

**MASTER IN MANAGEMENT OF TOURISM DESTINATIONS**

**Academic Year 2018/2019**

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**Strategic Guidelines for Event Management at the Pau Casals  
Museum**

**FINAL MASTER PROJECT**

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**UNIVERSITAT ROVIRA I VIRGILI**

**Vila-seca**

**12 September 2019**

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## **1. Abstract**

This study has been done as an internship in the foundation of Pau Casals with an interest in the management of events for the Museum of Pau Casals. The purpose of this paper is to provide strategic guidelines in order to improve the cultural activities and events, managing in the Foundation. For being able to do so, the data, needed has been gathered from the literature backgrounds and similar cases which has been studied before, a brain storming as interview with professional of the market in the same region has been done (a qualitative questionnaire asked from 6 professional) and finally a simple analysis in online reviews given about the Museum, has been added. After all the data gathered, a SWOT analysis table classified all the elements could be used in order to provide the guidelines. According to findings of this study the Museum has many potentials for improvements and the main reasons in the way are lack of productive business networks and enough employments. A list of suggestions has been given in the conclusion.

## 2. Introduction

Visiting cultural heritage sites is one of the most popular activities in tourism industry, they are usually attractive because of the history, art and cultural values they are offering to visitors. Museums with heterogeneous types of exhibitions and activities are in the top list of travellers' requirements.

Pau Casals Museum is a biographical museum, introducing one of the greatest classical musicians in the first half of 20<sup>th</sup> century in Catalonia. The museum is located in Sant Salvador, a neighbourhood of El Venderell in Costa Daurada. The area is well known for its long and big beach which attracts a lot of people during the summer and also it's distanced just forty minutes away from Barcelona but a totally different area as the matter of tourist's concentration. Vila-Casals contains four buildings (gift shop and office, exhibition rooms, event salon and restaurant) and a garden.

Besides the museum's main exhibition, which is about Pau Casals biography and professional life, there are other activities closely or distantly related to classical music and Pau Casals; such as concerts, exhibitions, wine tasting and weddings which are managing as different types of events. The museum is a private organization and they are willing to increase their visitor numbers through specific events. They would like to attract tourist and also motivate more locals to visit them. The manager of Pau Casals Museum, Nuria Ballester, is willing to have strategic guidelines for organizing the events and cultural activities.

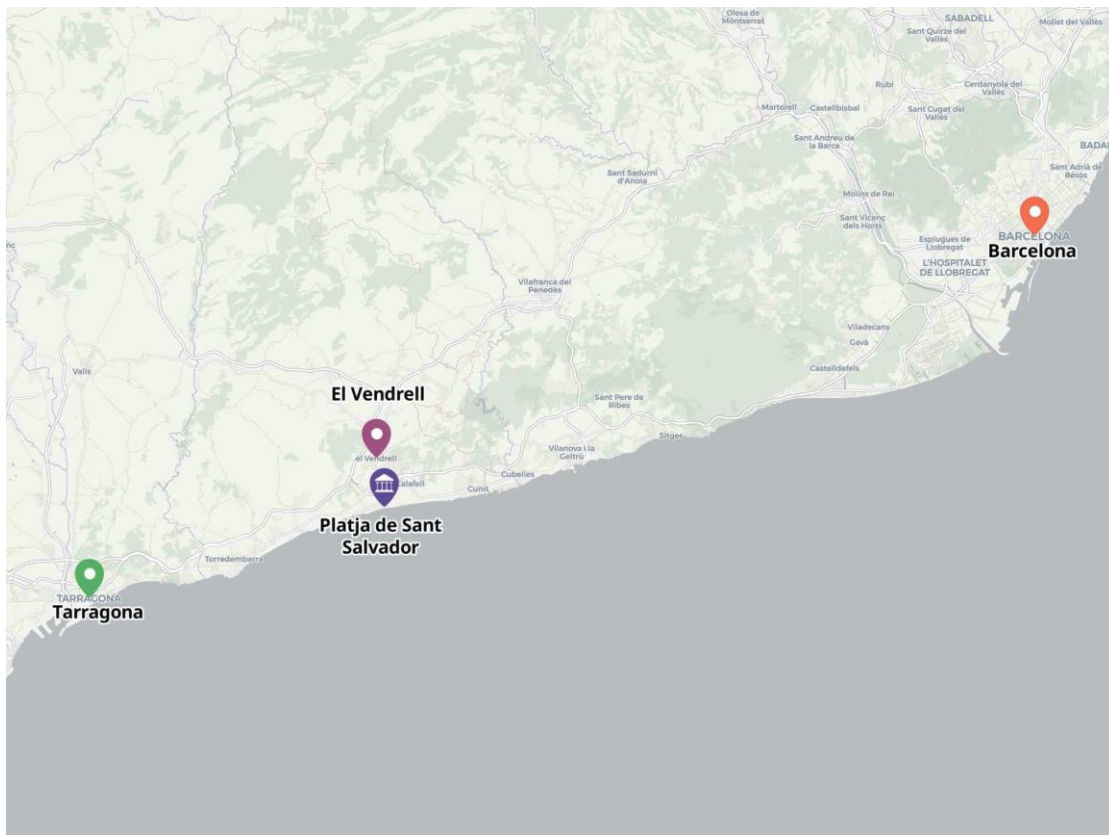
Like every similar coastal area, the Sant Salvador beach is a sun and sea seasonal tourism destination. Thus, we can assume that the museum would also have more visitors during the summertime. Working on de-seasoning could be a focus for this study. As it's been mentioned, the museum is located close to the popular cities in Catalonia among which we can mention Barcelona, Sitges, Tarragona and Reus, which have a great potential to attract more locals to visit, so one of the other objectives would be working on ideas that might improve the locals' loyalty.

The main question which has to be answered in this project is "***How to improve events (cultural activities and social activities) in the Pau Casals Museum?***" Regarding that, the research is going

to investigate the area where the museum is located, analysing the situation, benchmark the ideas, helping the similar organizations to improve in the same area and finally elaborating the guidelines which are helping the museum to develop their event activities. In order to be more specific and narrowing down the area of the study we are going to focus on two main objectives as **de-seasoning and increasing local's loyalty**.

## 2.1. El Vendrell and Sant Salvador

Sant Salvador is a small sea-side area located in El Vendrell, which belongs to the province of Tarragona in Catalonia. El Vendrell is known as one of the centres of the wine-growing area called Penedès and it is actually the tourist spot of the area. Apart from Sant Salvador, it has got one more beach called Comarruga and El Vendrell itself is a small town with some touristic attractions. The population of the town by 2018 is about 37,153.



Picture 1. Museum location in the map (drew by maphubs.com)

The Department of Economic Promotion encourages economic activity and organizes fairs, markets and sectoral competitions of the municipality. In particular, it is in charge of the organization of the Popular Xatonada, the Art and Applied Arts Exhibition, the Truism Fair and the Santa Teresa Fair. It also deals with managing the different markets of a weekly and monthly nature and the attractions of the Festa Major and the Fair. On the other hand, it collaborates with the Centre for Initiatives and Tourism (CIT) in different commercial campaigns (El Vendrell.net).

According to TripAdvisor, this town has some extraordinary historical and cultural heritage and in addition the beautiful beaches and Mediterranean climate. They believe the existence of Deu Museum (Museu Deu), Pau Casal's Vila, museum and birthplace (the birthplace is located in the city center el Vendrell), music, culture, gastronomy and sport and relaxation facilities made this location a special place to visit.

## **2.2. Pau Casals Museum**

Pau Casals was one of the greatest musicians (cellist) of 20<sup>th</sup> century. He was an international musician, well known because of his excellent performance in orchestra. The Pau Casals Museum was actually the musician's summer house, a villa built in 1910 at the Sant Salvador seaside. And after almost 20 years it's been renovated by the architect named Antoni Puig I Gairalt. Later in 1972 Casals and his wife created the Pau Casals Foundation to maintain the musician's heritage in the summer villa. Pau Casals lived at the Vila Casals until his death. A year after he died the doors of the building were open for public to visit and in 1976 the museum started officially to work. After that in 20 years the museum got closed temporarily and the new opening happened in 2001. Apart from his professional life, he is also known as a man of peace and humanitarian for his history after Spanish Civil War and his exile to other countries. The speech he made in the United Nations and his activities in favour of peace have become a very popular image for his people especially in Catalonia.



Picture (2) the view of Pau Casals garden, picture from [www.civitatis.com](http://www.civitatis.com)

The foundation consists currently of an office in Barcelona and the museum which is the Casals summer house. The museum building includes a small office with a gift shop, the main exhibition area which is formed of different rooms and sections to show the musician's heritage, then there is the outdoor area and the beautiful garden with the statue collections and the amazing upstairs terrace, Vil·la Casals restaurant with independent management and the event hall or multi-purpose room with the capacity of almost 100 people. In front of the museum, at the other side of the street, there is the concert hall or the Pau Casals Auditorium. As the museum's manager illustrated, the auditorium is also managed independently, but they are in close relationship and collaboration with the museum in order to do some of the important annual events and concerts.

The main revenue generator in Pau Casals are the museum exhibition visits and guided visits. Usually the prices for different ages and groups are different. The other revenues are coming from renting the area as the garden for wedding ceremonies, multi-purpose room for meetings, conferences and other types of events. In addition, selling summer activities and events like music and wine tasting nights.



### **3. Literature review**

#### **3.1. Events and cultural tourism**

In 1995, Silberberg defined the cultural tourism as visits by people outside the host community motivated generally or in part by interest in historical, artistic, scientific or lifestyle/heritage offerings of a community, region, group or institution. And the products of cultural tourism refer to the opportunities and events of the institutions and heritages (Silberberg, 1995). Borges (2013) mentioned “The International Council on Monuments and Sites (ICOMOS) have defined cultural tourism as that activity which enables people to experience the different ways of life of other people, thereby gaining at first hand an understanding of their customs, tradition, the physical environment, the intellectual ideas and those places of architectural, historic, archaeological and other cultural significance which remain from the past”.

As WTO mentioned in 2014, cultural tourism growth is one of the fastest in the market of tourism around the world. Cultural tourism development can also help to distinguish destination image in national and global perspective which can also be an alternative economic income instead of the traditional industry of the destinations. Cities or regions can take the advantage of cultural tourism development as events form different activities and recreations, they can be more attractive and competitive (Liu, 2012). Tourists are attracted to some rural destinations where they have interesting nature or cultural heritage which has been preserved in a good condition even in economic crises and these heritages also have a potential to be a socioeconomic support for the local community (MacDonald & Jolliffe, 2003). And as Trinh & Lam in 2016 said “Cultural tourism is an important revenue and employment generator for a tourist destination”. In many European regions, event-based strategy is improving passionately in order to take the most benefits of the tourism market and create a global image (Liu, 2012).

Museum or historical sites are more likely to be attractive because they provide better cultural products in order to engage residents to allocate more money or even more importantly to be

able to cause the extension length of staying of tourism who are bringing new money (Silberberg, 1995).

Cultural tourism destination needs a strategic plan which consider the different quality of tourism motivation in culture and putting in account that tourists are looking for variety of activities to do (Silberberg, 1995).

### **3.2. Museums and event attractions**

It is not really easy to attract people who don't have a great desire to buy cultural tourism product, tourists might have different reasons for visiting a destination such as: meeting family and friends, business trips or visit special features that a destination might have and they might take part in cultural activities if they consider it as a beneficial opportunity for the time and money they are going to spend for. Heritage organizations and museums usually find it difficult to achieve a favourable position in the competitive market and to inform travellers about their activities and one of the main problems is based on financial issues they have. Packaging and association with other cultural products, different types or even non-cultural products could be a solution for overcoming this problem (Silberberg, 1995).

The definition of museum has moderately changed from preserving and displaying art to leisure and learning experiences for the customers (Barbosa & Brita 2012). Let's say museum's answer to severe financial stress is to provide different products to guarantee their customers satisfaction and engagement also improving the range of different types of audiences. They need to convince their potential clients of providing significant experiences, not only exhibiting works of arts. Museums consider this change as a development in sustainable participants by providing comprehensive activities educational and entertaining for variety of visitors currently and in the future (Barron & Leask, 2017). These cultural heritage sites are trying to meet visitors requirements and designing events is one of the tools they can enhance museum audiences (Barbosa & Brita 2012). According to Barron and Leask's research in 2017, museums who are

looking for improving their visitors they need to pay more attention to offering more active and practical products in order to engage the participants (Barron & Leask, 2017).

### **3.3. Museum events and strategies for loyalty**

In WTO's recent studies has been mentioned, tourists from developed countries, especially European ones, would attend destinations where they can experience destination's life as they could get into the local's daily lifestyle. Worth to mention that in sun and sea destination, they happen to have less opportunities to touch the local's life (Borges, 2013).

Strategic plan for museum means thinking how to exploit current visitors and also taking care of new attendances. Notwithstanding the mobility of museum visitors, we should consider that not all the visitors are loyal and many of them wants to visit from time to time. Consequently, museums should be aware of two different types of strategy; first, adding value to their exposures in order to empower visiting behaviour and second to create events and activities for other levels of participation (Barbosa & Brita 2012).

Events can initiate more casual environment and while it is scholastic it can be entertaining at the same time. Events can break the ice of first-time audiences and attract more participation with wider range to the museums. In general, events are expected to have more visitors than museums itself (Barbosa & Brita 2012).

Events are increasingly perceived as a major part in destination marketing plans. It's true that not all the events and festivals are planned for tourists, such as cultural celebrations, community activities and competitions but we cannot ignore the potential interest that this market has and our tendency to take the advantage and offering special events on purpose of attracting tourists. Basically, tourists are categorized in four motivational sectors: interpersonal, physical, cultural and status or prestige, thus their travel desire can be met by different events in all these sectors (Gets, 1989).

Events attractions are not just about big activities and mega-events. Small events can play an important role in tourism evolution. It could be very interesting for foreign visitors who are

interested in authentic cultural experiences and willing to know local people and activities they do like being in a traditional festival, taste local foods and simply enjoying the ambiance. The main privilege of these small events could be the originality of them. And we should also consider the importance of these types of events as they can keep the local market dynamic (Gets, 1989).

Majority of studies about events and cultural activities have been done studying the cognitive features of event's clients like their motivations to participate in the activities also for event planners is very important to know the research about audiences and their repeating behaviour for events (Trinh & Lam, 2016). Loyalty or repeating visits particularly for museums are highly dependent on active attractions of exhibitions which are essential to be thought in order to motivate visitors to comeback, also it's been "curiosity" and "learning something new" are directly related to revisits. It's been shown that the most popular cultural attractions are museums. Although they have to preserve their historical heritages and educational commands, they also need to be open for new business strategies to cope with economic challenges they encounter. Cultural events could increase the attention to the museums, and therefore trigger redoing the visit which can improve the cultural capital (Brida, Disegna & Scuderi).

### **3.4. Events and seasonality**

One of the main features of tourism is seasonality and it can be defined as an orientation of tourism circulation, centralized into specific time of the year (Morales, 2003). And it is, in fact, a result of the tourists' demand and destination's supply combination such as vacation tradition of tourists and weather condition in the destination (Borges, 2013). As this phenomenon can be quite problematic in the industry considering the concentration of the tourists and unemployment during the low season. Consequently, public and private sectors are trying to decrease seasonality with different approaches and the typical methods of doing so are dissimilarity in product mix and also distinct pricing (Morales, 2003). Previous studies has illustrated that there are some factors which can oppose seasonality in peripheral destinations such as: Events, product variations, market variations and environmental feedbacks (Borges, 2013). ). Baum & Hagen in 1999 illustrated "The main forms of initiatives to counter seasonality in peripheral locations are:

- (1) Events and festivals;
- (2) Market diversification;
- (3) Product diversification;
- (4) Structural and environmental response”.

Peripheral destination refers to a place where is located with distance from the main residential areas which eventually experiences fewer visits (Baum & Hagen, 1999). As Morales (2003) adds, the presence and activity of cultural heritage sites such as Picasso museum and the museum of contemporary art in Malaga and Guggenheim Bilbao Museum in Bilbao have different effect in seasonal places as the cities have something else to offer and they can also reduce the seasonality of the destinations.

Other researches has also illustrated that cultural attractions visits, display less seasonality comparing to tourism arrivals in general considering the high season for cultural attractions is during the spring season rather than summer (Cellini & Cuccia, 2013).

The role of policy makers and their relationship with private sectors is also an important point. As Connell illustrated in 2015, the authorities need to establish distinctions in tourists' requirements during the low-season and work with operators directly in order to invest in available opportunities or in another part they concluded de-seasoning objectives of both private and public sectors are complementary and “Attractions are dynamic businesses which have to cope with fluid trading conditions influenced by a wide range of factors, and events are one element of the wider attraction development strategies which businesses develop” (Connell, Page & Meyer, 2015).

## **4. Methodology**

This writing has formed after an internship for the master studies of management of tourism destination with the interest of event management for small museums. And as it's been mentioned earlier the aim of this study is to supply strategic guidelines for the Pau Casals Museum in order to have better plans for their events.

After initial review of the museum situation (such as: where it's located? What they do? Who are they clients? What are they asking for? And finally what experts suggests?) the research moved forward with searching in relevant literatures in order to study the academic background around the topic and find challenges and similarities in different articles and afterward their what could be the solutions according the studies or case studies or experiences.

Since this thesis is a professional TFM and it supposed to be more practical, a set of interviews and brainstorming with professional organizations of the same province (public and private) has been done in order to analyze the situation and provide the guidelines.

To organize the analytic part a table of SWOT has been provided. This table has been designed by extracting data from both interviews and online reviews and ratings about the Museum of Pau Casals in the internet. The reviews are collected from two most popular review and rating given internet platforms: TripAdvisor.com and Google.com.

The strategic guidelines finalized the analytic part and has been suggested considering all the working sections including literature, interviews and professional implications and SWOT analysis.

### **4.1. Questionnaire descriptions**

Questionnaires are divided in three parts. First, a list of questions devised for interviewing the manager of the museum. The second list is designed to question organizations with similar activities in the area (Hotel La Meridian Ra, Gaudi Center in Reus and the genius rout). And the last questionnaire was created for the public organizations (Coma-ruga tourism office and Diputació de Tarragona).

**First list** (Questions asked from the manager of the museum)

**1- *What are the regular events the museum have during the year?***

This question is asked to understand better all the activities the museum is doing and to avoid selling similar ideas or proposing activities which they are already doing.

**2- *How do you overcome seasonality?***

We cannot ignore the fact that seasonality exist in the whole area of Costa Daurada and all the touristic organization are trying to react to this phenomenon, also one of the focus of this studies were to try to provide some solutions for this problem. So this question helps to understand if there are plans or specific market segment for each season and if the museum is already working on it and how?

**3- *Who are your loyal clients? Explain why they have been considered loyal?***

For Better understanding of the market and who are really attracted. To know the potential clients for probable expansion and growing loyalty.

**4- *How do you work with locals? What do you offer them?***

To know the communicational ways to get through the local clients, how do they attract them and if they have specific plans for them. Answer to This question will leads us to the types of activities which creates loyal customers

**5- *What type of events would you like to have in the Museum?***

This would give us the visions of the museum for the types of activity they are willing to have. In this case we can design ideas which are acceptable and favourable for the museum.

In addition, it's worth to mention each question might be followed by some sub-questions which has been asked during the interviews for having a better comprehension. The full transcription of questions and answers are attached in the paper.

**Second list** (organizations with similar activities)

***1- How would you define your customers?***

To know the target market and being able to classify the potential clients.

***2- What are your organization goals related to tourism activities?***

To know the vision of the organization and how they imagine themselves to manage their activities in short term and long terms in order to reach their goals.

***3- What types of touristic activities your organization is working on? Any cultural events?***

The intention of asking this question is to understand if these organizations are potentially or actually a competitor or a threat for the museum. And also if there are activities which are popular in the area and have the possibility to benchmark them in the museum.

***4- What strategy are you following for events or your communicational activities?***

Understanding the way of planning their activities in the region and finding the best practice.

***5- Do you have any relationship with your counterparts in the area or municipalities? How would you describe and evaluate this relationship?***



To know If success or lack of prosperity, is related to networking and communicational activities and if yes through what specific channel and how?

**6- *What other organizations are you cooperating with? And why?***

Getting to know the stakeholders, partners and suppliers

**7- *What are your promotional activities?***

Knowing the selling activities and the way of hunting their customers

**Third list (tourism offices)**

**1- *How would you define your customers?***

How do they describe the target market or in the other word, who they are trying to invite and attract in the destination? Basically, the tourism offices the most important role in this matter.

**2- *What types of touristic activities your organization is working on? Any cultural events?***

The goal of this question is finding out if the tourism offices are having any insights about the importance of cultural activities in the area and if they do what is more important for them.

**3- *What are your promotional activities?***

It is really important in an upper organization level than the museum how to promote the destination. Because the museum is definitely part of this promotional activity.

**4- *What are the values, you are considering to be unique around the territory/ the culture /and finally pau Casals?***

It is important to know the image they have about and what do they expect from the museum, in addition if they have any suggestion or ideas it's absolutely worth to consider.

During all the interviews there might have been some sub-questions which has been asked for better understanding for getting further information and all the interview transcripts can be find in the attach of this thesis.

## **5. Analysis**

Strategic guidelines are stages of analysing the museum's situation and also designing its performance. In the other word it can be defined as implying long-term goals and suggesting actions to reach the objectives (Kotler, 2016).

To have a better understanding and to analyse the museum's current situation, we needed a brief internal and external environmental scan to encounter strengths and weaknesses as internal and opportunities and threats as external elements. In order to create a valid SWOT analysis, a simple content analysis of TripAdvisor and Google reviews has been done to observe the customers opinion about the museum.

### **5.1. Market Segmentation**

According to the data gathered from the articles and interviews, Costa Daurada is a family destination. Almost about half of the tourists coming to this destination about 53% are local tourists from Catalonia and other Spanish regions, whereas the rest are from abroad. The majority of foreigner tourists are coming from France because of the proximity and easy traveling, then British, Russian and the rest of parts in Europa.

Sant Salvador is also as a small part of this region which has more or less the same market in general view, but since the museum is a different attraction than the main "sun and sea" in Costa Daurada, it also has a specific type of customers who are more interested in culture and music.

As the manager of the museum has asserted, the majority of visitors are seniors and schoolchildren. There are many senior groups in Catalonia who show interest in visiting the museum, and schools also are bringing a lot of students for their field trips to visit the museum. Obviously, there are people who are interested in music and they know Pau Casals and they are an important part of this market as there are different concerts and musical activities are also happening there during the year.

Seasonal market in the museum is defined to have schools and educational activities and also family activities usually take place in winter. And during the summer, the activities they offer are

usually considered for adults and individuals, not educational or familiar, as she added. It is noteworthy that the tourist market is not significantly defined in the museum.

## 5.2. Online Review Analysis

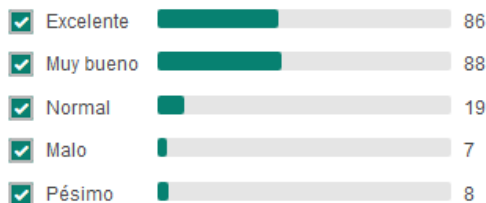
In order to have a better perspective about visitors' idea and to be able to analyse the internal situation, a simple content analysis has been provided by observing the online reviews of two popular platforms as TripAdvisor and Google Reviews. The opinions and reviews have been checked and some keywords and combination of adjectives related to the place have been counted to specify the main ideas about the museum as how positive or negative people think about the museum and its services.

There are two service areas related to the Pau Casals Foundation of where online platforms given opinion and rates about. One of them is the Pau Casals Museum and the other one is Vil·la Casals the restaurant. Although they are separately managed, they belong to the same building as Pau Casals summer house and they cooperate with each other in many occasions.

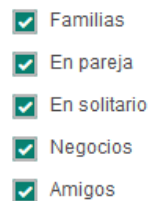
## Opiniones (223)

Escribe una opinión

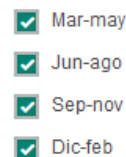
### Puntuación de viajeros



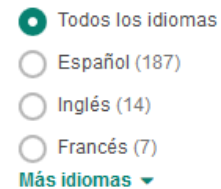
### Tipo de viajero



### Época del año



### Idioma




Caption 1 (a caption from the TripAdvisor website, page of the restaurant, August 2019)









## Puntuaciones y opiniones

4,0  223 opiniones

N.º 2 de 10 Restaurantes en Sant Salvador

 **Certificado de excelencia Ganador de 2016 - 2019**

### PUNTUACIONES

 Comida	
 Servicio	
 Calidad/precio	
 Atmósfera	



Caption 2 (a caption from the TripAdvisor website, page of the restaurant, August 2019)

As it can be seen TripAdvisor gave the restaurant a certificate of excellence based on the rates and reviews of the restaurant and by considering a sample of reviews in both platforms (Google and TripAdvisor) the restaurant has a very satisfying services given to the customers, good food with fine quality and fair price and also a nice atmosphere including the Seaview.

Restaurant reviews content		
The searched content	total number of reviews	223
Buen Servicio /Servico		45/48
Buen Comida/comida		48/95
The good environment (playa/mar/vistas)		35

Table-1 (restaurant TripAdvisor review analysis)

The table shows among 48 opinion in TripAdvisor platform about the service of restaurant 45 is positive reviews, among 95 about the food 48 of them are talking about good food and 35 reviews out of all are talking about their positive feelings towards the restaurant environment.

# Restaurant Vil·la Casals

Passeig Marítim Joan Reventós, 41, Sant Salvador

Write a review

4.2 ★★★★★ 737 reviews

Sort by: Most relevant



**Pauline Laughton**

Local Guide · 35 reviews · 5 photos

★★★★★ 4 months ago

Our favourite restaurant here! Fabulous location...inside and outside. Wonderful food and great service at a reasonable price.

Like

Caption 3 (a caption from the Google reviews page about the restaurant, August 2019)

In Google reviews, among all the reviews given about the restaurant (775, which contains ratings and opinion) 30 of them belongs to the restaurant services. 14 out of 30 is rated as good service, 4 great service, 2 excellent service, 2 fast service. 22 out of 30 positive expression (although more positive reviews about service exist but not specifically accompanying with those adjectives)

About the museum itself, more or less the same rates have been given by the visitors. People are inspired by the character of Pau Casals and what he did in his life for the concept of peace. Another item which is really interesting for the visitors is the beautiful building, where is located in front of the sea, the nice garden and terrace.

## Información general del viajero

4,5 ○○○○○ 190 opiniones

Excelente	59 %
Muy bueno	31 %
Normal	10 %
Malo	0 %
Pésimo	0 %

○○○○○ hace 3 semanas  
"Imprescindible. visita obligada-"

○○○○○ 9 jun 2019  
"Imprescindible! "



Caption 4 (a caption from the TripAdvisor website, page of the museum, August 2019)

Museum reviews content		
The searched content	total number of reviews	190
Pau Casals character as the man of Peace		26/160
The place (beautiful, must see, excellent)		23/160
Environment (next to the beach, nice views)		35/160

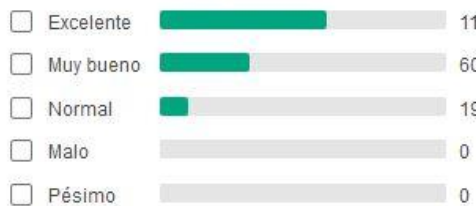
Table-2 (Museum TripAdvisor review analysis)

As it can be seen, the positive given reviews about the museum in general are more than the half of all the reviews.

## Opiniones (190)

Escribe una opinión

### Puntuación de viajeros



### Tipo de viajero

- Familias
- En pareja
- En solitario
- Negocios
- Amigos

### Época del año

- Mar-may
- Jun-ago
- Sep-nov
- Dic-feb

### Idioma

- Todos los idiomas
- Español (160)
- Inglés (19)
- Francés (14)
- [Más idiomas](#)

Caption 5 (a caption from Trip Advisor website, page of the museum, on August 2019)

Although the comments are mostly positive as the diagrams and pictures shown, but at the same time some reviews are talking about a simple or in the other word not a special exhibition as they mentioned. And people are mostly talking about the location and the nice building but nothing specific about the exhibition or special interactive museum feature. In general people like the place and have a positive attitude towards the museum but there is no expression of excitement regarding the museum activity or specific interaction in the exhibition.

## Museu Pau Casals

Av. Palfuriana, 67, Sant Salvador

4.4 ★★★★★ 686 reviews



**david cummergen**

Local Guide · 71 reviews · 182 photos

★★★★★ 2 months ago

Well worth the visit. Does not take long to view. Great site and position.

Caption 6 (a caption from TripAdvisor website, about the Museum, August 2019)

### 5.3. Interview Analysis

The main body of collecting data for this research is actually the interview part, the objective of this part was to find out the professional ideas about the business, and how they describe the destination, benchmarking the ideas of similar organizations and find the image of the museum in the eye of the other organizations in the destination. The interviews were done using open ended questions and a short qualitative analysis is added considering the whole content of the interviews the summary of interviews can be seen as bellow.

The interviewees all agreed on the destination image as a family destination and the fact that almost half of the market is local or let's say people from mostly Catalonia and then Spain and the rest are internationals. International tourists are divided by order of proximity as French and then other European, Russian and the rest. Tourism offices and authorities like to maintain the family destination brand and tourist's attractions are planning different activities based on this image. Most of the activities are suitable for families and there are a lot of activities for kids especially during the summer. In addition, the destination has a strong attraction for sun and sea which is very popular with families who spend their holidays in the destination. The tourist offices and attractions are trying to provide more than sun and sea attractions they would like to promote culture and tradition of their region to make the destination more popular by presenting a diversity of interests. Such as variety of traditional festivals, gastronomy and wine, sports and art attractions.



While small tourism businesses are thinking about expanding their market to other regions in the country the Authorities are thinking to import the foreign market as far as American market.

Furthermore, the destination is affected by seasonality which is the nature of sun and sea destinations. Some businesses are closed during the cold seasons, some are less active.

Through communication with bigger organizations and networking with other enterprises some tourist's attraction were able to promote themselves in a better way. Like getting financial support from authorities to create impressive advertisements or B to B cooperation with other organization including promotions, providing facilities and also giving discounts. But in general, smaller businesses (like tourism offices, museum or the genius rout brand) are complaining about the lack of attention to the cultural tourism activities and shortage in economic and human resources.

Tourism attractions are trying to promote themselves more in local market such as radio announcements, magazine advertisements, spreading brochures and fliers. Furthermore, they are in contact with tourism agencies and then using social networks and online promotions.

The authorities are trying to expand the market and for doing so they are planning Fam-trips and press-trips for the market across the sea. It is considerable that the only activity which the Diputació de Tarragona is organizing is the world rally in October and as it has been mentioned they are supporting the local tourism organizations. An important point is the network which Diputació has, locally or internationally. It seems the potential of the destination and cultural attractions with the cooperation of local tourism organizations and their interesting proposals can be a golden combination of perfect tourist's destination.

The Pau Casals Museum is trying to attract local with activities for families, scholars and senior groups and they don't have specific focus on tourists. At the end local and international tourists are visiting the museum, but it is like a regular public visit which every person or group of people can do during their vacations.

As the museum manger mentioned in the interview, there are regular events during the year and there are customers who are waiting these events to participate during the summer which it

shows the popularity of small events they are organizing in the museum. One of these events is the gastronomy with classical music. The variety of the events consist of storytelling guided tours, family activities with kids, concerts in the Auditorium and exhibitions related to music the rest of activities that might happen is by renting the location like weddings or meetings , so the museum does not arrange them.

In general, the area is a popular family destination in summer and some attractions throw brand management, good business networking, interesting promotions and offers are really successful. At the same time, there are some tourist attractions or its better to say some potentials which are not happy with their performances. There could be many different reasons and of course as the destination shows there can be solutions for a better outcome in their activities.

**5.4. SWOT Analysis**

Considering all the data which this study could gather up from different resources a list of elements in what the museum is strong at or what are the weaknesses, what opportunities does it have and what could be a threat is listed in the table According to internet platforms and the contents of interviews mentioned above, a table of SWOT analysis is given in following. The idea is to classify the internal and external reasoning to be able to have a better understanding of the case of Pau Casals Museum and after that a list of practical guidelines could be provided.

	Strengths	weaknesses
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Internal elements	<p>The reasons people are visiting Pau Casals:</p> <ul style="list-style-type: none"> <li>• Located in the Costa Daurada as a popular tourist destination,</li> <li>• beautiful environment, educational area, which is attractive for scholars,</li> <li>• unique building with an amazing view to the beach designed by beautiful garden, statue collections and windows,</li> <li>• Having a restaurant with a fine service and beautiful Seaview.</li> <li>• Loyal local customers</li> <li>• Having an office in Barcelona</li> <li>• Introducing a popular and important musician character in Catalunya and an international face in classical music.</li> </ul>	<p>The shortages:</p> <ul style="list-style-type: none"> <li>• Poor brand image (comparing to other similar cultural attraction as the museum of Dalí, Picasso or Gaudí)</li> <li>• Lack of well commuting system (no well-connected bus or train station with the close major cities)</li> <li>• No specific marketing plan</li> <li>• Poor online communicating (website and social networks are not very active and attractive).</li> <li>• Absence of enough employees.</li> <li>• Vast load of work for manager which limits her to concentrate on running new plans.</li> <li>• No exclusive parking space for the museum.</li> </ul>
	Opportunities	Threats

<p>External elements</p>	<p>New suggestions:</p> <ul style="list-style-type: none"> <li>• Cooperating with some competitors like the Meridian Ra or some wineries.</li> <li>• Music awards, not only in classic sections and maybe singing contests.</li> <li>• Planning events to attract more tourists and international ones.</li> <li>• Create more conceptual connection between the restaurant and the museum.</li> <li>• Planning activities for individuals and young people.</li> <li>• Using more attractive story telling instruments in the exhibition.</li> <li>• Get in contact with the responsible and specialist of art and culture in the region.</li> <li>• Propose interactive events to cultural attraction in Barcelona.</li> </ul>	<ul style="list-style-type: none"> <li>• Presence of the hotel la meridian Ra and wineries doing same types of activities as wine tasting.</li> <li>• Lack of attraction for young generations.</li> <li>• The threat of garden damages by letting schools to play without any control in the garden.</li> <li>• Catalan independency movements might be a problem for the whole touristic area.</li> </ul>
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	<ul style="list-style-type: none"> <li>• Consider Reus airport as a promotional area.</li> <li>• Enter new markets by offering different events not only related to music.</li> <li>• Teaming up with DMOs and trying to collaborate with them for their plans of deconcentrating tourists from Barcelona to peripheral area.</li> <li>• Using sponsorship of famous brands to attract more visitors and become more known in the market.</li> <li>• Expand the communicational network with authorities and other businesses in the market.</li> </ul>	
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Table-3 (SWOT analysis for the Pau Casals Museum)

## **6. Conclusion and Guidelines**

Silberberg (1995) illustrated: cultural tourism destination needs a strategic plan which consider the different quality of tourism motivation in culture and putting in account that tourists are looking for variety of activities to do. In addition, we should consider the fact that attracting people to take part in cultural activity is not an easy work and museum should acknowledge both attracting new customers and also keep the current customers interest on visiting the museum more often. It is true that the museum is located in a small town with poor population and not well accessible with public transportation, but as I learned in this project, there are businesses which are doing well in the industry in similar situation. Creating a good image and working on the brand of Pau Casals which has already a big potential is the key to improve the museum's activity. The La Meridian Ra five-star hotel is located in the same area but with using the brand of Marriott and making different marketing plans they are working very efficient the whole year. Considering the fact that city of Reus doesn't have any piece of artwork created by Gaudí but it is known as the city of Gaudí and attracts a lot of people there is showing the power of a great marketing plan. There are many other examples in the region or other similar places to be given in this sense. Above all, we should consider again the big potential of the natural beauty which the seaside, building and the character of Pau Casals himself already have and these elements could be the best help in order to motivate us for improvement actions.

Regarding all and as its been described earlier in this study with interviewing specialists, analysing the internal and external situation of the museum along with reviewing the academic background, the strategic instruction which can be given to help Pau Casals Museum in order to have better and more organized activities in terms of cultural activities and events can be recorded as below.

### **6.1. Guidelines for de-seasoning**

Events are basically considered as a tool to decrease seasonality in museum management. But how could this creation change the visitor's concentration during a season, depends on how we manage the market and what do we offer to our clients.

The museum is currently handling this situation by offering products to seasonal available market. Attracting more schoolchildren in winter or educational season, such as educational visits and tour guide or family informational activities and, in the summer, they host more adults for vacation related activities such as gastronomy or wine tasting and concert.

Attracting different market, providing different products and giving dissimilar feedback to the current structure and environment is the way to encounter this phenomenon as seasonality

Suggestions:

- In low season we can manage gaming activities to attract more young people such as scape-room in the multi-purpose hall every weekend. The creation of the game could also be educational as solving Pau Casals mystery puzzle. Simple portable structure for the room as it is a multi-purpose room.
- Evening dancing with classical music, couples or singles can both gather for classical dance and music nights in the garden area or in multi-purpose room (hosted by drinks and tapas, collaborating with wineries and vineyards).
- Summer can still attract educational activities such as summer camp activities in the museum. To have a creative different type of summer camp we can create a single parent summer camp activity for kids and parents in the museum.
- International nights in summer as there are a lot of international tourists during the high-season.
- Propose a specific business plan to cooperate with the La Meridian Ra five-star hotel, to offer space for their winter events. As this hotel is usually booked during the winter for business meetings this offer could be a win-win opportunity as the hotel can offer different environment close to the hotel and the museum could have more income during the winter renting the area.

## **6.2. Guidelines for increasing loyalty from local market**

Having loyal customers depend on how much we know our market and how can we exploit our products and propose new product to keep our visitors interested. The type of products and

activities has to work to interact the customers, in this case they could be more motivated to take part in the museum activities more often.

The museum facilities are a bit outdated comparing their counterparts in major cities. We should consider updating the facilities could be really costly and right now the museum is trying to improve its income to be able to develop its environment.

Suggestions:

- Implementing charity events every year for a week and having sponsorship to cover all the expenses. Different booths of products or activities
- Create packages of activities and cooperating with theatres in Tarragona and Barcelona to attract more locals from major cities which are close to where the museum is located and is an advantage to take. Like contracts with Liceu or Palau de la Musica and other similar places
- Yearly song contest with collaboration of auditorium. This could really interact local community with the museum. And the activities could be created aside from the contest could be really interesting and beneficial, such as renting the spaces for practices and inviting VIP guests which can improve the image or the brand of Pau Casals and other different products we can present to visitors during the event.
- Organizing sport activities such as running or cycling competitions.
- Organizing art exhibition auctions.

**6.3. More Suggestions**

During the work on this project after interviews and talking with people also the two months internship, I discovered an Issue which the museum is having unwillingly and that is the lack of efficient networking with other businesses and specially the authorities. This could have been caused by different reasons one could be the load of office work of the managers which is stopping her to communicate more personally with business partners and authorities also to



concentrate on planning and implementing new plans. Well the reasons could be more or deeper than I mentioned considering the short time of my observation, here is what I suggest:

- Invite the authorities like tourism board of Tarragona, municipality of the region or even the tourism board of Catalonia to a real time event in Pau Casals. Let them see the area and opportunities the museum has, talk to them and most importantly show them the advantages the museum could give to the tourism in the region. Make them see the problems on the way of improving the museum and ask them for their support.
- Collaborate with some competitors like Hotel Ra in their business events, offer them your type of musical events in their hotel and invite them to use your space for some of their activities.
- Make more business connection and contracts with major cities cultural projects like Barcelona since they are also looking for a way to deconcentrate the mass tourism to peripheral areas. Prepare a proposal.

Another thing that I figured out is what the manager said about the plans for tourists which they don't really have a specific plan for them. In the tourism industry we know tourists can change a destination to something different. If the management of the destination is not well preserved, the change sometimes could be very much to modify the identity of a destination and sometimes with a good management it just can develop the destination in an efficient way. For a place like El Vendrell or Sant Salvador beach as a small destination it would not be very hard to manage tourist activities as the whole region is already experienced in tourist attraction. So if the museum tries to plan special activities for tourists, possibly they could make changes in the positive way for their improvement and where they are located very soon.

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## **8. Appendix**

### **8.1. Questionnaires**

#### **8.1.1. For similar organizations (Hotel le Meridien Ra, Genius rout, Gaudi museum)**

- 1- How would you define your customers (target market)
- 2- What are your organization goals related to tourism activities? (short term and long term)
- 3- What types of touristic activities your organization is working on? Any cultural events?
- 4- What strategy are you following for events or your communicational activities?
- 5- Do you have any relationship with your counterparts in the area or municipalities? How would you describe and evaluate this relationships?
- 6- What other organizations are you cooperating with? And why?
- 7- What are your promotional activities?

#### **8.1.2. For Tourism offices (patronat turisma de Comaruga and diputasio de Tarragona)**

- 1- How would you define your customers (target market)
- 2- What types of touristic activities your organization is working on? Any cultural events?
- 3- What are your promotional activities?
- 4- What are the values, you are considering to be uinique around the territory/ the culture /and finally pau casals?

#### **8.1.3. For the Museum of Pau Casals**

- 1- What are the regular events the museum have during the year?
- 2- How do you overcome seasonality?

- 3- Who are your loyal clients? Explain why they have been considered loyal?
- 4- How do you work with locals? What do you offer them?
- 5- What type of events would you like to have in the Museum?

## **8.2. Interview transcripts**

### **8.2.1. Interviewee: Eva Martinez, the founder and manager of Genius Rout**

- 1- How would you define your customers (target market)

At the beginning families and the people in proximity (it's not easy to sell cultural activities when you are in the sun and sand destination). And for the destination itself is interesting as it's not just sun and beach it's also other thing as cultural attractions (traditions, culture and landscapes) so the government like the idea el pastaigdelgenis so it is a win-win situation. We wanted to bring the families in Catalonia to here and we started to think what can we do? The difference of the places are attractive, you go from the beach in El Vendrell to mountain in Orta you see the urban and cultural life and landscapes in Reus including Vermut and the traditions, theater, shopping areas plus Gaudi work. We would like to do different activities with families (different experiences) playing and learning. First one place 10 families. And we were helping other museum from the other and promoting each other.

- 2- What are your organization goals related to tourism activities? (short term and long term)

Connecting the museum together and trying to help each other and moving people from one place to another. Which its hard to move people between all these places because of the distancess

Getting benefit from promoting each other.

Work on the cultural image of costa Daurada and Terresde l'Ebre.

- 3- What types of touristic activities your organization is working on? Any cultural events?

Painting and handcrafts, storytelling and playing with kids and families in the locations. So one activity was funny to promote for the others.

Family art experience which are doing the activities and also staying in Montruge. (Events for families)

Events for painters.

Gastronomic events (as an Idea now to be activated later)

Cycling tour in genius rout (not active yet) more focusing on internationals

4- What strategy are you following for events or your communicational activities?

To expand the market to Aragon, Valencia and bask (With families trying to expand the market)

And also adding new products with international market (they decide every year and it might change)

5- Do you have any relationship with your counterparts in the area or municipalities? How would you describe and evaluate this relationships?

Generalidad de Catalonia, Patronat de tourisme, some restaurant, press

They help for promoting the idea and also providing some facilities.

6- What other organizations are you cooperating with? And why?

The answer has been given above!

7- What are your promotional activities?

Started in the local newspaper and then social networks. and all the locations are promoting the others to help with different brands, costa Daurada and Orta and others.

Bloggers in Barcelona and Moms in Facebook and Instagram.

Designer and contract with a company for advertisement.

### **8.2.2. Interviewee: Desiree from Hotel Le Meridian Ra**

1- How would you define your customers (target market)

It's different if we talk about business or individual people, individual people who are coming here, mostly 50% is from the national market (Spanish market) so it's a quiet important percentage that people from all around Spain are coming to spend their holidays, then we have people from USA, Russia (even more than other years), French (bcz of the proximity you can go driving here) and that was the main market. and then types of our guest are structural families, couples from 35-65 and then.

What about the majority of the customers? Not sure! Maybe couples from 70 or 65% VS 30 to 35% families. Two years ago we planned an important program for families and because we also have kids club and beach and we have a lot of activities during the holidays, so parents can relax in their holidays at the beach and children can go to the kid club and spend the day. So it's important to know that we are recommending activities to the families like visit Wynyard, visit Pau Casals museum, visit cultural attractions around the area like monuments in Tarragona.

Can we say you are focusing on family activities? Not focus on them only but its important sector and then couples.

Do you plan other activities for couple as the plans you have for families? (Outside or inside the hotel)

So inside the hotel yes we have a huge program for people who are resting here during the summer because we are a seasonal hotel (we open in May and we close in October for individual guests and from October to May it's only for business) business can also do a meeting in July but its not very normal!

Companies can have exclusivities from October to May, for example if you are coca cola and you want to launch a new product you can reserve it from Oct to May.

And in terms of activities for the client during the season we organize everyday more or less an activity in house, for example on Wednesday we organize Sparkling cocktail and we invite all the guests to join and to get to know the heads of the department and we meet in one of the gardens with our GM and heads of all the departments and we introduce ourselves and we ask about the

services and their requirements and their opinion. For me this activity is the best to know the clients and their needs and what to improve. It's the moment you can communicate with the guests and tell them your story and recommend other activities.

On Thursday we organize a wine fair and the knowledge experts who are working with us are coming here and it's free for the clients.

On Friday it's the beach club activity, on Saturday it's the dinner in the beach with music under the sunset also we have activities with the Spa and swimming pools.

2- What are your organization goals related to tourism activities? (short term and long term)

We are trying to have full occupancy in July and August, because we are opening only 5 or 6 months and that's why it's important so we have to do activities and promotions to bring people for during the week or weekends.

At the beginning of the year we work on the marketing plan, so we consider which activities we can do in house and which ones outside we can do with the help of sales department.

3- What types of touristic activities your organization is working on? Any cultural events?

(More explanations above) cultural events? During July and August we every week we organize cultural activities as Castelles, it's an interesting activity for foreigners who don't know about our culture and other activity is Correfoc (people dress like bull and fireworks).

How much are the activities belong to the business events? Most of the activities as it's been said is for the other season but we wasn't to achieve local market offering what! Like what we offer in the restaurant Paella with good price to local businesses maybe just have the kickoff meeting in our hotel to be different not in the office and we can offer them office area and then lunch and later if they want a coffee or drink in the beach club.

About the venues? We have special car launches many car companies are coming here (like last year Lexus Company rent for two month exclusively to present a new car.

Weddings are also another important part of the events, we have a wedding planner (last year we had 20 weddings) we offer a lot of spaces to the ceremony.



In terms of occupancy for events, Business or weddings? Business of course. If we have to choose we are focusing more on business events as they are more important.

4- What strategy are you following for events or your communicational activities?

The main strategy is follow the brand as Le Meridian and Marriott and later for here is about to promote the area. So we are the closest resorts to Barcelona and it's interesting for people from Barcelona to know only in 40' they can come here to 5\* hotel and its totally different from Barcelona.

For me there are three strategies: try to achieve more people here and then increase the revenue of the people, sleeping here (with other activities we are planning)

5- Do you have any relationship with your counterparts in the area or municipalities? How would you describe and evaluate this relationships?

We have the network and association with Barcelona convention bureau, Tarragona, Catalonia convention bureau and this type of organizations. The promotion they can offer us and opportunities they are informing us about. It's important to have this network.

How do you see the progress with this association? They inform you about all the activities and opportunities and then you decide if you want to go for it.

6- What other organizations are you cooperating with? And why?

As we belong to Marriott and it has offices all around the globe, and we should be in contact with them somehow for example if Amex wants to have an event in Marriott chain in Spain the global sales office will send the request and the GSO(global sales office) decide which hotel in Spain can host this event. So we are trying to contact with all the GSOs (and it's hard to convince them as they are not here and don't see the services and the place).

It's very important to attract the potential customers here and then when they are here it's done it's the hard work for sale department and a by just a video it's not enough.

7- What are your promotional activities?

Presenting the hotel by visiting places and showing the videos of what we are and what we are offering. We manage the social networks from here. I prepare the promotion (as a package) for the agencies and information for the presentations. And in house we are promoting with photography and videos of activities for the website or social media which is important for us.

Do you have public advertisements? Not really! But there is a board in 300 meters from here we put some advertisement as information for locals to know about our services. People who lives in Calafell tare stopping there and they don't feel like coming us and maybe they think a 5\* hotel is not for them and that's why we try to put information to change that perspective. Because you can enjoy the Spa or restaurant service and it's not necessary to stay in the hotel, for example we put a menu of Paella with 25 euro to attract the local for using the services.

We do advertisement in local radio and market (it's an important sector that we can achieve money and it's not necessary to sleep here).

Relationship with Pau Caslas:

We have an event with old cars concentration, people are wearing old fashion like the 50s with classic cars and we recommend them to go with the cars and visit around like vineyard and Pau Caslas museum, In general we recommend to our guests a lot to visit there.

### **8.2.3. Mar Garliano Interview (patronat tourisme de Comaruga)**

5- How would you define your customers (target market)

Normally it's the market of proximity, for instance Catalonia, and national market of Spain, and then French, Holland, Russia, a few English, and normally they are family segment, because we have a lot of activities for families and children. And Catalan people loves the area a lot.

6- What types of touristic activities your organization is working on? Any cultural events?

We have a lot of activities for families like Aula aquatics (visiting the sea creatures), sports activities (volleyball & football) tourism fair, zoo and nature, museum activity. We do Xatonada

as how to make it (activities for children). Wine and gastronomy and folklore and Diablos human towers (castelles), giants and we have a lot of potentials.

7- What are your promotional activities?

We do exhibition and communicational activities, work with tour operators, working with bloggers. We go to other exhibitions (outside the country) and present ourselves with the brand of Costa Daurada. We also do competitions, in French market we advertise in magazines, in Andorra we do TV ads and also promotions in the radio.

How do you promote Pau Casals? We give the visitors the brochure and calendar of activities.

8- What are the values, you are considering to be unique around the territory/ the culture /and finally Pau Casals?

Our city needs to expose more Pau Casals, it's very important. I think people need to value more they don't know much about him. Before people were coming just to lay down in the beach but now they want to explore the culture and traditions. We have so many potential but we cannot activate them because we don't have enough resources as economic support and human resources.

#### **8.2.4. Interview with Dominique Ruiz (Gaudi center Reus)**

1- How would you define your customers (target market)

The majority of people who are visiting Reus and Gaudi center are not really into culture and Gaudi, let's say they are in their vacation in sun and sea destination (Costa Daurada) that they are willing to do other activities during their vacations. We can say most of our visitors are from Catalonia, Spain, France, Russia and north Europe and categorized mostly in families.

2- What are your organization goals related to tourism activities? (short term and long term)

3- What types of touristic activities your organization is working on? Any cultural events?

No cultural event! We don't have Spaces to implement events. We just do some guided visits of tourists. In low seasons we do some group activities (senior people, school and students) and we have some special activity for families. No special events, but open days in special occasions like Gaudi's birthday or at the museum day.

4- What strategy are you following for events or your communicational activities?

Started with using the brand of Gaudi

5- Do you have any relationship with your counterparts in the area or municipalities? How would you describe and evaluate this relationships?

6- What other organizations are you cooperating with? And why?

7- What are your promotional activities?

Social networks, Brochures and flyers to agencies and tourism offices, publicities in some French magazines and communicate with travel agencies, hotels, tourism offices in order to attract more visitors.

#### **8.2.5. Interview with Francesc Bueno (diputasio de Tarragona)**

9- How would you define your customers (target market)

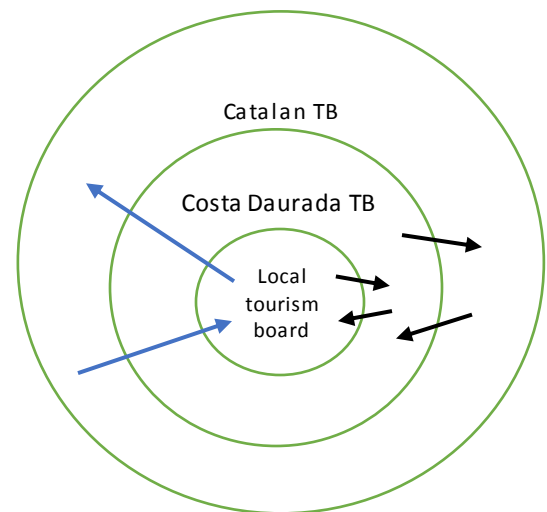
In my idea Costa Daurada is one of the most important family destination in Mediterranean area, the reason I'm saying that is because 6 of our communities are certified by Catalan tourism board as family destination that means, all the services private and public (hotels apartments, restaurants camping sites and public services are thinking just for families, and we have the biggest theme park in Mediterranean this is also giving the position.

About nationalities 54% of our visitors are from Spain the rest from French, UK, Russian, and next Scandinavian market that are interested in the golf centers which we are very strong in this sector and they are coming from October till December and then from February to April because in those countries the golf places are closed and we are open.

10- What types of touristic activities your organization is working on? Any cultural events?

Our vision is not about doing activities inside the area as it's the responsibility of local organizations our strategy is focusing on international market, if we organize activities or something we organize it for abroad not in the area. There is just one because it's an important international event world rally car in October and this is the only activity we organize inside the area. Another thing is that we contribute, we are partners of local tourism board in some activities they organize they ask us for money and support and we give them so we are not organizers we are supports. For example for wine fairs and gastronomic fairs we support them by money and communications.

Different ways of collaboration with tourism boards



In the master plan:

Special agreement with 23 tourism board in the area to promote together Costa Daurada market it's a strategy and we signed a contract and we redo it every year. That means we are assisting main travel fairs with stands and unique image

11- What are your promotional activities?

Presenting ourselves in the main travel fairs, marketing actions in different market such as Franc (advertising campaign in Radio and internet, press media) different agreements with online tour operators.

Operational objectives: (what we are doing to promote Costa Daurada)

- To develop 20 fam trips from our tour operators (minimum 20) and press trips , they will be invited to visit our places and use our services in order to promote our destination

- To develop advertising campaign family tourism (in fairs, with bloggers and influencers and instagramers)
- Annual participation to meet mothers and promote
- Publishing specific materials such as flyers brochures and different materials
- Signing the biggest contract with all our partners in the area (convenience corner) and we have meetings with all of them (port Aventura
- president, hotels president, campaign presidents and... all public and private sectors to promote the destination.
- We develop an annual plan in Spain, UK, Ireland, France and Russia (in corporation with Catalan tourism board) for tourism fairs. If the fair is in Spain we go by ourselves but if it's in other countries we will go with Catalan tourism board under the umbrella of Catalonia.
- We have an agreement with estacion autica which is an organization related to all the sea leisure and activities, so we support them and give money to do activities for families and children (we don't organize but we give support)
- We give support to all the camping site of the area to promote the camping sites.
- We have plan for improving different areas (businesses in the area) golf, wine and gastronomy, cycle, art and culture and CDCB. We have brand manager for all these sectors every year we have meetings with all stakeholders of each section to share information, strategy and talking about products, we invite professional speakers and so on in order to give them all the tools to be more competitive. And we supports these 5 area to improve and promote the destination (for example we organize fam trips or press trips and travel fairs & ...)

Catalan tourism board has offices in different part of the world to promote Catalonia (an office manager with technicians) such as organizing fam trips or press trips the tickets will be provide by the offices in the home country and the hosting services will be with us.

The connection between private and public sector: we take the money from tourism at hotels (as taxes), the hotels will give the money to Catalonia tourism board and Cataluña tourism board will share it to the local tourism boards and local boards hare with us and we put money

together and we give to the private sectors. We are public body who shares public money to private sector.

And we have a control system on them as they need to pay money and justify to us and then we will give them the money. The objective of this project is to have more partners here in order to have more budgets, more actions and more impacts in the market.

We support Ruta del Cister (three important monastery) we give them support and Paisatge del Genis as well.

- We have special strategy for online promotions (internet, bloggers, Instagram, twitter, influencers and etc.)
- We have special manager to promote Reus airport. We are looking for to expand the number of flight companies.
- Then the area of working with universities for market studies (all the statistics and information about tourism. A plan for small villages in case they have potential to be a tourism destination

12- What are the values, you are considering to be unique around the territory/ the culture /and finally pau Casals?

As Pau Casals is a cultural place you should be in contact with the manager in charge of art and culture to get more information about.

I think Pau Casals is a unique infrastructure because he is a figure and master and well recognized but not for everyone for a specific market and people interested in classic music. The problem is that Pau Casals is in the middle of sun and sea destination and it's very complicated to link the culture with the sun and sand market. The motivation of most of the people who visits us is to relax and want to spend their time at the beach so it's not easy to promote a cultural heritage. Another thing is that you are located in Sant Salvador and are kind of disconnected with the city resorts and activities and it's an additional issue that it's hard to promote you. I think you have to be in the circuit of cultural resources and be InTouch with incoming services in Barcelona and I think you have to be in touch with all the music schools in Catalonia. The world of music could

be your partner in general. You can be in touch with Liceo, you can be a complimentary to their shows and concerts and other activities.

It's a very difficult product! You should think how you can convince people, coming from Barcelona to spend the time on sun and beach, to visit your product. What can you give them or offer. I think the most think you can offer is with children because most people are coming are families. You can organize something of interest of Childs.

#### **8.2.6. Interview with Nuria Ballester (Museum of Pau Casals)**

6- What are the regular events the museum have during the year?

Regular activities that we have for general public are the storytelling visits and guided visit tours with wine tasting, family activities with kids, concerts and open day tours during the anniversary of Pau Casals in October the birthday of him in December and after that in May we have the international day of museums so we open all the weekend with all the guided tours and everything.

Specially during the summer which is the big season we always organize concerts in the garden also the storytelling visits with wine tasting, exhibitions in multipurpose room and special concerts that we organize in the garden.

With this cultural activities we also have other activities when people are renting our space for their events, but they are normal activities that we are not organizing them just renting the place.

What are the exhibitions about? What kind of exhibition do you have?

Normally they are related to the museum, so it could be exhibition of art collections like photography exhibition or this year we have the Victoria the los angles who was a very popular singer and He/She played and sing with Pau Casals.

And about family activities can you explain the details of the activities?



We have different kind of activities for kids for example we have for the age of 0-3 and they are very interesting normally we used to have cello music, there is another one that it's guided by a character who shows that he is a friend of Casals and they do the visit in the museum with objects and it's kind of interactive activity and when the visit is ending they have the opportunity to play the cello in small size for kids. And normally this activities for kids and family are very successful here.

How do you usually promote this kind of activities? (Concert, family activities and ...)

Usually we have our own contacts and mail chimp and social media and also with press release.

And how much is the coverage of the press release? (Local area, other cities, or whole Catalonia?)

For the newspapers and radio and TV its local area but others are general in social media and mail chimp, (so it depend... we have normally people from other cities like Tarragona, Reus, Villanova, Sitges, and Barcelona and it depends on the activity they are coming to do).

And what are summer activities usually about? Concerts?

The activities are very regular during the summer, every Friday we have storytelling visits from 7 in the afternoon till 9 and the difference with winter visit is when people finish the visit they go to the garden and they drink Cava after the visit. During Augusts every Saturday we have classical music concert in the garden. We also organize two days in the summer music with food which is a successful event activity with 120 people in the garden (it's about 6 years that we are organizing this events) and depending on the year we have big concerts or exhibits in the summer.

7- How do you overcome seasonality?

The public (the market) we have is different and so different kind of activities. During the winter we try to attract customers of scholar groups with big educational offer that we have. Also attracting seniors and cultural groups. I think the offer during the summer and winter is different because our potential market is really different.

During the summer we have no schools or educational activities during the winter we have a lot of schools and groups and family activities! This is actually something we should think about it

we don't do family activities during the summer maybe we should do that, we do activities just for adult individuals, I mean the offers are not educational or for families. We can try but I think families during the summer are doing other things for example during the day they go to the beach so we organize all the activities in the evening (during the summer). And we are also focusing on locals not much on the tourists that might visit us during the day.

8- Who are your loyal clients? Explain why they have been considered loyal?

I think most of them are senior groups (50-70 age), schools and families or people who are interested in music, Catalan people also and some tourists who know Pau Casals and music.

Because they are repeating, they bring family and friends, they come with others and they take part in our events and activities. Especially in summer they are waiting to participate in the activities.

9- How do you work with locals? What do you offer them?

We offer summer activities and weekend activities (activities that explained above)

10- What type of events would you like to have in the Museum?

The family activities are very important, as they bring the kids and we would like the kids to learn about Casals and we can provide good products for them. And also concerts and exhibitions we would like to have more.

What about tourists? What do you want to offer them as events or cultural activities?

We are trying to work with cruises that are arriving in Tarragona and offer them some attractive activities for them. We tried to do a story telling activity but it didn't work also in Spanish it's difficult as it's a big effort for us and expensive as well. So at the moment we don't have special products for the tourists.