)	18.1	20.6	24.2	28.5	**3.3%**	**1.5%**

Source: THR based on data from Tourism Economics

... but the view is that Catalonia should maintain its current market share (1.5%) and focus on attracting more profitable tourists.

2

Strategy preparation

The CTB's MISSION

The starting point of any strategic plan for an organisation is the formulation of a mission and a vision that will serve as the principles that guide its future

The Catalan Tourist Board's mission

"To position Catalonia as one of the best tourist destinations in the world and to help the industry to market itself in a highly effective way."

"A business is only an idea to make other people's lives better."

-Richard Branson

The CTB's VISION

The starting point of any strategic plan for an organisation is the formulation of a mission and a vision that will serve as the guiding principles governing its future

2025 Vision of the Catalan tourist industry
"To position Catalonia among the top three Euro-Mediterranean tourist regions while implementing a responsible growth strategy."*

2025 Vision of the CTB
"To position Catalonia among the five top European destinations in terms of spending per person/day and in seasonality, and to ensure that its services are appreciated by companies, tourism organisations and society."

"Leadership is the capacity to turn vision into reality."
-Warren Bennis

The expanded vision includes achieving five main goals before 2025

The five main goals to be achieved:

1	Catalonia has succeeded in improving the territorial and seasonal distribution of tourism.	This entails attracting more people into the country and drawing more clients pre and post-season.
2	The tourist's 'customer journey' is better than the Mediterranean average.	The tourist's experience, or 'customer journey', encompasses their arrival in the country, their accommodation and food, and their enjoyment of rewarding activities and experiences.
3	The Catalan tourism industry is thriving and constantly attracts new investment.	Companies generate adequate and attractive profits, the result being that investments continue to flow in.
4	Catalonia has developed a good competitive diamond that promotes and facilitates competitiveness.	This includes high levels of innovation, the early adoption of the best technologies and access to skilled and plentiful human resources (frontline and management) capable of implementing ongoing quality improvement practices.
5	Catalonia has developed improved management and governance systems in its tourism system.	These new models include efficient mechanisms for measuring the performance of the system based on indicators and a governance system with a long-term strategic vision, as well as incorporating new types of actors.

Key issues to be addressed that will benefit the vision

Strengths

*Attributes and internal resources of the CTB
with the capacity to contribute to turning
the vision into a reality.*

Opportunities

*External factors that the CTB can make the
most of and use in order to turn the vision
into a reality.*

Perspective 1

Results for Catalonia

Current performance of the Catalan tourism system (CTS)

- **Ability to develop new 4D products**

Opportunities for improving the current performance of the CTS

- **Making the most of the rise in worldwide tourism demand**

Perspective 2

Value for members

Strengths of the current proposal on value for members

- **Experience in providing marketing services for the industry**

Opportunities for improving the proposal on value for members

- **Incorporating innovative ways of creating value in the range of services**

Perspective 3

Strategic processes

Strengths in internal processes

- **Presence in markets established through a network of offices abroad**

Opportunities for improving internal processes, which the CTS ought to do excellently

- **Improving the processes for generating secondary demand**
- **Incorporating new B2B partners in the CTB's network**

Perspective 4

Facilitators

Strengths of the competitive diamond in organisation, management and culture

- **Existence of the CTB and promotion bodies**

Opportunities for improving the current competitive diamond in organisation, management and culture

- **Developing a new model of the relationship with promotion bodies**
- **Incorporating high-added-value companies into the current governance system**

Note (1): Secondary demand: tourists who, in their home country, are aware of what Catalonia can offer, find it attractive and intend to visit the destination in the near future.

Key issues to be addressed that are detrimental to the vision

Weaknesses

Threats

Attributes and internal resources of the CTB that may make it difficult to achieve the vision

External factors that may endanger the achievement of the vision

Perspective 1

Results for Catalonia

Weaknesses in the performance of the current Catalan tourism system (CTS)

- **Strong seasonality and concentration of tourists in Barcelona and on the coast**

Threats that would make it difficult to improve the performance of the CTS

- **Managing tourismphobia**

Perspective 2

Value for members

Weaknesses in the current proposal for value for members

- **Insufficient monitoring of tourists' level of satisfaction**

Threats that would make it difficult to improve the proposal for value

-

Perspective 3

Strategic processes

Weaknesses of the internal processes

- **Low implementation of the CRM system**
- **Lack of a brand architecture**

Threats that would make it difficult to improve the internal processes

Lack of knowledge of new opportunities due to limited exploitation of the market intelligence system

Perspective 4

Facilitators

Weaknesses in the competitive diamond in organisation, management and culture

- **Poor performance of the organisational model of the CTB**
- **Inadequate level of adoption of new technologies**
- **Management model focused on activities, not results**

Threats that would make it difficult to improve the competitive diamond in organisation, management and culture

- **Lack of a model to promote innovation**

3

Strategy formulation

Generalitat de Catalunya
Agència Catalana de Turisme

The results to be achieved

Improved growth
+ Spending
+ Deconcentration
+ Qualitative growth

Better productivity
+ Deseasonalisation

Diversification
New segments, products and markets

Better productivity

+ Deseasonalisation

Improved growth

+ Spending

+ Deconcentration

+ Qualitative growth

Diversification

+ Diversity in segments, products and markets
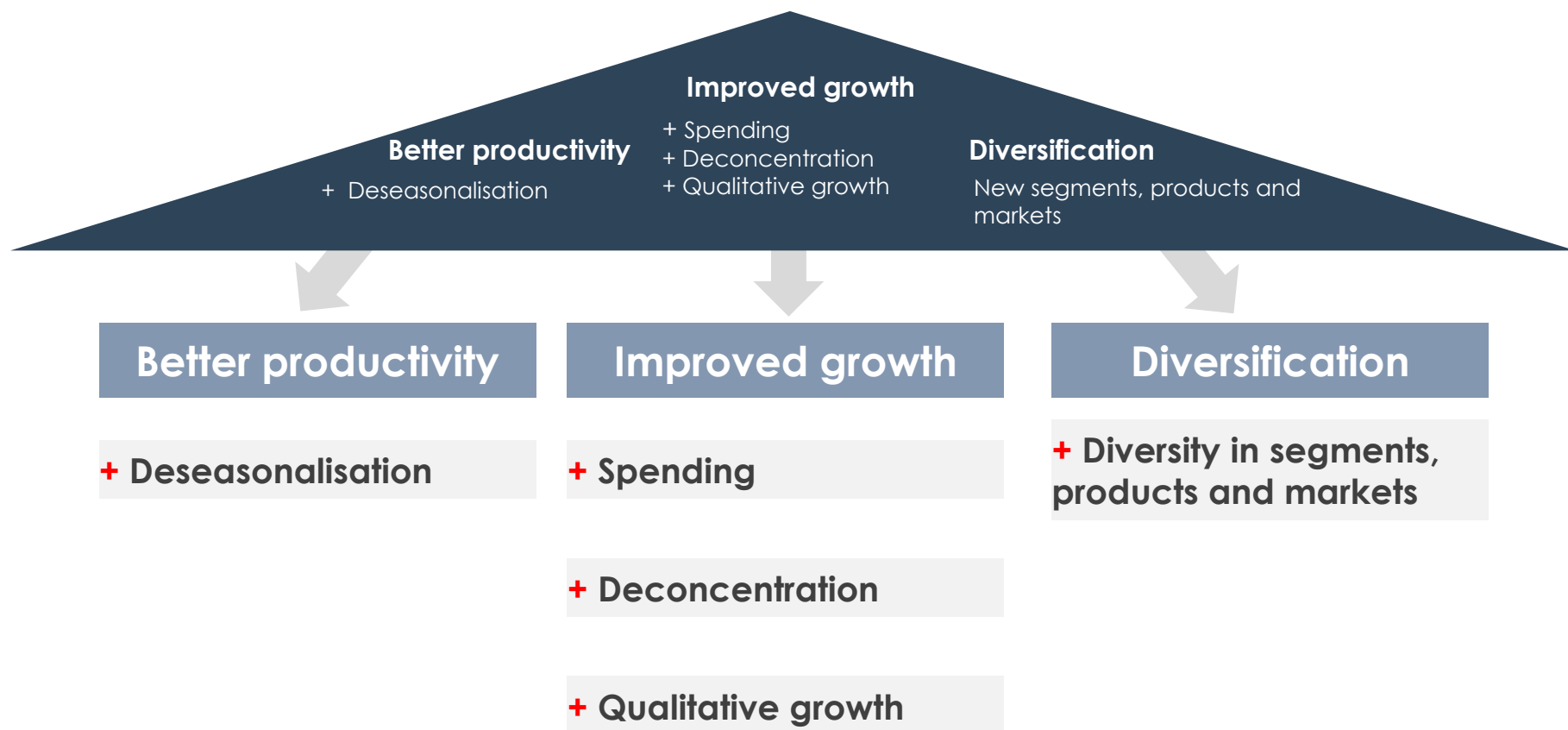
Comparison of the targets of the 2013-2016 CTMP and the 2018-2022 CTMP

Main targets of the 13-16 CTMP

	TARGET	+ 15% Tourism revenue[1] (International tourists)	+15% Seasonal diversification[2]	+15% Daily spending[4] (International tourists)	+15% Brand power
	RESULT	+24.9%	+22.6%	+4.2%	-

Main targets of the 18-22 CTMP

		-	+20% Pre and post-season demand[3]	+30% Per capita average spending[4] (International tourists)	+12% in brand power	+ 34% Number of international tourists	+40% Territorial deconcentration rate[5]
	TARGET						
SITUATION 2016		-	34 %	€162/day	40/100	18 million	9%
TARGET 2022		-	37%	€188/day	-	21 million	10%
TARGET 2025		-	40 %	€210/day	45/100	24 million	12%

Notes:
- **Note[1]:** Accumulated growth in relation to 2012, including inflation and excluding transport.
- **Note[2]:** From September to June (inclusive).
- **Note[3]:** Percentage of tourists pre and post-season, taken to be the months of March, April, May and October.
- **Note[4]:** Daily per capita spending by foreign tourists (in constant euros).
- **Note[5]:** Percentage of tourists in hotels not on the coast. The coast includes Barcelona, the Costa Barcelona, Costa Brava and the Costa Daurada.

Note: The 2025 targets are established as part of the medium and long-term vision for Catalonia.

Catalonia's key strategy

Advantage offered

Segments of demand

"An **outstanding tourism experience** that provides moments of happiness and positive memories."

6 Strengths:

1. Diversity of attractions and contrasts
2. Quality of superior services
3. Strong presence of cultural experiences
4. Hospitality and safety
5. Transport and infrastructure
6. Barcelona and the Mediterranean
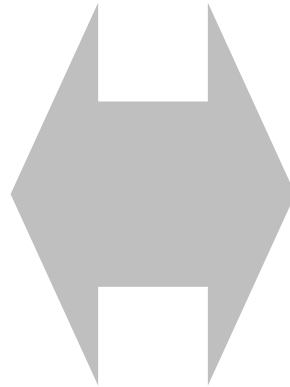
By client type:
- B2B and B2C

By fundamental need:
- Relaxing
- Discovering
- Enjoyment
- Meeting

By product type:
- Holidays on the coast
- Routes
- Get-away breaks
- Special interest
- Meetings

By origin:
- Traditional markets
- Emerging markets

The strategy must revolve around sustainability and universal access to tourism.

It is a matter of meeting the needs of five segments

Segments of demand according to the main motive for the trip

	Relaxing	Discovering	Enjoyment	Learning	Meeting
Consumer's need	Resting, switching off, freeing the mind	Exploring and discovering the attractions in a particular place	Enjoying very specific activities or experiences (fine food and wine, festivities, sports, events, etc.)	Acquiring/broadening knowledge and developing skills	Meeting and interacting with others to achieve a specific goal
Opportunity to create value	Offering peace and quiet, safety, a healthy and very Mediterranean lifestyle and experiences for resting physically and mentally	Facilitating easy access to attractions made to be enjoyed to the full, with proposals suited to clients' needs	Providing these experiences with a 'Catalan personality' and high levels of 'memorability' and comfort	Providing education and entertainment services requested with significant competitive advantages	Offering unforgettable meetings: the Catalonia Boutique Meetings Experience (excellent services and spaces, portfolio of experiences and food and drink of truly exceptional quality)

The strategy is focused on developing experiences in diverse categories of products of general interest...

Categories of products of general interest
Prioritisation of products

Attractiveness of the product (vertical axis)

Wine and Food

Meetings and Incentive Trips

Holidays on the coast [1]
Routes [2]

Golf

Active and Nature

City breaks [2]

Rural tourism

Skiing

Sports tourism

Competitiveness of Catalonia (horizontal axis)

■ Invest	■ Manage	■ Manage selectively
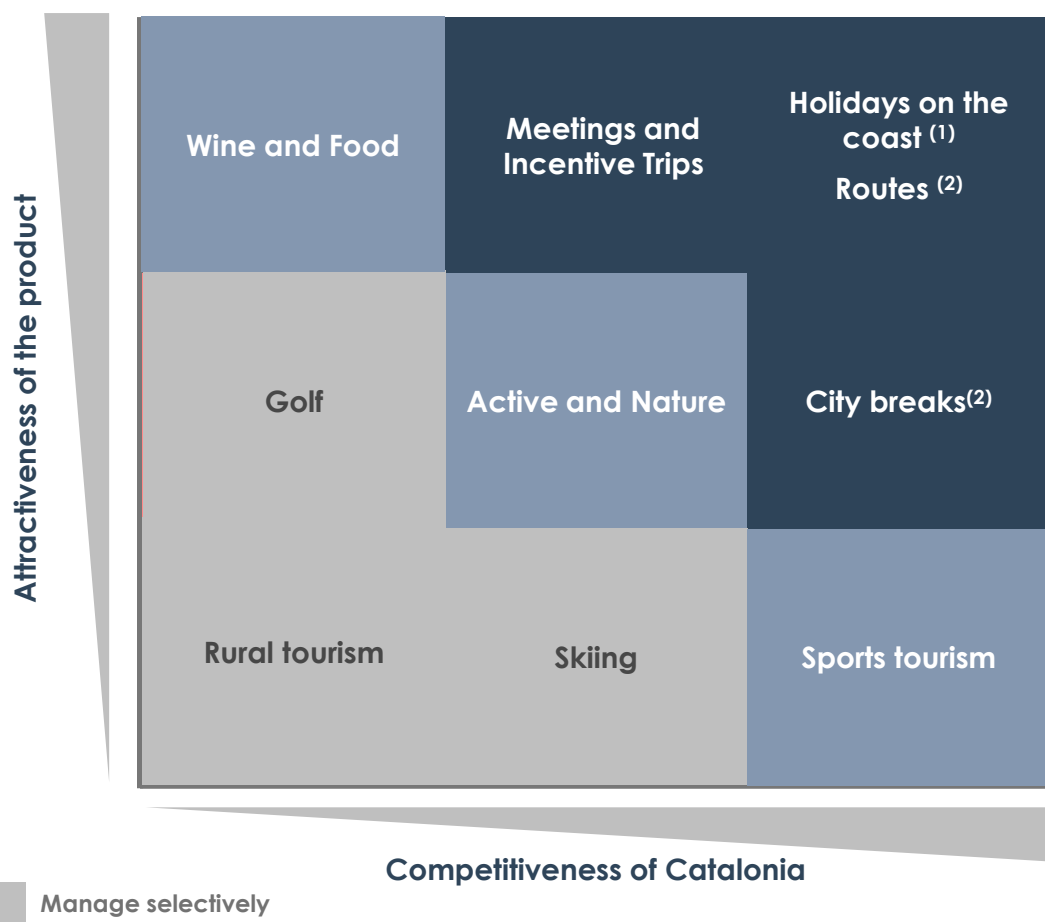
... and others of special interest.

Examples of categories of products of special interest

Active tourism	Nature	Culture and history	Fine food and wine	Others
• Hiking	• Natural sites	• UNESCO heritage	• Regional food	• Backpacking
• Cycling	• Ornithology	• Art and architecture	• Wine route and wine tasting	• Bed & Breakfast
• Rafting / kayaking	• Astronomy	• Romanesque art	• Grape picking	• Weddings and honeymoons
• Golf	• Geology	• Opera	• Gastronomic routes	• Luxury tourism
• Tours on horseback	• Autumn routes	• Festivals and events	• Cooking workshops	• LGBTI
• Skydiving	• Fruit tree blossoming	• Routes around Jewish quarters	• Etc.	• Senior citizens
• Sailing/watersports	• Skiing	• Modernisme		• Theme parks
		• Etc.		
• Hot-air balloon rides	• Volcanoes route (Garrotxa)			• Learning
• Fishing	• Agriculture			• Etc.
• Motorbike routes	• Botany			
• Climbing	• Marine biology			
• Scuba diving	• Etc.			
• Etc.				

The product strategy will be reinforced, where necessary, by participation in various existing programmes at a European level such as Hiking Europe, Wild Sea Europe and others that may fit in with products such as Fishing Villages, Cities with Character, Cycling Tourism, wine routes, fine food routes, etc.

The strategy involves focusing on six markets

Market prioritisation

Attractiveness of the market

USA Scandinavian countries	United Kingdom Russia/Countries in the East	France Germany/ Central Europe
Japan/South Korea Eastern Europe	The Netherlands Switzerland Belgium	Rest of Spain Italy
South-East Asia/Australia	China South America	Portugal

Competitiveness of Catalonia

■ Invest ■ Manage ■ Selectively manage
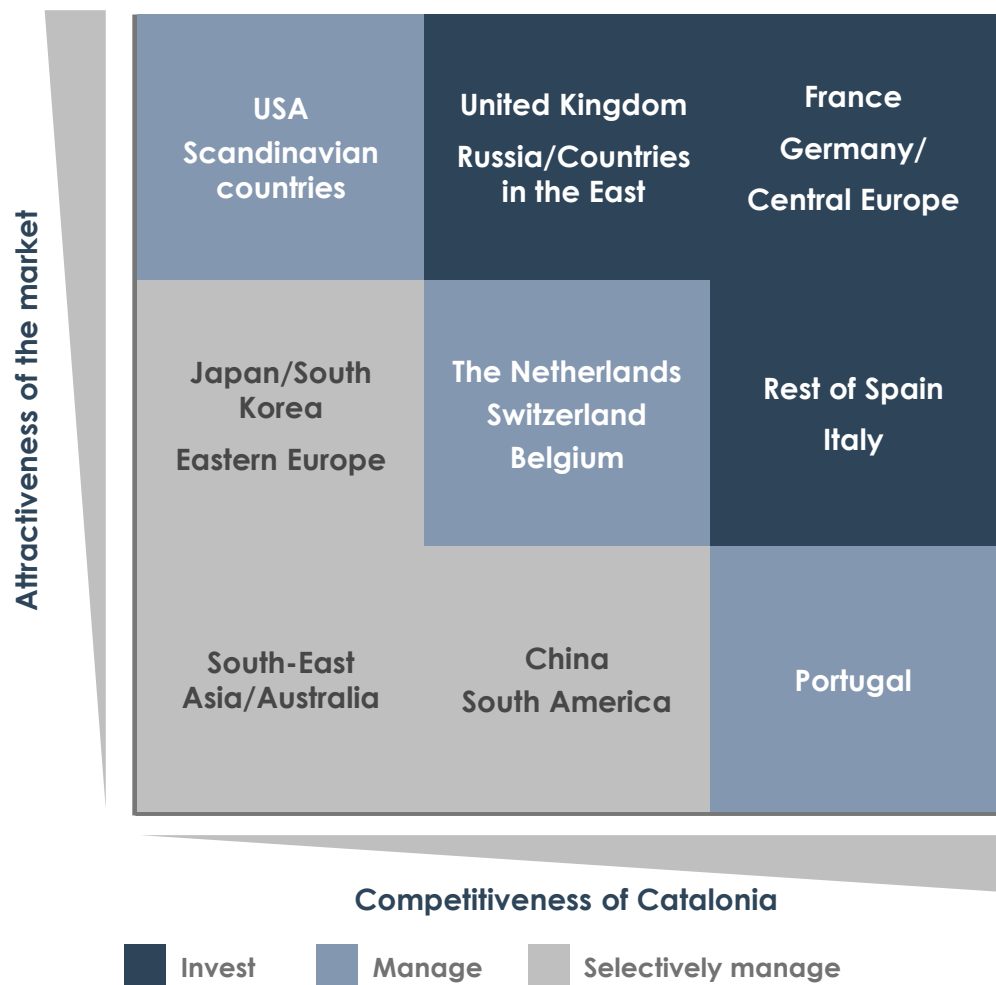
Priority A
- Germany/Central Europe
- France
- Rest of Spain
- Italy
- United Kingdom
- Russia/Countries in the East

Priority B
- Scandinavian countries
- Belgium
- The Netherlands
- USA
- Switzerland
- Portugal

Priority C
- China
- Japan/South Korea
- South America
- Eastern Europe
- South-East Asia/Australia

(*) Countries in Eastern Europe: Slovenia, Ukraine, Czech Republic, Slovakia, Hungary and Poland

Driving strategic directions

| 1. Designing for value | 2. Gaining clients | 3. Customer loyalty | 4. Marketing services for the industry |

The following strategic directions will be pursued in order to address the key issues:

| **Developing an integrated system of tourism brands in Catalonia** | **Implementing a highly efficient system of communication aimed at precise targets** | **Learning about and increasing customer satisfaction during the customer journey** | **Implementing the decision support system and offering services to help companies and to improve co-operation with boards so that they enter the market more strongly** |

| **Developing innovative and high added value 4D products for the market** | **Expanding the network of partners and actively managing relationships with them** | **Gaining customer loyalty and retaining clients by using a CRM system** | |

| | **Evolution of the role of the tourism promotion centres (TPCs)** | | |

Facilitating strategic directions

**5.
Technology, innovation and intelligence**

**6.
Organisation, management and governance**

The following strategic directions will be pursued in order to address the key issues:

Establishing the technological ecosystem for the digital strategy

Implementing an organisational model aligned with the strategy

Transforming the CTB into an innovation-oriented organisation

Transforming the CTB into a results-oriented organisation

Developing an effective market intelligence system

Implementing the integrated Catalonia marketing system

Creating a tourism marketing think tank

Incorporating the 2013-16 CTMP initiatives into the current plan

1

Innovating in the realm of designing for value

- Experiential Catalonia
- Brands and seals
- Catalonia "advisors"
- "Holiday Manager"
- Promotion and suport for DMCs

2

Increasing customer retention

- Satisfaction programme
- CRM programme

3

Shifting the bulk of communication to online media with a 360º segmented strategy

- Online publishing and viral marketing
- Social media
- Website management
- Mobile apps and marketing
- Public relations
- Publications
- Multimedia bank
- Offline advertising
- Contents
- Manual on brand usage
- Marketing umbrellas

4

Penetrating and boosting online sales channels

(B2C / B2B)

- Business development
- Online sales system
- Physical sales system

5

Increasing knowledge of the market

- Market intelligence system

6

Increasing suport for the sector to improve marketing

- Services for the sector
- Family trips, workshops and fairs
- Technology team programme
- Professional training
- Programme of prizes in the sector
- National Tourism Marketing Congress

7

Increasing co-operation with the sector and other bodies

- Central-territorial co-ordination model
- New CTB Organisation
- Acquiring strategic members
- CTB Marketing to the industry
- Databases of professionals and businesses in the industry

8

Increasing the CTB's influence with a high-level Steering Council

- Establishement of a think tank

🟩 Expand and redefine   🟨 Maintain   🟥 Reduce/eliminate

4

Strategy planning

Generalitat de Catalunya
Agència Catalana de Turisme

The components of the strategic map and how to read it

Vision
Declaration of the destination's aspirational goal for its future in the medium and long term (three to ten years).

Results for Catalonia
System of macro-goals that demonstrate the reach that has to be attained, and which will make it possible to estimate the effort and time required to achieve it.

Value for members
Strategy to be presented to members as customer satisfaction, business opportunities for partners, attractive investment opportunities and improved quality of life and sustainability for the community.

Strategic processes (Drivers)
Aspects required to offer clients and shareholders' goals, while contributing to the productivity targets of the financial perspectives.

Intangible capital (Enablers)
Intangible aspects of future success, such as human capital, organisational capital and information capital, which will support the value creation processes.

The results

The instruments

"To position Catalonia among the three top European destinations in terms of spending per person/day and in seasonality. To ensure that the CTB's services are appreciated by the industry."

Productivity Growth Diversification

CLIENTS PARTNERS INTERNAL MEMBERS

1. Designing for value
2. Gaining clients
3. Customer loyalty
4. Marketing services for the industry

5. Technology, innovation and intelligence
6. Management, organisation and governance

4 And achieving the goals of the vision

3 To give value to members

2 To better implement strategic processes

1 Catalonia will activate facilitators

Members: clients (tourists) partners (companies and B2B network) and internal members (DGT, promotion bodies and citizens).

33

Strategic map for Catalonia

2025 Vision: "To position Catalonia among the top three European destinations in terms of spending per person/day and in seasonality, and to ensure that the CTB's services are appreciated by companies, tourism organisations and society."

B. The results

Results for Catalonia

Better productivity
+ Deseasonalisation

Improved growth
+ Spending
+ Deconcentration
+ Qualitative growth

Diversification
New segments, products and markets

Value for members

CLIENTS

Memorable experiences

High standard of quality in services

PARTNERS

Satisfied customers

Professional support

INTERNAL MEMBERS

Generation of secondary demand

Support for marketing

A. The strategy

Processes DRIVERS

1. Designing for value

A Implementing and managing a new portfolio of Catalonia brands

B. Launching new 4D products

2. Gaining clients

C. Generating interest in and a preference for Catalonia and its brands

D. Expanding and improving the effectiveness of the network of partners

E. Improving the performance of TPCs

3. Customer loyalty

F. Monitoring customer satisfaction during the customer journey

G. Launching segmented offers

4. Marketing services for the industry

H. Giving value to companies and promotion bodies in relation to marketing and sales

Intangible capital FACILITATORS

5. Technology, innovation and intelligence

I. Putting in place the technological tools that will support the digital strategy

J. Adding a department that specialises in technology and innovation to the CTB

K. Establishing an effective market intelligence system

6. Organisation, management and governance

L. Aligning the organisation fully with the strategy

M. Guaranteeing good performance by the organisation

N. Improving co-operation with promotion bodies

O. Increasing the participation of high-added-value companies

Members: clients (tourists) partners (companies and B2B network) and internal members (DGT, promotion bodies and citizens).

Initiatives in Core Area 1.
Designing for value

Initiative 1

Portfolio of brands and seals (PBS)

Establishing a system of brands that sets them apart and provides energy and that makes it easy to understand the range and to expand the Catalonia brand to new product categories will help to add to its strength. The brands in the portfolio and the role they will play (umbrellas, differentiating, etc.), the hierarchy and relations between them, as well as the 'rules of the game' associated with their position, will be defined.

Packets of work in the initiative:

1.1 Developing the new PBS system.

1.2 Redirecting the current system.

1.3 Incorporating the symbolic universe into the CMT de Catalunya.

1.4 Introducing the system management model.

1.5 Implementing the evaluation and management system.

Initiative 2

New 4D products

There is a need to devise 4D consumption proposals based on strategic products that contain a strong cultural and special interest component. The range of assets needs to be showcased, turning them into suggestions for consumption and fostering the generation of innovative proposals by means of work and support for businesspeople: offering them ideas and training and the platform for marketing and selling their product.

Packets of work in the initiative

2.1 Identifying opportunities for new 4D products.

2.2 Supporting the development of 4D products.

Designing for value initiatives

Initiative 3

Grand Tour of Catalonia

The Grand Tour of Catalunya (GTC) is an itinerary (with two to three variants) around Catalonia that provides an excellent opportunity to discover the territory in five to ten days, while enjoying services of high quality and personalised attention. The CTB will create the brand and development manual. In collaboration with the board, it will promote its effective marketing using powerful on and offline tools.

Packets of work in the initiative

3.1 Establishing the GTC markets and segments.

3.2 Developing and managing a selection of attractive   routes and a system of GTC experiences.

3.3 Developing an accredited network of GTC collaborators.

3.4 Raising awareness of the GTC.

Initiative 4

Catalonia PPS

Attracting clients to the PPS calls for PPS destinations and products to be developed and for it to be managed well through the Catalonia PPS Programme, to be set up in co-operation with the boards.

The PPS Programme will encompass destinations and companies truly interested in attracting PPS demand and in developing major PPS products, such as the GTC, special events, etc.

Packets of work in the initiative

4.1 Creating the Catalonia PPS Programme.

4.2 Promoting the development of the PPS range.

4.3 Raising awareness of and helping to sell the PPS Programme.

Gaining clients initiatives

Initiative 5

Integrated Marketing Communications (IMC)

The IMC will establish the communication goals (brand and target audience) taking into account the perspective of the customer journey (dreaming, discovering, etc.) and including the main media to be employed.

The investment by target audience and media type (in-house, paid for and won) will be defined. The public relations, branded content and in-house media will be essential tools in the communication strategy.

Packets of work in the initiative

5.1 Selecting and implementing the Big Idea.

5.2 Establishing the IMC strategy and implementing it.

5.3 Generating branded content.

5.4 Setting in motion a powerful PR programme.

Initiative 6

Digital Marketing Programme

To set the programme in motion, the CTB will need to redefine its digital ecosystem of in-house media by: implementing a B2B/B2C CRM strategy that includes an enticement, registering and contact plan; updating of the central catalunya.com site, adapting it structurally to the customer journey; and incorporation of the Social CRM into the management of interactions on social media.

Packets of work in the initiative

6.1 Turning the website platform into the central point of the communication.

6.2 Implementing the social media strategy.

6.3 Formulating the publishing plan and its content.

6.4 Establishing and implementing the communication and media plan.

Gaining clients initiatives

Initiative 7

Partners initiative

The TPCs will identify potential partners. Between them, the TPCs and Central Services will devise a menu of services that will foster the signing of co-operation accords.

The programme of strategic alliances, which has thus far concentrated on attracting leading Catalan brands, will evolve along these lines, expanding into other markets and seeking opportunities in other sectors.

Packets of work in the initiative

7.1 Formulating the plan on partner relations.

7.2 Activating formulae for 4D co-operation through the Catalonia Partners Network.

7.3 Generating content that supports the sale of the destination.

Initiative 8

TPC programme

The aim of the initiative is to improve the performance of the TPCs, making the most of them as an asset. Firstly, the review of the existing organisation of the network and their roles will be proposed.

The performance of each TPC will be monitored through a management system using indicators derived from the market plans.

Packets of work in the initiative

8.1 Defining the new structure of the TPC network.

8.2 Determining how the role of the offices is to evolve.

8.3 Designing an action plan for each market.

8.4 Developing the management and performance monitoring model.

Customer loyalty initiatives

Initiative 9

Programme for measuring the quality of the experience

The barometer for measuring tourists' satisfaction with the customer journey will combine a number of information collection methods and will be introduced in co-ordination with the boards, which will identify the services for tourists (hotels, restaurants, attractions, operators, etc.) that could form part of the measurement system.

This information will enable brand mangers to design their improvement plan.

Packets of work in the initiative

9.1 Agreeing the model to measure satisfaction.

9.2 Implementing the model and using the data.

9.3 Making the information available to the sector.

9.4 Implementing action plans to improve satisfaction.

Initiative 10

Segmented Offers System (SOFS)

The CTB will implement a plan to collect registrations and a contact plan so that as soon as a consumer gives their details, they will start to receive appropriate content from the CTB, which will include transactional as well as non-transactional contacts (birthday, Mother's Day, Christmas, etc.). The CRM allows the customer base to be segmented and enables offers to be sent out that meet consumers' interests, current situations and motivations.

Packets of work in the initiative

10.1 Establishing an enticement and contact plan.

10.2 Automating the responses to support the CRM.

10.3 Launching segmented offers.

Marketing services for the industry initiatives

Initiative 11

CTB marketing services for the industry

The CTB will position itself as a high-added-value partner and a provider of marketing services to companies and bodies, the main objective being to help them to sell more and better. The CTB will completely redesign its portfolio of services, boosting their value, in the realms of market intelligence, digital marketing and CRM, commercial advice and information, among others.

Packets of work in the initiative

11.1 Setting up the Support and Services Department.

11.2 Identifying the CTB's target and their needs.

11.3 Redesigning the array of services provided by the CTB to the industry.

11.4 Setting in motion a second-generation BUY Catalonia.

Initiative 12

Services for boards

The CTB will define the 20 ways in which boards and marketing bodies can benefit from the Marketing Plan. In addition, the CTB will supply services specifically aimed at promotional bodies, such as support and advice to improve the experience at the destination and an extensive array of possibilities for actions to support communication, marketing and sales.

Packets of work in the initiative

12.1 Determining the 20 ways to benefit from the plan.

12.2 Developing the services to be provided to boards.

Technology, innovation and intelligence initiatives

Initiative 13

Development of ACTecnologia

The CTB will consolidate a support structure for developing the digital marketing strategy by means of creating a technological network responsible for developing and using the tools, providing services and implementing the necessary technological processes. The Technology and Innovation in Tourism Marketing team will take charge of incorporating innovation into the CTB.

Packets of work in the initiative

13.1 Establishing the technological ecosystem for implementing the digital strategy.

13.2 Incorporating the tools required and the technology partners.

Initiative 14

Managing technology and innovation

The CTB will set up the Technology and Innovation in Tourism Marketing Team (ETIMT). This team will define the organisation's vision in terms of technology and innovation management, it will conduct an innovation audit within the CTB, and it will identify the gaps existing in the organisation, which will provide the basis for a plan to include action initiatives and plans.

Packets of work in the initiative

14.1 Appointing the Technology and Innovation Team.
14.2 Conducting an innovation audit.
14.3 Planning and giving the team the resources it needs.
14.4 Managing changes in the organisation.
14.5 Offering support to the industry and contributing to the organisation of the Annual Forum for Innovation and the New Technologies.

41

Technology, innovation and intelligence initiatives

Initiative 15

Intel·litur Cat
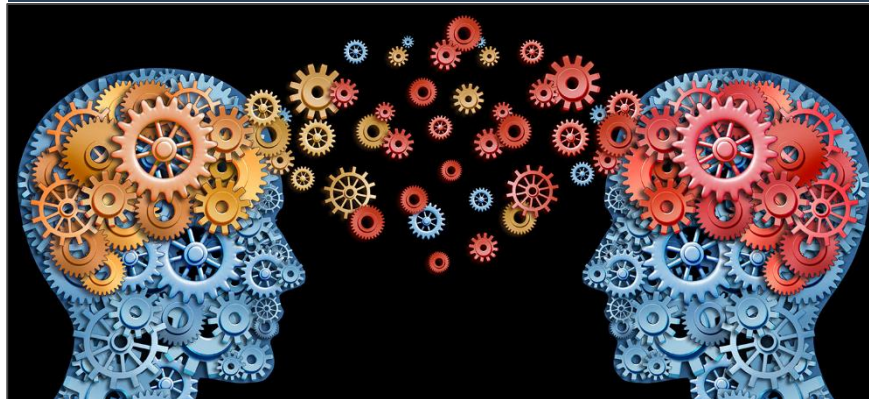
Catalonia will have a stronger market intelligence system capable of providing practical information for the sector and of contributing to decision-making. The reinforcement of the unit will make it possible to carry out more actions, to obtain more information and to transform it into intelligence. The CTB will exploit the data and will make relevant information available to the industry in a visual and informative way on a regular basis.

Packets of work in the initiative

15.1 Strengthening the unit responsible for market intelligence.
15.2 Reviewing the analysis parameters.
15.3 Agreeing the role of the TPCs in the system.
15.4 Developing a practical market intelligence platform.
15.5 Sharing the results with the industry in a planned manner.
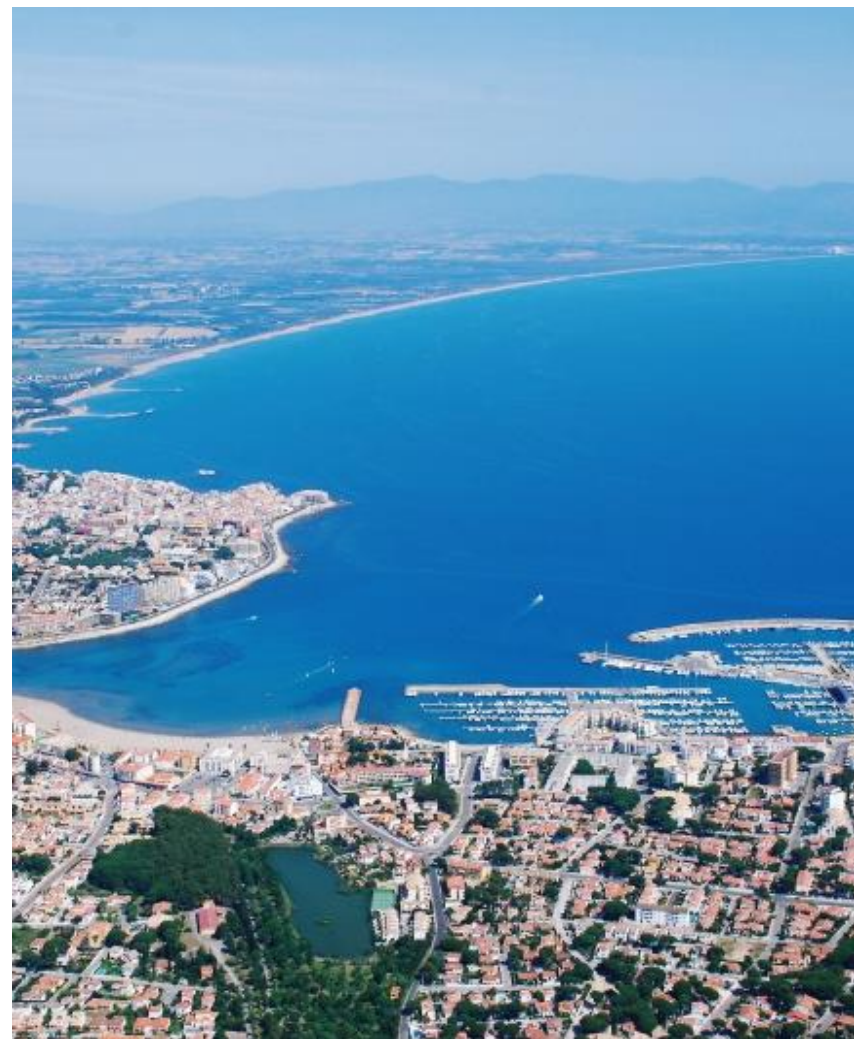
Organisation, management and governance initiatives

Initiative 16

Implementation of the new organisation

The CTB will align its departments and management bodies with the strategy by means of a new organisational structure and strong internal leadership. The implementation of the new model will require each unit to familiarise itself with and embrace the CTMP, as well as major internal communication, training, advice and coaching efforts to ensure people are able to pursue their new tasks.

Packets of work in the initiative

16.1 Agreeing the new organisation.

16.2 Planning the management of change and establishing training, advice and coaching programmes.

16.3 Monitoring the organisation's internal performance.

Initiative 17

Development and empowerment of the organisation

To ensure the CTMP is correctly implemented, every departmental head will create a departmental plan based on the CTMP guidelines and will assign performance targets, metrics and indicators to each member of their team. These objectives will be monitored using the BSC and will be complemented by a system of regular individual staff appraisals.

Packets of work in the initiative

17.1 Involving the team in the strategy.

17.2 Implementing the individual targets appraisal system.

17.3 Giving planned training and implementing a coaching programme.

Organisation, management and governance initiatives

Initiative 18

CTB metrics

The CTB will establish a system of metrics and indicators that will make it possible to measure the performance of marketing in both the external and the internal spheres. This system will be introduced using Balanced Scorecard software that will enable active monitoring of the degree to which the objectives set in the initiatives are fulfilled, as well as monitoring the performance and impact of the CTB's actions.

Packets of work in the initiative

18.1 Agreeing the system of metrics to be employed and implementing Balanced Scorecard software.

18.2 Implementing a cost-benefit analysis methodology for the CTB's actions and services.

18.3 Drawing up the internal report on marketing performance.

Initiative 19

Integrated marketing: CTB-boards-industry

The CTB will establish a service provision model based on co-operation between itself and the boards. This model will be geometrical and will depend on the capacity and willingness of the local board/body to operate as a team and to avoid duplications. The integrated marketing model will establish responsibilities and the management and co-operation mechanisms needed to produce effective marketing in the sector.

Packets of work in the initiative

19.1 Agreeing the integrated marketing model.
19.2 Precisely defining responsibilities.
19.3 Setting the management and co-ordination system in motion.
19.4 Agreeing the co-operation mechanisms.

Organisation, management and governance initiatives

Initiative 20

Tourism marketing think tank

The CTB will promote the constitution of a tourism marketing think tank, the purpose of which will be to establish the guidelines to be followed in relation to tourism marketing in Catalonia. This think tank will consist of a maximum of 30 people from the public and private sectors, which will be represented equally.

Packets of work in the initiative

20.1 Constituting the tourism marketing think tank.

20.2 Determining the selection criteria and inviting participants to the first think tank.

20.3 Organising the first tourism marketing think tank and publishing its report.

5

Strategy implementation

Ten critical actions to be implemented over the course of the CTMP

1

Creating and implementing a portfolio of tourism brands in Catalonia

2

Supporting the industry in the creation of 4D products

3

Launching the Grand Tour of Catalonia and the Catalonia PPS programme

4

Implementing the digital marketing ecosystem

5

Activating a new CRM model

Ten critical actions to be implemented over the course of the CTMP

6

Incorporating a technology and innovation team into the CTB

7

Creating the sector services support team

8

Implementing a BSC system to measure and improve the performance of actions

9

Defining the model of the relationship between the CTB and the promotion bodies
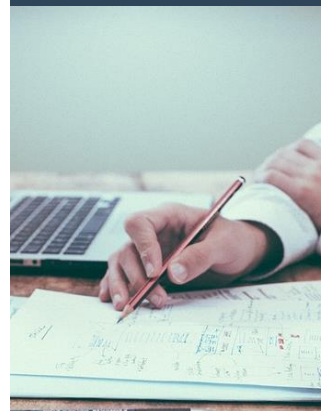
10

Agreeing and implementing the new organisational model

2018-2022 CTMP implementation schedule