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1. EXECUTIVE SUMMARY

Within our country, tourism is the fastest growing industry during the last decades and the one who resists economic crisis and stagnation, as the period we have recently lived in Spain.

The habit of doing tourism has spread until the point of being understood as a “basic need” in the consumption patterns of millions of people. Thus, if tourism is the most “successful” sector in Spain, and especially in Catalonia¹, it is of great interest to consider how we work towards it and how could it be boosted.

On the other hand, Internet and online media is the key channel to communicate in this industry, since nowadays users consuming a product (in this case tourists visiting foreign countries) prioritise online research to inform themselves before travelling. Hence, an analysis of current digital communication strategies in Catalonia as a brand makes completely sense; and most important, getting to a better positioning of the tourist destination, increase brand awareness and strengthen Catalonia’s brand. The value proposition is there; we just have to know how to communicate it.

2. INTRODUCTION

Let me introduce myself. My name is Joel and I am 21 years old, Spanish and after all, Catalan. I am passionate about tourism and travelling, with a short professional background around digital marketing and event planning, and studying the 4th and last year of a marketing major in Escola Superior del Comerç Internacional.

During my Bilateral Agreement with a foreign university in Canada (Haskayne Business of School, University of Calgary), I decided to study a Tourism Marketing course, which I enjoyed from the very first session. There, I was taught how to sell a tourism destination, how to use all the brand assets to increase its awareness and loyalty by potential visitors, with a clear focus on digital platforms as sources of brand development.

My passion is to visit as many countries as I can, experience other cultures, meet local people wherever I go and as a tourist point of view, I observe how am I treated in a foreign destination and if there is an existent communication between the destination and the foreigner. Besides, I try to visit as many tourism fairs as I can in order to get to know new spots worldwide and travelling trends. On the other hand, I am a top fan of my hometown, Barcelona.

For you to understand better what I want to get from this project, let me highlight that I have a strong opinion towards how destination brands should “welcome” people from around the world, from the moment we step in a new country, or even before we get there. And that is, with a good value communication.

It is not enough to create value to satisfy needs of a consumer or a group of them, in this case, visitors. It is paramount to communicate this value on a previous basis, and do it with a high credibility.

Barcelona is one of the most popular tourist destinations in 2015\(^2\). The Catalan capital receives more than 9 million Euros in terms of tourist tax\(^3\). However, we could ask to ourselves about the rest of Catalonia. Do foreigners know Barcelona is the capital of Catalonia? Do they know Catalonia is a region within Spain with a high diversity and much more than the powerful Barcelona?

Further on, we will talk about the Catalan Tourism Board in charge of Catalonia’s tourist destination, the authors of the existing Marketing Plan for Catalonia and to state which is their mission compared to mine in this project. For now, let’s stick to the main idea. One of the things I learnt from trade fairs visited lately is the trend towards virtual tourism experiences and the emphasis on the online and APPs world\(^4\). Thus, I came up with an idea to help the Catalan Board: to create an Online Communication Plan for Catalonia’s brand targeted to foreign people.

The thesis is divided in five clearly differentiated blocks:

1. **Context.** The first block of the report is the most theoretical of all. As a previous work, we need to briefly review the past projects and background on the matter, as well as learning about the agency in charge of the destination’s brand, in order to be aware of what we have in this moment and which are the challenges we are facing.

2. **Objectives.** This section involves the purpose of the document and the different targets we want to reach with the dissertation.

3. **Analysis.** This is the body of the thesis, focusing on our target audience, the current situation, trends and the study of the different existing communication tools in order to analyse how is their communication now. Moreover, there will be a summary of the main findings in form of a SWOT analysis.

4. **Digital Communication Strategy & Action Plan.** Here we will state which is the most convenient strategy to follow after the conclusions of the previous analysis. We will be offering different innovative proposals and solutions customised to target markets taking into account the problems we are facing.

5. **Conclusions.** In this section, we will talk about how close did we get to the aim, how was it pursued and which are the different issues we found in the development of the project. We want to know if the thesis provides any added value to someone, and if it did help in any way.

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3. CONTEXT

3.1. The Catalan Tourism Board (CTB)

The Catalan Tourism Board was created in December 2007 as a body of the Government of Catalonia under Law 15/2007. Replacing the Turisme de Catalunya consortium in 2010, the CTB is responsible for implementing the government’s tourism promotion policies. Thus, its purpose is to promote Catalonia as a leading tourist destination based on quality and the economic/social profitability of the tourism sector.

The CTB consists of a mix of members from the Government of Catalonia, representing the private sector, from the tourism boards of the 4 provincial councils (Barcelona, Tarragona, Lleida and Girona) and from the mix public and private Turisme de Barcelona. Further information about the Catalan Tourist Board will be found on the references at the end of their document (section 9).

3.2. 2013-2015 Catalonia Tourism Marketing Plan

The Catalonia Tourism Marketing Plan is the first tourism marketing plan focused on Catalonia’s brand, taking part in the Tourism Strategy 2020. It is elaborated with the participation of the key stakeholders in the Catalan tourism sector, in collaboration with both the public and private industry, and it serves as a tool for them to provide answers and guidelines for the upcoming years.

This marketing plan is the result of in-depth strategic thinking that has reframed the key elements of the Catalan tourism business.

In the executive summary of the mentioned marketing plan we will find new ways to create value and compete in global markets, always bearing in mind the regional balance and enhancing local companies. Thus, the general aim is to identify opportunities in order to develop new products and new tourist segments, identifying the type of tourists whom are more beneficial to attract, how to attract them and retain them.

These are some of the changes that the CTB wants to implement:

Figure 2. CTB’s Marketing Plan front page

(CTB 2015:1)

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“We must abandon the current confusing network of destination and product brands and establish a consistent architecture of brands under the umbrella of a powerful Catalonia brand.” (Catalan Tourism Board 2015:14)

“We must provide service before, during and after the trip, integrated in a single online point of access.” (Catalan Tourism Board 2015:15)

Remarkable findings from the different studies carried out by the CTB (found in the marketing plan’s executive summary) are related with the power of Catalonia’s brand being medium-weak, since it does not stand out well enough from other tourist brands and has limited relevance. However, the brand earns an important brand appreciation, even though potential travellers are not familiar enough with it beforehand. We will talk more about the perception of the destination further on (section 5.2).

Other interesting studies conducted by the university ESADE in Barcelona conclude that “Catalonia’s brand is unknown around the world and has a small relationship with its capital”, versus a “powerful Barcelona’s brand with lots of possibilities to develop”. The reports also highlight the importance of “strengthen both destination brands as complementary.” Thus, “The collaboration between the brands would contribute to attract new business and investments at the same time that would help the internationalization of Catalan enterprises and its positioning in the world.” (ESADE 2011).

3.3. The CTB’s Challenges

The main challenges of the Catalan board, according to Ferran Macià (Online Channels at CTB 2016) are:

- “Ensure the acquisition and, therefore, the arrival flow of tourists to Catalonia.”
- “Boost competitiveness of the Catalan tourism so that businesses working on the industry can offer the best service possible to the tourist, thus ensuring his loyalty and satisfaction.”

To go more into detail, within the previously mentioned Marketing Plan, the Catalan Tourism Board arises several challenges for the development of marketing and communication in Catalonia, which have to be faced in the next years. These goals are grouped into 4 categories: value design, value communication, value selling and marketing management. (See Exhibit 1 for the rest of challenges faced by the Catalan Tourism Board.)

Since we want to work on a digital communication strategy, from now on we will put an eye on the second target, “value communication”; that is to say, a set of actions that serve to communicate the value of the destination in question, working with a primarily online focus.

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How can the CTB leverage online or mobile media to achieve a more efficient and segmented communication? They want to go from poorly integrated, traditional tools and communication strategies to a 360°, emotional communication that uses innovative tools.

How does the CTB believe those challenges could be overcome? It is essential that the CTB develops services by itself, such as creating an own digital ecosystem, ensuring the knowledge gets to the tourist, with mobile presence and own production of content, as well as linking with influencers and ambassadors.

4. OBJECTIVES

The aim of the dissertation is to analyse the challenges of the Catalan Tourism Board (also known as CTB) and current situation of the tourism brand “Catalonia” in order to develop a Communication Plan that offers digital communication solutions to the CTB.

In order to successfully accomplish what we just said, we need to know which is the current positioning of the destination brand and the actual trends in the industry, so that we can work on the top-of-mind awareness of Catalonia (always with the support of Barcelona’s high awareness). Therefore, we should improve the online experience of those users that plan their trip via Internet.

We don’t want foreigners to merely visit the well-known capital Barcelona, but also to make them aware of the whole range of possible customised experiences within reach in the country, create a strong brand and increase the profitability of our tourist country. For that, we need the most efficient and creative communication strategy in the media.

We may clarify that the intention with this thesis is to make tourists already visiting or planning to visit the country more loyal to Catalonia and persuade them to stay longer (at least increase the average number of nights at 7, so that visitors have time to visit Barcelona as well as complement their holidays with other experiences within the region). Our objective will not be to increase the number of tourists visiting Catalonia, since this number is already huge (17 millions of tourists in 2015\(^8\) and it is not of interest for us (taking into account the sustainable tourist model the CTB is following.)

To sum up, we want to be able to change Catalonia’s brand positioning thanks to an innovative digital experience and storytelling adapted to the visitors’ needs, so that they plan their holidays accordingly. With an optimised digital communication, we want to (1) increase the number of visits in the e-commerce Catalunya.com up to a 30%, (2) increase followers in Instagram with a target of 500k (having today 156k), (3) YouTube subscribers from 4,251 to 300k, (4) Facebook fans from 783,844 today to 1 million (5) and Twitter followers from 59,4k to 300k.

Let’s find out if Catalonia has the right digital communication tools to deserve a place in foreigner’s minds.

5. ANALYSIS

5.1. Target, current situation & trends

Before studying how Catalonia is perceived by visitors, it is key to identify Catalonia’s target audience. The focus of the Catalan board is on both emerging and consolidated markets, on the one hand, differentiated between faraway markets and neighbouring - middle distance markets. The following chart is based on an interview with the Head of Online Channels of the Catalan Tourism Board, where he answers one of the questions related to the targets (See Exhibit 2 for the interview.)

<table>
<thead>
<tr>
<th>LARGE DISTANCE MARKETS</th>
<th>NEIGHBOURING - MIDDLE DISTANCE MARKETS</th>
</tr>
</thead>
<tbody>
<tr>
<td>USA</td>
<td>Spain</td>
</tr>
<tr>
<td>China</td>
<td>The Netherlands</td>
</tr>
<tr>
<td>Southeast Asian</td>
<td>Belgium</td>
</tr>
<tr>
<td>Latin America</td>
<td>Nordic Countries</td>
</tr>
<tr>
<td></td>
<td>Italy</td>
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<tr>
<td></td>
<td>Russia</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>USE OF BRANDS WITH HIGH AWARENESS INTERNATIONALLY</th>
<th>USE OF EXISTING OR NEW BRANDS DIFFERENTIATING THE OFFER</th>
</tr>
</thead>
<tbody>
<tr>
<td>Barcelona</td>
<td>Costa Barcelona</td>
</tr>
<tr>
<td></td>
<td>Costa Brava</td>
</tr>
<tr>
<td></td>
<td>Costa Daurada</td>
</tr>
<tr>
<td></td>
<td>Wine landscapes</td>
</tr>
<tr>
<td></td>
<td>Pyrenees</td>
</tr>
<tr>
<td></td>
<td>Family holidays</td>
</tr>
</tbody>
</table>

The markets that value the most Catalonia over the last years are France, the United Kingdom and Germany, as the main source markets in Europe, and Russia and Japan as the intercontinental markets.\(^9\)

Also, it is of our interest to describe what is characteristic of our target and how does it behave:

“To achieve the desired differentiation for the Catalonia brand, we define the target as a sophisticated and cosmopolitan traveller seeking to enjoy rewarding experiences related to both leisure and business.” (Catalan Tourism Board 2015:23)

The previous quotation defines the profile of the tourist which is of interest for the Catalan Tourism Board. The emphasis on seeking experiences is of great importance for the visitor nowadays. Depending on the satisfaction of these experiences after coming to Catalonia, we

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could divide visitors into 5 typologies: Active tourism, apprehensive tourism, hedonistic tourism, “sun and sand” tourism and tourism with amenities. Each segment has a different profile, looking for different experiences when travelling, with no distinction between countries of origin (clarified in the previous chart explaining the different targets). Therefore, and relating to online communication, it should exist content targeted and customised to each segment, depending on their needs.

If we focus on one of the obvious and closest markets, which is Spain, we will be able to study the travel habits of those profiles that we care about, according to Regio Plus Consulting report (2015) conducted for the Catalan Tourism Board:

- **How are they informed about the destination?**
  The existing sources of information for our visitors, in order of priority, are: family and friends (47.9%), web/blog/others in Internet (and here is where we come in, with a 35.7%), travel agencies (20.7%) and travel guides (20.5%).

- **For how long are they staying?**
  54.3% of visitors plan long weekends to come to Catalonia (from 3 to 6 nights) and only a 25.7% come for a week or more (mainly family tourism).

- **How often do they visit Catalonia?**
  The 77.7% have already visited Catalonia once, and half of them are very frequent visitors (visiting Catalonia 3 times or more).

- **Visits to Catalonia (from Spanish travellers, which can differ from other markets) are not planned in advance.** Regarding family tourism, 40% of families plan their trip 2 months in advance.

- **The 4 top reasons to visit Catalonia are:** to explore and get to know Barcelona, cultural activities/historical places, presence of friends/family and interesting towns.

- **Our main competing destinations, thus having similar Brand Value Proposition, are the rest of Spain, France, Italy and Portugal.** (See Exhibit 3 for the graphics on the Spanish travel habits.)

On the other hand, it is important to study several insights about the predictable evolution of the Catalan tourism sector, which will give us the guidance to know what to communicate in the media and how to do it. The following ideas are based on a report developed by the Escola Universitària de Turisme i Direcció d’Hosteleria on 2009, in order to comply with the Strategy for the Sustainable Development of Catalonia (2026.cat).

The first clear fact is the popularization and expansion of the low cost tourism by our target markets, which it is often reflected in a lower tourism quality. We will not go into debate whether this is good or bad for the country, although we can certainly point out that our brand positioning changes depending on these facts.


Moreover, Catalonia is a destination highly satisfying the family tourism, especially for Catalans, French, Spanish, Belgian, Dutch and German. Thus, these markets value components regarding weather and beaches, the ease of planning and contracting or the hospitality offered.

Being “sun and sand” tourism a remarkable one in Catalonia, other kinds of tourism have been growing and expanding over the last years, with a special focus on winter tourism, rural tourism and urban tourism. However, Catalonia should boost the cultural, adventure and nature tourism.

To finish with the current trends that require to communicate in one specific way or another, we highlight the need for destinations like Catalonia to be constituted as integrated and global products; with individual products, differentiated between them, but that at the same time are meaningless if they are offered and communicated separately. For instance, if we are promoting the Catalan gastronomy with the “Top Restaurants Foreigners Love When Visiting Catalonia”, we should also integrate other products that are different but make sense, such as a route of wine tasting around el Priorat.

5.2. Catalonia's brand as a tourism destination

In order to design a value communication strategy for Catalonia’s brand, we need to know which is the value of the destination. Catalonia is presented as a small geographic area and can be easily explored and enjoyable at any time of the year. It offers a combination of beaches along the Mediterranean, landscape, top trendy cities and towns, cuisine, unique cultural, artistic and architectural heritage and the amazing Pyrenees. A high quality of life is another attribute to stand out. This is mainly how Catalonia “sells itself”. (See Exhibit 4 for examples of how Catalonia sells to the world; see Exhibit 5 to know more about the personality and architecture of the brand.)

To continue with the analysis and learn about the target’s perception of Catalonia’s brand, we will follow a poll conducted on June 2015 by the CTB at the national and international level about the tourism consumption habits among the different markets. The survey was conducted to a sample of 10,208 respondents who already visited Catalonia spread over 17 European countries (See Exhibit 6 for the 17 countries participating), giving their opinion about the perceived value of Catalonia’s brand to finally define the Brand Equity of Catalonia.

To assess the Brand Equity, we are using a tool known as “Brand Asset Valuator” to measure the health and power of the brand. This model uses 4 pillars grouped into strength and stature:

1. Differentiation: what makes the brand different from others, making it unique and motivating the consumer to give it priority. It is the basis for the consumer’s choice. Differentiation makes the consumer want to know more about the brand.
2. Relevance: the measure to how important and personally appropriate is the brand to meet the consumers’ needs. If a brand is not relevant, it will not attract nor retain consumers.
3. Appreciation: the respect of consumers towards the brand’s reputation. The degree to which a brand is wished and the level of consideration that consumers are giving. The
brand esteem takes into account how a brand delivers on its promise and declares its commitment with consumers.

4. **Familiarity**: it captures the intimate knowledge and comprehension of a brand; how much it is established into the consumer’s life. Familiarity is the result of all the previous marketing and communication efforts, as well as the consumers’ experiences with the brand.

![Diagram](Figure 5. The Power of the Catalonia brand and its positioning (Catalan Tourism Board 2015:14))

The conclusions of the Brand Asset Valuator are that Catalonia’s Brand Equity is below the CTB’s expectations (previously mentioned in section 3.2), especially in familiarity (stature). The brand finds a better position in its strength. That is to say, Catalonia’s differentiation is higher than its esteem, perceived as a unique destination but not loved or considered.

The brand, in terms of its life cycle, comes from being a *commodity brand* and has to fight to change or redefine the consumer’s perception. We can also recognise low levels of relevancy, making it hard to retain consumers that visit us.

However, the destination brand is equilibrated and flat, with no huge differences between the 4 pillars. Catalonia has a growth potential, with attractiveness and a potential customer loyalty, and can evolve in a *healthy brand* by refreshing its positioning.

Recommendations consist on using the marketing actions to improve Differentiation and Relevancy, thus, implementing a brand repositioning and highlighting it on its communication. Catalonia needs to be associated with its own values and personality. France, England and Germany would be the relevant markets the brand should focus on, and the communication strategy should target them. Finally, *do not disperse the communication* and focus it to those products that can bear a greater differentiation (See Exhibit 7 for the power grid of Catalonia’s brand equity as well as the conclusions of the study shown with graphics.)
5.3. How is Catalonia communicating?

Now that we know which is the target of the destination, the situation and trends we are nowadays facing, as well as how the public perceives the brand, we should take a look at, first of all, what is inside the main brand, and secondly, which tools are being used to communicate its values.

We know Catalonia as a region holds inside a different brand which is actually stronger than Catalonia’s brand itself. We are talking about Barcelona’s brand. The first problem we encounter is when foreigners perceive the city of Barcelona as an external “holidays location” from Catalonia, thus, having nothing to do with Catalonia’s brand. This fact makes visitors come to Catalonia without even realising they are actually in it. As a result, this weakens our brand and makes our communication nonsense and not noticeable.

However, this is not the only weakness we face. Apart from Barcelona’s powerful brand, Catalonia owns 9 more sub-brands. Catalonia has a lot to offer, but needs to embrace all of them under the same Brand Value Proposition: Catalonia. From here, the destination brand should branch out in its sub brands. Otherwise, tourists just look at a confusing panorama. These are the 10 tourist brands within Catalonia:

The following are the different logos of Catalonia’s sub-brands, a simple indicator of how different is each brand proposition and communication:

[Figures 6 to 10: Logos of different Catalan tourist brands]
On the other hand, we want to focus on the communication tools, both traditional and digital, run today by the Catalan Tourism Board. These are:

- **Website** [www.catalunya.com](http://www.catalunya.com)
- **Social Media**: Facebook, Twitter, Instagram, Pinterest, Youtube and Google +
- **Actions with Video Bloggers and Influencers**
- **Mass Media**: TV series *Catalunya Experience* (TV3)
- **Digital advertisement**
- **Mobile App**: *Visit Catalonia*
- **Google Trekker** project (being the destination with more tracked territory in Google Maps – Street View)
- **Offline actions**: fairs, exhibitions, workshops.

Shortly, we will describe and analyse the online tools being used. The structure of the **website** might be seen as chaotic and confusing, with several error pages, mixing different brand concepts, fonts, with loads of text and sections, not fully optimized and not as visual as it could be (See Exhibit 8 for a visual comparison between Catalonia’s and Barcelona’s homepage.)

Regarding **social media**, we have a big range of options to be used depending on the targeted market (even too many to have under control). The Catalan Tourism Board is presented under the username *Catalunya Experience* in social media, which unifies the brand in one single concept and represents a meeting point between Catalans (creating and sharing content of the destination as bloggers) and visitors explaining their experiences during their trip. This is a great platform to inform online users about the tourism promotion actions and let them interact at the same time (See Exhibit 9 for screenshots of social media content.)

A strong point from the CTB is the capability to adapt to the new digital trends, striving to use **influencers, bloggers and ambassadors** in general to represent one brand, experience it or simply talk about it. The Catalan board conducts digital strategies and campaigns aimed at three sections: Advisors, Advertisement and Operational Marketing through online channels and social media. Catalonia has very successful advisors. They are international Catalan people that reflect the values of Catalonia’s brand, athletes and prescribers of their hometown. These are Gemma Mengual, Kilian Jornet, Germans Roca and Xavi Hernandez (See Exhibit 10 for actions with advisors and screenshots of the landing page [www.advisors.catalunya.com](http://www.advisors.catalunya.com).)

The **mobile App** *Visit Catalonia* (using a different concept instead of *Catalunya Experience*) is quite new and still very rough. As a user, it is not very handy and the structure might not be clear (See Exhibit 11 for screenshots of the App.)
5.4. SWOT Analysis

<table>
<thead>
<tr>
<th>STRENGTHS</th>
<th>WEAKNESSES</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Powerful Brand Value Proposition (Catalonia has everything a tourist would want.)</td>
<td>- Our target generally plans a short trip to Barcelona.</td>
</tr>
<tr>
<td>- We have the convenient communication tools for our target.</td>
<td>- The way we communicate the Brand Value Proposition is confusing for online users → poor digital experience.</td>
</tr>
<tr>
<td>- Good communication between tourism bodies of the different provinces, avoiding content overlapping and duplication.</td>
<td>- Lack of coordination between online tools.</td>
</tr>
<tr>
<td></td>
<td>- Online traffic peaks only exist when a campaign is launched (e.g. collaboration with Roca Brothers) → lack of visibility over the Internet.</td>
</tr>
<tr>
<td></td>
<td>- Barcelona perceived as an external destination from Catalonia.</td>
</tr>
<tr>
<td></td>
<td>- Possible confusion between sub-brands communicating separately.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>OPPORTUNITIES</th>
<th>THREATS</th>
</tr>
</thead>
<tbody>
<tr>
<td>- High brand awareness and attraction of Barcelona.</td>
<td>- Competing brands more consolidated in their way to approach visitors.</td>
</tr>
<tr>
<td>- Improvement and completion of tourist experiences with assets from Catalonia, different to BCN.</td>
<td>- Territorial and political tensions between the different tourism bodies and councillors within Catalonia’s areas.</td>
</tr>
<tr>
<td>- Use of international Catalan advisors recognized over the world to communicate Catalonia’s values.</td>
<td></td>
</tr>
<tr>
<td>- Nowadays there is only one dimension we need to take care of: the digital dimension.</td>
<td></td>
</tr>
</tbody>
</table>

Once worked on the SWOT analysis, we encounter two main issues regarding Catalonia’s communication:

1. We own many sub-brands that create a lot of confusion when a tourist is willing to visit us.
2. Our online communication is untidy, neither clear not optimised, and could be improved.

*Keep it simple stupid.* Catalonia should sell itself to potential faraway markets like China, where we are not very common, as a unified powerful brand, containing Barcelona, which will always help attract tourists. We should not sell a multitude of brands which are unknown.
abroad and confuses the visitor. This will only work for the national tourism. A journalist in *La Vanguardia*, Antonia Justícia, agrees with this point and puts on doubt the suitability of having several tourist brands\(^\text{13}\).

To do this, the private sector in tourism has to create the right products first. Afterwards, we can let tourists know about them through effective actions.

Years ago the tourist would adapt himself to what he could find in the destination. Now he has a clear idea of what he wants to be doing during his holidays, and that is why we need to communicate him or her clearly what can we offer in Catalonia.

We have 10 different brands within Catalonia with its own communication tools and strategies not integrated between them. Then we have Catalonia’s brand doing its own branding (*Catalunya Experience*). This is the real situation right now, but we could do much better in this scope.

We should redefine and bind our brands. We should create personal and emotional relationships with tourists aiming the so-wanted loyalty, first, and then achieve top of mind awareness.

6. **DIGITAL COMMUNICATION STRATEGY**

Once we mentioned our problems and what should we be doing in order to solve them, the next step is to design an action plan, so that we get to unify and coordinate every sub-brand’s communication into one, as well as make it easy to process and attractive to tourists.

It is not longer enough to just communicate to your public, but the relevance and reputation of organizations and brands now depend on what the others have to say about those organizations and brands, both internally and externally.

Our Digital Communication Strategy will contain three essentials:

- The use of emotions, in order to connect with the others.
- The use of creativity, to be different from others.
- Communication 360° targeting a few channels instead of applying campaigns across them all. Seeking constant dialogue with those with whom we interact and creating relationships.

A 360° strategy means to go from content creation to regular interaction. We need to make as much as possible to make our content travels through the Internet, and to be accessible so that users find us.

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Some ideas of the new strategy imply making the most of the newest communication tools, using Mobile Apps like other destinations, effective hub content and the combination of YouTube and *vloggers* (video bloggers) at the base of communication.

## 7. ACTION PLAN

### 7.1. E-commerce

We are looking for an e-commerce which is responsible and mobile friendly, that uses relevant and up-to-date content. We must consider an online platform that communicates Catalonia’s values, having specific landing pages that help us generate leads, as well as being integrated with Customer Relationship Management (CRM) software.

During the analysis of the agency’s platforms, a fact stands out easily: some landing pages such as [advisors.catalunya.com](http://advisors.catalunya.com) (See Exhibit 10) and [isyourhome.catalunya.com](http://isyourhome.catalunya.com) (See Exhibit 12) are much more elaborated than the main page for Catalonia [catalunya.com](http://catalunya.com) (See Exhibit 8).

The first task on our list should be to clear out the main page. Either we make the advisors section and current campaigns the main content in catalunya.com (since it’s the most powerful content we can provide to potential tourists) or we make these sections much more visible than it is now (since you can’t find the link to these landing pages easily).

![Catalonia inch by inch](http://advisors.catalunya.com)

*And we think to ourselves what a wonderful world.*

This is a screenshot of [advisors.catalunya.com](http://advisors.catalunya.com) once you scroll down. As we have said, we should be able to find this in the homepage of our main platform and not in an independent landing page. It is the best way to eliminate confusion between sub-brands.
Catalunya.com should have links to each of the sub-brands’ websites, and these websites should be all coordinated with the same domain (generic domain, not to lose confidence) and URL’s. This is an example of 2 brands inside Catalonia http://visitpirineus.com & http://es.costabrava.org.

To continue with the e-commerce, the next thing we should care about is to communicate the SAME concept everywhere. We can use #CatalunyaExperience as a social media user name, as a hashtag for photo contests, etc. However, if now we want to transmit more of a familiar tourism through the concept “Catalunya is your home”, it should be clear from the beginning, and not hidden in a landing page of a specific campaign (isyourhome.catalunya.com).

Moreover, in order to increase traffic in Catalunya.com up to a 30% as we claimed in the objectives, we may try to get a direct link from Barcelona’s website http://www.barcelona.cat/ or be sponsored in tourism websites such as www.booking.com (See Exhibit 8).

Finally, it would be a good idea to use the word “Barcelona” in each logo of Catalonia’s sub-brands so that global tourism could relate them to the Catalan capital and we would take advantage of its brand strength.

7.2. Email marketing

Once leads have introduced their information in our landing pages, they have to be nourished with content to attract and convince them that we are a great destination. Email marketing is an effective way to educate large audiences about Catalonia as a tourist destination. The current newsletter (See Exhibit 13) sent to our leads needs to be improved with attractive content, with the use of emotions to connect with the audience and trying hard not to end in the email’s spam or bin.

Mailchimp is a quick and easy inbound marketing tool for sending emails with a simple and customized design (See Exhibit 13).

7.3. Content strategy

The Catalan Tourist Board uses a different platform from the mentioned previously only to sell tourist proposals: experience.catalunya.com (See Exhibit 14). They show and explain all the different activities a tourist would like to experience in his or her holidays, giving the possibility to book from that same website.

The best idea here is to create a blog (clearly accessible from the main page catalunya.com) with relevant content written by users and for users, which is a very powerful way to engage with our buyer personas15 who are planning to do the same activities. This way, we are giving them the necessary credibility they are looking for when booking experiences.

This blog will contain articles based from the proposals of the mentioned website, giving the personal touch from visitors, and also giving the option of reservation. The intention is to create a community where people have a place online to find information about the

Tourism Digital Communication Plan

Joel Muñoz García

destination. Aiming to increase followers and subscribers in our social media, we can also post about the new campaigns and videos on YouTube.

A good content marketing strategy is necessary to create a link with your audience. However, what we know today as viral marketing implied a more short-term success rather than a long-term, because all the company had to do in the past was coming up with good content and let its target audience do the rest on social media. This caused massive peaks. Once the viral effect ended, visitors didn’t return to the content. We have a solution for this.

Google has recently developed a new content strategy, called “Hero, Hub, Hygiene”, that intends to provide good content on a regular basis in order to increase not only visits but also loyalty:

![Image of the content strategy: Hero, Hub, Hygiene](Figure 15. Inspiring Sustainable Content (Google 2016))

- **Hero** is an article, blog, video in which a business invests time and effort to attract visitors. For Catalonia, this content would be the latest big campaigns such as “Stop, by Killian Jornet” and “Taste us, by Roca Brothers”. This type of content should be aimed to a wider target group and it is done once or twice a year.

- **Hub** content is addressed to specific interests of your audience. Visitors will return regularly to this at specific times. Here is where the Catalan board should contact bloggers (and vloggers) with a big influence over social media. The first step is to design different travel packages to them, so that we increase the average number of nights that visitors spend here (half of them in BCN and the other half in a 2nd destination within Catalonia). Then, they can either write about their experiences or video-blog their daily lives in Catalonia.

- **Hygiene** refers to daily content that tourists will search every time they plan to go abroad. For example: “How to have fun in Barcelona”, “What is essential to visit in Catalonia” or “Top 7 dishes you can’t miss in the Mediterranean”. The goal of hygiene content is to draw new visitors via search engines, and at the same time this is a way of building up the perception of your brand. This is an opportunity for the Catalan Tourist Board to increase Catalonia’s relevance and familiarity mentioned in the previous analysis (Section 5.2).

7.4. **Search Engine Optimization** (SEO\(^{16}\))

Search Engine Optimization is the process of affecting the visibility of a website in a search engine’s unpaid results –often referred as organic results–, such as Google or Yahoo. The earlier and more frequently a site appears in the search engine results list, the more visitors it will receive from the users.

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We will position each sub-brand website under the umbrella of Catalonia’s brand positioning, at the same time differentiated between them in terms of (1) what they have to offer and (2) their target; and we will do that with the use of KEYWORDS. Again, this will help us increase visits in the e-commerce.

At the end of the day, we want to have a prevailing website, catalunya.com, containing a clear section for the blog (together with proposals to book), a section for advisors and influencers, a link to the latest campaigns, and a clear distinction of the 10 sub-brands in a grid. This website will be followed by all the rest of sub-brands websites, e.g. (es.costabrava.org, visitpirineus.com).

7.5. Social media

The CTB currently uses Facebook, Twitter, Instagram, Pinterest, YouTube and Google + as social media platforms. We should take into account some of these are more effective than others for a tourist destination. The priorities for Catalonia, at least in the days we are living (since this is a changing world), should be to focus on Instagram and YouTube.

Facebook is a powerful platform to connect with your target group, and it has been this way during many years. Nevertheless, this is not the case for every country. With respect to a Spanish tourist brand, Facebook may not be the best way to reach foreigners in Europe, given than this social network is on decline for young-medium age people. Twitter is powerful in America, and has not got a strong awareness in Spain or other European regions. Pinterest is not ideal for promoting a tourist destination, since it is used for very specific groups of people browsing and sharing other kinds of content. Finally, Google + is not as big as anything else yet.

Therefore, the CTB might maximise its efforts on Instagram, a very trendy platform nowadays for young adults and not so young groups, as well as YouTube, from my point of view a powerful communication tool for a destination like Catalonia.

As a recommendation, CatalunyaExperience would be the user name and the hashtag for ALL these sites. If we want visits, followers, likes and shares to boost, we need to invite to our destination not “celebrities” but digital influencers of potential countries (with millions of subscribers) to create positive word-of-mouth online, also known today as Instagramers and YouTubers. Their content on these social networks will show followers what to do and visit in case they want to spend more than just a few days in Barcelona.

It is very good for people to identify ambassadors of Catalonia, such as the synchronized swimmer Gemma Mengual, the football player Xavi Fernández or the runner Kilian Jornet. However, we need more. It would be very interesting to propound which level of awareness do our ambassadors have, since we do not know how local the previous mentioned heros are. Our target countries may not be aware of who Gemma or Killian are, since they are known for their sports achievements, and nothing else. On the other hand, we should focus our sight on those popular foreign millennials to become part of the destination and engage emotionally with their public.
Other ways for Catalonia to create a regular engagement and a deeper relationship brand-consumer could be the use of photo and video contests through Instagram and YouTube (#CatalunyaExperience), since tourists can squeeze their creativity as much as they can visiting a new destination. We gain interaction and viewability and they win, for instance, a trip to Barcelona or Catalonia (which again it is beneficial for us to bring people who are interested in sharing their holidays online.)

7.6. Alternative solutions

Regarding alternative digital communication tools, we should mention the world of Mobile Marketing. As we have mentioned in section 5.3, the CTB has recently launched the first mobile App for Catalonia, called Visit Catalunya. The app may be more effective if it was called Catalunya Experience --since we are talking about the brand name we use in social media--. The optimization of the app would be related with more visual and simple content, giving the possibility to access the blog, to book experiences and to track Catalonia from a map, instead of listing all the monuments you can find, hotels, restaurants, etc. One of the smartest sections of the app is “Plan Your Trip”, but again it is based on sub-sections (i.e. tourist offices, rural accommodation, proposals, nightlife…) full of lists that from a user point of view don’t motivate to keep looking.

Finally, we want to talk about the last proposal for having a wide range of tools. The Catalan board launched almost a year ago a TV series called Catalunya Experience. 12 successful episodes where bloggers and influencers are invited to experience different trips to Catalonia designed specially for them, being at the same time a total surprise to them. We are talking about a very good TV show because viewers can see our destination from a foreigner’s eyes. And the best part, most of it is recorded in English.
Which are the constraints? Only Catalans can watch the episodes, given that is broadcasted on a Catalan channel (TV3). What we should try is to sell the program to foreign TV channels, for example, in Germany, the UK or France.

On the other hand, we could also contact foreign travel TV shows, i.e., *Travels in Europe with Rick Steves*, *Passport to Europe* or *Globe Trekker*. These programs are equivalent to the Catalan TV show *Afers Exteriors*, where the presenter visits a different country in each edition looking for local people living or experiencing adventures abroad. In this case, we want the foreign presenter (let’s say the British one in *Globe Trekker*) to come visit us and broadcast English people in Catalonia.

8. CONCLUSIONS

Right after several months working on Catalonia’s brand and its digital communication, we finally got where we wanted to be in the first place: today we know more about which is the current situation of the tourism destination brand, having analysed its positioning among visitors, the trends giving shape to the industry, and what is most important, we certainly know how to improve the online experience of those users than plan their trip to Catalonia or simply want to know about us.

Going back to our objectives, we succeeded in developing a Communication Plan providing recommendations, proposals and specific actions that could get the Catalan Tourist Board closer to accomplishing its aim.

All we have left now is to assess the present plan and put it into action. This is the most effective and creative way to make people aware of Catalonia’s value, always keeping in mind we should constantly add more value to the destination, build new products and improve the existing offers.

The innovative digital experience and storytelling that will be created by the Catalan Tourist Board, taking into account the observations and solutions emerging from this report, is the first step towards the discovery of a brand behind Barcelona, moving from being an extra from the capital to being the core of the experience.

Regarding the issues we have encountered throughout all this process, from raising the questions to providing solutions, some of them have to do with adjusting the objectives to our capabilities, being enthusiastic at the same time than realistic; the complexity of fitting the acquired knowledge in different fields, such as in university, the internship and knowledge coming from personal interests; seeking reliable sources from which to gather information; giving more importance to some points rather than others, knowing what is critical in your analysis; filtering all the data to the necessary extent; working with different languages when it comes to receiving, reading, analysing data, and later on reflecting it on the paper; struggling with being dependent on some people to continue working; as well as the fact that time is limited.

We experienced several limitations during the development of the plan that have to do with the impossibility to find out how many visits does Catalunya.com has, how many users come
from a related website such as Barcelona.cat when landing in our e-commerce, etc. (which would be very useful information for upcoming strategies.)

As a next step from this marketing plan, we could work on a budget to prioritize the actions we want to implement on a timeline, hence knowing which are the costs of our proposals.

It has been pleasant and rewarding to work on a marketing plan focused on something as good as digital communication, e-commerce, creativity and social media. On the other hand, what is valued the most is the possibility to learn about the destination and tourism.

Finally, it is indispensable to thank for the direct and indirect collaboration of external entities and specially show all the gratitude to those members of the Catalan Tourist Board, and to Mariona Ponce, the director of the thesis, who all supported the present dissertation from the beginning, giving the chance to interview them, providing studies, data and other relevant information, as well as sharing their opinions and advises in order to develop a successful analysis.

9. REFERENCES


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10. ANNEXES

Exhibit 1 – Catalan Tourism Board (2013-2015) Catalonia Tourism Marketing Plan (9)
1. Quina és la teva posició a l'Agència i tasca principal?

El meu càrrec és de tècnic de Canals on-line i Xarxes Socials de la unitat de Marketing Operacional. Les meves tasques principals son les accions amb prescriptors/influencers, el màrqueting experiencial i la gestió del canal de Youtube

En concret:
   - Realitat Virtual / Realitat Augmentada
   - Accions amb prescriptors (videoblogtrips)
   - Gestió del programa Catalunya Experience TV3
   - Google Trekker (tecnologia que forma part del projecte de digitalització global del planeta de Google)
   - Gestió de Youtube / G+
   - Gestions vàries [www.catalunya.com](http://www.catalunya.com)

2. Quin és el target com a consumidor final de l'Agència?

Enfoc cap als mercats emissors emergents i consolidats, diferenciats per mercats llunyans i propers – mitja distància.

3. Quines són les eines de comunicació digital que utilitzeu actualment?

   - Xarxes Socials: Facebook, Twitter, Instagram, Pinterest, YouTube i Google +
   - Accions amb Video Bloggers / Prescriptors / Influencers
   - Mitjans de comunicació masiva. Programa TV3 Catalunya Experience
   - Publicitat digital
   - Accions offline, Fires, workshops, presentacions integrant elements digitalis i tecnològics: Realitat Virtual, Realitat Augmentada,
   - Projecte Google Trekker, sent la destinació amb més territori traquejat al google Maps / Street View
   - App Visit Catalonia – mòbil
   - Web: [www.catalunya.com](http://www.catalunya.com)

4. Quin és el vostre objectiu/repte respecte la comunicació online de l'ACT?

Els dos reptes principals:
   - Garantir la captació i, per tant, el flux d’arribada dels turistes a Catalunya.
   - Impulsar la competitivitat del teixit turístic català per tal que les empreses del sector puguin donar el millor servei possible al turista, garantint així la seva fidelització i satisfacció.

5. Com voleu arribar a aquest objectiu?
A través de dues grans categories de serveis que formaran part de les línies estratègiques:
- Serveis a desenvolupar per la pròpia ACT; per exemple, un ecosistema digital propi.
- Serveis a facilitar al Sector Turístic del territori de Catalunya; per exemple, la capacitació digital.

A través de diferents línies estratègiques:
- Garantir tant la competitivitat del sector com la fidelització i satisfacció del turista
- Garantir el coneixement del turista
- Facilitar la contínuia actualització de coneixements digitals
- Disposar d’ecosistema digital propi
- Presència Mobile
- Producció pròpia de contingut
- Vinculació influencers/advisors
- Presència fires i congressos

6. **Hi ha qualsevol cosa que creus que s’ha de millorar del e-Commerce Catalunya.com?**

La part del e-Commerce la cobrim amb la plataforma del bookexperience amb la comercialització de propostes turístiques: [http://bookexperience.catalunya.com/ca-ES](http://bookexperience.catalunya.com/ca-ES)

7. **Hi ha alguna cosa que creguis que no funciona de les accions que es duen a terme online?**

Des de l’ACT estem constantment estudiant el mercat, les eines de gestió, la competència per intentar que les accions que es duen a terme siguin les apropiades. Per tant estem en constant aprenentatge i alerta de les noves tendències intentant consolidar la imatge de la marca.

8. **Quin és el pressupost de què disposeu i com es detalla?**

Només et puc comentar la partida pressupostària que fa referència a canals online i xarxes socials que depèn de la unitat de Màrqueting Operacional.

Al tercer- quart trimestre de cada any s’elabora un pla d’accions per l’any següent per fer una previsió del nostre pressupost, que posteriorment es valida amb el departament corresponent de la Generalitat de Catalunya.

Dins de la unitat tenim moltes partides, però a grans trets es divideix entre:
- Proveïdors de màrqueting estratègic (publicitat, estratègia, consultoria, crm...)
- Accions amb prescriptors (video trips, catalunuyaexperienceTV3...)
- Accions offline (RV, fires, actes)

Pressupost 2016: preguntaré si puc passar aquesta informació.

9. **Com us coordineu entre sí els diferents estaments de turisme (de regions, etc) i
l’agència per tal d’evitar solapaments, aprofitar sinèrgies i maximitzar el pressupost.

- Ens coordinem amb tots els patronats locals, implicant a totes les marques turístiques mitjançant reunió (2 o 3 anuals) per posar en comú les bones pràctiques, operativa, sinèrgies, etc...
- A més a més estem en contacte via mail per coordinar-nos internamental, no crear duplicitats.
- Ens seguim en totes les nostres perfiles, sent una de les nostres tasques diàries, comprovar el que el territori ha publicat ja sigui per compartir, fer més força o al contrari, per no sobresaturar amb la mateixa informació, en funció de la temàtica.

10. Com han funcionat les campanyes anteriors amb “heros”, és a dir, amb celebraties tipus Xavi Hernàndez (a nivell de brand awareness)? Han tingut “pits” de trànsit rellevants?

A quines regions han funcionat millor? En base a quins criteris seleccioneu a aquestes persones?

Hem fet vories campanyes amb influencers per potenciar el branding i els hem impulsat amb diferents estratègies i campanyes. Aquestes campanyes s’han dut a terme entre tres seccions de l’ACT: Advisors, Publicitat i Màrqueting operacional mitjançant Canals Online i xarxes Socials. Les campanyes les hem fet tant amb Adwords, campanyes a Youtube mitjançant pre-rolls, branday etc... campanyes a Facebook, a Twitter. Els pics de trànsit més rellevants coincideixen amb aquests impulsos de campanya, i han funcionat millor al mercat on hem centrat aquest impuls. En cada cas és diferent. Els criteris pels que s’ha seleccionat als celebraties els han marcat des del dept d’advisors però ens hem centrat en : catalans internacionals que representin els valors de la marca Catalunya, esportistes i prescriptors de la seva terra. (Gemma Mengual, Kilian Jornet, Germans Roca, Xavi Hernandez).

Nombre visites en els darrers 5 anys
-Base: 1.600 enquestats-

Anticipo en contractar actual vaigge
-Base: 1.600 enquestats-

Com s’han informat de la destinação
-Base: 1.600 enquestats-

Nombre nits en la Destinació
-Base: 1.600 enquestats-

Destins visitats últims anys
-Base: 1.600 enquestats-

Destins previstos/probables els propers anys
-Base: 1.600 enquestats-
Motius per escolher Catalunya (Ex: 4 motius més importants)
- Base: 1.600 enquestats

4 motius més importants:
- Conèixer la ciutat de Barcelona
- Activitats culturals i llocs històrics
- Presència d'amics o familiars
- Pobles / Ciutats interessants
Exhibit 4 – Catalan Tourism Board (2016) “How Catalonia sells itself”

Gastronomy:

100% for families:

Culture:

Cultural tourism

Artists who have earned a place among the list of universal creators, such as Miró, Dalí, Tàpies, Pablo Picasso and Gaudí, found inspiration in Catalonia for their artistic creation. Catalan’s cultural heritage is rich and varied, taking in all disciplines and offering visitors monuments, unique traditional festivities and many music, dance, theatre and circus festivals.

Catalonia’s architectural heritage covers thousands of years of history. Its jewels include Iberian settlements, the remains of the first Greek city in the Iberian peninsula, the Roman legacy, Romanesque churches, Gothic cathedrals and Jewish quarters. With regard to artistic movements, Catalan modernism, which was at its height in the early 20th century with Gaudí as its greatest exponent, offers buildings that are unique in the world, such as La Pedrera, the Sagrada Familia and Güell Park.

Catalonia’s museums strive to live up to all this material, and the National Museum of Catalan Art (MNAC), as well as Gothic and Baroque art, exhibits the largest collection of Romanesque art in the world, a must for culture lovers.

- **Regional brands**: Brands that will bolster the Catalonia brand abroad.

- **Product brands**: The product brands will be structured through a platform for collaboration with the industry. Each of the products will be created and developed according to marketing criteria, and managed through a profitable business model. By way of example, we could define categories such as “Family vacation in nature”, “A true rural dream”, and so on.

- **Certified seals or products**: Seals available will be categorised based on compliance with certain criteria and will be guaranteed by the Catalan Tourist Board. Obtaining a seal will require passing an audit. “Great icons of Catalonia”, “Genuine experiences in Catalonia”, “Charming coastal towns” or “Accessible hotels” are some models of potential seals. Certified products will also be categorised based on the fulfillment of certain criteria, but, unlike the seals, the guarantor will not be the public administration. The travellers themselves could act as guarantors.

- **Rankings**: The rankings – selections from the best we have to offer or the best resources in a given category – will be presented either as top lists or randomly. Some categories that may be developed could be “Photo opportunity spots”, “The 20 best routes along the coast” or “The best nos restaurants by the Institute of Catalan Cuisine”.

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Exhibit 6 – Labrand (2015) “Presentació Model i Resultats del Brand Equity de la marca Catalunya” (2)
Exhibit 7 – Labrand (2015) “Presentació Model i Resultats del Brand Equity de la marca Catalunya” (23)

**The Power Grid**: brands can be located in 4 quadrants describing the life cycle of the brand on the way from its launching to its leadership.

Results of the Brand Equity Model for Catalonia's brand:
Catalunya en el seu cicle de vida

Avui Catalunya és una marca desconeguda i/o desenfocada pel total de la mostra objecte de la investigació.

És una marca que s’ha anat enولاتant al llarg del temps i és possible que hagi passat de commodity - font de negoci es l’hora en la maximització de la rotació i el generar els mèxims volums de vendes - a marca desenfocada.

En el seu cicle, avui és una marca que necessita desenvolupar o potenciar una nova Diferenciació ajudant com augmentar els seus nivells de coneixement i, per tant, Rellevància.
Exhibit 8 – E-commerce

Source: Catalonia’s website homepage (www.catalunya.com)

Source: Barcelona’s website homepage (www.barcelona.cat)
Exhibit 9 – CTB’s social media screenshots

Source: CTB’s Facebook page

Source: CTB’s YouTube page
Tourism Digital Communication Plan

Source: CTB's Twitter page

Source: CTB's Instagram page
Exhibit 10 – Latest campaigns

Source: advisors.catalunya.com

Source: Stop by Killian Jornet (2015) Youtube campaign
Exhibit 11 – Mobile Marketing

Source: Mobile App Visit Catalonia
Exhibit 12 – Landing pages

Source: isyourhome.catalunya.com
Exhibit 13 – Email marketing

Catalunya is your home

Now that you’ve selected a template, you’ll define the layout of your email and give your content a place to live by adding, rearranging, and deleting content blocks.

When you’re ready to change the look of your email, take a look through the “design” tab to set background colors, borders, and other styles.

If you need a bit of inspiration, you can see what other MailChimp users are doing, or learn about email design and blaze your own trail.

Source: Current newsletter sent by CTB

Source: Own proposal for a newsletter
Exhibit 14 – Booking options from CBT

Barcelona Gothic walking Tour

Barcelona - Barcelona

Price: 14.00 €

Roman ruins and medieval palaces in Barcelona Gothic Quarter

 Reserve

Tibidabo amusement park family

Barcelona - Barcelona

Price: 19.76 €

There you’ll discover more than 25 rides for all ages, as well as shows and animal.

 Reserve

Reservation for an experience

Please check and complete your reservation details

1. The experience

Barcelona Gothic walking Tour

Visit Barcelona Barcelona Ward Cultural visits

Price: 14.00 €

DAY: 17/05/2016

Contacting option

Visit in English - Adult

2. Your details

Start session if you are already registered.

Name

Surname(s)

E-mail address

Telephone

Password

Repeat password

3. Payment

TOTAL (VAT included)

0.00 €

This service is provided by the company organizing the experience whose details are shown on this screen.

Source: experience.catalunya.com