

2018 MARKETING OPERATING PLAN

AGÈNCIA VALENCIANA DEL TURISME



Mediterranean
LIVE



GENERALITAT
VALENCIANA



COMUNITAT
VALENCIANA



GENERALITAT
VALENCIANA



Strategic coordination: Agència Valenciana del Turisme
Text and graphic design: El Santo Comunicación
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Improve conditions in destination Region of Valencia towards sustainable quality tourism

*“Culture deals with objects and is a phenomenon of the world;
hospitality deals with people and is a phenomenon of life”*

Hannah Arendt

1. INTRODUCTION

— The current tourism scenario is undergoing a constant process of change. This necessary evolution is basically due to the various social, cultural, technological, economic and environmental spheres that interconnect with each other and that affect and are affected by tourism activity, resulting in continuous readjustment. For this reason, and in order to adapt interventions by the Agència Valenciana del Turisme to real circumstances, the 2018 Marketing Operating Plan

2018 is presented as a tool for drawing together actions taken by the Regional Government to drive and promote the tourism economy in the Region of Valencia.

This document has also been compiled from the perspective of a new approach to tourism. There are many reasons for this, in particular because it conceives the tourism industry as a major public-private ecosystem requiring a transversal, holistic view. Es-

sential factors such as the region and its structure, design and innovation, research and knowledge, welcome and hospitality, are the most pressing issues in this much-needed change. The plan therefore focuses its attention on a tourism model that avoids the homogenisation of experiences and makes a decisive stand for the unique essence of the Valencian region as the repository for the area's values and its cultural identity.



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The main planning instruments on which this plan is based are firstly, the Region of Valencia Tourism White Paper, for its integrated approach to the region's tourism industry and the two fundamental pillars on which it was based: competitiveness and sustainability. The second is the new Law on Tourism, Leisure and Hospitality in the Region of Valencia, promoted as a benchmark regulatory framework across the region, due to its innovative content and its ethical approach to sustainable tourism. Hospitality and a culture of welcome, safety and guarantees, regional

experience, rooted in the collective experiences of the Valencian lifestyle throughout the year. To achieve this, we shall be proposing that the Region is declared capital of Mediterranean hospitality. A capital that is trustworthy, reliable and with a completely credible provision.

What better way of proving our worth than by attending a greater number of meetings, at both national and international level, focused on experiences and on the specialist product, as well as receiving experts, professionals and tourism operators here in the Region

and oversee the decision-making process, inevitably involves a monitoring process in which technology will play a major role.

It is time to move towards a renewed management model that is better able to meet visitors' expectations; one that ensures people visiting us behave responsibly and respectfully towards the environment and that also ensures a better quality of life for people living in the Region of Valencia.

This real, measurable and achievable target is based on public-private partnership, coordination between administrations and a greater degree of local community involvement, the only way in which tourism can become consolidated as a structural player in the Valencia region.

“A hospitable, open region with a unique and authentic tourism provision, this is the tourism journey of the Region of Valencia towards its own distinctive character”

structure, sustainability and landscape, competitiveness, quality and diversification, product modernisation and specialisation, human capital and knowledge, ethics and social responsibility, transparency in decision-making and participatory bodies, joint responsibility and governance, are the main structural lines on which the evolution of tourism activity in the Region of Valencia will be focused in decades to come.

Human beings interpret the world around them according to their cultural values, and it is through that gaze that nature is transformed into resources

Adapted from Simmons (1982)

All these pillars will forge a positioning strategy based on a hospitable, open region with a unique, authentic tourism provision, shaping the Region's very own distinctive tourism narrative. We are strongly committed to a unique experience,

so they can see the Valencian art of living for themselves. To put this promotion in place, a tourism experiences open platform will be set up (together with its counterpart in offline media) to make companies' own provision available to the market. All with a shared objective: the commitment to pursuing deseasonalization.

Publicising this objective must of necessity entail tackling the challenges involved in digitisation, an unavoidable goal. Today's visitors are technologically aware individuals, who consume and use the Internet before, during and after their travelling experiences. This means that supporting and encouraging the creation of smart destinations that provide synergy between technology and inhabitants (whether they be permanent or temporary) will be another of the actions scheduled in this 2018 plan. In addition to this, shaping a sustainable destination, with sustainability being a fundamental aspect that must guide

2. BACKGROUND

A. DEVELOPMENT OF THE MARKETING STRATEGY

— **As tourism activity has been developing over the years, the various Region of Valencia marketing plans have been adjusting to the changing scene, in terms of both form and content. This is proof of the need for an ongoing adaptation to the requirements and trends in tourism demand.**

Since the initial positioning and advertising, marketing and products strategy, massive changes have taken place between online and offline communication. At the same time, there has also been a reorientation towards end consumers, in an attempt to anticipate their expectations and wishes. All this enables a more accurate strategy to be defined, with objectives focusing on generating a diversified, distinctive, high quality tourism provision. Besides promoting products like sun and sand, this kind of strategy is also intended to encourage the consolidation of emerging products or the appearance of other innovative products focused on expanding markets. Plus, the first glimmers of interest in innovating and adapting to technological change are just now starting to be seen in the sector. Innovation and technology are gaining ground in marketing strategy, with actions taking place in online media and distribution via Internet becoming increasingly popular.

Segmentation strategy is also showing variations in terms of products. Provision was initially focused on promoting holiday destinations and centred on major products: sun and sand tourism plus rural and urban tourism. However,

in recent years, emerging products have been steadily gaining a firm foothold and increasing the Region's portfolio of assets: marine, wellness, golf, cruises, cultural and active, gastronomy and rural tourism, plus a range of others. There has clearly been a huge specialisation and diversification of tourism provision, as a global strategy to tackle seasonality and deal with the obvious fact that visitors are increasingly seeking distinctive products.

The Agència Valenciana del Turisme is aware of this and is focusing its action on giving greater prominence to new products, whilst also conferring new values and attributes on more established products. Aspects such as sustainability, regional identity, inclusiveness and hospitality are basic features for creating not merely products but experiences adapted to the new trends and profiles of tourism demand. This

they have always been and still are the region's main targeted regions, on which a greater advertising effort has been concentrated. In terms of target markets, changes have been observed in the European market, where in addition to some traditionally strong markets like France and Germany, there has been remarkable growth in others like the Netherlands, the Nordic countries, Italy and Portugal. Similarly, emerging and intercontinental countries are showing significant development, with opportunities presented by markets like the USA and Russia, as well as others like China and Latin America, these last two being markets with exceptional potential in both the medium and the long term.

Another significant area of change, and one that is extremely interesting for a marketing strategy, is related to air traffic connectivity. This factor is a top priority for attracting and strengthening

“There has clearly been a huge specialisation and diversification of tourism provision, as a global strategy to tackle seasonality”

is, undoubtedly, one of the essential features of tourism planning currently being promoted.

Another issue is that priority markets have been showing a more linear development, with leading markets holding their positions (domestic and the United Kingdom). This is to be expected, as

the relationship with other markets, since more than two thirds of the international tourists who visit us, plus a significant number of domestic visitors, arrive via our airports. In fact, all three of Valencia's airports, Alicante-Elche, València and Castellón, have seen an accumulated increase in passenger figures over the last three years of more than

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25%, from fifteen and a half million passengers in 2015 to more than twenty million in 2017. At the moment, more than 100 cities across Europe and the Mediterranean have direct flights with the Region, so the Agència Valenciana del Turisme will be working towards continuing to improve air traffic connections by opening up new routes and increasing the frequency of existing routes.

But the greatest impact of all has been that of the technology revolution. Its appearance has not only resulted in an endless series of benefits for society (which is why it has increasingly become part of everyday life in all kinds of spheres) but it has also been excellent for destinations and visitors in

terms of how they connect and interact with each other.

It is a proven fact that the Internet is the medium with the greatest presence in every stage of tourism planning. Because of this, it was necessary to put an online marketing strategy in place for destinations and for the companies involved in tourism activity, ensuring good positioning and distribution of tourism provision in this particular medium.

Some of the actions that have been put in place, in addition to the creation of INVATTUR, were the development of the Region of Valencia portal, actions on social media (which have become more and more important), the development

of Travel Open Apps, below the line advertising campaigns in specific media and the development of a specific online marketing strategy.

The updated marketing strategy for the Region of Valencia now features actions carried out with the agreement of the entire sector, as well as changes and adjustments to suit the real circumstances of tourism today. We are building a provision that is higher quality, diverse, different and non-seasonal, one that generates a more competitive and sustainable destination, but one that remains in tune with the essence of the Region of Valencia.



3. CURRENT SCENARIO

A. CURRENT GLOBAL SCENARIO

The world has changed to the extent that the only remaining constant is the need for change.

Francesc Colomer

(White Paper for a New Tourism Strategy in the Region of Valencia, 2017)

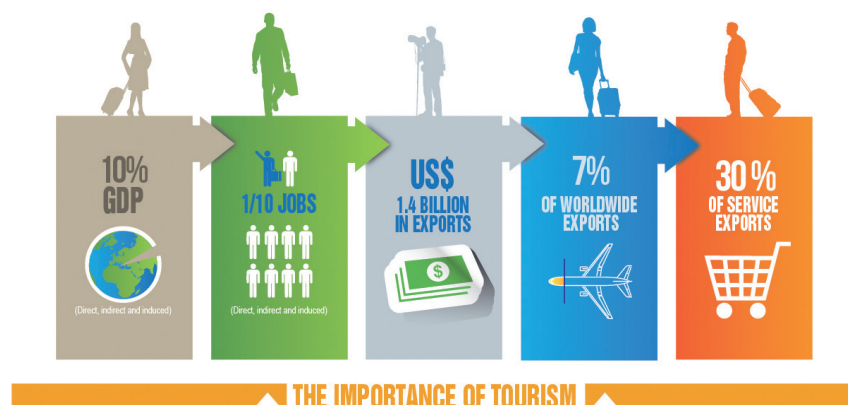
— If there is one single thing that characterises tourism on a global scale it is undoubtedly its strength. Its constant 4% growth up to 2016, as shown in data supplied by the World Tourism Organization, was exceeded yet again in 2017¹. The recovery of some destinations in decline during previous years, the improved economic situation and a strong demand from traditional and emerging source markets (especially Brazil and the Russian Federation where figures had previously been in decline) can account for this financial year's results, the highest in seven years.

Despite being the most mature region, the Mediterranean saw 8% more international arrivals compared to 2016, the same figure as Africa. Other regions also showed significant growth: Asia and Pacific around 6%, the Middle East about 5% and the Americas 3%. All of which means we can state that tourism is a key factor in the development of prosperity and well-being.

We can say that well planned tourism favours socio-economic progress by creating enterprise and employment, export revenue and infrastructure execution. It is perhaps because of this

that during the last six decades a growing number of destinations across the world have opened up to tourism and invested in it, leading the tourism industry to become the world's third largest exporter ahead of both the automotive and the food industry (UNWTO, 2017).

This boom also shows how important it is for destinations to adapt to the tourism market, because although tourists are certainly increasing in numbers worldwide, the number of new regions is also on the rise, with their consequent market share.

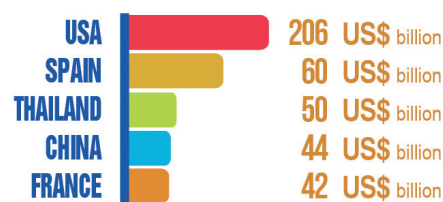


© World Tourism Organization (UNWTO), July 2017



COUNTRIES IN THE WORLD EARNING THE MOST FROM TOURISM

INCOME FROM INTERNATIONAL TOURISM 2016



Source: © Highlights 2017 - World Tourism Organization (UNWTO), July 2017

¹ <http://media.unwto.org/es/press-release/2018-01-15/resultados-del-turismo-internacional-en-2017-los-mas-altos-en-siete-anos>

The most competitive destination is the one that brings about the greatest success, that is, the most well-being for its residents, on a sustainable basis

[Crouch & Ritchie, 2000]

But other dynamics conditioning the tourism scenario should also be taken into account. The impact that climate change is already having - and is expected to have - on destinations in the near future presents some highly significant consequences for natural and human systems alike. All these global factors shown in the table, and already noticeable today, need to be combined to ensure that experiences provided in destinations take into account the effects they are bound to have on society, the environment and the economy.





The aim of the tourism system is to create value and attractive experiences for users and consists of many changing agents in which Internet plays the leading role

[Orange Foundation, 2016]

Equally, close attention should be paid to society's digital transformation and its effect on tourism. As a service industry, it makes intensive use of both information and transactions throughout the entire value chain [Orange Foundation, 2016].

“Experiences provided in destinations must take into account the effects they will be having on society, the environment and the economy”

In fact, tourism is one of the top five most mature activities worldwide. An

SOME EFFECTS OF CLIMATE CHANGE ON TOURIST DESTINATIONS	
	Climate change is defining the length and quality of the tourism seasons dependent on this factor, with a negative effect on both variables (shorter winter seasons with less even amounts of snowfall, plus longer summer seasons with higher than expected temperatures).
	Natural resources, like water and air, will be affected both in terms of quantity and quality (there are already clear examples of this situation in sun and sand destinations that are unable to meet the demand for water in summer, or in urban destinations with higher than permitted air pollution levels).
	Natural resources are being considerably affected by environmental disasters (desertification, flooding, fire, hurricanes, etc.)
	Time is a decisive factor in tourists' decisions, affecting the amount of money they spend and the satisfaction they get from their holidays.

Source: adapted from the OMT (2009) and the White Paper for a New Tourism Strategy in the Region of Valencia (2017)

example of this is the new journey breakdown process and how traditional (physical) intermediation systems have undergone a radical move towards the digital.

Within these technological innovations, Big Data stands out as one of the most important, with its ability to know more about customers and their constantly changing profiles.

significant differences in terms of their interests, with “digital immigrants”: journeys made for study, cultural and development cooperation purposes (UNWTO, 2016). But it is Internet use (both in origin and in destination) and in particular mobile phone Internet use, that really marks out the millennial generation.

If destinations are to cater for a better prepared and more technologically inclined demand, they must become smarter. Adapting to this specific situation and maximising both the quality of travellers' stays and the amount of knowledge we have about them is already a sine qua non requirement. Although this could turn out to be drastic for some tourism models with low levels of investment in tourism innovation, it is a goal that no-one can ignore.

Its use appears to be even more essential in the case of young customers showing

The traveller profile must be analysed based on who they are and what they want to experience on their trip, accepting that each one of us can undertake very different roles at any time

[Amadeus, 2016]

And on the subject of travellers, what will they be like in the future? Up to now, projections on their needs and preferences have basically been defined on the basis of socio-eco-demographic variables (cultural, spending, trip organisation, origin). However, there is little argument that recent developments in society and technology, plus a greater awareness of complexity, require a more psychographic approach to analysis, acknowledging that people have different attitudes and behaviours depending on the priorities and obligations of each trip. This means accepting that people travel in all sorts of guises, taking on different roles according to the situation, so it is more appropriate to talk about spectrums rather than profiles, considering that these are not, obviously, mutually exclusive.

 [SEE FIGURE 3.1](#)

Major changes are afoot in how visitors will be choosing their destinations, consuming their tourism services and making purchasing decisions.

With this new approach, the four segments or tribes (as they are called in the Future Travellers Tribes 2030 report) identified for 2020 are expected to become six by 2030. Six market segments, like clusters, distributed according to behaviour and associated needs. Simply Searchers, grouped by the value they place on transparency and the ease with which they can plan their trips. Cultural Purists, who are especially keen to

break away from their everyday way of life and experience new cultures. Social Capital Seekers, who make the most of social media to choose their experiences, and also to participate, always bearing their audience in mind. Reward Hunters will be a segment linked with luxury tourism, people who seek rewards, small or large, for investing their time in the profession they exercise every day.

Obligation Meeters are linked to responsibilities of place and time that they are unable to avoid, so they make the best use of their situation. Lastly, Ethical Travellers, a group expected to become the segment guided by environmental commitment or by how tourism affects the economy and the local community in their chosen destination.

 [SEE FIGURE 3.2](#)

FIGURE 3.1 Some illustrative ranges



Source: Future Foundation (2015)

FIGURE 3.2 The six traveller tribes for 2030



Source: Future Foundation (2015)

B. CURRENT REGIONAL SCENARIO

Spain receives 81.8 million foreign tourists, 8.6% more than in 2016

(INE, 2018)

SEE FIGURE 3.3

During 2017 more than 80 million international tourists visited Spain (INE, 2018). Their main countries of residence were, in order of importance, the United Kingdom (with an increase of 6.2% compared to 2016), Germany (+6.1%) and France (-0.1%). Many of these tourists entered the country by air (80%) and came mainly from Europe (89%). The greatest market share was obtained by Low Cost Airlines (52.3%), compared to traditional airlines (47.7%) (Turespaña, 2018). In terms of road travel, the percentage was 15.8%, with other modes of transport lagging behind at 4.2%.

In respect of the type of accommodation used, the greatest portion was taken up by market accommodation (79.5%), with the remaining 20.5% associated with non-market lodging, although it is worth mentioning that both types grew by more than 7% in 2017 compared to 2016.

SEE FIGURE 3.4

How much did tourists spend during their stay in Spain? Data compared from 2016 to 2017 show a positive increase for all groups, with the exception of French tourists, which remained the same (and they also spend the least during their stay). In terms of reasons for choosing Spain

as a destination, more than 85.5% (70 million) opted for this country for leisure, recreation and holiday purposes. Business and professional motives are the second reason for coming to Spain for close to 6.2% of tourists (5 million).

Other motives, not included in the two previous groups, account for a little over 9% of international tourists (6 millions). In terms of average stay, the figure is close to 50% of the total (38 million) for tourists sta-

FIGURE 3.3 Foreign tourists in Spain by country of origin (2017)

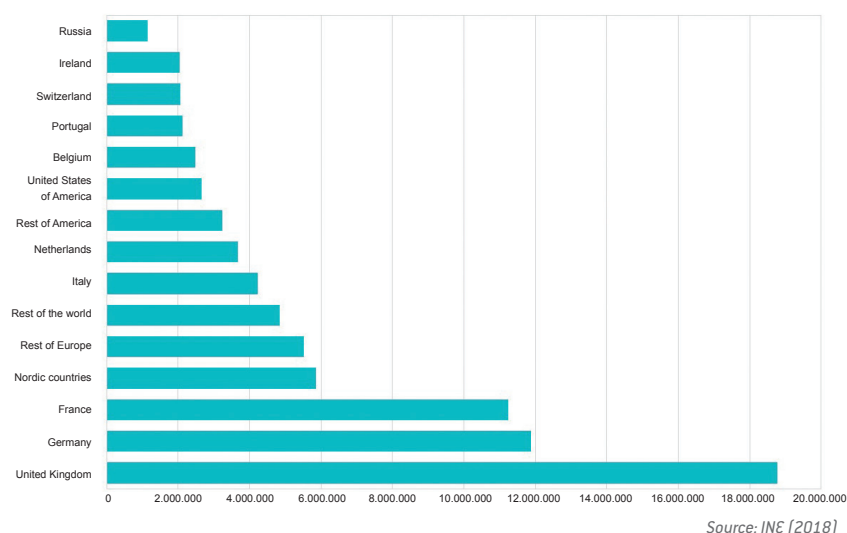
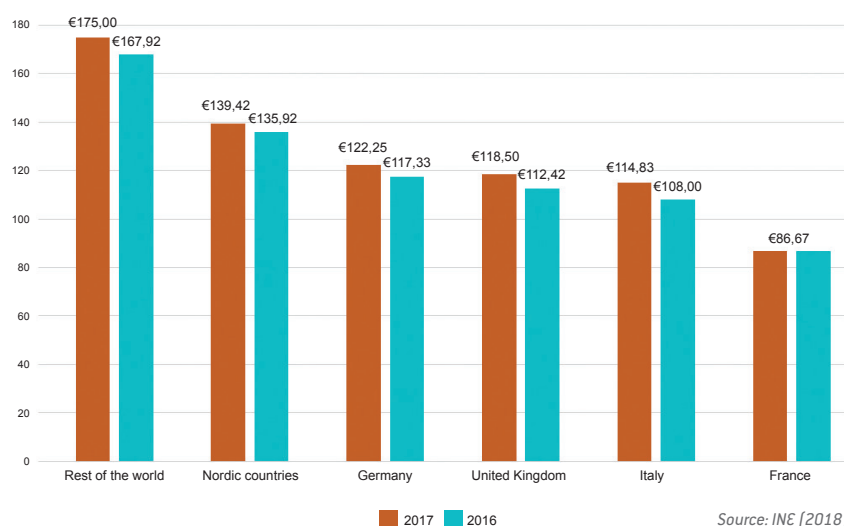


FIGURE 3.4 Spend per day by international tourists in Spain



ying between 4 and 7 nights and more than 70% of international tourists (57.8 million) came to Spain with no tourism package (Frontur, 2017).

More than 70% of international tourists (57.8 million) arrived in Spain without a tourism package

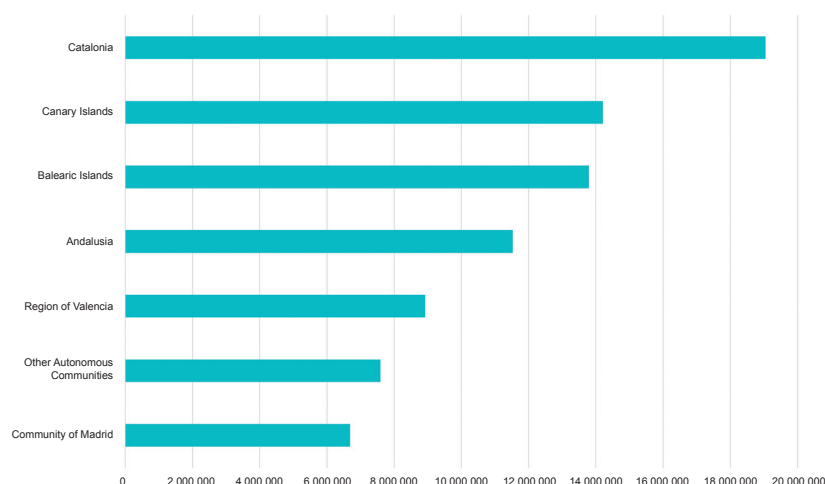
(Frontur, 2017)

 [SEE FIGURE 3.5](#)

Focusing attention on the Region of Valencia, it is worth mentioning that until 2015, competitiveness remained steady in terms of market share. The increase in visitors to the Region was higher than 20% [from the initial 5 million to 6.2 million by the end of 2014], whereas in the rest of Spain this figure hovered around 17%.

According to Exceltur data (2016), tourism GDP in 2015 already exceeded

FIGURE 3.5 International tourists by destination autonomous community (2017)



Source: Frontur (2017)

13% in our region, of which a little more than 10.5% was direct impact, meaning that the bandwagon effect on tourism for the Valencian economy was close to 3%.

All this is proof of the value of tourism for the Region.

In 2017 these figures were exceeded by far, resulting in a record year.

A look at the data published by the INE is sufficient: the figure of more than 7.6 million international tourists who visited us in 2016 grew to more than



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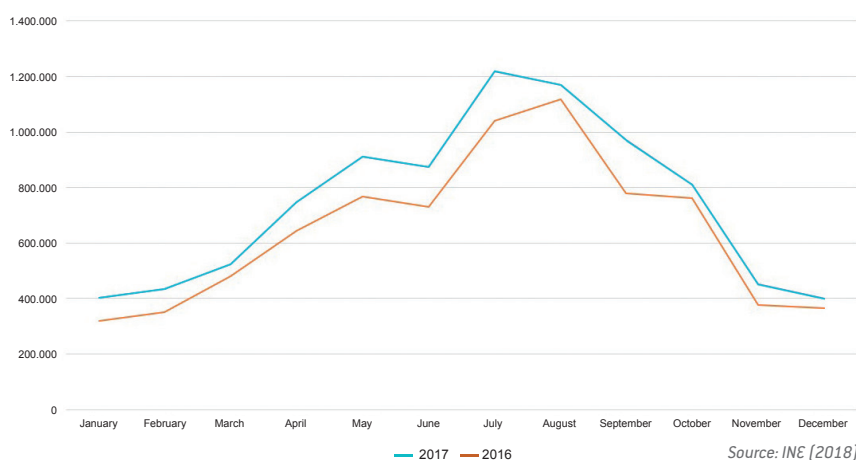
8.9 million on 2017, equivalent to 15.34% more than the previous year. The Region of Valencia therefore occupies fifth place in terms of international tourist arrivals, ahead of the Community of Madrid.

SEE FIGURE 3.6

Valencia residents are the biggest market: we are the ones who travel the most around our Region.

If, on the other hand, we take a look at the overnight stays made by residents of the Region of Valencia, we see a steady rising trend of Valencians being the ones who travel the most around our Region. This is shown by data for the third quarter (July, August and September-

FIGURE 3.6 Number of tourists coming to the Region of Valencia



OVERNIGHT STAYS OF RESIDENTS IN THE REGION OF VALENCIA

	Within the Autonomous Community	In another Autonomous Community	Within the Autonomous Community	In another Autonomous Community	Within the Autonomous Community	In another Autonomous Community
QUARTER	2017		2016		2015	
January-March	3.844.972	3.646.787	3.545.591	5.109.738	2.936.972	3.667.781
April-June	5.338.041	5.633.539	3.792.640	3.947.289	5.655.135	5.149.347
July-September	15.887.288	10.691.737	14.645.474	11.929.354	16.015.629	13.313.947
October-December	4.308.555	5.101.347	4.485.049	4.270.293	3.253.742	3.721.461

Source: INE (2018)

ber), the same as happened in previous years. However, in the first and second quarter, the difference between those who stayed within the Region and those who preferred to go further afield is more evenly balanced. This fact, which may appear to be identical for other Autonomous Communities, shows major variations for the case of the Basque Country, Murcia and Castile-La Mancha, the main issuing regions for tourism going to other communities.

Among the reasons for choosing the Region, "leisure, recreation and

holidays" accounts for more than 80% of tourists (more than 7.5 million).

And how much do international tourists spend on their trips to the Region? Comparing what they consume on ave-

COMPARISON OF INTERNATIONAL TOURIST EXPENDITURE IN 2016

	Region of Valencia	Spain	Difference CV-Spain
Rest of the world	€111,00	€167,92	€-56,92
Italy	€111,00	€108,00	€3,00
United Kingdom	€98,00	€112,42	€-14,42
Nordic countries	€94,00	€135,92	€-41,92
Germany	€72,00	€117,33	€-45,33
France	€57,00	€86,67	€-29,67

Source: INE (2017)

range across the Spanish state against expenditure in the Region of Valencia, the trend is for a lower spend here (considerably lower in some markets) with the exception of the Italian market. For this reason, one of the targets to set for coming years is that of increasing the average spend per tourist.

In terms of the reasons why they choose us, “leisure, recreation and holidays” is the most popular (more than 7.5 million tourists), followed by “other reasons” (close to one million) and lastly “business and other professional reasons” (no more than half a million). As for the way in which international demand makes travel arrangements for visiting the Region, more than 85% prefer to organise their holidays without a tourism package, compared to 15% who opt for this method.

TRAVEL ARRANGEMENTS BY INTERNATIONAL DEMAND IN 2017		
Origin	With tourism package	Without tourism package
United Kingdom	758.674	2.126.308
France	52.033	1.447.459
Netherlands	73.667	502.938
Germany	52.013	457.241
Belgium	42.525	417.829
Italy	72.435	373.093
Rest of Europe	9.421	308.781
Sweden	15.039	291.468
Norway	21.719	289.751
Ireland	34.397	242.715
Switzerland	13.626	213.793
Russia	5.914	161.038
Portugal	6.163	90.650
United States	2.488	55.381
Finland	4.543	54.312
Denmark	246	44.995
TOTALS	1.164.903	7.077.752
Percentage	14,13 %	85,87 %

Source: INE (2018)

C. CURRENT MARKETS SCENARIO

The market is still people

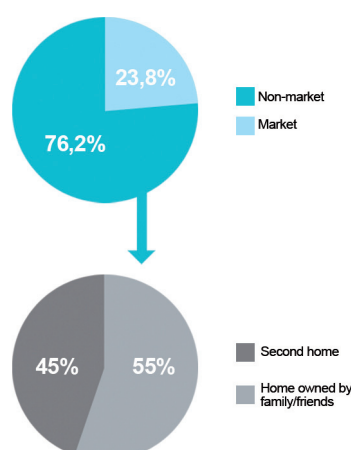
(Josep Chías, 1999)

C.1 Domestic market

The Region's main market is, as always, the Valencian people themselves, as fans of their homeland.

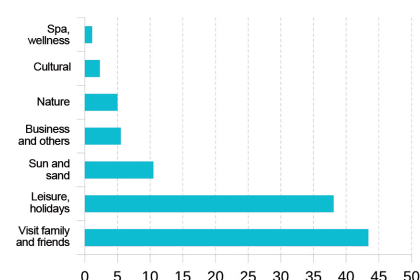
It should be noted that the share of 46.6% of the total market in terms of traveller numbers (close to 8 million tourist trips) is conditioned by the use of private holiday homes and the huge number of journeys generated throughout the year.

Distribution % of overnight stays made by Valencians in the Region of Valencia by accommodation type. 2016



Source: Produced by the authors from INE/ETR data

Distribution % of journeys made by Valencians to the Region of Valencia by reason. 2016



Source: Produced by the authors from INE/ETR data

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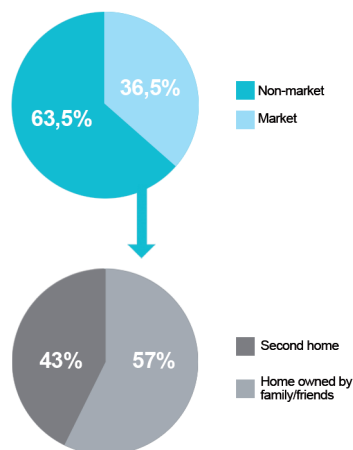
Generally speaking, Valencian tourists tend to stay overnight in the homes of family and friends, but to a lesser extent they also use their own second homes or rental accommodation. Their leading reasons for travelling are “Leisure, recreation and holidays” and “Visiting family and friends”, reflecting their preferences and interests.

Despite the above, and since this is a domestic market that still has enormous potential for growth, it may contribute significantly to deseasonalizing provision and giving companies a basis for activity, guaranteeing them business viability in the low season. This market, therefore, offers huge opportunities for companies.

The Madrid market: the top issuing power for the Region.

The Community of Madrid is the top domestic tourist travel issuing market. The Region is its second destination in terms of number of overnight stays (23 million), only exceeded by Castile and León; the Madrid issuing market concentrates 19.6% of its trips to our region and its total spend is estimated at 1 billion euros.

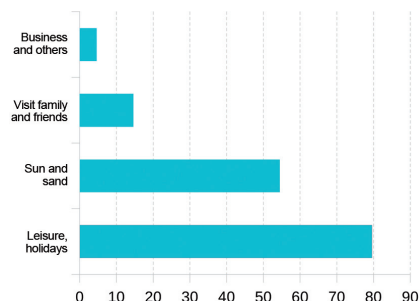
Distribution % of overnight stays made by visitors from Madrid in the Region of Valencia by accommodation type. 2016



Source: Produced by the authors from INE/ETR data

The indicators for Madrid tourists visiting the Region of Valencia are: they stay overnight in the homes of family and friends (36.3%), in second homes (27.2%), rental accommodation (16.7%) and hotel establishments (16.6%), they travel for leisure reasons (79.6%), they stay an average of 6.8 days and their average daily spend is 43.45 euros. Up to September 2017 the Community

Distribution % of journeys made by visitors from Madrid to the Region of Valencia by reason. 2016



Source: Produced by the authors from INE/ETR data

of Madrid travel around Spain more and trips to the Region of Valencia rose by 19%, within a context of growth in expenditure as well. However, up to November 2017 overnight stays in hotels dropped by 2.4% whereas stays in tourist apartments rose by 15%.

The Catalan and Castile-La Mancha market: both in third place for sending visitors.

DOMESTIC MARKETS					
AUTONOMOUS COMMUNITIES	RANKING 2017	TOURISTS 2017	SHARE %	AVERAGE STAY	AVERAGE DAILY SPEND
Region of Valencia	1	8.983.525	48,5	3,3	23,8
Madrid	2	3.740.418	20,2	6,7	43,4
Castile-La Mancha	3	1.383.802	7,5	4,8	43,0
Catalonia	4	1.038.741	5,6	4,1	52,1
Murcia	5	819.122	4,4	3,0	35,9
Aragón	6	592.028	3,2	6,1	39,3
Andalusia	7	418.004	2,3	6,2	52,0
Castile and León	8	414.911	2,2	8,9	52,2
Basque Country	9	344.896	1,9	10,6	47,4

Source: INE, Survey Tourism Residents

Catalonia is Spain's third largest source of tourists. The Region of Valencia, as the third most popular destination chosen by Catalans in terms of number of trips (1.3 million), is behind Catalonia and Aragón. Our neighbouring community accounts for 7.4% of trips by Spanish residents to the Region of Valencia, spending an estimated 289 million euros.

Catalan tourists visiting the Region of Valencia spend the night at the homes of family and friends (38.6%) and hotel establishments (35.8%); they travel for leisure reasons (46.2%) and to visit family or friends (41.6%); they stay an average of 4.3 days and their average daily spend is €53.1.

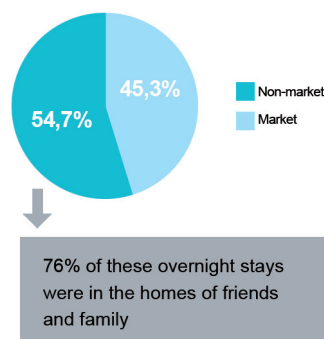
The Region is also the third most popular destination (behind Castile-La Mancha and Madrid) for visitors from Castile-La Mancha in terms of number of trips (1.2 million), accounting for 7% of incoming trips to the Region. Visitors from Castile-La Mancha spent an estimated 241 million euros and made 1.5 million overnight stays in collective accommodation (hotels, campsites, apartments and rural accommodation).

Journeys made by visitors from Castile-La Mancha to the Valencia region are on the rise both in volume and in expenditure, although during 2017 this growth affected mainly tourist apartments, as overnight stays in hotels fell slightly.

Other markets to consider: Murcia, Aragón, Andalusia, Castile and León and the Basque Country.

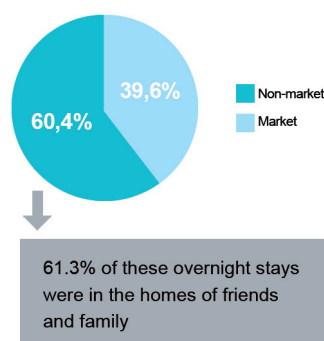
In addition to the markets highlighted, other notable markets include Murcia, with close to 700,000 trips, followed by Aragón, Andalusia and Castile and León, with around half a million trips, plus the Basque Country with more than

Distribution % of overnight stays made by visitors from Catalonia in the Region of Valencia by accommodation type. 2016



Source: Produced by the authors from INE/ETR data

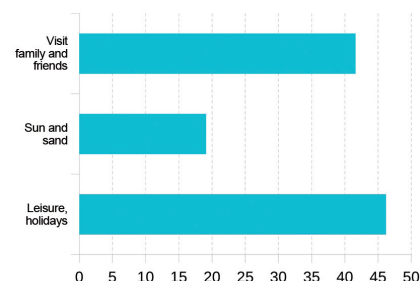
Distribution % of overnight stays made by visitors from Castile-La Mancha by accommodation type. 2016



Source: Produced by the authors from INE/ETR data

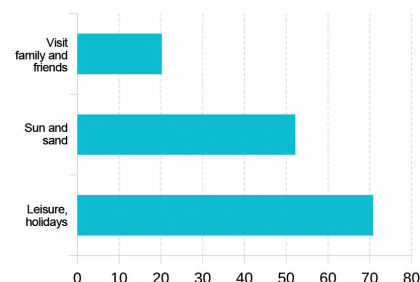
400,000. They should all be considered as highly important targets and prove that the domestic market should be a priority for the Region of Valencia. This is particularly the case if current occupancy levels are to be maintained and, even more importantly, if seasonality is to be reduced.

Distribution % of journeys made by visitors from Catalonia to the Region of Valencia by reason. 2016



Source: Produced by the authors from INE/ETR data

Distribution % of journeys made by visitors from Castile-La Mancha by reason. 2016



Source: Produced by the authors from INE/ETR data

C.2 International market

Domestic tourism experienced strong growth, around 105%, but the increase in foreign visitor number was even more remarkable, reaching around 16%. There was also a rise in tourists from the United Kingdom, 15.8%; Nordic countries, with 17.2%; Holland, with 33%; Belgium, with 23% and Italy, with 12.9%. Other relatively new issuing markets for the Region also saw significant growth, such as Poland, Asia, China, Japan and Korea) or from North America and some Latin American countries.

MONTANEJOS, CASTELLÓN



The largest market sending foreign tourists to the Region is the United Kingdom and it is still showing no signs of slowing down, with France remaining in second place and the German market slightly stagnant.

A series of frequent flight connections between the Region's three airports and twenty-four British airports, especially from Alicante, but also increasingly from Valencia. The loyalty of British tourists to destinations like Benidorm and coupled with a growing awareness of cities like Valencia and Alicante, are all factors that have a favourable impact on this market. However, other factors, like the upturn in inflation to an annual 3% in 2017, the fall in the pound as a result of Brexit and the return of some Eastern Mediterranean countries to the market, could also have an impact on short and medium term progress.

France has consolidated its position as the second largest market sending tourists to the Region. In 2017, more than a million and a half French tourists

visited the Region of Valencia, an increase of close to 6%. The figures show a predominance of families arriving in their own vehicles, especially from the South of France. The increase in flight connections with some French cities in addition to Paris may also explain this rise.

As for German visitors, a slight increase in numbers by 0.2% was recorded, with a figure of a little more than half a million tourists, but the situation remains stagnant.

Lastly, the number of Italian visitors choosing the Region continues to show significant growth, with an annual increase of close to 13%. The Italian market also recorded the highest average daily spend of all the sending markets to the Region, with €119.2 per day, although the average stay is the shortest of all.

Northern European markets in the Region have been recording major growth in visitor numbers, with increases of between 17% and 30%.

Close to 600,000 Dutch tourists visited the Region in 2018. This is a significant increase across the Region as a whole. From Castellón to Alicante, and especially in the city of València, tourists from the Netherlands have jumped to second place after Italian visitors. Comprehensive and frequent air connections, a market with a high level of loyalty and knowledge of the Region, a wide range of provision in terms of products that are popular with the Dutch market (such as urban and active tourism, cycling tourism) are a just some of the reasons behind these figures.

Together with the Dutch market, Belgium is a country that has seen the greatest growth in 2017, with a 23% rise in visitor numbers compared to the previous year and a 22% increase in total spend. The Flemish market and the Brussels region have both seen particularly significant growth, noticeably higher than the Walloon market, due to their better economic development.

In terms of more northerly European mar-

INTERNATIONAL MARKETS					
COUNTRY	RANKING 2017	TOURISTS 2017	SHARE %	AVERAGE STAY	AVERAGE DAILY SPEND
United Kingdom	1	2.884.983	32,2%	8,3	102,8
France	2	1.515.410	17,0%	12,8	55,8
Holland	3	586.819	6,6%	10	100,3
Germany	4	551.541	5,7%	11,1	80,9
Belgium	5	464.508	5,2%	12,8	82,1
Italy	6	446.267	5,0%	5	115,6
Norway	7	328.155	3,7%	12,1	98,3
Sweden	8	321.798	3,6%	10,1	96,7
Ireland	9	278.290	3,1%	8	108
Switzerland	10	233.507	2,6%	10,4	82,7
Algeria	11	192.556	2,2%	10,8	154
Russia	12	175.791	2,0%	14,8	110,3

Source: Ranking of sending countries to the Region (AVT, 2017)

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kets (mainly Norway and Sweden), the last few years have seen major growth, as demonstrated by the 800,000 tourists coming from these countries. This increase is particularly significant in the province of Alicante, specifically in the capital and in southernmost areas, where they have become well-established as visitors who stay longer and spend more than the regional average.

Eastern European countries maintain, in general terms, sustained growth of around 13% - 15%, although lack of stability in Russia has had a knock-on effect on incoming visitor numbers to the Region.

The Polish market continues to grow with a steady rise in the number of

tourists travelling to Spain and the Region of Valencia, with figures remaining modest but with increases of over 15% in recent years. In terms of the Russian market, economic and political instability together with the difficulty in obtaining a visa have been slowing down the strong growth previously seen in this powerful sending market. However, the drop in Russian tourist numbers going to traditional markets like Turkey and especially Egypt, coupled with the increase in direct flight connections between Moscow and St. Petersburg have enabled Russian tourist figures to remain steady.

Intercontinental visitors, an increasingly common sight in the Region, are changing the way they organise their

trips, moving from tour operators to making their own arrangements.

Asian markets recorded a strong presence in Spain and in the Region of Valencia. Increasing numbers of visitors from China, Japan and Korea are coming into our region, plus there has been a significant move away from the tour operator market towards individually arranged trips. In the case of China, the strong growth of this sending market over recent years, the higher numbers of tourists coming into Spain, the size of the population, the emergence of a growing middle class with money to spend and the desire to travel, coupled with the significant increase in the last few years of flight connections between China and Europe and China and Spain, makes this market a particularly interesting one for the Region.

D. CURRENT SCENARIO ONLINE

Travel fosters direct human and cultural interaction, creating a space for learning about other peoples' cultures and lives. There is no question that technology has contributed to these changes.

[Yuri Furusawa, Deputy Commissioner of the Japan Tourism Agency, 2016]

The last few decades have been marked by two great revolutions: the travel revolution, which has turned tourism into a fundamental part of our lives, and the boom in new technology, which has been a game changer in many sectors, including tourism. People are using technology more and more in their everyday lives as well as the systems

TRENDS IN TOURISM DIGITAL MEDIATION

- New mediation models and agents that have redesigned the value chain
- Cloud computing is the basis of any tourism company computing system
- The mobile phone has become the preferred channel for tourism services
- The Internet of things is destined to drive forward the sector's digital transformation
- Investment by Administrations in technology will encourage destinations to innovate
- Social media as a two-way channel of communication between destinations and visitors
- The proliferation of online travel agencies and mediation platforms that will complicate the relationship with other agents in the value chain
- The collaborative economy as the new activity eco-system in which reputation is a fundamental asset
- Augmented reality and geolocation are contributing decisively to making proximity marketing more powerful
- The use of Big Data will provide opportunities for knowing tourists' preferences and movements and coming up with ad hoc solutions

Source: White Paper for a New Tourism Strategy in the Region of Valencia [2017]

and channels developed around it, for communicating, for shopping, for getting information, for training, for entertainment.

This qualitative leap in communication has enabled societies to move from a passive role as consumers towards another, much more active role in which interaction between people, and between people and brands, has given rise to the appearance of new types of consumers. Prosumers, crossusers, persumers, adprosumers and prokusers are consumers who also produce information for themselves and/or for others, generating, in the case of tourism, a series of showcases where first-hand information can be obtained.

In 2010 the number of users connected to the Internet reached close to 2,000 million. Seven years later this figure is more like 4,000 million

[Miniwats Marketing Group, 2017]

 [SEE TABLE 3.1](#)

Internet has become so deeply embedded in the tourism products and services purchasing process that, according to the European Consumer Travel

Report2[2016], in the French, German and British markets (leaders in sending tourists to the Region of Valencia), the use of tablets and mobile phones for purchasing tourism products is starting to become more of a social norm, especially with millennials, although the PC is still the preferred device for over 70% of the population. In any case, Internet is nowadays the preferred method employed by the majority of users to obtain information, rather than relying on the recommendations of friends and family [Google, 2016] and this seems to have occurring since 2011.

The number of travellers who only book their trips using online media has grown twofold, with online channels being the main travel planning tool for Europeans (European Consumer)

[Travel Report, 2016]

And that is not the whole story. The role of the Internet is not confined to the decision about destination and purchase. It is also a key factor during and after the trip. People who travel do so accompanied by their devices and they use them profusely, both for making enquiries related to their trip

and for sharing their experience, especially on social media [Observatorio Digital IAB Spain, 2012].

Booking accommodation, tourism packages and transport tickets are the most frequent types of purchases via the Internet

[ONTSI, 2017]

 [SEE FIGURE 3.7 \(NEXT PAGE\)](#)

Despite this, traditional agencies are basing their strategy on customising their services, in particular for people whose long distance journeys require greater knowledge of the region concerned, and building a reputation as a specialist service. At least, this is what is happening in respect of the German market.

ICT has become essential for coordination, accessibility and interaction between inhabitants, companies and cities

[Buhalis and Amaranggana, 2014]

However, integrating the use technology in this professional sphere is proving to be a slower process.

TABLE 3.1 INTERNET WORLD STATS (30.06.2017)

WORLD REGIONS	POPULATION (2017)	% OF WORLD POPULATION	INTERNET USERS	RATE OF PENETRATION IN THE POPULATION	GROWTH (2000-2017)	% OF INTERNET USERS
Africa	1,246,504,865	16.6 %	388,376,491	31.2 %	8,503.1%	10.0 %
Asia	4,148,177,672	55.2 %	1,938,075,631	46.7 %	1,595.5%	49.7 %
Europe	822,710,362	10.9 %	659,634,487	80.2 %	527.6%	17.0 %
Latin America + Caribbean	647,604,645	8.6 %	404,269,163	62.4 %	2,137.4%	10.4 %
Middle East	250,327,574	3.3 %	146,972,123	58.7 %	4,374.3%	3.8 %
North America	363,224,006	4.8 %	320,059,368	88.1 %	196.1%	8.2 %
Oceania / Australia	40,479,846	0.5 %	28,180,356	69.6 %	269.8%	0.7 %
WORLD TOTAL	7,519,028,970	100.0 %	3,885,567,619	51.7 %	976.4%	100.0 %

Source: internetworldstats.com

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This is how the Global Information Technology Report describes the situation (Dutta et al., 2015). Improving the visitor experience is the fundamental aim that justifies making use of a range of actions and technology developments.

Facebook, Twitter, Instagram and YouTube are all well-established forms of action on social media

(IX Barometer of Social Networks and Tourist Destinations in the Region of Valencia)

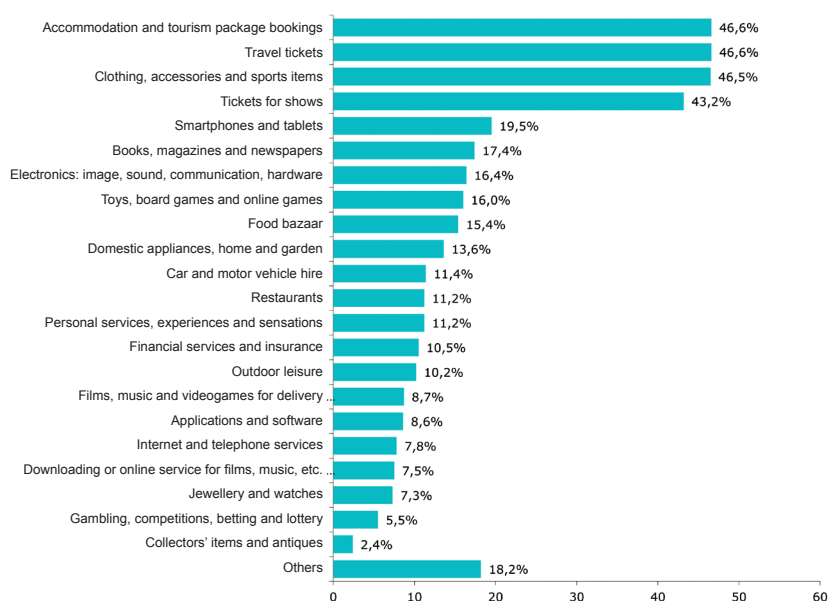
SEE TABLE 3.2

In some regions there also seems to be a problem with tackling this challenge: a fragmented market, resistance to change, lack of digital skills in staff training, difficulty accessing funding. This is why it would seem to be somewhat pressing, if not urgent, to start the adaptation processes for improving destination data (on natural and cultural

heritage, on geospatial, traffic and weather information, on flow concentration, etc.) and business intelligence

(accounting, finance, CRM, personnel, etc.), because this is what the improved visitor experience will be based on.

FIGURE 3.7 Goods and services purchased via the Internet in 2016 (%)



Based on total Internet shoppers
Source: Homes Panel, ONTSI

TABLE 3.2 FACEBOOK SUBSCRIBERS

WORLD REGIONS	POPULATION (2017)	% OF WORLD POPULATION	FACEBOOK USERS	RATE OF PENETRATION IN THE POPULATION	GROWTH (2000-2017)	% OF FACEBOOK USERS
Africa	1,246,504,865	16.6 %	160,207,000	12.9 %	809.9%	8.1 %
Asia	4,148,177,672	55.2 %	736,003,000	17.7 %	686.4%	37.2 %
Europe	822,710,362	10.9 %	343,273,740	41.7 %	111.8%	17.3 %
Latin America + Caribbean	647,604,645	8.6 %	370,975,340	57.3 %	444.0%	18.7 %
Middle East	250,327,574	3.3 %	86,700,000	34.6 %	641.1%	4.4 %
North America	363,224,006	4.8 %	263,081,200	72.4 %	166.5%	13.3 %
Oceania / Australia	40,479,846	0.5 %	19,463,250	48.1 %	67.8%	1.0 %
WORLD TOTAL	7,519,028,970	100.0 %	1,979,703,530	26.3 %	282.3%	100.0 %

Source: internetworldstats.com

4. GLOBAL OBJECTIVES

— **Everything we want to say: how, where and when.**

Our retinas are being constantly bombarded by thousands of messages, hundreds of tourism offers fall into our hands, dozens of contacts talk about their experiences. Such a globalised communication environment must have an operating plan with simple objectives that are simple to understand, clearly defined and capable of being directly implemented. Under these three premises, this operating plan tackles the following general objectives for 2018:

Position, publicise and promote the Region of Valencia as an authentic and unique Mediterranean destination

Strengthen the structural role of the Valencian region

Improve conditions in Region of Valencia destination towards sustainable tourism

These three can be broken down into several specific objectives:

1/ Promote the segmentation of demand and diversification of provision, targeting actions and specific niches and products for greater effectiveness.

2/ Increase actions aimed at deseasonalizing tourism activity.

3/ Work towards inclusive, accessible tourism with the concept of hospitality as a key factor of the service.

4/ Make progress in the collective governance of actions by drawing up public-private partnership agreements.

5/ Improve the positioning of the Region of Valencia brand and its attributes in the top sending markets.

6/ Strengthen the Region of Valencia's tourism competitiveness as a global tourist destination based on the extensive use of information and communication technology.

7/ Increase actions that have an impact on the gradual increase in average spend per visitor.

And how is all this going to happen? Major lines of action have been conceived to make these objectives a reality: technical assistance (for creating the tourism product), configuration of specific content and media for social networks (microsites, stamps, platforms), offline materials (especially for diehard paper fans), merchandising to promote experience-based products (Silk Road, Holy Grail, Borgias, Dinosaurs), applications (MICE), promotional actions (with influencers, journalists, sales agents), a specific trade fair for the Region's domestic market, awareness and deseasonalisation campaigns, opening up new markets (China), procurement boards (national and international), calls for grant applications, working

with international bodies and organisations (UNESCO).

Do you want to see the detail?

Global Objective 1

POSITION, PUBLICISE AND PROMOTE THE REGION OF VALENCIA AS AN AUTHENTIC AND UNIQUE MEDITERRANEAN DESTINATION

4.1 Position and advertise

One message. Many ways to say it.

This global advertising campaign with a national and international scope, constitutes one of the priority lines of this Operating Plan for 2018. The objective is to awaken and encourage people over the age of 16 both in Spain and abroad to experience both our beaches and our mountains. We want them to visit our coastal and inland towns alike. To experience their religious and their pagan festivals. We want them to discover the nature reserves and the best of our

circuit, while the international strategy will be using advertising media run by tourism operators, airlines and tourism agents in the Region's target markets.

This will not only be happening at origin. In the destinations, and via our Tourist Info Network, on the visitor front line, specialist product and event information points will play a vital role (in reinforcing the Region's image) alongside other points in travel agencies and accommodation establishments. All this in addition to the creation of an audiovisual publicity tool aimed at visitors and tourism professionals.

The ComsCore ranking will be used to select the OTAs that provide the closest fit with the strategy. Atrápalo, eDreams, Destinia, Rumbo, Viajes El Corte Inglés and Logitravel will be operators via whom we will be implementing actions on the web, email marketing, social media, multi-action campaign, unique microsite, exclusive screen wallpapers, newsletters and megabanners, all designed to promote sales.

 [SEE TABLE 4.1 \(NEXT PAGE\)](#)

In each image it is essential to highlight each town's distinctiveness, personality and Mediterranean character, because that is what our visitors are looking for. Because that is what makes us stand out, what makes us unique.

After many years of producing and publishing digital media that go on to foster enterprise, public organisations and the communication media, the Agència Valenciana del Turisme has decided it is time to set up an audiovisual bank in order to update and adapt its material to new ways of understanding leisure and tourism, as well as enabling it to be transmitted via new communication channels.

The current image bank, Turisteca, will be updated to reinforce the Region of Valencia's excellent reputation and contribute to securing it an even better position in national and international rankings. The new image bank will house pictures that emphasise each

Mediterranean LIVE

cultural heritage. To immerse themselves in the Mediterranean and emerge in unknown lands. We want them to get to know us and feel as alive as we do.

To convey and awaken this interest in the way we are, how we live, a coverage of channels has been set at both levels, including printed communication media (press, magazines and supplements), radio, television, online press and external publicity. Exceptionally, the national strategy has an additional cinema

In today's communication, old formats cannot be used for new channels. The message has changed and so has the way it is broadcast.

In respect of the online environment, and continuing with the 2017 strategy, advertising actions will be implemented both for disseminating the tourism image and for content, with national online operators and agencies (OTAs). The challenge? To benefit the Region of Valencia and improve awareness, notoriety and positioning.

TABLE 4.1

OTAs	 ATRAPALO.COM	 destinia.com	 eDreams	 LOGITRAVEL.COM	 rumbo	 VIAJES El Corte Inglés
ACTIONS						
Web			✓			
Email marketing			✓		✓	
Social Media	✓	✓	✓	✓	✓	✓
Microsite	✓	✓	✓	✓	✓	✓
Display on home/sites	✓	✓	✓	✓	✓	✓
Newsletter		✓			✓	
Brand day					✓	
Megabanner in waiting						✓
Travel guide						✓
Remarketing			✓			✓
Influencers						✓
Occasional offers			✓			
Content	✓					

Source: Produced by the authors from the Online Marketing Strategy (2017)

town's idiosyncrasies, as well as monuments, geographic features, festivals and traditions, reflecting the local area and its traditional culture.

All these changes will lead to the development of a new design of a range of publications, with their corresponding content of themed booklets translated into different languages. A new Region of Valencia contents guide will also be produced. Some publications, like the hiking trails guide, the Valencia and Alicante guides in French, and the Masís del Caroig, Els Ports and El Valle MTB booklets, will be reprinted due to their popularity. However, and in line with sustainability criteria, these materials will be published and accessed in digital editions to be viewed and downloaded on the Internet. In terms of merchandising material for publicising the Mediterranean Live brand, we will be printing paper and cotton bags, USB sticks, notebooks and coloured folders, badges, ballpoint pens and lanyards.

Plus, and as one might expect, all digital content published on the Internet will be first-class quality in terms of online marketing.

The Region of Valencia tourism portal, comunitatvalenciana.com, is the core element of the Agència Valenciana del Turisme's online marketing strategies. One of the portal's most successful features, by far, is the Region of Valencia webcam network, for the number of hits it obtains (54% of the total). Up to seventy-nine tourism spots can be viewed (thirty-five in Alicante, nineteen in Castellón and twenty-five in València), and during 2017 more than four million hits were recorded in this section of the tourism portal. With the aim of providing higher quality images and enabling the network to move towards live video streaming (the most popular format on the Internet), most of the current web cams will be replaced.

As part of this strategy, events like Fitur, La Santonà, the Vinaròs Carnival, the Magdalena festival, Las Fallas, Moors and Christians in Alcoy, the Festival de les Arts and FIB will be live streamed in 2018. Images will be streamed in Facebook Live Video format and presented by two renowned journalists from the Region of Valencia, Eugeny Alemany and Carolina Ferré. This format, which also allows users to take part in real time, provides a one-minute round-up video, plus photos and a text report, both of which are advertised via YouTube, Instagram and Twitter social media sites.

Plus, the Dance of the Drones. This special online - offline event consists of following a group of drones flying over a location in the Region of Valencia to the music of the Concierto de Aranjuez, showing the beauty of the Region of Valencia from the air. How? By live streaming via Facebook Live and via the accounts of everyone taking part.

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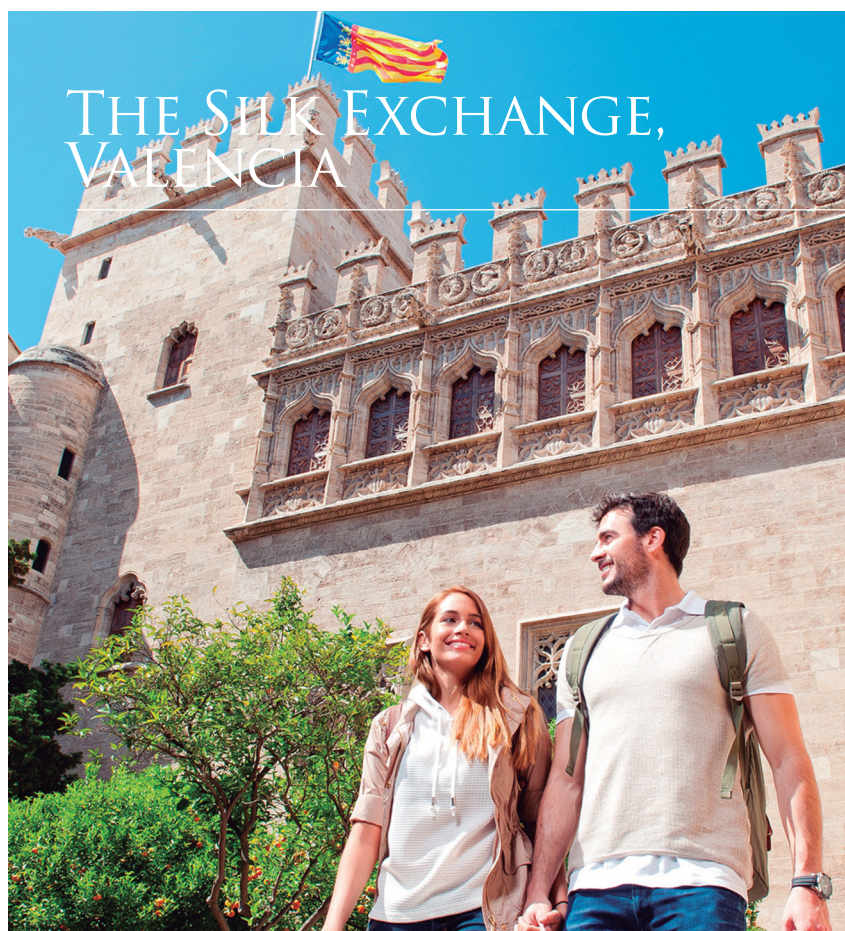
AGÈNCIA VALENCIANA DEL TURISME

Advergaming will also be part of the operating plan this year, as they foster a positive relationship between customers and the brand, which in turn increases website traffic, browsing time and loyalty. Fifty Valencians who are already well-known on social media will upload a photo onto their Instagram account. This photo will show part of a tourism location in the Region of Valencia. The aim? To complete the puzzgram with the 50 photo fragments and name the location!

The use of technology is a huge ally in attracting the attention of the target audience and get them interested in the Region.

Four innovative technology-based actions will be put in place this year:

- **Virtual Valencia:** a rotating chair with an oculus that will travel to a number of national and international trade fairs enabling anyone who sits in it to feel as though they are actually in one of the Region's tourist destinations.



- **Discovering the Mediterranean:** a viewing telescope located outside the Region of Valencia will allow users to enjoy 360° views of our Region.

The online strategy is rounded off with the first movieglobal video ever made in a Region of Valencia destination.

The film is a fictional series created to promote tourism and with a universal narrative, designed to be screened on social media. Fifty-two episodes that show a moment - experience, featuring actors who are YouTubers and bloggers in the travel category.

Communicating with your audience is the key. Now brands don't just talk, they reply too.

During 2017 the Agència Valenciana del Turisme handled and administered 191

posts linked with blogs about kitesurfing, MTB, hiking, diving and snorkelling, surfing and many more. It successfully set up a Region of Valencia weekly tourism newsletter published in 5 languages and featuring the most prominent topics in tourism provision.

And as we want to reach 520 posts, we've expanded the list of regular contributors! These new writers, along with those already working with the Agència, will be the ones who will develop and expand our blog content. They will also take a wider approach to the topics they write about so they can reach a wider and more enthusiastic audience.

Only when experiences are available to the market can we really talk about a tourism product.

57	million hits on the target audience
270.000	clicks on tourism in the region of Valencia
146	articles/mentions in the country's digital media
40.000	downloads of our apps
24.000	new fans on social networks
140.000	interactions on social networks
125.000	views of our audiovisual pieces

Experienciascv.com has been set up as an open platform where the market can access real products coming from companies based in the Region of Valencia. This technology platform is the basis for creating a series of offline and online materials.

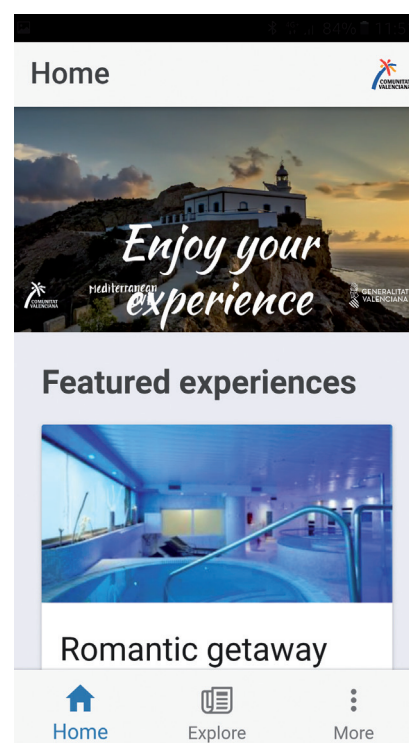
• **Offline Material:** creating and publishing four themed booklets with experiences described in Spanish and English, with a print run of 5,000 copies under the following titles:

1. Active and Sporting Mediterranean: 125 experiences
2. Cultural Mediterranean: 55 experiences
3. Natural and Rural Mediterranean: 59 experiences

4. Gastronomic and Healthy Mediterranean: 49 experiences

These publications will be handed out at FITUR and at various promotional events attended by the Agència Valenciana del Turisme throughout the year. They will also be distributed via the Tourist Info office network.

• **Online Material:** the online versions have been designed for both the web platform and the mobile app (on Android and iOS devices) although more experiences have been included than in the offline versions (about 350 experiences). This platform enables new companies and experiences to be added, and also allows the details of existing companies and experiences to be updated.



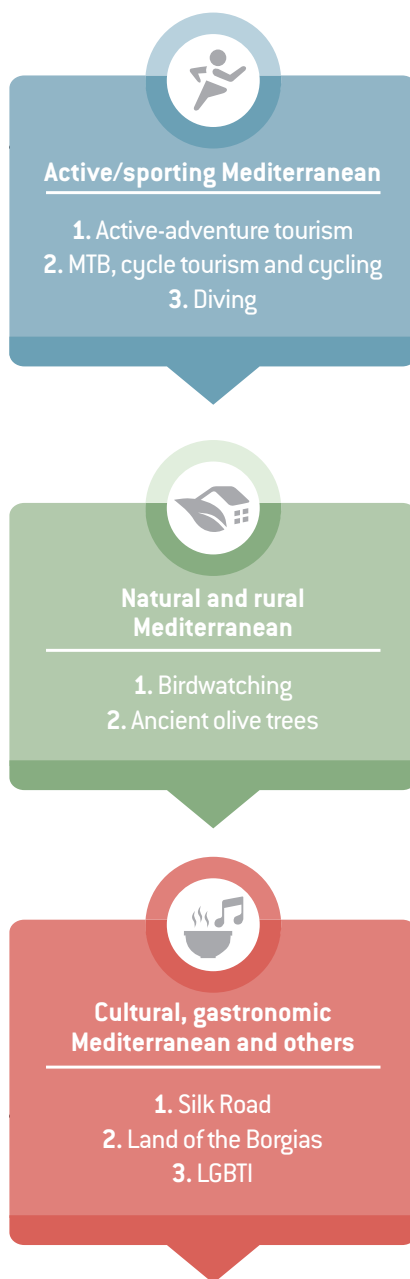
One of the challenges that the Agència Valenciana del Turisme has committed to tackling is to produce specific product microsites. These standalone websites (in some cases with their own domain) will be advertised and promoted via the various online and offline media. All spaces will have a static content (basic product information, related content, documents for downloading and related links), information sheets about tourism resources (content on resources that are actually product related), multimedia (photo and video gallery), widget about experiences available and, lastly, a specific blog about the product involving the various companies.

This entire online communication strategy (official tourism portal, Mediterranean Live streaming, network of blogs and product microsites) will be possible due to the development of the destination Region of Valencia Integrated Management System. This innovative solution covers functions, processes and technology, with the clear intention of positioning, promoting and selling the Region of Valencia tourist destination via all kinds of communication channels and in different formats.

By being integrated with Travel Open Apps and the customer management system, it will also enable other many functions to be applied. It will serve as a central data bank for subsequent analysis of the best actions according to information obtained.

At the same time, it will also be a tourism showcase, in which the Region of Valencia's own website, mobile apps and other tools such as SmartTV will be managed. The system will have a smart user management module for customer feedback, contact hub, creating personalised recommendations,

MICROSITES TO BE DEVELOPED 2018/2019



crossed-website planning and other management functions.

In addition, the system will serve as a sector relationship platform, providing a statistical panel on how products are performing. The Tourist Info network will also have its own space, will its own information management tools (enabling content to be fed into the official website) plus an encyclopaedia

of content linked with multimedia and graphic material on tourism attractions and resources.

4.2 Promote

50 trade fairs in 2018: 50 opportunities for professionals and end consumers to hear about our approach to life.

As part of its specific promotional strategy, the Agència Valenciana del Turisme undertakes a vast number of public relations events. Trade fairs, whether general or specialised, are one of the biggest types of promotional actions, both in terms of the number of fairs attended and for the huge range of topics they cover. It is worth pointing out that, in the majority of cases, these types of actions are coordinated with other public organisations in order to ensure effective results and value for money.

On the national scene, a total of twenty-five trade fairs are expected to take place, all with the Region's own stand, spread across practically all months of the year (with the exception of July and August), although there is a particular concentration of events in the first quarter of the year. Scuba diving, gastronomy tourism, birdwatching tourism, LGBTI, nautical tourism, cycling tourism and MICE are all combined with other more general categories, all aimed at a professional audience and, sometimes, at end consumers.

[SEE TABLE 4.2 \(PAGE 32\)](#)

The Agència Valenciana del Turisme is due to attend twenty-five international trade fairs in order to advertise tourism provision in this part of the country, under thirteen general headings. Golf, MICE, gastronomy, birdwatching and LGBTI will also be the specific themes of some fairs. Unlike the nationally

focused fairs, where we have our own stand, a partnered stand with Turespaña is the preferred option, giving our international presence institutional support.

 [SEE TABLE 4.3 \(PAGE 33\)](#)

Support for marketing in emerging and/or distant markets is one of the key factors for positioning the tourism product in the correct target market.

Familiarization trips (famtrips), including trips carried out in order to feature the Region of Valencia in their brochures and those that take place in order to advertise in specialist media (presstrips

opportunities for growth. Familiarisation with a market leads to in-depth, first-hand knowledge that assists in the planning and execution of commercial actions, contacts and direct relationships.

Workshops, road shows, local campaigns and brand presentations will be the most significant actions in 2018.

End consumers also have their own special space in promotional actions.

Although it is true that intermediary agents play a leading role in marketing strategies, and in particular tourism

their customers, as well as taking part in the leading aviation connection forums and events like Routes and Connect.

Competitions, agent training, prizes and newsletters are other actions which, together with the ones described above, share a well-defined objective: to train people who can recommend us and give information about us to people who may choose us.

 [SEE TABLE 4.4 \(PAGES 34 and 35\)](#)

**mediterranean
musix**



“Familiarization trips are a major marketing strategy tool because of their ability to obtain a greater return on investment”

and blogtrips) are a major marketing strategy tool because of their ability to obtain a greater return on investment.

More than a hundred familiarization trips have been approved for 2018, spread over more than thirty-five countries across the world, but particularly within Europe.

Similarly, and with the aim of raising awareness of the Region's tourism provision in target countries as well as helping to establish professional contact between tourism destinations and local travel agents and tour operators in these countries, different event locations have been chosen by evaluating the opportunities presented by each country as a sending market for the Region and the various interests of the different sector stakeholders.

These events will enable Valencian companies to access markets with major

distribution and intermediation strategies, actions aimed at end consumers should not be neglected. Having a direct impact on the target, especially in markets where other actions do not obtain a great response due to media over-saturation, is a priority objective. A total of twenty-three actions are aimed at informing about Region of Valencia content in European cities, both on the back of other events (Golf Tournament, Gay Pride festival, Summer Festivals or Football World Cup) and as direct action.

Lastly, more than forty actions can be included in actions aimed at a range of actors (intermediaries or end consumer) but whose nature differs to the ones described above. This is the case, for example, of airlines and tour operators. In addition to keeping in constant touch and conversation with them, joint actions and campaigns are also planned for promoting the Region's tourism provision to

2018 MARKETING OPERATING PLAN

AGÈNCIA VALENCIANA DEL TURISME

TABLE 4.2

2018 CALENDAR OF NATIONAL TRADE FAIRS, COMPETITIONS AND PROMOTIONAL EVENTS

FAIR	CITY	COUNTRY	PRODUCT	DATES	PARTICIPATION
JANUARY					
FITUR	Madrid	Spain	General	17-21	Own stand
FITUR LGBT	Madrid	Spain	LGBT	17-21	Own stand
FITUR FESTIVALES	Madrid	Spain	Music	17-21	Own stand
MADRID FUSION	Madrid	Spain	Food & Drink tourism	22-24	Own stand
FEBRUARY					
DIVE TRAVEL SHOW	Madrid	Spain	Diving	17-18	Own stand
FIO - INTERNATIONAL BIRDWATCHING TOURISM FAIR	Serradilla (Cáceres)	Spain	Birdwatching tourism	23-25	Own stand
NAVARTUR	Pamplona	Spain	General	23-25	Own stand
MARCH					
SEVATUR	San Sebastián	Spain	General	9-11	Own stand
MEDSEA	Alicante	Spain	Nautical tourism	16-18	Own stand
APRIL					
ALIMENTARIA	Barcelona	Spain	Food & Drink	16-19	Conselleria M. Ambiente
B-TRAVEL	Barcelona	Spain	General	20-22	Own stand
ROUTES EUROPE	Bilbao	Spain	Air connectivity	22-24	Own stand
MAY					
EXPOVACACIONES	Bilbao	Spain	General	4-6	Own stand
SALÓN DE GOURMETS	Madrid	Spain	Food & Drink tourism	7-10	Department of Agriculture, Environment, Climate Change and Rural Development
ARATUR	Zaragoza	Spain	General	11-13	Own stand
JUNE					
MADBIRD	Madrid	Spain	Birdwatching/Ecotourism	To be determined	Own stand
SEPTEMBER					
UNIBIKE	Madrid	Spain	Cycling tourism	21-23	Own stand
DELTA BIRDING FESTIVAL	Ebro Delta	Spain	Birdwatching tourism	To be determined	Own stand
OCTOBER					
MOSTRA DE TURISME	Valencia	Spain	Experiential tourism	20-21	Own stand
BIME PRO	Bilbao	Spain	Music	24-26	Own stand
NOVEMBER					
EXPOTURAL	Madrid	Spain	Active/Rural/Sustainable	1-4	Own stand
FIRA DE TOTS SANTS	Cocentaina (Alicante)	Spain	General	To be determined	Own stand
INTUR	Valladolid	Spain	General	To be determined	Own stand
MONKEY WEEK	Sevilla	Spain	Music	19-24	Own stand
IBTM WORLD	Barcelona	Spain	MICE	27-29	Own stand
GASTRÓNOMA	Valencia	Spain	Food & Drink	To be determined	Department of Agriculture, Environment, Climate Change and Rural Development
VALENCIA BIKE'S (SALÓN DE LA BICICLETA DE VALENCIA)	Valencia	Spain	Cycling tourism	To be determined	Own stand

TABLE 4.3
2018 CALENDAR OF INTERNATIONAL TRADE FAIRS, COMPETITIONS AND PROMOTIONAL EVENTS

FAIR	CITY	COUNTRY	PRODUCT	DATES	PARTICIPATION
JANUARY					
VAKANTIEBEURS	Utrecht	Holland	General	10-14	Turespaña Stand
REISELIV	Oslo	Norway	General	12-14	Own stand
HOLIDAY WORLD	Dublin	Ireland	General	26-28	Turespaña Stand
FEBRUARY					
SALON DES VACANCES	Brussels	Belgium	General	1-4	Turespaña Stand
REISEN	Hamburg	Germany	General	7-11	Turespaña Stand
TOUR SALON	Poznan	Poland	General	9-11	Own stand
FIETS & WANDELBEURS	Ghent	Belgium	Cycling tourism	10-11	Turespaña Stand
F.R.E.E MÜNCHEN	Munich	Germany	General	21-25	Turespaña Stand
FERIE FOR ALLE	Herning	Denmark	General	23-25	Turespaña Stand
MARCH					
ITB	Berlin	Germany	General	7-11	Own space in Turespaña area
ITB PINK CORNER	Berlin	Germany	LGBT	7-11	Own space in Turespaña area
MITT	Moscow	Russia	General	13-15	Turespaña Stand
SALON MONDIAL DU TOURISME (MAP)	París	France	General	15-18	Turespaña Stand
APRIL					
M&I SPRING	Algarve	Portugal	MICE	18-21	Work tables
MAY					
IMEX	Frankfurt	Germany	MICE	15-17	Turespaña Stand
ITALIAN OPEN	Turin	Italy	Golf	To be determined	Own stand
JUNE					
M&I SUMMER	Dubrovnik	Croatia	MICE	5-9	Work tables
AGOSTO					
BRITISH BIRDWATCHING	Rutland	United Kingdom	Birdwatching tourism	17-19	Turespaña Stand
SEPTEMBER					
KLM OPEN GOLF	Spijk Gem Lingewaal	Holland	Golf	13-16	Turespaña Stand
IFTM TOP RESA	París	France	General	To be determined	Turespaña Stand
OCTOBER					
SIAL	Paris	France	Food & Drink	21-25	Department of Agriculture, Environment, Climate Change and Rural Development
DIVE SHOW	Birmingham	United Kingdom	Diving	To be determined	Own stand
NOVEMBER					
WTM	London	United Kingdom	General	5-9	Own stand
DECEMBER					
INTERNACIONAL LUXURY TRAVEL MARKET (ILTM)	Cannes	France	Luxury tourism	To be determined	Turespaña Stand
INTERNATIONAL GOLF TRAVEL MARKET (IGTM)	To be determined		Golf	To be determined	Own stand

2018 MARKETING OPERATING PLAN

AGÈNCIA VALENCIANA DEL TURISME

TABLE 4.4

MARKETING ACTION TYPE	NUMBER OF ACTIONS
Actions directed at the public	31
Actions with travel agencies and/or companies	73
Actions with communications media	90
Online actions/direct marketing	28
Communication	2
Sponsorships	2
TOTAL	226

TYPE OF ACTIVITY	NUMBER OF ACTIONS
Global actions with operators	1
Support for holding meetings and events in Spain	3
Local campaigns	11
Competitions	4
Training of agents	5
Direct meetings	12
Direct marketing other media	1
Online marketing	20
Newsletter	3
Other communication actions	2
Participation in actions organised by operators	7
Awards	2
Presentations to agents	17
Presentations and promotions to the public	6
Public information points	13
Meetings and presentations	6
Agent trips	29
Press trips	84
TOTAL	226

MARKET	NUMBER OF ACTIONS
Germany	13
Australia	1
Austria	3
Azerbaijan	1
Belgium	5
Brazil	5
Bulgaria	1
Canada	1
Chile/Argentina	1
Colombia	1
Denmark	5
US	10
Finland	6
France	24
Georgia	1
Holland	17
Hungary	4
India	2
Iceland	2
Israel	4

TABLE 4.4 (continuation)

MARKET	NUMBER OF ACTIONS
Italy	15
Japan	2
Kazakhstan	1
Latvia	1
Luxembourg	1
Malaysia	2
Mexico	2
Norway	10
New Zealand	1
Poland	7
Portugal	8
United Kingdom	20
Czech Republic	3
Republic of Ireland	4
People's Republic of China	5
Romania	2
Russia	13
Sri Lanka	1
Sweden	9
Switzerland	3
Taiwan	1
Turkey	5
Ukraine	2
Vietnam, Indonesia, Thailand	1
TOTAL	226

PRODUCT	NUMBER OF ACTIONS
Art and culture	80
Sports tourism (active, adventure, nautical, other sports)	53
Courses (Spanish and other courses)	8
Food & Drink	87
Golf	8
Events	4
Itineraries	26
Meetings, incentives, conferences and exhibitions (MICE)	14
Nature	16
Coast tourism	32
Shopping	19
Health tourism	1
Urban tourism	121
Special interest tours	2
Nightlife	10
TOTAL	481*

* The majority of actions are multi-product. Therefore, the sum of product actions is not equal to 226



ALBUFERA (THE COASTAL LAGOON), VALENCIA

Global Objective 2

STRENGTHEN THE STRUCTURAL ROLE OF THE VALENCIAN REGION

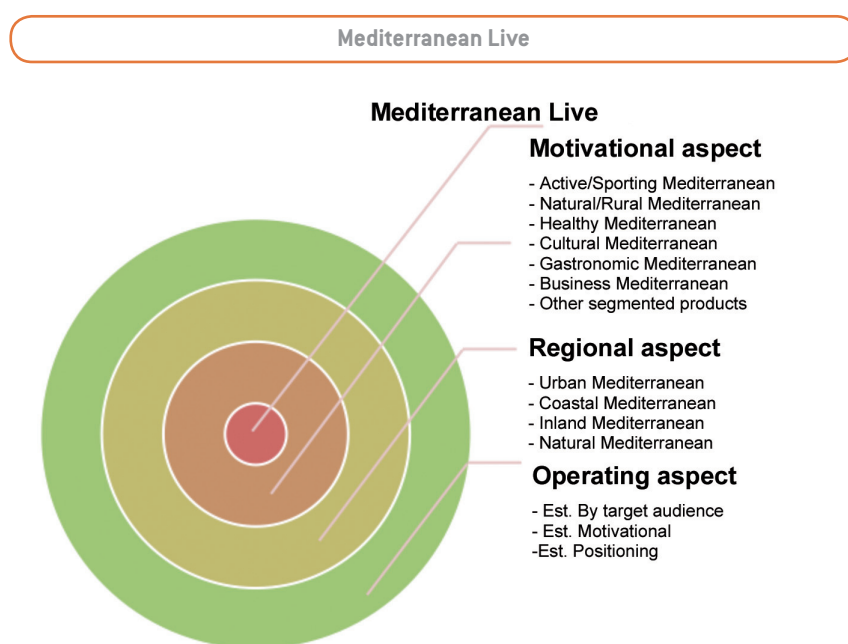
4.3 CreaTurisme product

By setting up the CreaTurisme brand, the stage is set for the promotion and development of experiential tourism products to complement the basic products featured in the Region of Valencia's portfolio.

The CreaTurisme strategy addresses the design and launch of a pilot model of experiential product development, based on market intelligence. Its aim is to create, promote and sell added value tourism products as part of the Region's tourism services and destinations.

With the CreaTurisme strategy, the Agència Valenciana del Turisme seeks to develop products that highlight the wealth and diversity of tourism provision in the Region of Valencia, with the emphasis on deseasonalizing demand and therefore driving forward the sustainability of the Valencian tourism model.

Prior to the launch of this programme,

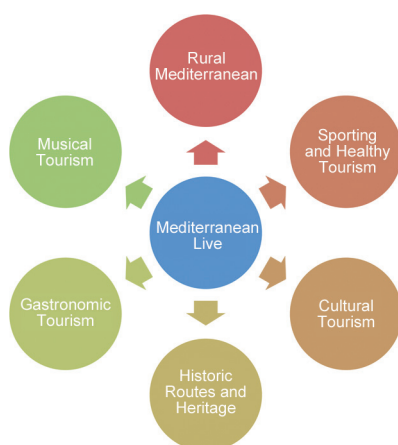


and in order to tackle its conceptualisation in greater detail, a few premises regarded as key were added to the analysis: the new Tourism, Leisure and Hospitality Law and the White Paper on Valencian Tourism. Based on these two pillars, which clearly define the guidelines for the Region's structure,

operating organisation and market orientation, three new aspects have been included: motivational (which enables the focus of the strategy to remain on the elements affecting choice of destination), regional (that enables products to be segmented by regional characteristics) and operating

(which sets out the mechanisms for creating and managing tourism products for promotion and positioning).

Product ranges



A total of four lines of work have been set out, focused on emerging products (and not on traditional products already catered for in other programmes). One single central claim hinges on them, which serves as positioning for the Mediterranean Live strategy. The lines identified are:

1. Active/Sporting Mediterranean:

linked to active-adventure, nautical, diving, MTB and cycle touring, hiking and equestrian tourism products.

2. Natural and Rural Mediterranean tourism:

focusing attention on agro-tourism, birdwatching, nature parks and reserves, eco-tourism, oil tourism and wine tourism.

3. Cultural Mediterranean - cultural itineraries, routes and networks:

to include products like the Silk Road, Land of the Borgias, Route of the Holy Grail, Dinosaur Paths, Contemporary Art centres network, Jaime I Route,

Cathars Route, Modernist Route and language tourism.

4. Gastronomic and Healthy Mediterranean:

specialized in the promotion of wellness and gastronomy-related products.

The organisational and operating structure of these lines will be set out around a series of mechanisms and instruments that will implement the model at all levels. This will allow the participation of all actors, in accordance with the governance criteria needed to guarantee success. Management functions will be carried out by the product technical secretaries, who will be in charge of assessing, organising and executing the specific actions in each product programme.

(as part of the alignment with market intelligence) and the existence of the necessary resources and services has been assessed. From this moment onwards, the people in charge must follow a series of processes, ranging from identifying key actors, setting up the working group, defining experiential products and participation requirements (both basic sector and product). This means that all companies will have to go through a verification system before they can take part in the programme and, if they pass, they will be given a distinctive seal that identifies them with the CreaTurisme services catalogue. However, the seal should not be confused with a specific brand, only that the particular type of product will be added to the Region of Valencia's own brand.

[SEE FIGURE 4.1 \(NEXT PAGE\)](#)

a. Launch of the CreaTurisme programmes

b. Creating, checking and ongoing maintenance of the sector agents database

c. Producing experiential proposals

d. Managing working parties and/or product committees

e. Communication, promotion and marketing

f. Creating products and identifying great experiences

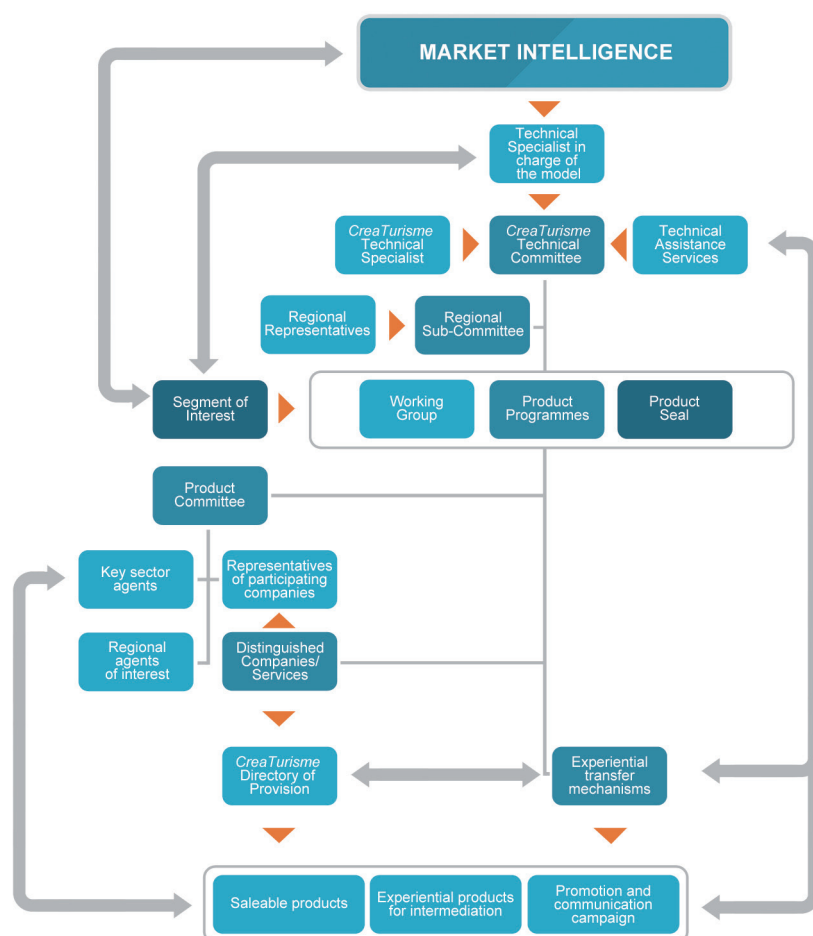
g. Training and awareness-raising

The Agència Valenciana del Turisme will also establish coordination between the product programmes in the CreaTurisme strategy in order to carry out specific actions aligned with the Region of Valencia's product positioning objectives. In relation to creating content and media, examples will be reviewing all graphic, audiovisual, textual and photographic material as well as physical and digital media; writing editorial product content for adding to communication media (online communities, articles, press releases, etc.); developing a specific merchandising range for promoting experiential products (Silk Road, Route of the Holy Grail, Land of the Borgias and Dinosaur Paths); implementing an app for communicating and promoting MICE products; plus filming features on the various products included in CreaTurisme for publication on themed communication media.

A ten-step protocol has been set up for the launch of each new programme, once the target segments have been identified, the target profiles defined

Promotional actions by target type (end customer, influencers, intermediaries) are set to include:

FIGURE 4.1 Functional organisation chart for the model



duct creation, are centred on signage of resources and towns along the cultural routes, collaboration with other public administrations in other autonomous regions, dissemination and positioning of unique elements structuring the region:

a. Route of the Holy Grail

Signage in towns along the route and of the itinerary to be followed through urban neighbourhoods.

b. Land of the Borgias

Creation of panels showing information on this product's resources both in the town and in other related towns.

c. Dinosaur Paths

Signage and publicity for all the sites in the Region of Valencia belonging to this brand.

d. Silk Road

Publicising the route with a travelling exhibition taking in the ten municipalities along the way, plus collaboration with the UNWTO, UNESCO and countries belonging to the route.

e. Ancient Olive Trees

Collaboration with Catalonia to enable this cross-border regional product to be developed and promoted.

f. Advergaming app

Structuring the product so it serves as an element of experiential transfer.

Other special actions, this time for enterprise-based products, will be focused on setting up contracting advisory boards / workshops, fostering relations with OTAs, IDS and national and international tour operators for distributing the Region of Valencia's experiential provision (including joint marketing actions).

- The organisation of a major Region of Valencia product fair. This product show will be held in the City of Arts and Sciences because of its iconic location and will feature a large number of co-exhibitors (many with their own stand) plus activities, demonstrations and entertainment for all people of ages.
- Tourism provision in municipalities: a space will be set aside in the City of Arts and Sciences to enable municipalities in the Region of Valencia to present their tourism provision for short periods of time.
- The organisation of an event concentra-

ting on birdwatching tourism (to be held in La Mata Nature Park in Torrevecija), aimed at positioning the Region of Valencia as a birdwatching destination.

Other influential marketing actions (famtrips, presstrips and blogtrips) will also be product-appropriate. In addition, training/communication actions are planned for the network of Tourist Info offices and other stakeholders, as well as awareness-raising actions in municipalities and destinations (to promote and develop products according to the programme).

Special actions, based on the region and carried out because they reinforce pro-

A decisive factor in meeting this regional structuring objective will be the ongoing presence of the Tourist Info network across all areas of the Region, as it has proved to be highly effective. A top priority will be to improve the current state of the offices, increase regional coverage by adding and opening new offices (both in towns and in larger community areas), plus setting up new temporary themed information points for places with high concentrations of tourists.

Similarly, it will be essential to optimise WINSITUR databases and set up a new intranet for office management, which will help with researching and promoting CreaTurisme product programmes as well as providing support for product technical secretaries.

They will all fall under a shared heading: Region of Valencia Tourist Info. The heading will be presented as a unifying element drawing the network together,

providing virtual customer care, a testing bank for management tools and for providing social media content, publications, Tourism Portal and databases.

Global Objective 3

IMPROVE CONDITIONS IN DESTINATION REGION OF VALENCIA TOWARDS SUSTAINABLE QUALITY TOURISM

A good destination is truly defined by the hospitality of its people, and the Mediterranean attitude is one of pure hospitality.

The Region of Valencia's Hospitality campaign sets out to foster Mediterranean values in order to promote and improve visitor satisfaction in the destination, by

raising awareness amongst professionals in the sector and indirectly connected with it, as well as amongst society in general of the importance of providing a good service to people who visit us.



This innovatively conceived action is aimed at Valencian society as a whole through TV channels, printed media, radio, digital publications, Internet digital platforms, external advertising, mobile phones, apps and other forms of technology.

The intention is to make Region of Valencia residents aware of the importance of making visitors feel at home, giving them a warm welcome and ensuring our attitude makes us stand out from the rest.

The Agència will be setting an example: staff working in the Tourist Info network will receive ongoing training in quality and hospitality, as the hallmarks of our service.

Finalising the implementation of the Tourism Quality system, plus the introduction of new services like Tourist Info kids, Tourist Info Pet Friendly, Tourist Info Bike Friendly and rest and welcome areas, will all be objectives for 2018. These topics, along with others, will be discussed at the 17th Tourist Info Conference and, in recognition of the effort required from everyone involved, the 2nd Tourist Info Network Innovation Award will be announced.

Deseasonalizing tourism activity is one of the priority objectives of the Agència Valenciana del Turisme.

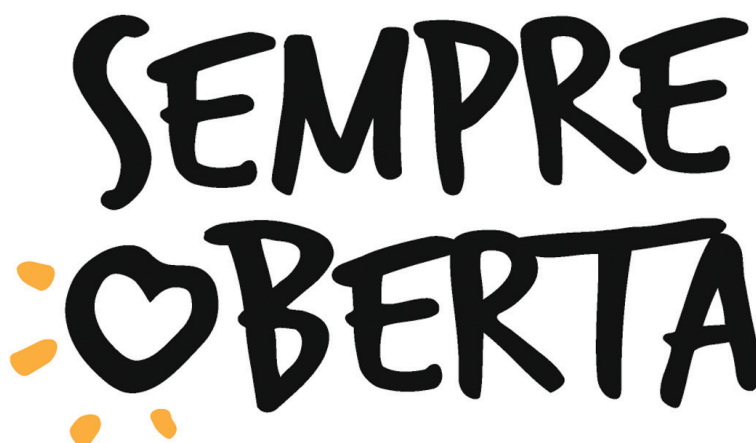
Focusing a tourism strategy on products that rely heavily on climate usually involves the appearance of highly saturated periods along with others with lower activity, especially if the climate is not stable throughout the year. Because of this, and as tourism becomes more deeply embedded in the region, new opportunities for development have to be found.

An intensive programme of actions has been put in place for this purpose, with an associated communication campaign entitled “Always Open” that seeks to publicise tourism provision in the low season. But this is not the whole story.

All Agència departments have been adapted for this purpose: legislation (with

resources), product diversification (to enable greater provision in the low season), Tourist Info network (with specific training on working with product technical

services available throughout the year and the development of R&D projects working on out-of-season specialised products and services.



secretaries), familiarisation events for tourism resources (for example in Natural Parks) and products, promotion (with communication campaigns aimed at capturing demand in low occupancy periods).

Some examples include the campaign “Christmas is Valencia. Region of Valencia. Mediterranean Live”, highlighting products, festivals and places with some fantastic traditions in the festive season; the 1st Region of Valencia Tourism Show, due to be held shortly, for companies and destinations to showcase their experiential provision to domestic and nearby

Tourism is not just an Administration issue. The business community and other organisations also play a decisive role when it comes to producing an efficient strategy.

It is true that nowadays tourism is a strategic activity in the Region of Valencia, as proved by its contribution to the regional Gross Domestic Product (GDP), to improving local communities and to regional cohesion. In order to contribute towards achieving these objectives the Agència Valenciana del Turisme considers it essential to establish relationships with private bodies and other organisations which, in the spirit of improving the Region's competitive edge, are working hard towards this goal.

“As tourism becomes more deeply embedded in the region, new opportunities for development have to be found”

the inclusion in the proposed new tourism law of articles aimed at making improvements in this area), tourism infrastructure (by improving facilities and attractions that encourage more accessible tourism

customers; grants aimed at companies and destinations; public-private partnership agreements for specific and targeted actions; infrastructure maintenance (coastal and inland) to increase the

Nominative agreements have been applied for years and are justified by the value of the work done by certain actors towards considerably improving the Region's image and competitiveness. However, as each actor has their own individual interests and strategies, it is essential to put coordination mechanisms in place that combine everyone's efforts.

During 2018 agreements are due to be signed with town and city councils, foundations, business and cultural associations, boards of trustees, federations, platforms, university chairs and confederations whose purposes range from general actions to promote destinations, others for market segments such as the family, through to specific product plans for gastronomy, film, Silk, the Holy Grail, the Borgias, accessible, inland, festivals of tourism

interest or target markets like the China.

 [SEE TABLE 4.5](#)

Grants aimed at improving the competitiveness of the Region's tourism products and services are a great opportunity for many public and private organisations. To this end, and responding to the 2017 - 2019 Strategic Plan for Subsidies, the Agència seeks to encourage the creation and improvement of a tourism provision built on

elements that highlight its authenticity and uniqueness, compared to the provision offered by other competitor tourism destinations. For programme I, to encourage business competitiveness, a total of 1,000,000 euros has been earmarked; for programme II, support for sporting and cultural activities, 650,000 euros; and for programme III, promoting tourism product marketing, 500,000 euros.

TABLE 4.5

RECIPIENTS OF 2018 FUNDING LINES

BENEFICIARY	GRANT ASSIGNATION	PURPOSE
Introducing Castellón	Collaborative marketing promotion actions	Promotion and marketing actions for tourism provision in the province of Castellón
Benidorm Tourism Foundation	Hotel marketing actions in Torre- vieja	Performing national and international tourism and marketing actions for Benidorm
Hotel and catering association of Torrevieja and the local region	Acciones de marketing hostelería de Torrevieja	Promotion and marketing actions for hotel and catering provision in Torrevieja
Peñíscola Town Council	Peñíscola – City of Film	Promotional plan for film tourism product in Peñíscola and in the RV (Region of Valencia)
Mediterranean Valencia UNESCO association	Promotion and marketing of the Western Silk Road	Promotional actions for the Silk Road
Confederation of physically and organically disabled people in the Region of Valencia	Collaborative marketing for promoting accessible tourism in the RV	Collaboration for promoting accessible tourism in the RV "Tourism for All"
Valencia tourism foundation	Tourism promotion actions	Promotion of the image of the city of Valencia as a tourism leader of various cultural, urban, gastronomy, sports and family products
Association club for accommodation products for the interior of the RV	Marketing for accommodation products in the interior of the RV	Support for promotion and marketing actions for tourism provision in the interior of the RV
Municipal tourism council for Castellón de la Plana	Collaborative marketing actions for Castellón de la Plana	Tourism product promotion and dissemination actions for the municipality of Castellón de la Plana
HOSBEC - Hotel business association of Benidorm, Costa Blanca and the Region of Valencia	Collaborative marketing agreement HOSBEC	Publicity, promotion and joint marketing actions for the dissemination of hotel provision in Benidorm, Costa Blanca and the Region of Valencia in national and international markets
Federation of campsites in the RV	Collaborative marketing for the Federation of Campsites of the RV	Carrying out advertising and promotion of tourism provision in campsites in the RV
CONHOSTUR - Hotel and tourism confederation of the RV	Collaborative marketing of CONHOSTUR	Promotion and development of gastronomy products in the RV
FOTUR - Federation of leisure, tourism, gaming, recreational activities and related industries in the RV	Collaborative marketing actions for promoting leisure and tourism products	Collaboration in promotional actions for leisure and tourism products in the RV
Tourism foundation of Montanejos	Collaborative marketing actions in Montanejos	Promotion and dissemination of tourism products in Montanejos
Special section of the Fallas federation of Valencia	Collaborative marketing actions for the promotion of major festivals of tourism interest	Promotion and development of Las Fallas special section
Special Hogueras bonfire festival association of Alicante	Collaborative marketing actions for the promotion of important festivals of tourism interest	Promotion and development of the Hogueras bonfire festival in Alicante
Gaiatas management federation of Castellón de la Plana	Collaborative marketing actions for the promotion of important festivals of tourism interest	Promotion and development of the Gaiatas in Castellón
St George association of Moors and Christians of Alcoy	Collaborative marketing actions for the promotion of important festivals of tourism interest	Promotion and development of the Moors and Christians festivals of Alcoy

2018 MARKETING OPERATING PLAN

AGÈNCIA VALENCIANA DEL TURISME

TABLE 4.5 (continuation)

RECIPIENTS OF 2018 FUNDING LINES

BENEFICIARY	GRANT ASSIGNATION	PURPOSE
Dénia Town Council	Denia - UNESCO creative city of gastronomy	Plan for the promotion of gastronomy in Denia and the RV as a whole
Association of golf clubs of Costa Blanca	Support for golf tourism activities in the RV	Promotional actions for golf tourism at national and international levels
Association for the promotion of family tourism in the RV	Fostering family tourism activities in the RV	Support for family tourism activities in the RV
PREDIF - State representative platform for people with physical disabilities	Collaborative marketing for the promotion of accessible tourism in the RV	Collaboration for promoting accessible tourism in the RV "Tourism for all"
Sagunto Town Council	Sagunto - city of performing arts	Plan for tourism promotion of cultural products through the performing arts in Sagunto and the RV
Cátedra China	Support for promotion actions in the Chinese market	Fostering the image of the RV in terms of tourism and cultural promotion
FAV - Federation of travel agent associations of the RV	Collaborative marketing of tourism packages	Promotion and marketing actions for tourism packages in the RV
Provincial association of hotels and tourist accommodation of Alicante	Association for hotel marketing of Alicante	Promotion and marketing actions for holiday accommodation provision in Alicante
Capella de Ministrers cultural foundation	Promotion of the musical cultural product	Enable and support the cultural tourism product through music actions
Elx Town Council	Development of promotional actions by Elx Town Council	Development of tourism promotion of the city of Elx
Xàtiva Town Council	Promotion of the Route of the Borgias	Promotion of the tourism product Route of the Borgias
Gandía Town Council	Promotion of the Route of the Borgias	Promotion of the tourism product Route of the Borgias
AEROCAS - Castellon airport	Collaborative marketing of AEROCAS	Promotion of publicity and tourism communication actions of Castellon airport
Cultural association Camino del Santo Grial	Creation, development and dissemination of the Route of the Holy Grail	Implementation of the Route of the Holy Grail from San Juan de la Peña to the cathedral of Valencia and promotion of the route. Raising awareness in municipalities along the route
Colegio de la seda	Development of the Silk Road	Tourism promotion actions for the Silk Road product
Federación de Sociedades Musicales de la CV	Fostering the local musical product	Music concerts
Association of active tourism of the RV	Collaborative marketing of active tourism in the RV	Publicity and dissemination actions for active tourism in the RV
Algemesí Town Council	Collaborative marketing actions for the promotion of major festivals of tourism interest	Promotion and development of the Muixeranga festival of Algemesí
Reina Sofía palace of the arts. Regional government foundation	Development of cultural tourism and the performing arts	Promotion and marketing actions for culture in the RV in collaboration with the Palau de les Arts Reina Sofía
International trade fair site of Valencia	Development of the gastronomic product	Support and collaboration for Gastrónoma 2018
Inter-municipal association for dynamisation and financial promotion of Plá de l'Arc, the ancient Roman city of Edeta	Tourist promotion actions in the Plá de l'Arc	Development of tourism actions in the area of influence of the Plá de l'Arc
València Premium business association	Positioning of the València Premium product of the RV	Consolidation of international positioning as a premium destination through implementation of communication and marketing actions for the main products in target markets
Motorcycling Federation of the RV	Collaborative marketing with the Motorcycling Federation of the RV	Development and promotion of the RV as a tourist destination through the Motocross Grand Prix of the RV

APPENDIX 1

BUDGET FOR 2018 MARKETING OPERATING PLAN

Promotion:	€3,350,000	Advertising:	€7,268,000
Product:	€1,340,000	Collaborative Marketing:	€4,100,000
Online Marketing:	€3,040,000		



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2018 MARKETING OPERATING PLAN

AGÈNCIA VALENCIANA DEL TURISME

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