

Leonie Jana Urbanek
Analysis of marketing strategies: A mixed-methods case study of the Sangulí Resort

Leonie Jana Urbanek

**ANALYSIS OF DIVERSE MARKETING STRATEGIES FOR BUNGALOWS AND
CAMPSITES: A MIXED-METHODS CASE STUDY OF THE SANGULÍ RESORT**

TREBALL DE FI DE GRAU

dirigit per la Sra. Marina Bannikova

Grau en Gestió en Turisme i Hoteleria



UNIVERSITAT ROVIRA I VIRGILI

Vila-Seca

2025

Table of content

<i>Table of content</i>	2
<i>Figures</i>	3
<i>Abstract</i>	4
<i>Keywords</i>	4
1. CHAPTER ONE: Introduction	5
1.1. General objective	6
1.2. Specific objectives	6
1.3. Significance of the study	7
1.4. Methodological approach	7
1.5. Academic gap	7
1.6. Structure of the thesis	8
2. CHAPTER TWO: Literature review	9
2.1. The camping industry	9
2.2. Marketing in general	14
2.3. Tourism Marketing	23
3. CHAPTER THREE: Methodology of the study	35
3.1. Methodological orientation	35
3.2. Data sources and typology	36
3.3. Research design and methods	37
3.4. Trustworthiness and rigor of qualitative data	38
3.5. Data privacy	39
3.6. Field of study	39
4. CHAPTER FOUR: Results and discussion	46
4.1. Marketing infrastructure and strategic objectives	46
4.2. Marketing strategies for 2025	53
4.3. Web analysis	55
4.4. Social media	58
4.5. Strategic innovations and future marketing proposals	62
4.6. REBRANDING strategy	66
4.7. Digital marketing analysis of the Sangulí Salou Website	69
4.8. Assessing the effectiveness of marketing strategies based on digital presence, GRI Index and survey data	71
5. CHAPTER FIVE: Conclusions and recommendations	90
6. Appendices	94
7. References	100

Figures

Figure 1: Porter Diamond Model (1990), Source: Stekskal & Hájek (2012)..... 12

Figure 2: Categorisation of digital marketing by Chaffey and Ellis-Chadwick (2019); Source: Chaffey (2024)..... 20

Figure 3: The consumer decision-making process, Source: Own elaboration based on Blackwell et al. (2006) and Burguete, L.L., Sahelices-Pinto, C., & Lanero, A. (2017)..... 30

Figure 4: The travel decision-making process by Schmoll (1977), Source: Schweda, A. (2004)..... 33

Figure 5: History of Sangulí Salou, Source: Own elaboration based on historical information from the official website of Grup Blasi (www.grupblasi.com) 41

Figure 6: Simplified organigram of the company Grup Blasi, Source: Own elaboration based on internal company organisational chart.... 44

Figure 7: Simplified organigram of the commercial department at Grup Blasi, Source: Own elaboration based on internal company organisational chart 44

Figure 8: Country distribution of target clients, Source: Own elaboration based on data extracted from ReviewPro on 30 April 2025 45

Figure 9: Occupancy levels during the 2024 season, Source: Own elaboration based on internal marketing document outlining the 2025 marketing strategies..... 49

Figure 10: Overview of the campaign calendar of Sangulí, 2024/25, Source: Screenshot from internal document detailing marketing campaigns..... 53

Figure 11: Campaign themes by country, Source: Own elaboration based on information from an internal document..... 54

Figure 12: Top nationalities visiting the website of Sangulí 2024, Internal document from the Marketing Department 56

Figure 13: Web traffic análisis by referral source, Source: Own elaboration based on internal document 56

Figure 14: Percentage of web traffic by source, Source: Own elaboration based on internal document..... 57

Figure 15: Website visits per-E-mail newsletters, Source. Own elaboration based on internal document 58

Figure 16: Top 10 most reproduced Reels on TikTok, Source: Internal..... 59

Figure 17: Publications with the most engagement and reels, Source: Internal document 60

Figure 18: Average night per nationality of senior travelers, Own elaboration based on internal data statistics..... 64

Figure 19: Official website of Sangulí Salou, Screenshot of the official website of Sangulí Salou, retrieved on 20 April 2025, from <https://www.sangulisalou.com>..... 69

Figure 20: Analysis of the website based on various theories, Source: Own elaboration based on various theories of user engagemen 70

Figure 21: Benchmarking analysis of Sangulí Salou, Source: Own elaboration based on data collected in April 2025 75

Figure 22: Social media reach of selected Mediterranean resorts, Source: Own elaboration based on data collection in April 2025 78

Figure 23: Comparison of resort ratings across multiple platforms, 2025, Source: Own elaboration based on data collection in April 2025 78

Figure 24: GRI Index in comparison to compset (Review Pro), Source: Data from ReviewPro, retrieved on 30 April 2025 80

Figure 25: GRI Index evolution of Sangulí in 2024, Source: Data from ReviewPro, retrieved on 30 April 2025 81

Figure 26: GRI Key drivers (2024) of Sangulí, Source: Source: Data from ReviewPro, retrieved on 30 April 2025..... 82

Figure 27: Perceived importance of digital marketing when planning a vacation, Source: own elaboration based on online survey results (April-May 2025)..... 84

Figure 28: Preferred sources of marketing influence when researching vacations, Source: own elaboration based on online survey results (April-May 2025)..... 85

Figure 29: Social media platforms used to explore vacation destinations, Source: own elaboration based on online survey results (April-May 2025)..... 85

Figure 30: Appeal of Sangulí Salou's marketing content based on viewer impression, Source: own elaboration based on online survey results (April-May 2025)..... 86

Figure 31: Most noticeable elements of Sangulí's marketing, Source: own elaboration based on online survey results (April May 2025) ... 87

Figure 32: Most persuasive marketing features when booking a resort, Source: own elaboration based on online survey results (April-May 2025)..... 88

Abstract

Hybrid lodging resorts, which combine diverse accommodation types under a unified experiential brand, are transforming the marketing of tourism accommodations through complex, data-driven marketing strategies. This thesis investigates the multi-channel marketing ecosystem of Sangulí Salou, a four-star resort located on the Costa Daurada in Catalonia, Spain, renowned for its integration of high-quality tourism infrastructure with traditional camping culture, the resort exemplifies a successful model of hybrid tourism development, on the effectiveness of its integrated campaigns across digital platforms, CRM systems and offline channels. Grounded in relational and digital marketing theory, the study employs a mixed-methods case study design, integrating performance analytics, stakeholder interviews and customer data to assess campaign effectiveness and strategic alignment.

The findings reveal a marketing infrastructure in which software tools like Salesforce CRM and Unicamp PMS underpin hyper-segmented campaigns that are timed to national travel calendars, regional behaviour patterns and real-time booking data. In 2024, Sangulí achieved a 22% increase in revenue and significant occupancy growth across key months, driven by adaptive campaign execution and audience specific content, particularly for senior travellers and European families. Social media advertising, especially on Meta platforms, generated a 260% increase in attributed revenue, while Google Ads delivered over 13 million euros in conversion value. Influencer collaborations, video storytelling and emotional branding further strengthened brand loyalty, with repeat visitor rates reaching up to 70%.

This study provides valuable insights into performance-oriented marketing within the tourism industry, illustrating how emotionally engaging content, data-informed audience segmentation and integrated digital infrastructure collectively strengthen customer engagement, foster brand loyalty, and drive direct bookings. It also provides practical guidance for tourism marketers to adapt to the growing demands of personalization, technological innovation and changing traveller's expectations.

Keywords

Hybrid lodging; performance marketing; CRM strategy; customer segmentation; influencer branding; digital tourism communication; emotional engagement

1. CHAPTER ONE: Introduction

The tourism and hospitality industry are undergoing a critical transformation, driven by rapid technological innovation, evolving customer expectations, and heightened global competition. This shift is closely linked to the rapid advancement of information and communication technologies (ICTs), which have become deeply integrated with the industry's growth and operations. These technologies have not only changed how tourism is managed but also enabled higher levels of interactivity and remote control over services (Buhalis & Law, 2008). At the same time, there has been a conceptual shift in how hospitality products are understood – moving away from a focus on tangible goods toward viewing them as complex, experience-based offerings. This new perspective encompasses guests' expectations, emotional responses, and decision-making behaviours. As a result, research has increasingly focused on how businesses can influence consumer choices and how human resource strategies must evolve to support this new, experience-driven approach (Gursoy, 2018).

One of the most notable trends in the resort sector is the rise of mixed lodging resorts, which integrate various types of accommodations, such as classic campsites, upscale bungalows, and luxury glamping options, within a single destination. This model reflects the broader shift toward experience-based and personalised tourism, where travellers seek emotionally rich and sensory-engaging stays. According to Pine and Gilmore (as cited in Knight, 2007), experiences are shaped by immersion and participation, drawing from elements of entertainment, escapism, education, and aesthetics. Successful destinations are those that create immersive thematic environments capable of stimulating the five senses and transporting guests beyond their everyday reality. These multi-layered spaces, by altering perceptions of time, space, and place, exemplify how contemporary resorts cater to evolving tourist expectations through adaptive and creative hospitality concepts.

The growing popularity of hybrid accommodation models has prompted resorts to rethink their marketing and operational strategies. Generic promotional methods are no longer enough; instead, success now depends on personalised, data-driven, and value-oriented marketing that speaks to clearly defined customer segments. In the digital era, this shift has required a redefinition of marketing itself, from passive selling to active engagement. As Kotler, Kartajaya and Setiawan (as cited in Zhu et al., 2017) argue, companies must adopt a connected marketing mix that encourages mutual value creation, where customers

participate in the marketing process rather than simply receiving messages. This has led to a move away from traditional advertising toward content marketing, where businesses must focus on producing and sharing content that is genuinely helpful, relevant, and engaging. For resorts offering diverse lodging experiences, this approach is essential for standing out in a competitive landscape and building lasting relationships with their audience.

This thesis explores these dynamics through a mixed-methods case study of Sangulí Salou, a leading mixed lodging resort situated in the Costa Daurada region of Catalonia, Spain. Renowned for its integration of luxury bungalows, family-friendly amenities, traditional campsites, and glamping units, Sangulí offers a compelling example of strategic innovation in the hospitality sector. Its ability to cater to a broad spectrum of tourist profiles, ranging from families and individual campers to lifestyle-oriented glampers, makes it an ideal case for examining differentiated marketing strategies and their effectiveness in a mixed lodging context.

1.1. General objective

The primary objective of this study is to conduct a comprehensive analysis of the marketing strategies deployed by Sangulí to promote its dual lodging offerings: bungalows and campsites. In doing so, the study adopts a mixed-methods research design, combining qualitative and quantitative insights to evaluate both the conceptual and practical outcomes of the resort's marketing efforts.

1.2. Specific objectives

To fulfil the primary objective, this study seeks to achieve the following specific objectives:

1. To conduct a detailed analysis of the marketing strategies adopted by Sangulí Resort for promoting its bungalows and campsites.
2. To assess the effectiveness of these strategies in attracting and converting potential customers into actual bookings.
3. To investigate the resort's segmentation, targeting and positioning strategies within the broader tourism and hospitality market.
4. To identify the main challenges faced in the implementation of these marketing strategies.

1.3. Significance of the study

By attracting tourists, fostering repeat visitation, and enhancing brand visibility, effective marketing strategies contribute directly to the viability of the hospitality sector. The significance of this study is fourfold:

- For Sanguli Salou, the research provides a performance audit of its marketing strategies, offering actionable insights for future development.
- For industry practitioners, the case study serves as a benchmark for strategic innovation in the marketing of hybrid lodging formats.
- For the academic community, the research contributes empirical evidence to a relatively underexplored area within tourism marketing literature.
- For future researchers, the study offers a replicable methodological framework for analysing complex tourism marketing strategies.

1.4. Methodological approach

The study employs a mixed-methods research design, combining both quantitative and qualitative approaches to generate a holistic understanding of Sanguli's marketing strategy. The quantitative component involves the analysis of marketing data related to digital performance and customer satisfaction, with a particular focus on metrics derived from the resort's online marketing activities and the Global Performance Index (GPI) as a measure of client satisfaction.

The qualitative research design integrates multiple data collection methods, including a focus group involving key internal stakeholders, such as the Marketing manager, Commercial coordinator, Revenue and Central Reservations Manager, and the broader marketing team, alongside an online survey and documentary analysis of relevant internal and promotional materials. This methodological triangulation strengthens the internal validity of the study and enriches its contextual depth, allowing for a more nuanced examination of the company's strategic direction, consumer perceptions, and the overall effectiveness of its marketing initiatives (Phillimore & Goodson, 2004).

1.5. Academic gap

Despite the increasing relevance of hybrid resorts in modern tourism – offering a mix of accommodation types such as campsites, bungalows, and glamping units – academic research has not yet examined in sufficient detail how such resorts develop and implement

differentiated marketing strategies within a unified brand framework. Much of the literature still treats accommodation as a homogeneous category, which risks overlooking the growing complexity of guest expectations and the operational challenges involved in marketing structurally diverse offerings under one resort identity. While the transformative impact of digital technologies on tourism marketing is well established (Sigala & Gretzel, 2017), their targeted application in promoting multi-format lodging experiences remains relatively underexplored. Limited attention has been given to how resorts integrate data-driven marketing, emotional branding, and experiential storytelling to effectively position contrasting accommodation formats, such as campsites and high-end bungalows to distinct audience segments within the same destination.

This study responds to that gap by providing an empirically grounded, theoretically informed, and methodologically robust analysis of Sanguli's marketing strategy. Through a case-based, mixed-method approach, it offers novel insights into the design, implementation, and impact of differentiated marketing efforts in the mixed lodging sector.

1.6. Structure of the thesis

This thesis is organised to provide a coherent and systematic investigation into the marketing strategies of the case study. It begins with an introduction to the research objectives, the formulation of guiding questions and the overall structure of the work. The literature review that follows establishes a theoretical foundation by exploring relevant studies in the fields of marketing, tourism marketing and the camping sector. The methodological section presents the empirical context, explains the research design, and outlines the multi-method approach employed. Empirical findings are then analysed and discussed, drawing connections between observed outcomes and theoretical expectations. Marketing measures implemented by the resort are assessed through survey data from non-clients, the GRI index from Review Pro and a benchmarking analysis of digital presence across social media and travel platforms. Finally, the study concludes with a synthesis of insights, critical reflections on the research's contributions and limitations, and practical recommendations for future marketing strategies and further academic inquiry.

2. CHAPTER TWO: Literature review

Chapter two provides a comprehensive review of the key theoretical perspectives and models relevant to the resort and camping industry, tourism marketing and consumer behaviour. This framework serves as the analytical lens through which the case study data will be interpreted and contextualised.

2.1. The camping industry

The camping industry is a significant and evolving segment within the broader tourism and hospitality sector. Over the past several decades, it has diversified considerably, offering a wide range of experiences, from traditional tent camping to more luxurious options such as glamping. As the industry matures, understanding its various components, such as segmentation, resources, competitiveness, and emerging trends, becomes crucial for analysing its current dynamics and future trajectory.

The segmentation of camping accommodations into traditional formats, centred on nature, simplicity and self-sufficiency, and commercialised alternatives such as Outdoor Hospitality Parks (OHPs), which integrate enhanced amenities and diversified lodging options, is well established by Brooker and Joppe (2013). Campgrounds tend to cater to more traditional forms of camping, including tent pitching and caravan placements. In contrast, OHPs represent the commercialized aspect of the industry, offering a broader range of facilities such as mobile homes, cabins, and bungalows. This segmentation illustrates the growing complexity and diversity within the camping sector, as Outdoor Hospitality Parks evolve into versatile commercial operations equipped with substantial infrastructure and a broad range of offerings to meet varied guest expectations. Grande (2021) conceptualises “camping” as a broad category that includes both traditional and modern outdoor stays, highlighting how hospitality competitiveness in this domain is shaped by the varied nature of accommodations and the extensive resources they require.

Once regarded as a simple and low-cost rural activity, camping has evolved into a multifaceted form of travel that allows individuals to break away from daily routines and reconnect with nature, themselves, and others. Campers intentionally create temporary living spaces, whether basic or elaborate, that serve as substitutes for home and offer opportunities for rest, socialisation, and personal renewal. This liminal experience

provides a sense of escape, self-discovery, and emotional well-being, making camping increasingly appealing to diverse traveller profiles (Brooker & Joppe, 2014).

At the same time, the growing popularity of camping has led to greater recognition of its economic potential. As the sector shifts from a niche activity to a mainstream product, there has been a parallel rise in consumer expectations for comfort and service quality. This shift has created new demands for infrastructure and service enhancements to meet the needs of a more diverse and discerning travelling public (Mikulić, Prebežac, Šerić, & Krešić, 2017).

Nostalgia plays a key role in shaping the camping experience, as emotional memories, especially those tied to pleasure, escapism, learning and social bonding, can enhance satisfaction, strengthen revisit intentions, and encourage word-of-mouth recommendations (Triantafillidou & Siomkos, 2014). Customer loyalty in camping tourism is closely tied to overall level of satisfaction with the campsite experience, as higher satisfaction has been shown to increase the likelihood of repeat visits, a relationship well supported in marketing literature (Hardy, Ogunmokun, & Winter, 2005).

As demonstrated in the qualitative findings of Walsh and Lipinski (2008, as cited in Mikulić et al., 2017), resistance to change among long-term campers is not merely a matter of preference but is rooted in deeper psychological factors. Their study reveals that such resistance arises primarily from a perceived threat to the authenticity of the camping experience, coupled with a limited understanding of the rationale behind proposed changes.

2.1.1. Core resources in Outdoor Hospitality Parks

The operational effectiveness of Outdoor Hospitality Parks relies heavily on the strategic coordination of two core resource categories: technical capital and labour capital: As described by Brooker and Joppe (2013, as cited in Grande, 2021), technical capital encompasses a wide range of physical infrastructure – from traditional camping units like tents and caravans to modern lodging options such as bungalows and luxury lodges – as well as leisure facilities including swimming pools, wellness centres, fitness areas, sports fields, and children’s play zones. These features are central to enhancing the guest experience and transforming conventional campsites into fully developed hospitality environments.

Equally important is labour capital, which refers to the human services that animate the physical setting. This includes reception duties, food services, wellness treatments and recreational programming, all of which contribute to guest satisfaction and operational excellence (Breen et al., 2006, as cited in Grande, 2021).

2.1.2. Competitiveness and differentiation

Competitiveness within the camping sector often depends on a provider's capacity to innovate and differentiate their offerings. As Breen et al. (2006) emphasize, offering unique products and services, and recognizing product differentiation as a strategic source of competitive advantage, is essential for success, as originally argued by Cooper (1986) and Baldwin and Johnson (1995, both as cited in Breen et al., 2006).

In line with Ritchie and Crouch (1999), the long-term success of tourism organizations depends largely on their ability to deliver high-quality, memorable experiences to visitors. For camping enterprises, such differentiation is achieved through unique value propositions, including upscale accommodation options, tailored leisure activities and sustainable operational practices. While core resources and attractions drive initial tourist interest, Ritchie and Crouch also emphasize that supporting infrastructure, such as transport, networks, sanitation, and communication systems, plays a crucial enabling role by underpinning the broader functionality and competitiveness of tourism destinations.

The concept of competitive advantage, introduced by Porter (1985), remains fundamental to strengthening competitiveness in the hospitality and camping sectors. Organizations in these industries can gain a sustainable edge by either minimizing operational costs (cost leadership), offering enhanced service features (differentiation), or targeting specific market segments with tailored value propositions. Competitive advantage enables businesses to deliver valued services more efficiently and profitably than their competitors.

Furthermore, Porter's (1990) Diamond Model of National Advantage extends this framework by emphasizing the influence of external factors, such as demand conditions, supporting industries and government policy, on an organization's strategic positioning and capacity for innovation. In this context, sustained competitiveness relies not only on internal capabilities but also on the dynamic interplay between firm-level strategy and broader environmental conditions.

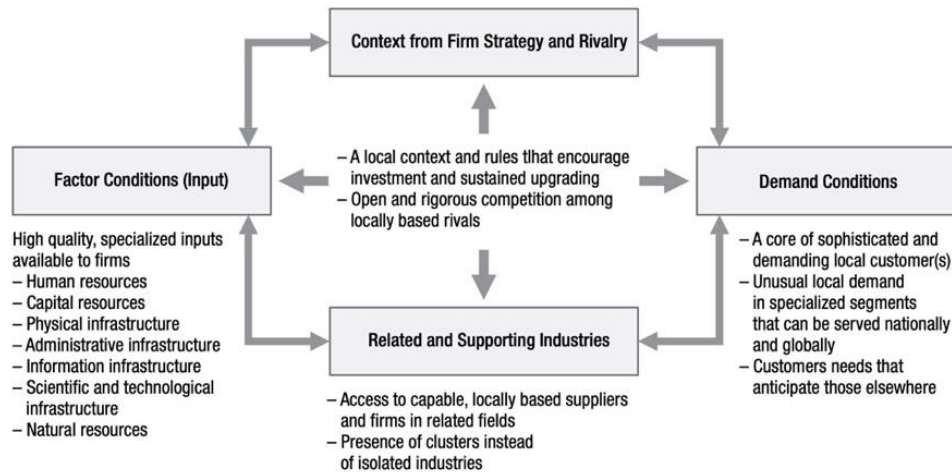


Figure 1: Porter Diamond Model (1990), Source: Stekskal & Hájek (2012)

The Porter Diamond Model identifies four interdependent determinants of national competitive advantage: Factor conditions, demand conditions, related and supporting industries and firm strategy, structure and rivalry. High-quality inputs like skilled labour, technological infrastructure and natural resources provide a strong foundation (Factor conditions). Sophisticated and demanding local consumers (Demand conditions) push firms to innovate and maintain high standards. Meanwhile, strong linkages with local suppliers and related industries foster collaboration and efficiency. Lastly, a competitive domestic market (Firm strategy and Rivalry) encourages constant improvement and strategic differentiation. Together, these elements highlight how both internal capabilities and the external business environment contribute to sustained competitive advantage.

Several emerging strategies for differentiation have gained traction in the camping industry, notably the rise of “glamping”, a blend of glamour and camping. Glamping caters to a growing demand for luxury experiences in natural settings, providing an immersive yet comfortable outdoor experience. Motivations for engaging in glamping experiences are often rooted in a desire to reconnect with the natural environment, attain psychological restoration and enjoy elevated levels of comfort and privacy. Filipe et al. (2018) found that glamping appeals to travellers who seek a balance between natural immersion and modern comfort. Unlike traditional camping, it offers a more refined experience, characterized by privacy, convenience, and a touch of luxury, while still allowing guests to stay close to nature

According to the Attention Restoration Theory, originally developed by Kaplan and Kaplan in 1898, exposure to natural environments can help restore mental focus by relieving the cognitive strain caused by prolonged directed attention. For this restorative effect to occur, the environment must offer a sense of immersion, escape from routine, gentle fascination, and personal relevance, all of which support cognitive recovery (Kaplan & Kaplan, 1898). This theoretical framework lends further support to the notion that glamping serves as a restorative escape from the demands of everyday life by offering serene, nature-oriented environments.

Beyond its psychological benefits, glamping also presents valuable opportunities for tourism development. It can help address common industry challenges such as seasonal fluctuations and limited audience reach. According to Cvelic-Bonficacic et al. (2017), incorporating glamping into camping resorts may help extend the tourist season and attract new visitor groups who might not typically choose traditional camping.

Despite its rising popularity, glamping continues to face several structural and perceptual challenges that limit its broader adoption. In their qualitative study, Filipe et al. (2018) explored the barriers that may discourage tourists from choosing glamping. Participants in the focus group identified cost as the main deterrent, viewing glamping as more expensive than traditional camping. Another concern raised was the general lack of awareness or understanding of what glamping entails. Additionally, the limited availability of glamping accommodations was seen as a practical constraint. Some participants also questioned the authenticity of the nature experience in glamping settings, suggesting that its comfort-focused approach could diminish the sense of adventure and reduce opportunities for spontaneous social interaction with other campers, elements often considered central to the traditional camping experience.

These findings are consistent with earlier work by Pennington-Gray and Kerstetter (2002), who also observed that in the context of nature-based tourism, external factors such as cost, and time tend to present greater obstacles than social influences or personal motivations. Their study showed that while interpersonal and intrapersonal barriers exist, structural issues, particularly financial concerns, and logistical limitations, are more commonly perceived as the main deterrents to participation.

Another challenge lies in the lack of a clear definition of glamping. Industry stakeholders often disagree on how to categorise glamping, with some choosing to use broader terms like “alternative accommodations” to capture the diverse and evolving nature of the sector. This definitional uncertainty makes it difficult to establish shared standards or market concept consistently (Adamovich, Nadda, Kot, & Haque, 2021).

While the lack of definitional clarity poses a foundational challenge for positioning glamping within the broader tourism landscape, parallel developments in the sector reflect a shift toward innovation and modernisation. Technological integration, such as AI-driven and contactless services, along with sustainable initiatives, are emerging key trends within the hospitality sector (EHL Insights Report, 2025). Additionally, the growing role of social media and data-driven decision-making is reshaping how camping businesses engage with consumers and adapt to changing preferences.

2.2. Marketing in general

2.2.1. The concept of marketing

Marketing is widely recognized as a dynamic and integrative discipline that involves the identification, understanding and fulfilment of both individual and collective needs in a manner that sustains business performance and fosters long-term relationships. Far from being confined to sales activities, marketing is a holistic process that seeks to deliver value by aligning offerings with the evolving preferences, behaviours, and contexts of consumers.

The American Marketing Association provides a formal definition, describing marketing as *“the activity set of institutions and processes for creating, communicating delivering and exchanging offerings that have value for customers, clients, partners, and society at large”* ((American Marketing Association, n.d.)

Effective marketing management involves identifying suitable target audiences and delivering value that fosters acquisition, satisfaction, and long-term loyalty. Day (1994) argues that successful companies are those that actively respond to their external environment by developing two key capabilities: the ability to monitor and anticipate market shifts (market sensing), and the ability to build strong, responsive customer relationships through coordinated efforts across the organisation (customer-linking).

Another aspect of effective marketing management is the concept of holistic marketing, which emphasises that marketing is not confined to a single department but is a shared responsibility across the entire organisation. It recognises the need for a coordinated and comprehensive direction that addresses the interconnected nature of marketing activities. Kotler and Keller (2016) describe four key dimensions of this approach: internal marketing (ensuring organizational alignment with marketing values), integrated marketing (coordinating all marketing activities), relationship marketing (building strong, long-term stakeholder relationships) and performance marketing (measuring the effectiveness and broader impact of marketing efforts).

At its core, marketing is about building strong and lasting relationships by meeting customer needs in a way that creates value. These needs range from basic human requirements like food and safety to more personal and culturally shaped desires. When such wants are matched with the ability to pay, they become demands (Keller & Kotler, 2012). To meet these demands, companies offer market solutions that go beyond just products, they include services and experiences designed to address those needs effectively. Kotler and Keller emphasise that real marketing success comes from delivering a well-balanced mix of quality, service, and price, a combination they refer to as the “customer value triad” (as cited in (Emanuele, 2019)).

Value is not a fixed or objective concept; rather, it is shaped by how consumers perceive and interpret their experiences. It arises from a combination of rational assessments, emotional reactions, and past encounters. According to Prahalad and Ramaswamy (2004), value is co-created through active engagement between companies and consumers. In this interactive process, customers are no longer passive recipients but play a central role in shaping value by contributing ideas personalising offerings and influencing the overall experience.

The importance of aligning business activities with customer needs was emphasized by Levitt (1960), who introduced the concept of *Marketing Myopia*. He warned against focusing too narrowly on products rather than on the benefits they provide to consumers. This perspective reshaped marketing thought, encouraging businesses to see themselves as problem-solvers rather than product manufacturers. This shift places customer perceived value (CPV) at the centre of strategic marketing decisions. CPV refers to how customers assess the benefits they receive relative to the costs incurred, especially in

comparison to alternative offerings (Kotler & Keller, 2012). High CPV is strongly linked to customer satisfaction and loyalty, which are key drivers of long-term profitability. Building on this foundation, the evolution of marketing thought has shifted from mass-market strategies to more personalised, relationship-driven approaches. Peppers and Rogers (1993) were among the first to articulate this shift, advocating for a one-to-one marketing paradigm that focuses on maximising the value of individual customer relationships rather than merely expanding market share.

2.2.2. Marketing strategies

A market can be defined as a system of exchange where goods and services are traded through interactions between buyers and sellers, either directly or via intermediaries such as agents or digital platforms. While traditionally associated with a specific physical location, the concept has evolved in modern economics to encompass broader geographical or virtual spaces in which transactions occur. As interpreted from the work of early economists like Cournot and Marshall, a market is better understood as any environment where participants engage freely, and price equilibrium is achieved through competition. The more integrated and efficient the market, the more uniform the prices for identical goods across locations at a given time (Robinson, 2025).

This understanding of markets emphasises two key qualities: their level of connection and ease of operation. When a market is well-integrated, information moves freely and competition helps keep prices consistent, allowing for smooth, efficient, and transparent exchanges.

This understanding of markets as integrated and fluid systems underscores the need for organizations to operate with strategic intent, especially in competitive and dynamic sectors like tourism. Within such environments, firms must go beyond merely participating in market exchanges, they must actively shape consumer perceptions and influence purchasing behaviour. This is where the concept of a marketing strategy becomes central, serving as a structured approach to positioning a business within the marketplace and aligning its offerings with the evolving expectations of target audiences.

Developing such a strategy involves several key steps: identifying the ideal target audience based on the experience offered, designing campaigns that attract new visitors while nurturing loyalty among past guests, and gaining a deep understanding of the

customer journey, which in tourism revolves around the sale of experiences rather than physical products. It also requires clearly communicating what sets the business apart from competitors and using research and analytics to refine marketing efforts for maximum impact. Together, these elements form the foundation of an effective, responsive marketing strategy (Wildweb, 2019 as cited in Sofronov, 2019).

More broadly, a marketing strategy can be defined as a company's plan to convert potential customers into actual buyers by clearly communicating its value proposition and brand message (Investopedia, 2025) At its core, the strategy should aim to create and sustain a competitive advantage by consistently delivering value that resonates with the needs and preferences of target consumers.

As defined by Slater and Olson (2001), "*Marketing strategy deals with decisions related to market segmentation and targeting, and the designing of positioning strategy based on marketing mix.*"

The marketing mix is a foundational framework that guides the development of strategies to deliver value to customers. McCarthy's 4Ps (1960), has long served as a foundational tool in marketing strategy by emphasising product, price, place, and promotion as key controllable factors. However, Constantinides (2006, as cited in Möller, 2006) argues that the model is overly inward-looking, failing to account for customer behaviour and treating consumers as passive participants. He also notes that the framework lacks theoretical depth, functions mainly as a management tool, and offers guidance for personalising marketing activities.

To overcome these limitations, the extended 7Ps model (Booms & Bitner, 1981) introduces three additional components: people, process and physical evidence and therefore making it more applicable to service industry, where customer interaction and service delivery are crucial to satisfaction. This extended marketing mix emphasizes that marketing is not a static process; rather, it is shaped by various external factors such as consumer's buying behaviour, the trade's behaviour, competitors' position and behaviour and governmental behaviour (Borden, 1964). The dynamic nature of tourism markets requires businesses to constantly adapt their marketing strategies to meet evolving customer expectations and market conditions.

2.2.3. Traditional vs digital

The advancement of digital technologies has profoundly transformed the marketing landscape; nevertheless, traditional marketing channels continue to occupy a vital role within modern strategic frameworks. Despite the rapid proliferation of digital platforms and their capacity to facilitate diverse forms of consumer engagement, conventional media such as television, radio and print remain highly influential. Television advertising consistently delivers extensive audience reach and strong brand recall, highlighting the enduring effectiveness of traditional media. Rather than being rendered obsolete, these channels frequently function as conduits to digital platforms, fostering consumer interaction and reinforcing brand presence across multiple touchpoints. Consequently, traditional, and digital marketing should be viewed not as opposing forces but as mutually reinforcing components of an integrated marketing strategy.

The transformation in consumer behaviour, largely driven by advancements in technology and the widespread use of digital platforms, has had a major impact on how marketing strategies are developed today. As people increasingly rely on smartphones, the internet and social media, the way they connect with and respond to brands has fundamentally changed. Digital marketing now plays a central role not only in reaching potential customer but also in shaping a strong and consistent brand image across various online channels. This consistency helps companies stand out from competitors and strengthens brand recognition. Furthermore, digital tools give businesses the ability to actively manage their online reputation by responding to customer feedback, addressing concerns, and sharing positive experiences – practices that are especially important in customer-focused sectors like hospitality (Kumar, 2023).

Today's consumers heavily depend on online reviews, user-generated content (UGC), and interactions on social media when making purchasing decisions. Digital platforms have made it easy for individuals to express their opinions – whether positive or negative – about products and services through comments, ratings, and recommendations on sites like Facebook, Twitter, Tripadvisor or Skytrax. These shared experiences often reflect how consumers present themselves online and can strongly influence other's perceptions and choices. The richness and visual appeal of such content also plays a role in capturing attention and encouraging engagement. As a result, businesses increasingly monitor and

analyse user-generated content to better understand how customer interact with one another and with brands in digital environments (Rasool & Pathania, 2021).

These behaviours are part of a broader trend in which consumers turn to digital tools to research products, compare options and read the experiences of others before making a purchase. Karimi et al. (2015) studied this in detail and found that how consumers make online decisions depends greatly on two key factors: their decision-making style and how much they already know about the product. They identified four types of online shoppers, ranging from those who seek the best possible option to those satisfied with a good-enough choice, and showed that these differences affect how much time people spend researching, how many alternatives they consider, and how complex their decision-making process becomes. Their research highlights the fact that online shopping behaviour varies widely depending on both personal tendencies and prior knowledge (Karimi, Papamichail, & Holland, 2015).

Building on this growing consumer autonomy and the increasing influence of user-generated content in shaping purchasing decisions, recent scholarship has further emphasised the evolving nature of brand communication in digital spaces. What Voorveld (2019) brings to the discussion is a deeper theoretical and practical understanding of how social media platforms have transformed the fundamental dynamics of communication between brands and consumers. Rather than merely supporting research into message delivery, Voorveld (2019) repositions social media as interactive ecosystems where consumers actively shape and respond to brand narratives. The study outlines six key directions for future research, ranging from influencer marketing and content personalisation to platform specific dynamics and ethical concerns, underscoring that effective digital strategies must now account for the blurred boundaries between paid, owned and earned media.

This shift moves beyond earlier models focused on expose and persuasion, pushing marketers and researchers alike to consider the complexity of source credibility, message relevance and channel interplay in the age of participatory media.

Although digital marketing has taken a central role in recent years, traditional marketing methods are far from outdated. As Todor (2016) points out, channels like print, TV, and

direct mail continue to be available, especially when it comes to building trust and brand awareness among audiences who may not be as active online. Her research underlines that, while companies must adapt to the digital age through automation and data-driven strategies, they should not abandon traditional approaches altogether. Instead, the most effective results often come from combining both strategies to reach different customer groups.

Similarly, Melero et al. (2016) argue that for this combination to work well, businesses need to deliver a unified message across all customer touchpoints. This requires the integration of customer data from various platforms so that marketing efforts, whether digital or traditional, are coordinated and consistent. Together, these insights suggest that rather than replacing old methods, digital marketing should complement them, allowing businesses to create a more seamless and trustworthy brand experience.

2.2.4. Digital marketing

Chaffey and Ellis-Chadwick (2019) categorize digital marketing into three core types: paid media, owned media and earned media (*see figure 2*). Paid media involves paid advertising efforts, such as Google Ads or display advertisements, where businesses directly pay for exposure. Owned media, by contrast, encompasses digital assets that are fully controlled by the brand, including websites and social media profiles. Finally, earned media refers to the organic publicity generated through consumer interactions, such as customer reviews or social media shares, reflecting the authenticity and trustworthiness of the brand's reputation.

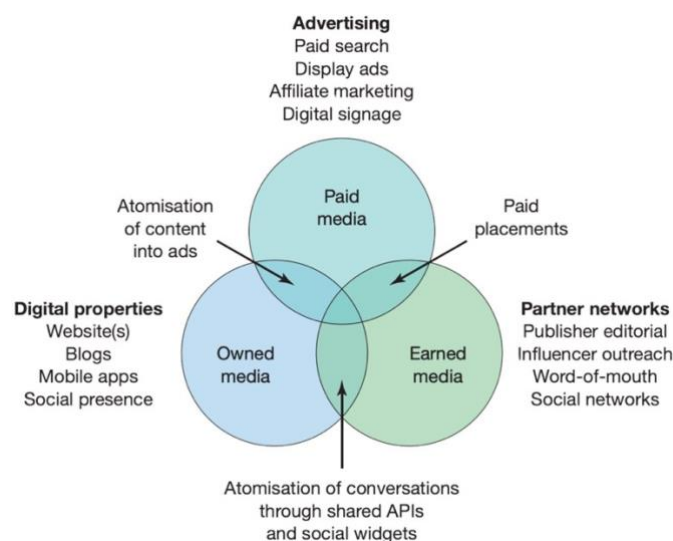


Figure 2: Categorisation of digital marketing by Chaffey and Ellis-Chadwick (2019); Source: Chaffey (2024)

Building on this typology of digital marketing channels, it is essential to consider the strategic frameworks that guide their practical application.

The 5S framework by Chaffey and Smith (2017) provides a comprehensive model to guide digital marketing strategies. This framework consists of five key objectives: to sell, serve, speak, save, and sizzle. These objectives aim to drive sales, enhance customer service, facilitate communication, reduce operational costs, and strengthen brand appeal, respectively. Additionally, Kotler et al. (2016) developed the concept of Marketing 4.0 to describe the transition from conventional marketing methods to approaches that place greater emphasis on digital engagement and customer empowerment. This framework highlights the growing importance of creating consistent brand experiences, where identity, perception, and two-way interaction with consumers are all closely connected.

One of the key ideas behind Marketing 4.0 is the shift from one-way communication to a more inclusive and interactive dialogue between brands and consumers. In this new model, trust and authenticity play a central role, and influence no longer comes solely from traditional authority figures or institutional messaging. Instead, power has shifted toward everyday consumers, who co-create brand meaning through digital engagement and peer-to-peer interaction. This evolution is clearly reflected in the 2016 Edelman Trust Barometer, which introduced the concept of an “inversion of influence.” The report shows that 67% of consumers rely on social media for news and information, while 71% use search engines and 69% still turn to television. Notably, two of the top three sources are peer-driven platforms. Furthermore, 75% of consumers say they consider peer opinions when making brand-related decisions and 59% actively recommend brands they trust. Trust in “a person like yourself” is also notably high at 64%, compared to just 49% for CEOs and only 35% for government officials (Ries, 2016).

In order for a brand to create trust, especially in a digital landscape, it must focus on consistency and credibility over time. As Veloutsou and Moutinho (2009) explain, shifting a brand’s reputation is not something that happens quickly. Consumers tend to associate brands with specific categories and develop long-lasting perceptions. These perceptions influence not only how people currently view a brand, but also what they expect from it in the future. A brand’s existing reputation plays a key role in shaping these expectations. Therefore, if a brand fails to align its actions with its projected image it risks damaging its credibility. Consumers may begin to see the brand as unreliable, especially

if it fails to deliver on its promises. In this context, Veloutsou and Moutinho (2009) emphasise that consumer participation in digital environments can either reinforce or undermine a brand's reputation.

This aligns with Gensler et al. (2013), who argue that brand meaning is no longer created solely by the company, but co-constructed through consumer interactions, especially on social media, where customer voices shape public perception.

2.2.5. Evaluation of marketing strategies

Marketing strategy evaluation is conceptualized as a framework encompassing various factors and criteria used to assess the effectiveness of marketing strategies (Ceopedia, n.d.). The process is essential for determining key performance indicators, identifying areas for improvement, and ensuring alignment between marketing initiatives and overarching business objectives. Marketing strategy evaluation provides organizations with a roadmap to measure their success and continuously refine their approach.

A robust marketing strategy consists of several core components, including: a product or service, a target group, a market, an organization with a corporate image and leveraging internal expertise, the marketing mix, and competitors.

Ghiadi et al. (2020) proposed seven dimensions for measuring marketing performance:

- a) Brand equity: Evaluating customer perceptions and emotional resonance
- b) Market position: Competitive comparison based on loyalty, pricing, satisfaction, and sales share.
- c) Financial position: Assessing profitability and sustainability of cash flow.
- d) Innovation metrics: Tracking contributions from new product launches.
- e) Customer feedback and equity: Measuring satisfaction, loyalty, complaints, and retention.
- f) Channel activity: Assessing lead generation and promotional success.
- g) Sales process metrics: Evaluating lead-to-sales conversion rates.

When evaluating organisational effectiveness, different theoretical models offer distinct perspectives. Etzioni (1960) critiques the traditional goal-based model, which measures effectiveness by how well an organisation achieves its predetermined objectives. While

this model is often regarded as objective because it relies on the values internal to the organisation, it is also limited. Etzioni argues that it can produce stereotyped findings and is overly constrained by its foundational assumptions. To address these shortcomings, he proposes the system model, which views the organisation as a dynamic social unit capable of multiple functions. From this systems perspective, effectiveness is judged by how efficiently an organisation allocates its resources relative to optimal conditions (Etzioni, 1960).

Complementing this, Lindfors (n.d.) introduces a process-oriented approach, which shifts the analytical focus from static functions to ongoing processes. This model emphasises the importance of identifying and standardising recurring workflows within the organisation. By clarifying interdependencies among activities, process orientation enables more informed strategic management and continuous improvement. However, its success hinges on full managerial commitment, as the transition can be extensive. Ultimately, this approach encourages organisations to focus less on outcomes and more on the internal processes that generate them, promoting a systems-wide perspective on organisational development.

2.3. Tourism Marketing

Tourism marketing involves the strategic use of general marketing principles, specifically adapted to the tourism industry's unique characteristics. While it draws on core concepts like market segmentation, value creation and understanding customer needs (Kotler P. , Marketing and Value Creation, 2020), it also must address specific challenges inherent to tourism services. Kotler's definition of marketing as a value-driven process of satisfying needs through exchange is especially relevant in tourism, where offering personalised, satisfying experiences is the primary goal (Kotler P. , Marketing and Value Creation, 2020).

Tourism products are marked by several distinctive traits. They are intangible, travellers buy an experience or promise rather than something they can see or touch. They are also inseparable from the moment of consumption, meaning tourists must be physically present to receive the service. In addition, these services are highly variable depending on who delivers them and how, making consistency a challenge. Moreover, they are

perishable, an unsold hotel room or missed tour cannot be recovered. Lastly, tourists never truly own what they purchase; they only gain temporary access (IGNOU, n.d.). Because of these traits, the quality of tourism experience is shaped in real-time and depends on factors such as service staff, timing, and location. Each moment of interaction can influence the traveller's overall perception, making careful coordination and service excellence critical components of tourism marketing (IGNOU, n.d.).

2.3.1. Social media in tourism

Social media, built upon the foundations of Web 2.0, allows individuals to produce and share their own content while encouraging direct interaction and engagement among users within online communities (Kaplan & Haenlein, 2010). Social media is not only used before trips to explore ideas and compare destinations, but also afterwards for sharing experiences and building virtual travel communities. Studies show that user-generated content found on these platforms often influences changes in travel plans and is perceived as more trustworthy than traditional advertising or official tourism websites. By enabling peer-to-peer interaction and storytelling, social media enhances consumer engagement and fosters a sense of connection among travellers (Fotis, Buhalis, & Rossides, 2012).

The online community participation positively impacts the intention to use services and recommend firms, as satisfaction and identification with a virtual community not only foster active consumer engagement but also encourage loyalty and advocacy behaviour towards the brand (Casaló, Flavián, & Guinaliú, 2010). Travellers' engagement with hotel social media pages influences their intention to revisit them.

The emergence of virtual communities contributes to a broader social transformation, as noted by Tiago and Veríssimo (2014), in which firms are compelled to adopt interactive, Web 2.0-based strategies that promote participatory information exchange. According to the Consumer Socialization Theory, as discussed by Wang, Yu, and Wei (2012), interpersonal communication among consumers plays a critical role in shaping their cognitive, emotional, and behavioural responses within the marketplace. In parallel, Social Network Theory (Peters, Chen, Kaplan, Ognibeni, & Pauwels, 2013) highlights the significance of peer-to-peer communication and conceptualises brands as nodes embedded within decentralised, egalitarian network structures. Together, these theoretical

perspectives underscore the fundamental shift from top-down communication models to interactive, community-driven exchanges in contemporary digital marketing.

According to Leung and Bai (2013), social media involvement is largely driven by users' motivation and opportunity to engage with content, and in turn, this involvement increases their likelihood of returning to a brand's social media presence. Their study integrates the Motivation-Opportunity-Ability framework with involvement theory to demonstrate that while ability shows no significant effect, motivation and opportunity are key predictors of social media engagement. Importantly, higher involvement with hotel social media enhances revisit intention, highlighting social media's role not only in engagement but also in fostering long-term digital loyalty.

A challenge which arises from the use of social media is the potential spread of online negative word-of-mouth (nWOM) by dissatisfied customers, which Azemi et al. (2020) describe as co-created emotional reaction shaped by frustration-aggression dynamics. Their study highlights how different levels of emotional intensity among complainants and recipients can escalate online complaints, leading to varying degrees of reputational damage and influencing recovery expectations within digital platforms.

2.3.2. Effectiveness of digital marketing in tourism

Sharafuddin Madhavan and Wangtueai (2024) relationship between digital marketing effectiveness (DME) and tourist satisfaction (TS) in the context of Thailand's coastal tourism. Their findings indicate that DME does not directly influence tourist satisfaction or behavioural intentions. Instead, its effect is mediated by tourist's perceptions of destination service quality and destination sustainability quality, which subsequently shape satisfaction and behavioural outcomes.

Another relevant contribution to the study of digital marketing in tourism and hospitality is presented by Kumar (2023), who explores how digital marketing, supported by technologies like ChatGPT and AI, enhances customer engagement in the hospitality industry. His study highlights the shift from traditional to digital strategies, including SEO, social media, email marketing, influencer collaboration and mobile tools. These methods enable businesses to personalise interactions, track customer behaviour and

improve service delivery, ultimately strengthening guest relationships and boosting satisfaction.

2.3.3. Products, branding and pricing

A tourism offering, also referred to as a tourism product, is a comprehensive package of tangible and intangible elements designed to deliver value and satisfaction to tourists. According to the UNWTO, it encompasses “a combination of tangible and intangible elements such as natural, cultural and man-made resources, attractions, facilities, services and activities around a specific centre of interest which represents the core of the destination marketing mix and creates an overall visitor experience including emotional aspects for the potential customers” (UNWTO, n.d.)

Levitt (1983) defines tourism products at three levels:

- Core level: This represents the fundamental benefit or service being bought. It is intangible and focuses on satisfying consumer needs and desired benefits rather than product features. Levitt notes that the core product can be material or physical but primarily highlights the benefit to the consumer
- Expected level: This includes the combination of the physical good or service that delivers the expected core benefit. Consumers expect specific features and assess the quality of service provided.
- Augmented level: this level includes both tangible and intangible elements, representing additional features or benefits influencing the purchase decision, such as service add-ons or extra perks.

The product life cycle posits that tourism products evolve through a series of stages, namely introduction, growth, maturity, and decline, each characterised by distinct patterns of consumer demand and competitive behaviour (Day G. , 1981). More than a descriptive model, it offers a strategic lens through which to interpret and respond to market dynamics. In line with this, Hofer (1975) advocates for a contingency approach to strategy, arguing that effective responses must be tailored to the specific context in which a firm operates. Thus, the product life cycle, when understood through Hofer’s lense, becomes a structured framework for anticipating and adapting to evolving market conditions.

Although the concept of branding was not formally established at the time, Thomas Cook is widely regarded as a pioneer in implementing consistent and recognisable marketing practices within the tourism sector. As early as the 1860s, his company promoted organised travel experiences supported by guidebooks, promotional materials, and a cohesive visual identity, laying the foundation for modern branding in tourism.

A brand extends beyond a mere name or symbol; it embodies a collection of associations and perceptions formed in the minds of consumers, which serve to differentiate a product or service from its competitors. In *Managing Brand Equity*, Aaker (1991) cites Stephen King of the WPP Group, London, who draws a clear distinction between products and brands. “*A product is something that is made in a factory; a brand is something that is bought by a customer. A product can be copied by a competitor; a brand is unique. A product can be quickly outdated; a successful brand is timeless*” (Aaker D. , 1991).

Central to Aaker’s framework is the concept of brand equity, which he describes as “*a set of brand assets and liabilities linked to a brand’s name and symbol, which add to or subtract from the value provided by a product or service*” (Aaker D. , 1991). These assets encompass brand awareness, perceived quality, brand associations, brand loyalty, and proprietary brand assets. Aaker asserts that strong brand equity confers a competitive advantage by cultivating customer loyalty, justifying premium pricing, and enhancing the effectiveness of marketing initiatives.

Aaker’s model presents brand equity from a managerial perspective, concentrating on how organisations can build and manage brand value. In contrast, Keller’s framework, as explained by Hawker (2019), approaches brand equity from the consumer’s perspective. His Customer-Based Brand Equity (CBBE) model illustrates the way customers develop strong brand relationships, organised into four levels: brand identity, meaning, response and resonance. The process begins with ensuring brand recognition and understanding, followed by associations related to both function and emotion. Consumers then form judgements and emotional reactions, which can ultimately lead to brand loyalty and active engaging. While Aaker’s model is asset-oriented, Keller’s is grounded in consumer perception and emotional connection.

2.3.4. Internal and relationship marketing

Internal marketing refers to a strategic process aimed at aligning employees with the organisations vision, mission, and values by treating them as internal customers. Its objective is to motivate, engage and empower staff to deliver consistent brand experiences and act as brand ambassadors. Effective internal marketing strengthens organisational culture, enhances employee satisfaction, and supports overall business performance (Bhasin, 2025). Kotler (1991) argues that the core objective of internal marketing is to effectively recruit, develop, and inspire competent employees to ensure high-quality customer service.

According to Shani and Chalasani (1992), relationship marketing involves a coordinated and ongoing effort to identify and engage with individual customers, aiming to build and sustain long-term, mutually beneficial connections. This is achieved through personalised, value-driven interactions that evolve over time. The goal is to create advantages for both the company and the customer, encouraging greater customer loyalty and generating a larger share of the customer's business. The advantage of customer loyalty by maintaining long-term customers is studied by Reichheld (2001), who explains that loyal customers relationships can lead to many cost savings and profitability. In many industries, long-term customers become more valuable over time, not only because they tend to purchase more, but also because the cost of serving them decreases. For instance, in the financial sector, a mere 5% increase in customer retention can boost profits by over 25%, which underscored the relationship marketing.

Relationship marketing is closely connected to customer experience, which refers to the overall impression a customer forms through all interactions with a brand, whether direct or indirect. As Meyer and Schwager (2007) explain, managing this experience goes beyond delivering good service, it involves actively tracking customer feedback, identifying weak points in the journey, and using insights to guide improvements. When companies make customer experience a strategic focus, they can strengthen loyalty, address problems early, and create lasting emotional connections that go beyond individual purchases.

Customer satisfaction refers to how individuals respond after assessing whether a product or service met their expectations. According to Tse and Wilton (1988), post consumption

satisfaction or dissatisfaction results from the consumer's evaluation of the gap between expected and actual performance. This definition build on the earlier conceptualisation by Day (1984, as cited in Tse and Wilton, 1988) who framed consumer satisfaction as a response to the perceived discrepancy between prior expectations and the products actual performance after use.

Oliver (2010) further expands on the concept of satisfaction by describing it as a consumer's personal judgement about whether a product or service delivers a fulfilling experience. It reflects the degree to which the experience is perceived as pleasurable, and it can vary depending on whether the outcome falls short of, meets, or exceeds expectations. As studied by Homburg et al. (2006), satisfaction is a concept which encompasses both a rational (cognitive) evaluation and an emotional response (Homburg, Koschate, & Hoyer, 2006).

2.3.5. Consumer behaviour

To understand which marketing strategies Sangulí Salou applies to sell its pitches and bungalows, it is crucial to understand the power of the consumer and its behaviour.

The behaviour of consumers is defined as activities directly involved in obtaining, consuming, and disposing of products and services, including the decision processes that precede and follow these actions (Blackwell, Miniard, & Engel, 2006). Consumer behaviour explores the ways people use their time, money, and energy to make choices about what to buy. This includes everything from researching and selecting a product, to using it, judging its value, and finally deciding how to dispose of it (Schiffman, Hansen, & Kanuk, 2007).

Nassè (2021) presents a comprehensive conceptual analysis of consumer behaviour, highlighting its diverse interpretations across different cultural and academic contexts. His study underscores that there is no single, universally accepted definition, but rather a range of perspectives that reflect attitudes, choices, values, and motivations shaping consumption decisions. He notes that from an attitudinal perspective, consumer behaviour has been described by Bergadaa and Faure (1995), Essoo and Dibb (2004) and Diop (2004) as shaped by reasoning, sociocultural learning, and lifestyle differences. In contrast, Agarwala, Mishra, and Singh (2018) emphasize the role of attitudes and values,

while Zikmund and D'Amico (1996), as cited in Nassè, view it as a series of decision-making and purchasing activities.

The consumer decision-making process, as outlined by Blackwell et al. (2006), involves several interconnected stages: need recognition, information search, evaluation of alternatives, purchase decision, consumption, post-purchase evaluation and divestment (see figure 3). This structured sequence reflects how consumers move from identifying a need to eventually disposing of or replacing a product or service.

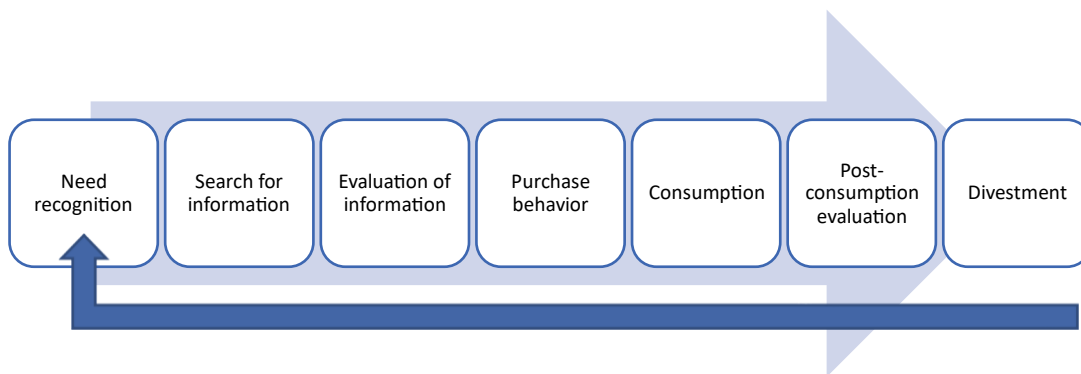


Figure 3: The consumer decision-making process, Source: Own elaboration based on Blackwell et al. (2006) and Burguete, L.L., Sahelices-Pinto, C., & Lanero, A. (2017)

The Stimulus-Organism-Response (S-O-R) model provides a foundational framework for analysing consumer behaviour, tracing how individuals move from perception to action. This model conceptualises behaviour as a sequence initiated by a stimulus, which triggers internal cognitive and emotional processes (the organism), ultimately resulting in a behavioural response. It has been widely applied to understand how environmental factors, such as marketing stimuli, social influences, or personal characteristics, affect consumer decisions. These responses are generally categorised as either approach or avoidance behaviours, depending on how the stimuli are perceived. Over time, the model has been expanded to incorporate dimensions of consumer involvement, notably through Houston and Rotschild's adaptation, which introduced situational, enduring and response involvement as key variables shaping decision-making. This enriched version of the S-O-R model maps the decision process across four stages: pre-existing knowledge, information search, decision-making and post-purchase evaluation (Hochreiter, Benedetto, & Loesch, 2023).

Another relevant theory for understanding consumer behaviour and decision-making process is the Theory of Trying, introduced by Bagozzi and Warshaw (1990). Unlike traditional models that emphasise the intention to perform a specific action, this theory

shifts the focus toward the intention to make an effort. Rather than evaluating whether a consumer plans to complete a behaviour, the theory examines the individual's motivation and willingness to attempt the behaviour, even when the outcome is uncertain. As Carsrud (2009) explains, the conventional attitude toward acting is replaced by an attitude toward trying and the intention becomes an intention to try (as cited in Dudovskiy ,n.d).

Bagozzi and Warshaw further distinguish between two types of goals: intermediate goals, which represent short-term steps or processes and end-state goals, which reflect the final desired outcomes. Building on this theory identified two key reasons why consumers might not engage in a consumption attempt. First, they may overlook or be unaware of the options available to them, Second, they might deliberately choose not to buy, due to personal, ethical, financial, or contextual considerations (as cited in Dudovskiy ,n.d).

Consumer behaviour is shaped by a variety of interconnected factors that collectively guide individuals through the decision-making process. Shaw (2024) categorises these influences into psychological, social, cultural, and economic dimensions, each playing a distinct role in how consumers perceive, evaluate, and act upon information. Psychological elements, such as perception, motivation, and attitudes, drive internal processing, while external aspects like cultural norms, peer influence, and financial circumstances further shape consumer choices. Shaw also highlights those personal attributes (e.g., age, occupation, and lifestyle), family structures, and targeted marketing efforts contribute to long-term behavioural patterns, ultimately impacting brand loyalty and purchasing habits.

Another crucial factor in consumer behaviour is the use of narratives. Escalas (1998, as cited in Hamby & Escalas, 2024) defines narratives as message format in which characters pursue goals over time, a structure that supports deeper consumer engagement.

Building on this, Glaser, and Reisinger (2021) demonstrate that the persuasive power of narrative advertising depends on the strengths of the connection between the product and the storyline. Their research extends the transportation-imagery model by demonstrating that when a product is meaningfully integrated into the narrative, it facilitates the viewer's comprehension of the ad's underlying message. This comprehension, in turn, enhances narrative transportation, a state of deep mental and emotional immersion in the story, which positively influences attitudes toward the brand. Conversely, when the link

between the product and the story is weak or feels artificial, it disrupts this immersion, leading to a reduced persuasive impact and lower brand evaluations. Their findings strongly discourage the common advertising practice of loosely associating products with stories for entertainment alone, as doing so undermines the overall effectiveness of the message.

According to Hamby and Escalas (2024), consumers are more inclined to engage in narrative thinking when assessing experiential purchases rather than material ones. This narrative mode of processing increases immersion, commonly referred to as narrative transportation, which plays a central role in shaping persuasion and purchase intent. Disruptions in narrative flow, such as inconsistent story elements or weak character identification, can weaken persuasive impact, particularly for experiential products, whereas material goods appear less affected.

Hamby and Escalas (2024) also highlight research by Krause-Galoni and Rucker (2024), which suggest that combining product-related information with storytelling enhances both comprehension and persuasive effectiveness. This approach, they argue, is most impactful when emotional engagement, plot and character development are integrated with clear product attributes. Furthermore, consumer response is also shaped by the type of narrative employed. As noted in Hamby and Escalas (2024), Bublitz et al. (2024) differentiate between personal narratives, which evoke authenticity and resonate with individual experiences, and collective narratives that align group identities through shared values. Martin et al. (2024), as cited in the same volume, further demonstrate how brand history narratives foster continuity and trust, reinforcing long-term brand loyalty.

Beyond narrative-based influences, Dann's (1981) model on tourist motivation provides a complementary perspective by categorising motivational factors into internal (push) and external (pull) dimensions. This theory is particularly useful for understanding how narrative appeals can intersect with underlying motivational drivers.

To understand the complex factors that influence purchasing behaviour in tourism, Schmol's model (1977, as cited in Minciu & Moisa, 2009) offers a valuable framework that integrates psychological, socio-economic, and marketing variables. According to this model, key components include travel stimuli, personal and social determinants of travel behaviour, external factors, and the travel decision process. Together, these elements

illustrate how both internal motivations and external influences interact to guide the tourist’s decision-making journey (see diagram 4).

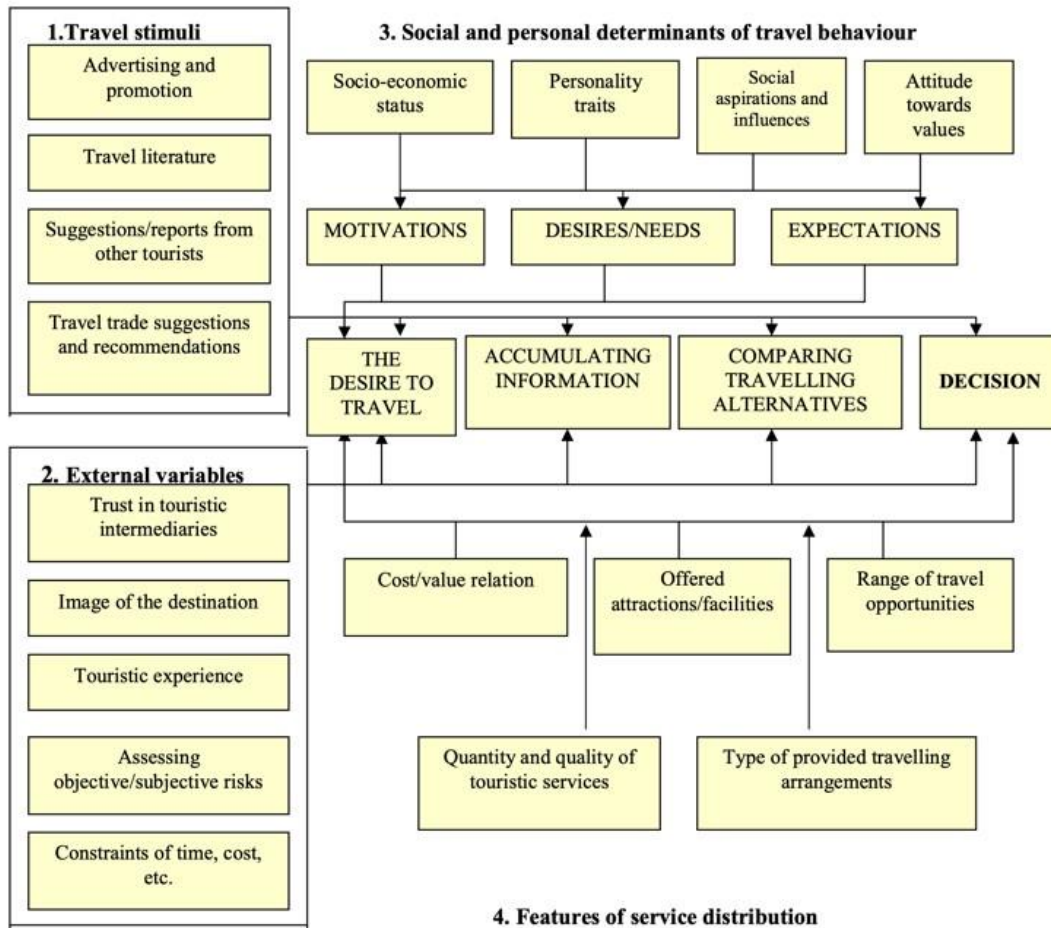


Figure 4: The travel decision-making process by Schmol (1977), Source: Minciu et al. (2009)

The diagram of Schmol's Travel Decision Process model provides a visual representation of this multifaceted process, showing how individual motivations, social influences and marketing efforts converge to shape tourist decisions. It reflects a comprehensive, stage-based understanding of travel behaviour that aligns with contemporary consumer behaviour theories.

Moreover, this model paved the way for further theoretical developments, most notably Moutinho's (1987, as cited in Gale et al., 2005) Vacation Tourist Behaviour Model. Moutinho expands the decision-making framework by incorporating post-purchase evaluation stage, in which tourist satisfaction or dissatisfaction plays a pivotal role. Satisfaction is conceptualised through the disconfirmation paradigm: it emerges when the actual travel experience meets or surpasses expectations (positive disconfirmation),

whereas unmet expectations result in dissatisfaction (negative disconfirmation). The model also integrates cognitive dissonance mechanisms and psychological reinforcements to explain how tourists reconcile their experiences, ultimately influencing their likelihood of repeat visitation.

Together, these models underscore the need to consider both pre-travel influences and post-travel evaluations in comprehending tourist behaviour.

The preceding discussion provided a conceptual basis for understanding the camping and resort industry and the use of marketing in the tourism context. To empirically explore these theoretical constructs, the next chapter presents the methodological approach, including the research design, data sources and analytical procedures applied in this study.

3. CHAPTER THREE: Methodology of the study

3.1. Methodological orientation

This thesis employs a mixed-methods research design to explore the marketing strategies implemented within the tourism and hospitality sector. By combining qualitative data and quantitative approaches, this method offers both breadth and depth in understanding, enabling a more robust analysis of organisational practices and consumer responses. As Johnson et al. (2007, p. 123) define it, “*mixed methods research is the type of research in which a researcher or team of researchers combines elements of qualitative and quantitative research approaches...for the broad purpose of breadth and depth of understanding and corroboration*”. In the context of marketing research, this integration is especially valuable. It allows for the use of both deductive (quantitative) and inductive (qualitative) reasoning, offering a balanced view of complex marketing problems that neither a purely positivist nor an interpretivist approach can provide.

Why using mixed method research? Using a mixed methods approach allows researchers to gather more reliable results, as each method can help balance out the weaknesses of the other. According to Harrison et al. (2011), who references Bahl and Mine (2006), this combination provides a more complete and dependable understanding of the research topic.

In the context of this study, mixed methods enable a nuanced exploration of marketing strategies at Sanguli by combining the depth of qualitative analysis with the broader validation potential of quantitative techniques. While qualitative inquiry is particularly effective for examining strategic decision-making, branding narratives and consumer perception in real-world settings, quantitative data provides empirical support that strengthens the reliability and generalisability of the findings.

Qualitative research facilitates the interpretation of social and organisational behaviour within its natural context, yielding insights that are deeply embedded in the environment in which they emerge. In parallel, quantitative data, such as survey results and digital marketing analytics, offers subjective, measurable indicators of variables including audience reach, campaign performance, and levels of customer engagement. This study adopts the perspective that knowledge is co-constructed through the interaction between

the researcher and participants, thereby enabling a comprehensive and contextually grounded analysis of marketing strategies.

3.2. Data sources and typology

To achieve a comprehensive and methodologically robust analysis, this study integrates both primary and secondary data sources. This approach enhances internal consistency and facilitates a more nuanced understanding of the contextual factors relevant to the research.

The **primary data sources** consist of a structured, anonymous digital survey aimed at participants who were unfamiliar with the Sangulí Salou brand. This instrument featured both open-ended and Likert-scale questions, allowing for the assessment of perceptions regarding the resort's marketing measures, an exploration of general booking behaviour and the perceived influence of social media on decision-making. Internal marketing performance reports provided by the marketing department covered strategic goals, budget distribution, key performance indicators and campaign outcomes for the years 2024 and 2025. These documents offered detailed insight into the operationalisation of marketing strategy. Additionally, data extracted from the ReviewPro platform, an internal analytics system to create surveys to clients, were employed to monitor consumer behaviour. Finally, a focus group interview with the resorts marketing department, the revenue and central of reservation manager and the commercial director was conducted to uncover the rationale behind strategic marketing decisions and gather in-depth qualitative perspectives from key internal stakeholders.

The **key secondary data** sources include academic and professional literature encompassing peer-reviewed journals, textbooks, and industry reports on tourism marketing, marketing strategy, and the evolution of the camping sector. Further, systematic benchmarking of Sangulí's digital footprint, including its website, social media presence and promotional content, was undertaken and compared with similar resorts in the European camping industry. Complementary to this, an analysis of travel platform data, including customer reviews and visibility metrics from platforms such as Tripadvisor and Booking.com served to contextualise Sangulí's market positioning within the broader digital landscape.

3.3. Research design and methods

This research employed a multi-method strategy to ensure analytical depth and methodological rigour. The core components of the design can be grouped into seven interrelated methods.

First, the study utilised focus group discussions to capture internal perspectives and organisational knowledge. Conducted with the marketing department and revenue manager, as well as the commercial coordinator, these sessions were semi-structured, enabling both targeted inquiry and the emergence of unanticipated insights. One key advantage of focus group methodology is the group effect, which refers to the dynamic interaction among participants. This synergy is a major strength of focus groups, as individuals not only reinforce each other's contributions but also build upon them, leading to new ideas and insights (Morgan, 1996).

Second, a structured online questionnaire was administered to participants with no prior familiarity with the resort. This instrument was designed to gather both qualitative and quantitative data, incorporating open-ended questions to capture richer, narrative responses. Its structure enabled the exploration of external perceptions regarding the resort's marketing approach, general consumer booking behaviour and the influence of social media on tourism-related decision-making.

Third, the methodological framework of this study is grounded in a case study design. By focusing on Sangulí as a single, clearly defined unit of analysis, the research facilitated an in-depth examination of the resort's internal practices, its interaction with the external environment and the corresponding market responses. This method helped to understand the resort's marketing and strategy in detail and in its real-world context.

Fourth, the study employed a structured document analysis to examine both internal and external materials. Internal documents, such as strategic plans and campaign reports, were analysed alongside external content including marketing brochures and website materials.

Fifth, a comparative analysis was conducted to benchmark Sangulí's marketing activities against those of comparable resorts. This involved a systematic review of engagement

indicators such as follower counts, likes and user reviews across social media and travel platforms.

Sixth, the use of digital metrics through the Review Pro platform added quantitative depth to the study. The platform provided performance indicators related to customer satisfaction (The Global Review Index¹, short for GRI), offering data-driven basis for validating the qualitative insights derived from other methods.

Finally, the analysis of confidential internal documentation, including Key Performance Indicators (short for KPI's²) implementation schedules and budget records, allowed for the evaluation of alignment between strategic intent and operational outcomes.

Serving as targeted benchmarks, KPI's provide critical insight into performance by tracking progress toward specific goals, guiding decision-making and supporting organisational alignment. This provided critical insights into the feasibility, coherence, and internal logic of Sanguli's marketing initiatives.

3.4. Trustworthiness and rigor of qualitative data

To uphold academic integrity, the study followed the trustworthiness criteria established by Guba and Lincoln (1985):

- **Credibility** was strengthened through triangulation of data sources and methods, including interviews, surveys, and secondary document reviews.
- **Dependability** was ensured by maintaining a transparent methodological log and documenting research adaptations.
- **Confirmability** was achieved by grounding analytical claims in multiple data sources, supporting neutrality and transparency.
- **Transferability** was enhanced by providing rich contextual detail regarding the research setting and participant demographics, enabling readers to judge the relevance of findings to other resort contexts.

¹ The Global Review Index is a standardised online reputation score developed by Review Pro, widely used across the hospitality industry to evaluate, and benchmark hotel performance. Based on guest review data collected from numerous online travel agencies and review platforms, the GRI provides a comprehensive score that reflects a property's overall reputation. It is used by hotels to monitor performance trends, compare results with competitors, set quality objectives and inform pricing and distribution strategies.

² A Key Performance Indicator can be understood as a quantifiable measure used to evaluate how effectively an organisation, department or individual is achieving strategic objectives (Quantive, n.d.).

3.5. Data privacy

All research procedures adhered to institutional and GDPR (General Data Protection Regulation) standards. The General Data Protection Regulation establishes a unified legal framework governing the processing of personal data across all organisations, public or private, large, or small, either based within the European Economic Area (EEA) or engaging with individuals in the European Union³. Sensitive materials, including internal marketing data, were anonymised, or aggregated to ensure confidentiality. Participation in both the survey and focus group was voluntary and based on informed consent.

3.6. Field of study

Sangulí Salou is an award-winning four-star camping and resort complex located in Salou, Tarragona, within the autonomous community of Catalonia, Spain. Positioned along the Costa Daurada and just a foot walks apart from the Mediterranean Sea, the resort represents a benchmark in the integration of luxury tourism infrastructure with traditional camping culture. Its location near major tourist attractions such as PortAventura World and the beach of Salou reinforces its strategic value within the regional tourism ecosystem. Accommodation offerings are both diverse and meticulously designed to cater to a wide range of preferences and traveller profiles. Resort accommodation options include bungalows, villas, lodges, and safari tents, all equipped with modern amenities. Additionally, the resort provides private apartments and pet friendly units, ensuring accessibility and comfort for families travelling with animals. The camping component of the resort includes standard pitches beginning at 75 square metres and premium pitches extending up to 145 square metres, reflecting flexibility in spatial planning and guest autonomy. The resort's gastronomic offering includes three full-service restaurants (1972, Tàrraco, and Victoria), a takeaway and four bars: Sports bar, Sport TV bar, Baobab bar and Oasis Bar.

The resort is structured around five thematically designed zones, Àfrica Bay, Àfrica, Carib, Mediterrània, and Polinèsia, each reflecting distinct geographical and cultural

³ Its main purpose is to guarantee a consistent and high level of data protection throughout the EEA, thereby enhancing legal clarity for both individuals and data-handling entities, while safeguarding individual privacy rights. The regulation was adopted on 24 May 2016 and has been enforceable since 25 May 2018.

aesthetics. This theming strategy enhances the guest experience through visual and spatial diversity and serves as a differentiating factor in Sangulí's brand positioning within the competitive resort market. Each themed zone presents an accommodation portfolio. The Àfrica zone includes options such as the Grand Safari Tent, Safari Tent, Samburu Lodge, Nuba Lodge and Masai Lodge. The Àfrica Bay includes the Grand Bay Tent, Sukuma Lodge, Sukuma Garden and Bay Tent. The Mediterrània zone features Villa Aqua, Villa Brisa, Villa Salada and Villa Calma, while the Carib zone is home to Villa Paradise. In the Polinèsia area, guests can choose from the Tahiti suite, Tahiti bungalows and Bali lodges.

Recreational infrastructure is a central pillar of the resort's offering. The resort boasts six swimming pools – Africa pool, Beach pool, Guli pool, Fiesta pool, Happy pool and relax Pool – each designed to serve different age groups and leisure preferences. Complementing these aquatic facilities are a variety of sports amenities and animation programmes designed for both children and adults, reinforcing the resorts identity as a family-oriented destination.

The resort has achieved notable recognition within the European camping and resort industry. It was awarded the 2023 “*Camping van het Jaar*”, earned the prestigious ADAC Superplatz designation in 2024, and holds the “*Family Holidays*” certificate, reflecting high standards in family-oriented service and sustainable practices.

In the context of this thesis, Sangulí Salou serves as an exemplary case study for investigating the dynamics of marketing in the resort industry. Its unique positioning at the intersection of camping tradition and luxury resort experience makes it particularly relevant for understanding hybrid branding models. The resort's continuous evolution, from infrastructure development to thematic diversification, provides a rich foundation for analysing strategic marketing practices. Moreover, its sophisticated use of digital platforms, segmented audience targeting, and consistent award recognition offer valuable insights into effective brand communication and market differentiation in an increasingly saturated industry. An analysis of Sangulí allows for the evaluation of established marketing strategies and sheds light on emerging trends and best practices that are shaping the future of tourism racketing in Europe.

3.6.1. The historical evolution of Sangulí Salou

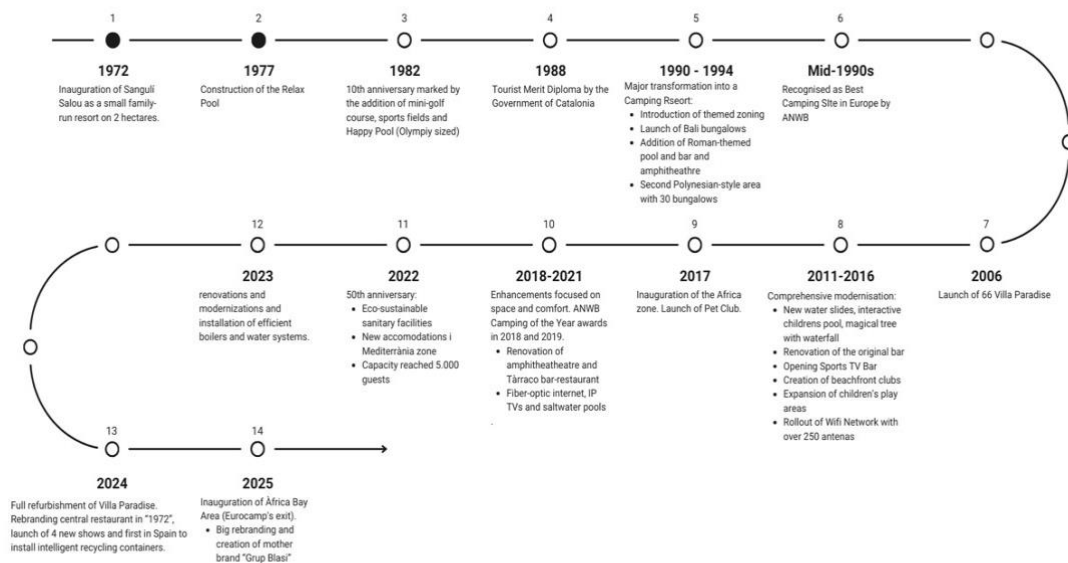


Figure 5: History of Sangulí Salou, Source: Own elaboration based on historical information from the official website of Grup Blasi (www.grupblasi.com)

The trajectory of Sangulí Salou (see figure 5) is emblematic of the broader transformation experienced by the European tourism sector over the past five decades. Inaugurated in 1972 as a modest, family-venture situated on a mere two hectares of land in Salou, Catalonia, the establishment originally employed just ten individuals and offered basic amenities – a bar, restaurant, and reception – serving up to 600 guests. Even in its nascent stage, the resort began to attract an international clientele, setting the stage for a future defined by innovation and expansion. The mid-1970s marked the beginning of infrastructural enrichment, catalysed by the exponential rise in Mediterranean tourism. In 1977, the construction of the Relax Pool – Sangulí's first swimming facility – signified a deliberate investment in enhancing the family-oriented leisure experience.

By 1982, to commemorate its tenth anniversary, the resort had been expanded by a minigolf course, multiple sports fields (football, basketball, and volleyball), and an Olympic sized swimming pool known as the Happy Pool. These developments established Sangulí as a frontrunner in experiential and family tourism, culminating in the prestigious *Tourist Merit Diploma* awarded by the Government of Catalonia in 1988. The early 1990s represented a conceptual transformation as Sangulí evolved into a full-scale Camping Resort, embracing thematic zoning as a strategic innovation. Between

1990 and 1994, the introduction of the Bali bungalows – 16 units inspired by Polynesian architecture – heralded a shift toward immersive accommodation experiences. These were complemented by the construction of a Roman-themed pool and bar, as well as an amphitheatre that would become emblematic of Sangulí's cultural programming. By 1994, a second Polynesian style area was established, featuring 30 bungalows arranged to emulate an oceanic village. This phase elevated the aesthetic and experiential value of the resort and earned Sangulí international accolades, including recognition by the Royal Dutch Touring Club (ANWB) as the Best Camping Site in Europe.

Innovation continued to define the resort's identity in the early 21st century. In 2006, the launch of 66 *Villa Paradise* introduced a Caribbean-inspired ambiance that reaffirmed the resort's commitment to thematic and architectural diversity. Between 2011 and 2016, Sangulí underwent a comprehensive modernization of its aquatic and entertainment infrastructure. Notable additions included water slides, Roman gladiator statues, a magical tree with a cascading waterfall, and updated children's pools with interactive features. Simultaneously, gastronomic and leisure offerings were enhanced with the renovation of the original bar and the opening of the *Sports TV Bar*, providing spaces for communal enjoyment of international sporting events. The creating of two beachfront clubs in 2013 and the expansion of children's play areas in 2015 further consolidated Sangulí's family friendly identity. Technological innovation was also a hallmark of this period, with the 2016 rollout of a high-capacity WIFI network comprising over 250 antennas, ensuring seamless connectivity throughout the resort.

The year 2017 marked a milestone with the inauguration of the *Africa* zone, which introduced 200 themed lodges and 12 safari tents inspired by Sub-Saharan settlements. This initiative redefined the immersive potential of the camping-resort model and was accompanied by the development of a dedicated *Pet Club*, featuring canine swimming pools and agility areas, pioneering facilities in pet-friendly tourism. Between 2018 and 2021, Sangulí focused on optimizing spatial quality and guest comfort. Parcel sizes were increased to 100m² and 120m², and a total of 902 plots were adapted to offer diversified experiences. These enhancements were recognized by successive victories in the ANWB *Camping of the Year* awards (2018 and 2019), with the latter win distinguished by public voting participation exceeding 35.000 individuals. Further improvements followed with the 2019 renovation of the amphitheatre, incorporating premium seating, upgraded

lighting, and a redesigned stage, along with the aesthetic and culinary transformation of the *Tàrraco* bar-restaurant. In 2020, Sangulí accelerated its digital transition by installing fiber-optic internet and IP televisions across themed zones and implementing saltwater systems in its pools – underscoring its commitment to both technological advancements and environmental sustainability.

In 2022, Sangulí celebrated its 50th anniversary by inaugurating eco-sustainable sanitary facilities and new accommodations within the *Mediterrània zone*. The resort, now with a capacity for 5.000 guests, reaffirmed its leadership in sustainable and innovative tourism. The momentum continued in 2023 with targeted renovations to Zone K, modernization of sanitary blocks, installation of a high-resolution videowall in the amphitheatre, and the integration of water games and slides across various pools. The Pet Club's bathing area and the entrance to *Africa* were also reimaged, while further efforts in environmental responsibility were evident in the adoption of more efficient boilers and water consumption systems.

Most recently, in 2024, Sangulí completed a comprehensive refurbishment of the *Villa Paradise* accommodations, with upgrades in landscaping and interior design aimed at enhancing both comfort and sustainability. The transformation extended to the culinary realm with the rebranding of the central restaurant as *1972*, offering a refined Mediterranean gastronomic experience. The animation program introduced four new shows, and each dining establishment was endowed with a unique identity. Crucially, Sangulí became the first hospitality establishment in Spain to implement intelligent recycling containers, further cementing its role as a vanguard institution in eco-conscious tourism. In 2025, Sangulí will inaugurate the Àfrica Bay Area, an extension of the existing Africa zone. This development serves as a strategic response to the departure of Eurocamp, which previously operated several apartments within the resort.

3.6.2. Organisational composition

Grup Blasi, the mother company of the Sangulí Salou Resort, presents a workforce composition that reflects a strong commitment to diversity and inclusion, with a total of 905 professionals currently employed originating from 47 different countries, distributed across 26 departments. Notably, women constitute 51% of the total workforce, with

38,5% occupying leadership positions. The generational composition includes 6,13% Baby Boomers, 33,64% Generation X, 34,14% Millennials and 26,15% Generation Z. Grup Blasi’s demographic and structural composition demonstrates a commitment to both gender balance and generational diversity. Women make up 38,5% of the company’s leadership, reflecting meaningful progress toward gender parity in executive roles. In terms of age distribution, the workforce is notably dynamic, with Millennials and Generation Z together representing 60% of employees.

Organizational Chart GrupBlasi

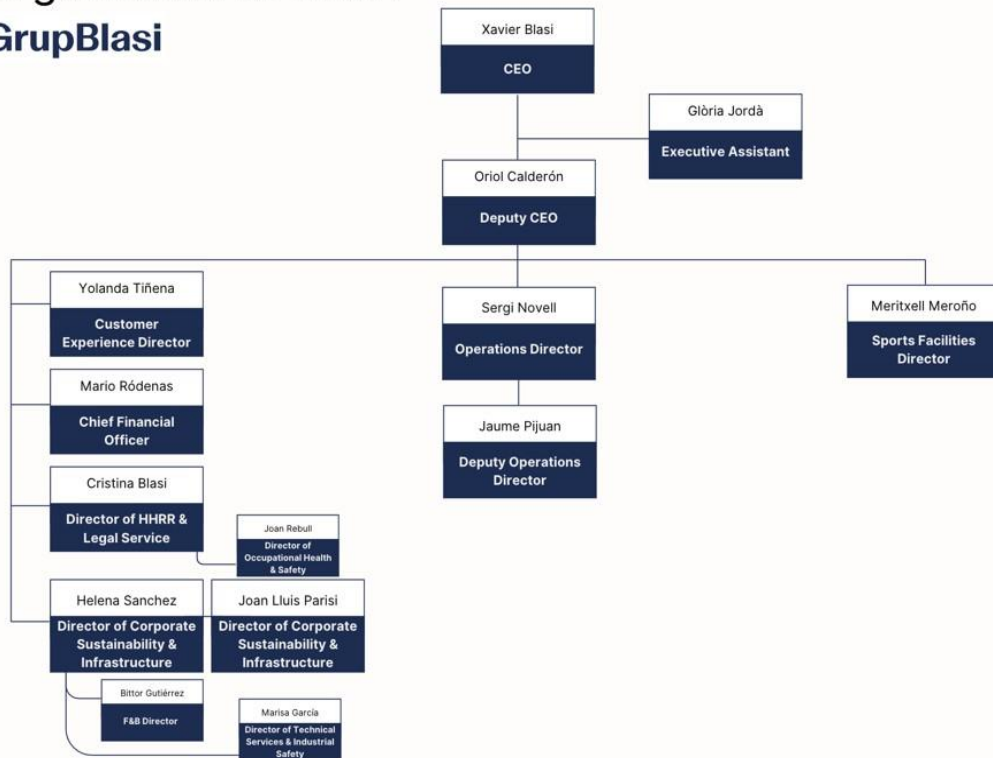


Figure 6: Simplified organigram of the company Grup Blasi, Source: Own elaboration based on internal company organisational chart

Commercial Department GrupBlasi

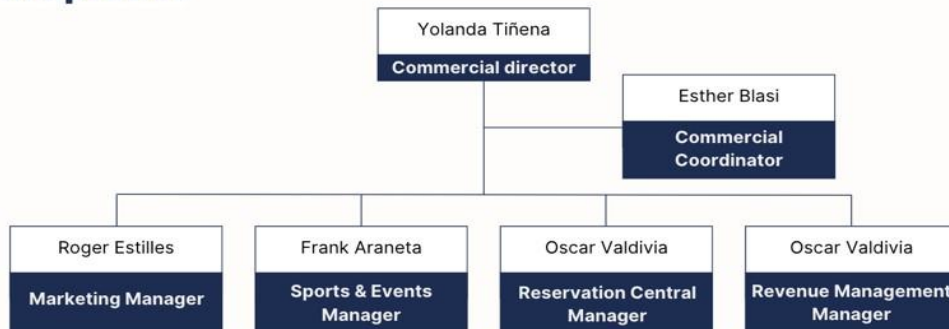


Figure 7: Simplified organigram of the commercial department at Grup Blasi, Source: Own elaboration based on internal company organisational chart

3.6.3. Country distribution of target clients and accommodation preferences

A detailed examination of the 2024 occupancy data at Sangulí Salou reveals some variations in guest origin and accommodation preferences, highlighting the need for differentiated marketing strategies across national segments. As illustrated in the first chart (*see figure 8*), the overall distribution of guests is heavily concentrated in three key markets: Spain (32%), the Netherlands (25%) and Ireland (19%). Together, these three countries account for more than three-quarters of total occupancy, underscoring their strategic importance in the resort’s international positioning. Secondary markets include the United Kingdom and Germany (6%) each, France, and Belgium (5%) and Switzerland (2%).

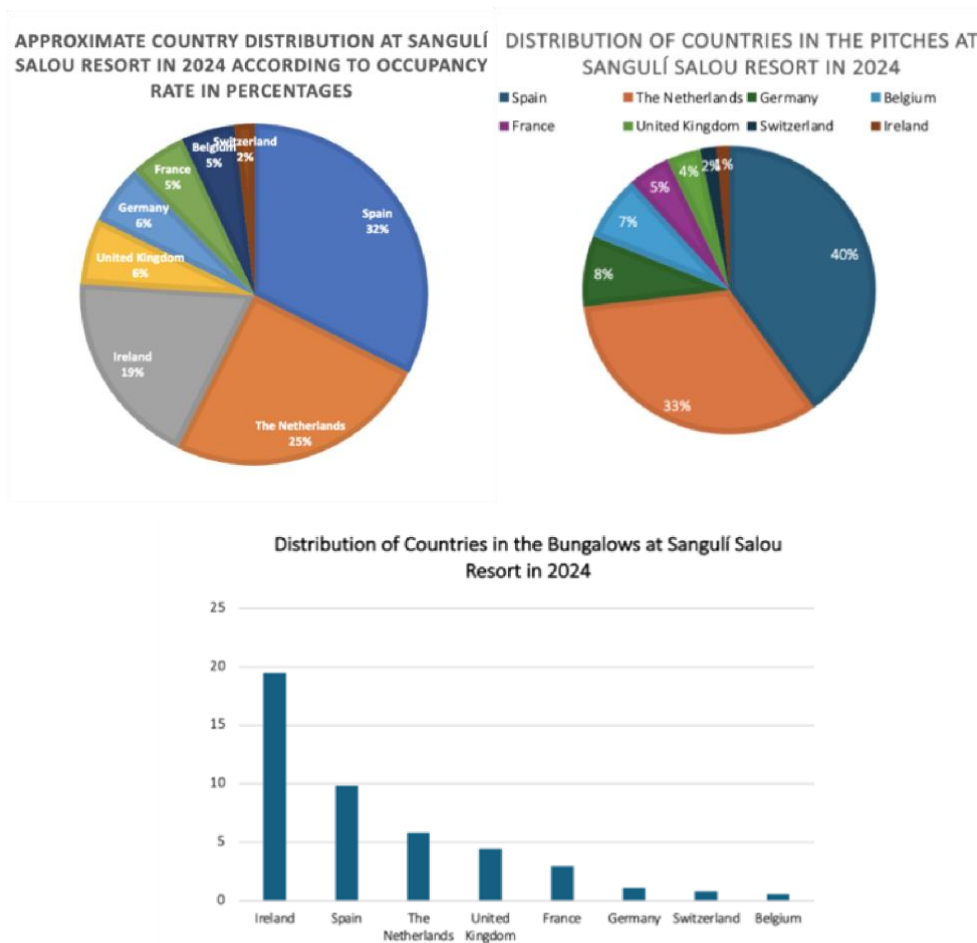


Figure 8: Country distribution of target clients, Source: Own elaboration based on data extracted from ReviewPro on 30 April 2025

Further segmentation by accommodation type reveals distinct behavioural patterns among nationalities. Guests occupying camping pitches are primary from Spain (40%) and the Netherlands (33%), suggesting a strong cultural alignment with the camping lifestyle in these markets. This trend is consistent with existing literature on outdoor tourism behaviours in Southern and Northern Europe, where proximity, affordability, and

familiarity with open-air holidays influence destination choice. In contrast, countries such as Switzerland and Ireland represent only 2% each of the pitch segment, indicating a relatively low engagement with this form of accommodation.

Conversely, the bungalow segment displays a markedly different distribution, as shown in the accompanying bar chart (*see figure 8*). Irish guests represent the largest share of bungalow occupancy, followed by visitors from Spain and the Netherlands. This distribution suggests that bungalow accommodations are particularly attractive to tourists from Ireland and the UK, likely due to preferences for self-contained units that offer greater comfort, privacy, and convenience, especially for family or multi-generational travel. The minimal representation of German, Swiss, and Belgian tourists in this segment may be reflective of alternative lodgings preferences or prices sensitivity.

In summary, the 2024 data illustrate that both country of origin and accommodation type are critical variables in segmenting Sangulí's clientele. These findings provide strong justification for the resort's dual-brand strategy.

4. CHAPTER FOUR: Results and discussion

The marketing strategies are primarily derived from two key sources: an internal strategy document provided by the resort's marketing department and qualitative insights gathered from a focus group interview (*see Appendix A for the interview guide*) conducted with key internal stakeholders, including members of the marketing department, the revenue and central of reservation manager and the head of sales. While the strategy document outlines the planned campaigns and overarching strategic objectives, the focus group offers a detailed internal perspective on the perceived effectiveness of these initiatives. The following section presents the strategies and measures outlined in the internal document and these findings are contextualized and critically examined through the lens of the focus group insights, to assess how the strategies are perceived by both current and potential customers.

4.1. Marketing infrastructure and strategic objectives

The marketing ecosystem at Sangulí Salou is characterised by a structured integration of internal management systems and external digital platforms, forming the foundation for a data-driven and strategically aligned promotional approach. Internally, the resort utilised Unicamps Property Management Systems (PMS) and Salesforce Customer

Relationship Management (CRM) software. The PMS facilitates the operational management of reservations, guest information and service logistics, while the CRM enables the collection, segmentation, and analysis of customer data to support personalised marketing initiatives and long-term relationship management.

This operational infrastructure is tightly aligned with Sangulí's guiding brand philosophy, as articulated by focus group participants, who emphasized the goal of delivering a "perfect" experience at every touchpoint. The resort transformed into a multi-generational destination brand, where repeat guests often return to the same pitch or accommodation annually because *they feel at home*. This pattern reflects a strong emotional bond with the brand, as explored by Grisaffe et al. (2011), which can lead to lasting loyalty and repeat purchases driven by affect rather than incentives. In the case of Sangulí, this attachment is evident in how the resort becomes embedded in family traditions, a connection further reinforced by its pursuit of perfection, manifested through cleanliness, attention to detail, and consistently high service standards, forming the basis of its customer-centric excellence strategy.

The CRM system, Salesforce, is not merely a technical tool but a vehicle for relationship marketing that facilitates highly granular audience segmentation, campaign personalization, and long-term customer retentions strategies. Additionally, the focus group revealed that Sangulí's customer-centric philosophy extends beyond satisfaction toward fostering emotional continuity and relational loyalty. Clients frequently return year after year, often requesting the same pitch or bungalow, creating a sense of family and attachment. The consistency of this expertise is reinforced by Sangulí's staff culture. As reported in the focus group, many guests are welcomed each year by the same staff members, contributing to a sense of continuity and personal recognition; in this context, employees act as ambassadors of the brand and play a vital role in shaping how its value is perceived by the customers.

Externally, Sangulí employs performance marketing tools such as Google Ads and Meta Platforms (Facebook and Instagram) to execute and monitor targeted digital advertising campaigns. These platforms offer advanced functionalities for audience segmentation, real-time analytics, and cross-channels engagement, thereby supporting the resorts objectives across the entire customer journey.

The resort’s marketing strategy is operationalized through a four-phase funnel model, comprising awareness, consideration, purchase, and loyalty. This strategic framework informs the selection and deployment of campaigns, as well as the allocation of resources. In 2024, the application of this model contributed to a notable improvement in occupancy rates. Three core objectives underpinned the strategy. The first was to enhance brand visibility and attract new users, measured by key performance indicators such as impressions, new user acquisitions, and website traffic metrics. The second objective focused on generating qualified traffic by providing informative and engaging content to facilitate consumer-decision making; corresponding KPIs included click-through rate (CTR), cost per click (CPC), and social media engagement metrics. The third objective aimed to increase bookings, with performance measured through conversion rates, the number of leads and cost per inversion.

The effectiveness of this integrated marketing infrastructure is reflected in the significant improvement in occupancy levels during the 2024 season (*see table 9*). Across the camping segment, year-on-year comparisons show marked increases in occupancy rates for key months, particularly where seasonal offers were applied. For instance, in April, occupancy rose by +82,14% without offers and +30,9% with offers, despite Easter falling earlier in the year. Similarly, in June, occupancy reached 96,87% (+3,63% vs. 2023), while July and August sustained rates of 95,64% and 95,71% respectively. September also showed growth, with occupancy increasing to 74,48% without offers (+12,57%) and 87,18% with offers (+9,17%). These figures were mirrored in the resort segment, where October occupancy rose by +5,28% compared to 2023, supported by targeted campaigns in the German market and influencer partnerships.

Month	Camping w/o Offer (%)	Camping w/ Offer (%)	Resort Occupancy (%)	Camping Change YoY (%)
April	21.56	36.56	76.22	+82.14 w/o
May	39.27	47.56	93.57	+30.09 w/
June	66.63	71.5	99.23	+6.06 w/o
July	72.69	80.34	99.48	+8.84 w/
August	74.77	82.09	99.67	+2.08 w/o
September	74.48	87.18	96.4	+12.57 w/o

October	37.5	51.0	83.5	+8.63 w/o
----------------	------	------	------	-----------

Figure 9: Occupancy levels during the 2024 season, Source: Own elaboration based on internal marketing document outlining the 2025 marketing strategies

Sangulí employs a highly adaptive campaign model, with real-time campaign launches based on weekly booking data, as affirmed by the focus group (“*We monitor weekly, and launch based on booking pace*”). The 2024 marketing campaigns demonstrated a strong return on investment and notable improvements in sales performance across both online and offline channels. Compared to the previous year, total revenue increased by approximately 22%, with online sales growing by around 20% and offline sales by nearly 27%. A substantial part of the offline growth was attributed to a successful pilot initiative that promoted Africa Bay bookings directly at the reception desk.

The focus group emphasized the shift toward performance-driven advertising, particularly on Meta and Google Ads. This qualitative feedback aligns with the data showing a 260% increase in social media campaign revenue. Participants highlighted how Meta Ads have become indispensable for driving conversions, while TikTok remains in a testing phase. They also noted the strategic decisions to reduce dependency on intermediaries, with Booking-com representing only 0,5% of total bookings, further validating the resort’s focus on direct sales channels. According to focus group participants, this direct sales channel strategy is also a reflection of Sangulí’s commitment to customer lifetime value (CLV). Internal stakeholders emphasized that direct relationships with guests not only reduce commission costs but enable ongoing engagement through personalized emails, offers, and pre-arrival communications. The team cited a repeat guest rate of 60-70%, with many families booking the same pitch or bungalow year after year. This loyalty is supported by a philosophy of “active listening”, where client feedback gathered through ReviewPro, and other survey tools informs operational and service improvements.

The overall media strategy was marked by an increase in digital advertising investments. The resort more than doubled its Meta advertising budget, which led to a conversion value increase over 250%. Similarly, the Google Ads budget rose by more than one-third, yielding an estimated 140% increase in total attributed revenue. In contrast, although bookings via online travel agencies (OTAs) such as Booking.com, Campings Tarragona, and PinCamp increased by around 13%, their relative share in direct sales declined slightly, indicating a positive trend toward owned, more-cost effective booking channels.

4.1.1. Google Ads Campaigns

The resort invested over 80.000€ in Google Ads, generating nearly 16.000 bookings, more than double the previous year's figures. The cost per conversion dropped by approximately 30%, and the attributed revenue from these campaigns exceeded by 13 million €. Key goals included maximising conversion value through performance max and branding campaigns driven by artificial intelligence, activating demand through precision targeting and focusing effort on key European markets such as Spain, the Netherlands, the UK, and Germany.

Among the 21 campaigns launched, nearly 80% of bookings were for 2024, while just over 20% were early bookings for 2025. Notably, a Herbstferien (autumn holidays) campaign in Germany and Switzerland generated dozens of bookings, while a French campaign themed around the Printemps holiday resulted in hundreds of overnight stays. The focus group confirmed the correlation between holidays and campaigns and mentioned especially the significance of historical data in this context, to know exactly when to launch in each market.

4.1.2. Meta campaigns and market segmentation

Social media campaigns were scaled up in 2024, with the number of campaigns rising from 16 to over 40, and investments more than doubling compared to the previous year. These efforts generated close to 2.500 bookings, and total revenue from social ads was estimated at over 2.000.000€, representing an approximate 260% year-on-year growth. The return on advertising spend (ROAS) was estimated at around 48€ for every 1€ invested. The ROAS is a performance metric used to evaluate the revenue generated from a specific amount of advertising expenditure. It is calculated by dividing the total revenue earned from an ad campaign by the amount spent on that campaign. Importantly, ROAS reflects gross return, not profit, and does not account for production or operational costs, focusing solely on the money spent within the advertising platform.

Staff reported a strong reliance on Salesforce to refine segmentation strategies, particularly by nationality, region, and travel behaviour. This segmentation is deeply data driven, but also informed by local cultural and behavioural patterns. Focus group participants highlights the importance of tailoring campaigns not only by nationality and language, but also by school holiday calendars, airport proximity and even shopping and

dining behaviours by region adapted in the resort. For instance, advertising in the Netherlands is timed according to Meivakantie, while German campaigns align with Herbstferien periods. Additionally, campaigns target high-potential micro-regions rather than entire countries, resulting in more efficient media spending. For instance, ads are geo-targeted based on proximity to airports like Reus and Barcelona. This allows the resort to optimize engagement by reaching the right audience, in the right region, at the right moment with highly tailored messaging.

In terms of geographic performance, Spain led in overall bookings, followed by the Netherlands, Germany, and France. Germany emerged as one of the fastest-growing markets, with bookings more than doubling and notable increases in ROAS. The Netherlands ranked highest in ROAS, followed closely by Belgium and the UK, suggesting stronger campaign efficiency in these regions. Conversely, campaigns in the Nordic countries (Norway, Sweden, and Denmark) were less effective, with low conversions and high costs; as a result, investments in Norway and Sweden were suspended.

Moreover, Sangulí has developed a dual-brand strategy to reflex the divergent needs of its two core products: Camping and Resort. As explained in the focus group, these brands now follow distinct communication styles, tones, and visual identities, tailored to different customer profiles, glamping-oriented visitors for the Resort and traditional campers for the Camping segment.

Regarding content formats, video-based campaigns, particularly Reels, tended to perform better than static carousels, although outcomes varied by country. The three most successful campaigns, Easter, Africa Bay, and September were supported by dedicated landing pages.

4.1.3. Targeted segments and senior audiences

A key strategic priority in 2024 was targeting senior travellers. Following a successful test campaign in 2023, the resort ran additional ads specifically targeting retirees, which generated over 40 bookings, primarily from Spain, the Netherlands, and the UK. Focus group participants noted that senior travellers, particularly from the Netherlands, tend to stay longer (up to 20 nights), exhibit high brand loyalty, and act as informal ambassadors

within their social circles. This segment is especially responsive to value-driven messaging, accessible services and emotional storytelling that emphasizes peace, familiarity, and nature. As such, they have been prioritized in campaigns for the shoulder season, especially in September. The most effective landing pages for social campaigns included Easter and September promotion in Spain and the Netherlands, a Halloween special and the Africa Bay campaign, each contributing to booking numbers.

4.1.4. Campaign examples (Spain & UK)

In the Spanish market, the most profitable campaigns achieved ROAS figures well above 100, with conversion values approaching or exceeding six figures in euros. By contrast, campaigns with narrower geographic or thematic focus (e.g., regional holidays like San Mateo or Pílares) showed more modest results.

In the UK, top-performing campaigns such as Africa Bay and Autumn Half Term also achieved strong ROAS, though with slightly lower purchase volumes than in Spain. One underperforming example was the Airport campaign, which failed to generate any bookings. Beyond structured campaigns, Sangulí also ran several promoted posts, including inspirational content, announcements, and seasonal highlights. While most generated a handful of direct bookings, some posts, particularly *Novetats 2024* achieved exceptional returns, with ROAS above 200 in some cases.

The following diagram (*figure 10*) presents an overview of the campaign calendar, representing the strategic distribution of initiatives across different periods, countries, regions, and marketing objectives.

Campaña	Fecha Vacaciones	Fecha Activación	Fecha finalización orientativa	Países	Regiones Específicas	Idiomas	Objetivos	Status Landing	URL Landing
AEROPORT REUS		28/12/2024	30/7/2025	UK, NL, FR, DE, BEL, ES/COCA	UK: Newcastle, Leeds, Bradford, Manchester, Birmingham, East Midlands, Cardiff, Bristol, Londres - Stansted, Londres - Luton, Londres Southend, Liverpool, Gatwick NL: Eindhoven, Weeze +200km (es Alemania, pero hace frontera con NL) DE: Weeze BEL: Brusel/les - Charleroi FR: Paris- Dry ES/COCA: Aberdeen, Edimburg, Glasgow		Resort	No Landing	
MAYO IRLANDA	Todo el mes de mayo	28 diciembre	15/03/2025	IRLANDA			Cámping i Resort	OK	https://www.sangulisalou.com/en/may-holiday/
SEMANA SANTA	del 11/04 al 21/04	20 enero	14/04/2025	ESPAÑA	Catalunya, Comunitat Valenciana, Navarra, País Vasc, Aragón, Madrid, La Rioja	ES	Cámping	OK	https://www.sangulisalou.com/semata-santa-cam-ping-saragona/
SEMANA SANTA 2	del 21/04 al 27/04	20 enero	20/04/2025	ESPAÑA	País Vasc, Navarra, Cantabria i Comunitat Valenciana.	ES	Cámping i Resort	OK	https://www.sangulisalou.com/semata-santa-cam-ping-saragona/
MAYO DE CAMPING	todo el mes de mayo	3 de marzo	25/04/2025	ESPAÑA	España (Catalunya, Comunitat Valenciana, Navarra, País Vasc, Aragón, Madrid, La Rioja) Países Bajos, Bélgica, Regne Unit, França			Optimizar	https://www.sangulisalou.com/vacaciones-camp/ https://www.sangulisalou.com/ca/vacances-maig/
SAN PRUDENCIO	del 25/04 al 01/05	17 de febrero	20/04/2025	ESPAÑA	Álava, País Vasc	ES	Cámping i Resort	No Landing	
SANT ANASTASI	del 09/05 al 12/05	3 de marzo	25/04/2025	ESPAÑA	Lleida ciudad	ES	Cámping i Resort	No Landing	
SAN ISIDRO	del 15/05 al 18/05	3 de marzo	25/04/2025	ESPAÑA	Madrid ciudad	ES	Cámping i Resort	No Landing	
FESTES GETAFE	del 29/05 al 15/06	3 de marzo	10/05/2025	ESPAÑA	Getafe, Madrid	ES	Cámping i Resort	No Landing	
SAN FERMINES	del 06/07 al 14/07	3 febrero	20/06/2025	ESPAÑA	Pamplona ciudad	ES	Cámping	No Landing	
LA MERCE	del 19/09 al 24/09	12 agosto	10/09/2025	ESPAÑA	Barcelona ciudad	ES	Cámping	No Landing	
SAN MATEO	del 20/09 al 26/09	21 julio	10/09/2025	ESPAÑA	Logroño, La Rioja	ES	Cámping i Resort	No Landing	
PILARES	del 03/10 al 13/10	4 agosto	20/09/2025	ESPAÑA	Zaragoza ciudad	ES	Cámping i Resort	No Landing	
HALLOWEEN	últimos 3 fines de octubre (se requiere estancia mínima de 4 noches)	4 agosto	08/10/2025	ESPAÑA	Catalunya, Comunitat Valenciana, Navarra, País Vasc, Aragón, Madrid, La Rioja	ES	Cámping	Optimizar	https://www.sangulisalou.com/halloween-2024/
PRINTEMPS A	del 20/04 al 04/05	13/01/2025	10/04/2025	FRANCIA	Besançon, Bordeaux, Clermont-Ferrand, Dijon, Grenoble, Limoges, Lyon, Poitiers	FR	Cámping i Resort	Optimizar	https://www.sangulisalou.com/fr/printemps-2024/
PRINTEMPS B	del 06/04 al 21/04	13/01/2025	30/03/2025	FRANCIA	Aix Marseille, Amiens, Lille, Nancy-Metz, Nantes, Nice, Normandie, Orléans-Tours, Reims, Rennes, Strasbourg	FR	Cámping i Resort	Optimizar	https://www.sangulisalou.com/fr/printemps-2024/

Figure 10: Overview of the campaign calendar of Sangulí, 2024/25, Source: Screenshot from internal document detailing marketing campaigns

4.2. Marketing strategies for 2025

The 2025 marketing strategy is guided by both the challenges observed during the 2024 seasons and the opportunities identified for further optimisation. A central challenge stems from the later occurrence of Easter in 2025, which shifts demand patterns and increases the likelihood of encountering low occupancy rates in April and May, particularly in the camping segment. In contrast to 2024, when several key source markets had school holidays spread throughout May, the 2025 calendar concentrates most holidays in the final week of May and early June, creating a temporal gap in demand that requires proactive intervention.

To mitigate these expected occupancy challenges, the strategic priority remains focused on strengthening bookings during the low season, specifically in April-May and late September-October. Tactically, Sangulí will continue to monitor bookings on a weekly basis, allowing for real-time activation of campaigns based on booking pace and market signals.

Several targeted opportunities have been identified for 2025. These include partnerships with national influencers specialising in camping, expanding efforts to reach the senior demographic, and promoting short weekend getaways. The resort also plans to reactivate successful last-minute tactical campaigns. Segmented targeting by month will continue to guide the campaign calendar. For instance, September campaigns will primarily address retirees, while October will focus on German camping influencers. These decisions are supported by both booking data and observed content performance on social media in prior seasons.

4.2.1. Social Ads strategy

The social media strategy for 2025 is structured around country-and region-specific campaigns, aligned with each market's holiday calendar. Three primary audience segments will be used:

1. Interest-based audiences, such as users who engage with camping-related content or follow brands like ADAC, Camper or Caravanning Club.
2. Remarketing audiences, including website visitors and social media followers who have interacted with Sangulí but have not booked.

3. Lookalike audiences, built from the characteristics of current customers and followers.

In addition to maintaining strong investments in key European markets (Spain, Germany, The Netherlands, France, and the UK), new test markets will be introduced in Portugal, Italy, and Denmark. Campaign planning will be tightly coordinated with the SEO strategy and the development of dedicated landing pages, ensuring that paid media is supported by organic visibility and relevant on-site content. A notable innovation for 2025 is the launch of TikTok advertising, which will be piloted to engage new audience segments, particularly younger families, and millennial parents, through short-form video content.

4.2.2. Campaign content and planning

Content production will continue to prioritise high-quality video and carousel posts, as these formats have consistently delivered strong conversion rates. Emphasis will be placed on seasonally relevant, visually engaging material, supported by a narrative that aligns with each market’s travel motivations and holiday calendars. The campaign structure for performance max and search branding on Google Ads and Bing Ads has been adapted to reflect the diverse needs of individual markets. *Table 11* provides an overview of thematic and destination-based campaigns planned for 2025:

Country	Key Campaign themes
Spain	General camping, Easter, September, Halloween, Africa Bay
Catalonia	Sant Jordi, La Mercè, End-of-season offers, Demand Gen
UK	Easter, Summer Half Term, Autumn Half term, Africa Bay
Netherlands	Meivakantie, Herbstvakantie, Direct flights
France	Printemps, ascension, Septembre, Africa Bay
Germany	Pfingsten, Osterferien, Herbstferien, Direct flights

Figure 11: Campaign themes by country, Source: Own elaboration based on information from an internal document

4.2.3. Audience segmentation and platform configuration

On Google Ads, the 2025 strategy includes more advanced segmentation tools such as:

- Custom segments built on keywords related to camping in Salou, Tarragona, and the Costa Dorada, as well as competitor targeting via URL and search term analysis.

- First-party data drawn from website activity (last 7 to 180 days) and email marketing databases, enabling personalised ad delivery to users who have shown prior interest.

The resort will also apply these configurations to Bing Ads, with a focus on branded search, destination terms (e.g., *bungalows in Salou*), and retargeting. Shared audience interests across both platforms include motorhomes, camping gear, family holidays, vacation packages, and outdoor recreation.

4.3. Web analysis

The analysis of web traffic offers valuable insights into user behaviour, audience composition and the overall effectiveness of digital outreach strategies.

Figure 12 shows the top nationalities visiting the resort’s website between November 2023 and November 2024 (one year difference). Spain remained the main source of traffic, with over 1 million sessions, despite a decline of -11,71%. In contrast, countries like Ireland (+167,65%), Germany (+70,15%), Belgium (+34,04%) and France (+32,65%) showed important growth. The Netherlands also maintained a strong presence with a 6.68% increase, while Switzerland and the UK grew by 12.06% and 2.81% respectively. Overall, total sessions reached 2.38 million, marking a 4.49% year-on-year increase.

Mobile devices were the most used for browsing, accounting for 78,4% of visits, followed by desktops (20%) and tablets (1.6%).

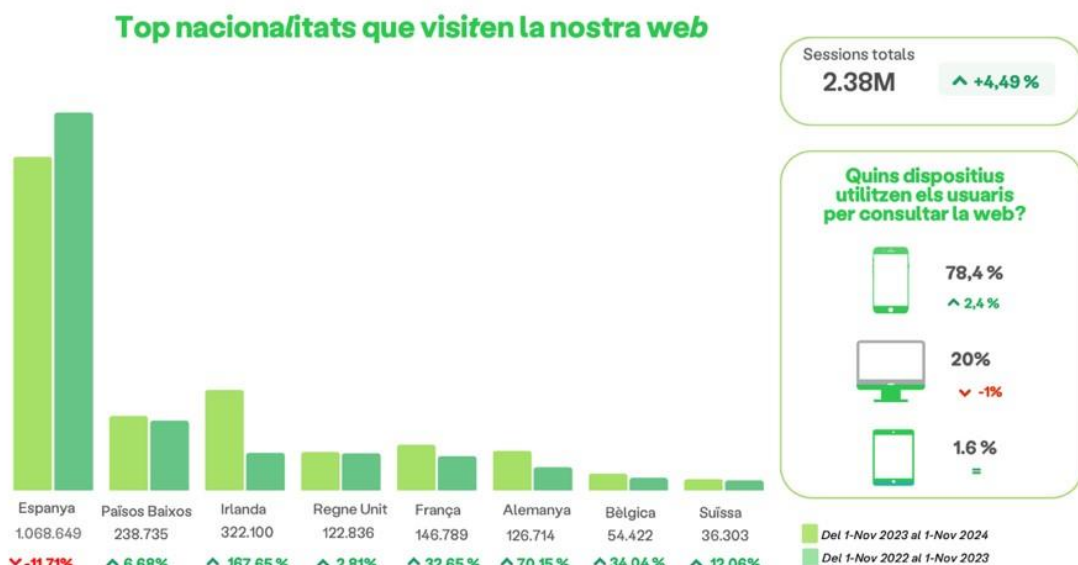


Figure 12: Top nationalities visiting the website of Sanguli 2024, Internal document from the Marketing Department

4.3.1. Web traffic analysis by referral source (2025)

As shown in the accompanying pie chart (figure 13), Camping Luxe generated the highest share of total conversion value, followed by Camping Direct and Campings Tarragona. These findings underscore the strategic importance of specialised camping directories in attracting users with high purchase intent. Notably, platforms such as Campingdream and ADAC/Pincamp contributed to a share of conversions despite limited or unrecorded visitation figures, suggesting that some highly targeted sources can yield efficient results even with a relatively small audience base. Conversely, channels like Camping Navigator and Internet (Generic) produced more modest conversion outcomes but incurred no direct costs, thereby reinforcing their potential value as organic acquisition sources. Overall, the data indicate that paid referral platforms with extensive international visibility, especially those targeting key outbound markets such as Spain, France, and Germany, tend to deliver the highest financial return.

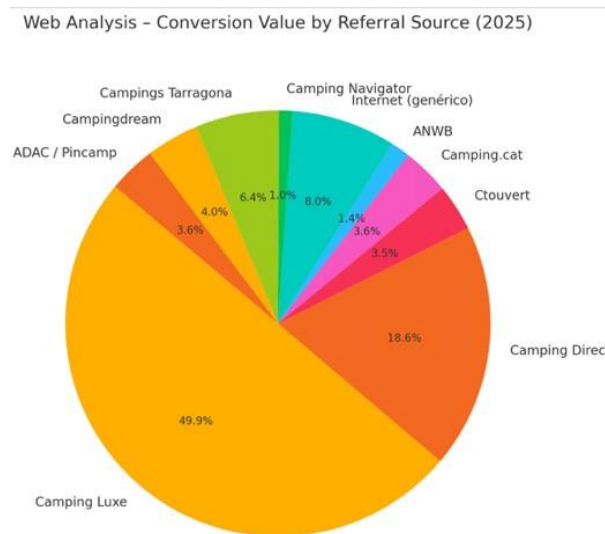


Figure 13: Web traffic analysis by referral source, Source: Own elaboration based on internal document

4.3.2. SEO strategy

Search Engine Optimisation (SEO) represents a fundamental pillar within the digital marketing strategy. As a non-paid channel, SEO focuses on enhancing the website's visibility in search engine results, particularly on platforms such as Google, by aligning content, structure, and metadata with user search behaviour. The overarching objective is to ensure that the website appears prominently when potential visitors search for relevant terms, thereby increasing organic (unpaid) traffic to the site.

The SEO strategy implemented in 2024 involved a multifaceted approach that combined technical optimisation, content creating, and keyword positioning. Technical tasks included identifying and correcting website errors that could hinder search engine indexing. Simultaneously, the team developed dedicated landing pages, produced new keyword-driven articles, and refined existing content to ensure relevance and accessibility. Additionally, ongoing efforts were made to identify keywords positioning opportunities, especially in competitive or emerging search categories.

The outcomes of this SEO project were as follows: Organic search emerged as the leading source of web traffic (*see figure 14*), surpassing paid and referral channels. In quantitative terms, the site registered a 52,26% year-over-year increase in organic sessions, accompanied by a 70,37% improvement in the average position of non-branded keywords, moving from 5,4 to 1,6 in the search results. These improvements were not only numerical but qualitative: the average time spent on the website increased and user interaction rates also improved, indicating that SEO attracted visitors were more engaged and likely to convert. Examples of successfully positioned keywords include “camping in Tarragona” and “pet-friendly camping in Tarragona”, both of which align with niche traveller interests and reflect the resort’s strategic content targeting.

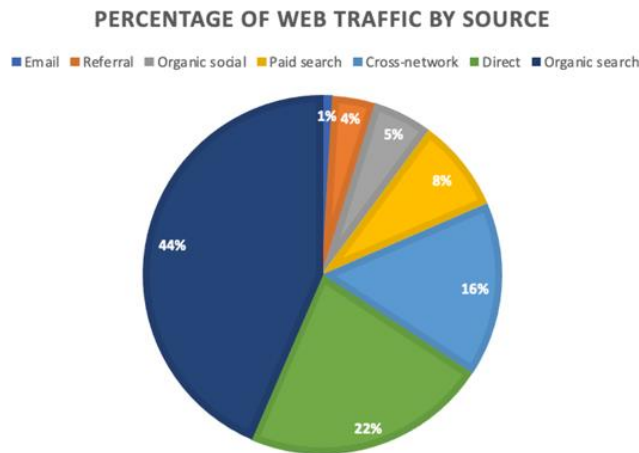


Figure 14: Percentage of web traffic by source, Source: Own elaboration based on internal document

In 2024, 28 new articles were published, with an average reading time of nearly four minutes, suggesting a high level of user interest and content relevance. Looking ahead to 2025, several strategic goals have been outlined. These include the continued localisation of content, adopting not only keyword clusters such as “camping Tarragona”, “camping Spain” and “camping resort”. The impact of the planned domain change will be monitored

on traffic and rankings and adapt content for emerging search behaviours, including voice search and use on AI-driven search engines like SearchGPT. Additionally, the resort intends to implement Microsoft Clarity to gain deeper insights into user behaviour and further optimise the user experience.

4.3.3. E-mail-marketing

Email-marketing remained a key component in the digital communication strategy. Six targeted newsletters campaigns were implemented with distinct objectives, including early-season sales stimulation, product feedback collection, and the promotion of specific booking periods.

The newsletters achieved consistently strong performance with open rates ranging from 39% to 80% (see figure 15) and generating between 467 and 2854 website visits per campaign. The “Novetats 2024” and “Africa Bay” campaigns were particularly effective, each driving over 2600 visits, while the Retiree Survey recorded the highest open rate, especially among audiences in Catalonia and the Netherlands. Campaigns promoting April-May bookings and the launch of 2025 reservations also generated substantial engagement.

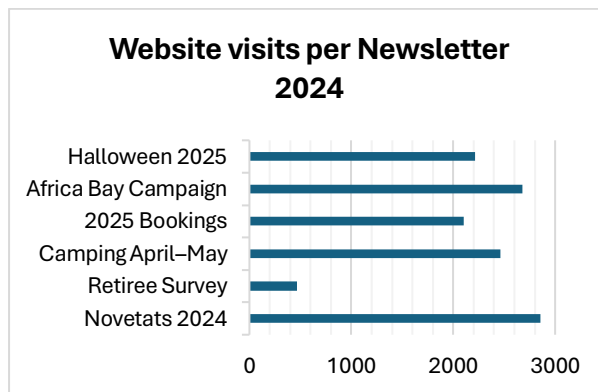


Figure 15: Website visits per-E-mail newsletters, Source. Own elaboration based on internal document

4.4. Social media

According to the marketing team, Sanguli’s most successful content does not originate from large-scale promotional campaigns but from authentic, guest-centric storytelling. Videos showing real experiences, families in the pool, entertainment events, beachside meals, consistently outperform highly produced, cinematic brand content. Interviewees emphasized the necessity of adapting content to emerging attention spans and visual habits, with vertical videos under 12 seconds yielding the strongest engagement.

Influencer marketing, too, plays a central role in Sanguli’s brand strategy. The resort collaborates with family-oriented micro-influencers who create organic, culturally aligned content in their native languages. As the focus group indicated, audiences trust these influencers more than corporate messaging, especially when the content is unfiltered and narrative driven. This method aligns with previous research exploring how consumers develop parasocial relationships with social media influencers, experiencing feelings of trust and perceiving authenticity in the influencer’s brand partnerships, despite the commercial context of such endorsements (Audrezet, Kerviler, & Moulard, 2020).

4.4.1. Platform performance overview

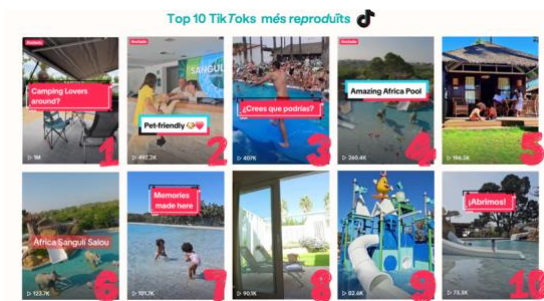


Figure 16: Top 10 most reproduced Reels on TikTok, Source: Internal

Facebook attracted the most mature audience, with a dominant age group of 45-54 years and a follower base of 96.341. However, follower growth slowed to +0,5%, indicating declining relevance, especially when compared to faster-growing platforms. Despite this, Facebook remained a strong driver of traffic, generating over 99.000 website visits and reaching 2.4 million users, with video content achieving 1.000.000 views and over 37.000 interactions, a 43,2% increase.

Instagram emerged as the most dynamic platform in 2024, with a follower base exceeding 103.000 and annual growth of +9%. The majority of followers were women (83,1%), aged primarily between 35 and 44. Instagram generated over 55.000 website visits and achieved 5.5 million video reviews, reflecting the effectiveness of short-form video content, particularly reels. Engagement also doubled compared to the previous year, with over 37.000 interactions and a steady increase in profile visits (+7,5%). Figure 17 highlights the publications with the highest engagement in 2024, including both the posts with the most interactions and the reels with the highest number of views. The most popular themes included the dog-friendly experience, interior views of the bungalows,

panoramic shifts of the Sangulí landscape in the afternoon light, the swimming pools, the Mediterranean Area, and a reel featuring children taking part in recycling activities.

TikTok, launched in March 2023, demonstrated exponential growth in 2024, with a +485% increase in followers, reaching a total of 9368. The platform delivered 3.6 million video views (up from 191.900 in 2023) and over 7.600 hours of watch time. With a 6% engagement rate, TikTok performed well above industry benchmarks. The primary audience consisted of users aged 35-44, followed by younger segments, with a particularly strong presence in Spain, Ireland, and the Netherlands. Figure 16 illustrates the top-performing posts of 2024 in terms of engagement, providing a visual representation of the content that resonated most with the audience. Among the most successful reels were those featuring the campsite atmosphere, the pet-friendly experience, swimming pools in all variations, particularly the Guli Pool, and the bungalows, all of which showcased key aspects of the resort's appeal.

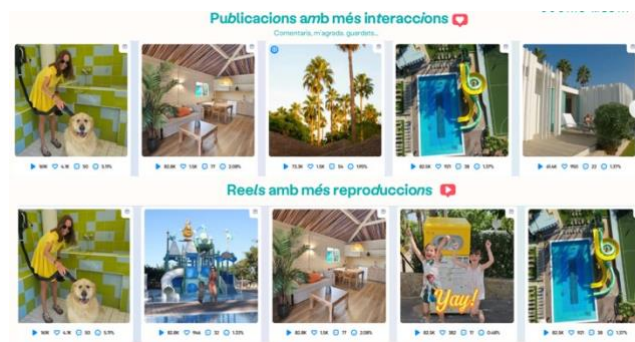


Figure 17: Publications with the most engagement and reels, Source: Internal document

Youtube remained limited in reach, with 1135 subscribers and a total of 490.200 lifetime views, while **X** showed stagnation, with 2885 followers and a decline of 0,72% from 2023. As the platform no longer aligned with the resort's marketing objectives, Sangulí Salou maintained only a nominal presence for institutional and reputational purposes. A full account closure is under consideration due to ethical and strategic misalignment. Across platforms, video content was central to user engagement, particularly short-form formats such as Reels and TikToks. In total, the team produced 119 posts, including Reels that accumulated 3.3 million views and over 4800 hours of total watch time. Videos were saved more than 3.400 times and Reels alone attracted 1300 comments.

4.4.2. Strategic objectives for 2025

Looking forward, the 2025 strategy aims to expand reach in both established markets and growth markets (Germany, Denmark, Portugal, Switzerland, Austria). Campaigns will be based on optimised audience segmentation, including interest-based targeting, remarketing, and lookalike audiences.

On Instagram, the goal is to surpass 120.000 followers, with a focus on increasing the quantity and quality of Reels and introducing more content aimed at audiences aged 50+. TikTok growth will continue with a target of 100.000 followers and an engagement rate above 5%, supported by creative formats such as animation and dance videos. Influencer partnerships, particularly with camping and travel creators, will play a key role in reaching new demographics and strengthening authenticity.

4.4.3. Influencer marketing

Branded under the #livingSangulí initiative, Sangulí Salou's influencer collaborations focused on generating authentic, experience-driven content to enhance visibility and trust across social platforms. Rather than relying solely on paid advertising, the resort leveraged real stays with content creators. The focus group affirmed the strategic role of influencer marketing, especially since the pandemic. Interviewees noted that family-oriented influencers with strong credibility in their local markets outperform traditional brand content in terms of engagement and trust. Participants cited successful collaborations with German influencers and emphasised the need for genuine, emotionally resonant storytelling.

11 families participated 2024 in the programme, 3 at the resort and 8 at the camping, producing a diverse set of deliverables including photo sessions, short-form videos, and collaborative giveaways.

In addition to collaborations with general brand ambassadors, the resort pursued several targeted strategic partnerships designed to reinforce brand identity within specific audience segments. One such initiative was the partnership with the Camping Kinder Podcast, which facilitated branded storytelling through an audio format tailored to families with an interest in camping and outdoor tourism. Another example was the collaboration with Click Culé, a returning guest and Playmobil enthusiast. This initiative,

scheduled during the low season, yielded 89 high-quality photographs and 35 short-form videos.

A particular impactful partnership was established with Sergi Garcia (@Campingsespana), an influencer managing two niche accounts dedicated to camping culture. This collaboration, now in its second consecutive year, proved both cost-effective and strategically aligned with the resorts core demographic.

4.4.4. Influencer collaboration and social media performance

Across platforms, influencer-generated videos accumulated over 2.2 million views, with TikTok and Instagram accounting for 1.073.565 and 1.180.220 views respectively. Campaign-specific content achieved 430.208 views on TikTok and 612.665 on Instagram.

Further engagement metrics support the effectiveness of this approach:

- Comments: 4379 (TikTok) and 4579 (Instagram)
- Saves: 5262 (TikTok) and 5370 (Instagram)
- Estimated Reach: Approximately 155.000 unique users.

These partnerships are guided by a clear focus on authenticity. The marketing team intentionally selects influencers who match the brand's values and resonates with its core demographics particularly family-oriented women aged 35-50. Interviewees stressed that audiences often trust the lived experiences of relatable influencers more than polished brand content. This trust factor is critical for fostering emotional connection and encouraging bookings, particularly in competitive markets like Germany.

The findings underscore the strategic value of co-created content developed through influencer partnerships, especially when collaborators possess established credibility within the family travel and camping sectors. The demonstrable outcomes in terms of visibility, user engagement and sustained content relevance highlight the integral role of influencer marketing within Sangulí Salou's broader digital communication and brand positioning strategy.

4.5. Strategic innovations and future marketing proposals

As Sangulí moves forward into the 2024-25 season, its marketing strategy continues to evolve with a focus on innovation, segmentation, and guest-centric experiences. The

resort's future-facing initiatives are designed to strengthen engagement with established audiences, such as senior travellers, while enhancing the digital ecosystem and introducing new product launches. The focus group acknowledged a strategic shift toward artificial intelligence and data-driven decision-making. Voice search and AI-driven conversational interfaces were mentioned as priority areas for future investment, especially as users increasingly expect instant, screen-free access to information. The use of AI was also mentioned in the context of campaign planning, content personalisation, and predictive segmentation. Moreover, insights derived from guest behaviour, including preferences by nationality, booking patterns, and retail consumption, are informing future service improvements and campaign adjustments.

The focus group also addressed evolving perceptions of camping in the post-pandemic era. Camping is no longer associated solely with budget-conscious or low-structure tourism. Rather, it has become a high-quality, experience-rich form of travel, often involving motorhomes that cost more than many traditional accommodations. Sangulí has adapted to changing travel preferences by enhancing its facilities and introducing high-end, resort-style amenities. This strategic focus allows the resort to appeal to travellers seeking more luxurious and experience-driven forms of outdoor accommodation.

Sangulí's commitment to innovation also includes a well-structured customer feedback loop, managed through tools like ReviewPro and pre-/post-stay surveys. According to the focus group, this process spans the entire customer journey, before, during and after the stay, allowing the resort to collect and act upon guest feedback in real time. This closed loop Voice of the Customer (VoC) strategy reinforces Sangulí's adaptive capacity.

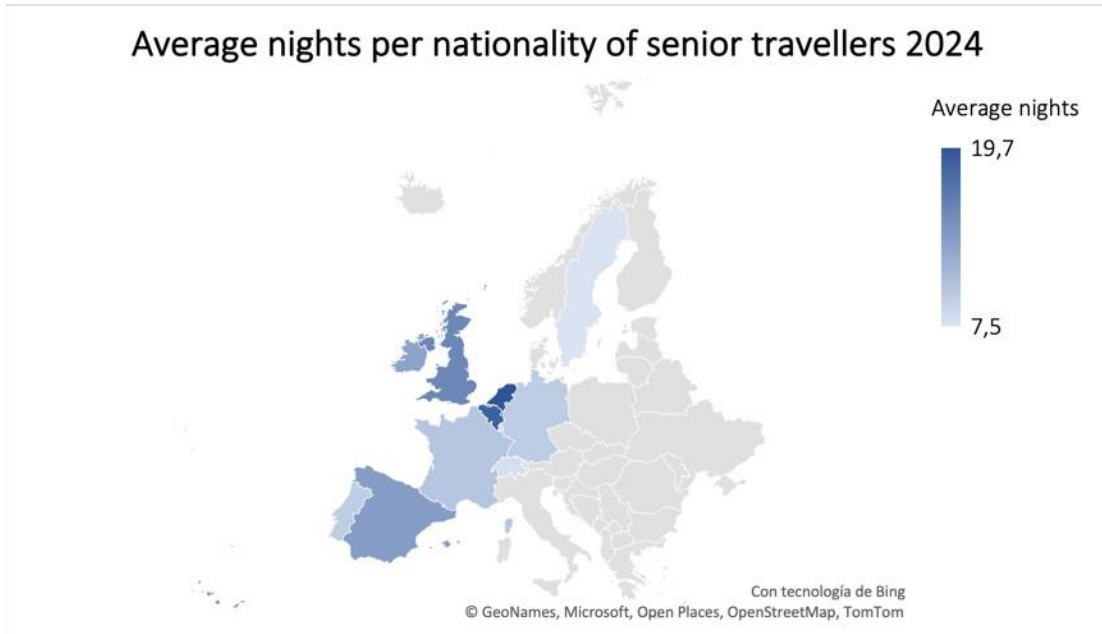
4.5.1. Targeting senior travellers: the “Senior Club” strategy

Figure 18: Average night per nationality of senior travellers, Own elaboration based on internal data statistics

One of the audience-specific initiatives is the development of the Senior Club, aimed at both retaining and attracting senior guests. Data from 2024 (*see diagram 18*) show that this demographic is largely international, with guests from the Netherlands (49%), Spain (14,4%), Belgium (11,99%), and Germany (8,65%) forming the core. The average age of senior visitors is 65,4 years, with most falling between 60 and 72 years. Notably, Dutch guests tend to stay the longest, averaging 19,7 nights, followed by Belgians and British guests.

The strategy to retain existing senior customers build on the loyalty of this segment, many of whom act as informal brand ambassadors. The resort plans to offer exclusive benefits, such as tailored activities, a referral programme with rewards for bringing new guests, and simplified pricing structures for 2025. To attract new senior travellers, the marketing approach will rely on platform-specific campaigns, particularly via Facebook ads and ADAC Pincamp, where senior audiences remain active and responsive.

4.5.2. Authenticity and emotion in campaign messaging

In 2024, Sangulí reinforced its brand positioning through emotionally driven and aesthetically appealing content. This approach will continue into 2025, with campaigns focusing on authentic, human-centred narratives that aim to evoke feelings of joy, nostalgia, and belonging. Tactics include the use of drone footage for unique visual

perspectives, minimal translation dependency through music and visual storytelling, and the personalisation of content to align with prevailing social media trends. This allows for cross-market scalability, allowing a single campaign to connect meaningfully with diverse audiences across language and cultural barriers.

Participation in key travel and tourism fairs remains a cornerstone of Sanguli's offline marketing presence. Confirmed events for 2025 include the Vakantieburg in Utrecht (9-15 January) and Navartur in Pamplona (21-23 February), providing valuable touchpoints with both consumers and industry partners in the early booking window.

4.5.3. Launching the New Africa Bay

One of the central developments for the upcoming season is the launch of Africa Bay, a new accommodation area designed to elevate the resort's premium offering. The Africa Bay launch strategy is multi-phased and content-driven, beginning with social media coverage of the construction process and continuing with behind-the-scenes previews prior to the opening.

Key elements include:

- Real-time updates via social media
- Influencer involvement
- A professional photo and drone session to generate launch content
- Website updates with authentic imagery
- Integrated Social Ads and Google Ads campaigns.

4.5.4. Enhancing the guest journey via Mobile App

Complementing these initiatives is the further development of Sanguli's mobile application, which plays a critical role in enhancing the on-site guest experience. The app offers real-time access to:

- Personal reservation details
- Interactive resort maps
- Facility and activity listings
- Dining and shopping information
- FAQs, opening hours, and local tourism recommendations.

The qualitative insights provided by the focus group interviews played a key role in contextualizing the statistical results and confirmed that Sangulí's marketing infrastructure is not only effective in quantitative terms but also aligned with deeper brand values rooted in service excellence, personalization, and long-term guest relationships. These human-centred strategies underpin the data trends described throughout this chapter and suggest a coherent, well-integrated marketing philosophy.

4.6. REBRANDING strategy

The following findings are based on a qualitative analysis of Sangulí's current brand communication within the framework of its recent rebranding strategy. The analysis focuses on how the brand engages with its clients and the strategic components underlying this interaction. Four key dimensions are examined: the brand platform as the strategic foundation, the use of storytelling as a narrative tool, the brand's verbal expression and the resort's digital marketing presence, specifically through an analysis of its official website. This investigation aims to provide a deeper understanding of the brand's communicative orientation and strategic intent, while also assessing its impact on brand perception, identity, and customer loyalty.

4.6.1. The brand platform

Sangulí Salou's rebranding initiative represents a strategic recalibration of its corporate identity, based on a carefully constructed brand platform. The platform functions as the conceptual core of the rebranding process, encapsulating the resort's purpose, promise, personality, values, and market positioning.

Purpose: Central to Sangulí's renewed brand identity is a clearly defined purpose: to become a global benchmark in the Camping Resort sector by delivering unforgettable experiences. This vision moves beyond the traditional role of accommodation providers and reflects a more aspirational positioning. Rather than being seen solely as a place to stay, Sangulí presents itself as a creator of lasting memories, responding to the growing demand for immersive and emotionally meaningful travel experiences. This purpose serves as a foundational element of the resort's brand platform, guiding strategic decisions and reinforcing emotional engagement with guests.

Brand promise: Sangulí's brand promise – “A complete, high-quality stay with innovative facilities, an ideal location, and exceptional entertainment in diverse environments”, clearly articulates its ambition to position itself as a leading, family

friendly premium resort. This comprehensive value proposition differentiates the resort within a competitive tourism landscape by highlighting a combination of comfort, creativity, and versatility. By placing emphasis on quality, innovation, and inclusive experiences for all age groups, Sanguli enhances its appeal and reinforces its commitment to delivering consistently outstanding service that aligns with guest expectations.

Brand personality: Sanguli's brand personality is framed through the dual archetypes of the Creator and the Explorer, which convey a combination of innovation, authority, curiosity, and emotional warmth. Aaker's (1997) brand personality framework demonstrates that attributing human characteristics to brands can foster stronger emotional connections with consumers. In this context, Sanguli's personality, defined by expertise, creativity, warmth, boldness, and vitality, strengthens the brand with both credibility and relatability. These traits reflect the experiential value, enhance brand trust, loyalty, and emotional engagement.

Positioning: The resort's updated positioning: "The reference Camping Resort where everyone can feel the energy of living the best holiday", shifts the competitive focus away from functional attributes toward emotional value. Emotional attachment to brands has been empirically examined by Thomson, MacInnis and Park (2005), who developed and validated a multi-dimensional scale capturing the depth of consumer's emotional connections to brands. They established the scale's reliability and demonstrated its predictive power in relation to brand commitment and investment behaviours, such as loyalty and willingness to pay a premium.

4.6.2. Storytelling as a strategic branding mechanism

A key element of the rebranding strategy is the incorporation of storytelling, especially through the creation of a brand manifesto. This narrative approach helps convey the brand's values and vision in a compelling way that fosters emotional engagement and enhances memorability among audiences.

The manifesto opens with the phrase "Do you want to play a game?", a rhetorical invitation that sets a playful and imaginative tone. This creative entry point draws on the principles of narrative transportation (Green & Brook, 2000), a psychological process whereby individuals become so absorbed in a narrative that their attention, imagery, and emotions are focused on the story world, encouraging potential guests to mentally immerse themselves in the resort experience.

The tone immediately positions Sangulí as a place of curiosity and joyful discovery, differentiating it from more transactional or utilitarian travel offerings. The narrative deepens using nostalgic and sensory language, such as “Close your eyes. You’re at the pool...”. This kind of language makes the reader feel emotionally connected to the brand and helps position Sangulí as a place where meaningful, lasting memories are made.

Another key message in the manifesto is freedom of choice. Phrases such as “Jump, dance, sing, laugh...or just rest and sleep. The choice is yours.” suggest that every guest can design their own perfect holiday. This reflects the resort’s emphasis on freedom and mirrors a wider movement in the tourism industry toward customised and adaptable travel experiences that cater to individual needs.

Finally, the manifesto concludes with the phrase “The time to return to Sangulí”, which subtly encourages guests to revisit and reinforces a sense of emotional continuity. This message nurtures a feeling of belonging and supports the development of habitual return visits, a key aspect of fostering lasting brand loyalty. In this way, the manifesto serves both as a welcoming invitation and a gentle reminder, becoming an integral part of the guest’s personal journey with the resort.

4.6.3. Verbal identity

The brand’s verbal identity plays a crucial role in expressing its personality, particularly through the tone of voice used in guest interactions. By adopting a carefully crafted and consistent communication style, especially on social media, the resort reinforces its emotional appeal and brand values. As shown by Barcelos et al. (2018), a humanised tone can enhance the perceived enjoyment of social media content and boost purchase intent, particularly when the brand offers hedonic experiences, such as leisure and relaxation.

The tone is designed to convey confidence and expertise while remaining accessible and trustworthy, fostering a sense of credibility. Additionally, the use of vivid and expressive language evokes the sensory and emotional dimensions of the guest experience, thereby strengthening the brand’s emotional appeal. Sangulí achieves a deliberate balance between warmth and professionalism, cultivating a brand voice that is both personable and reliable. The brand’s energetic and dynamic language mirrors the lively atmosphere of the resort, contributing to a coherent brand promise of vibrant, joyful holidays.

4.7. Digital marketing analysis of the Sangulí Salou Website

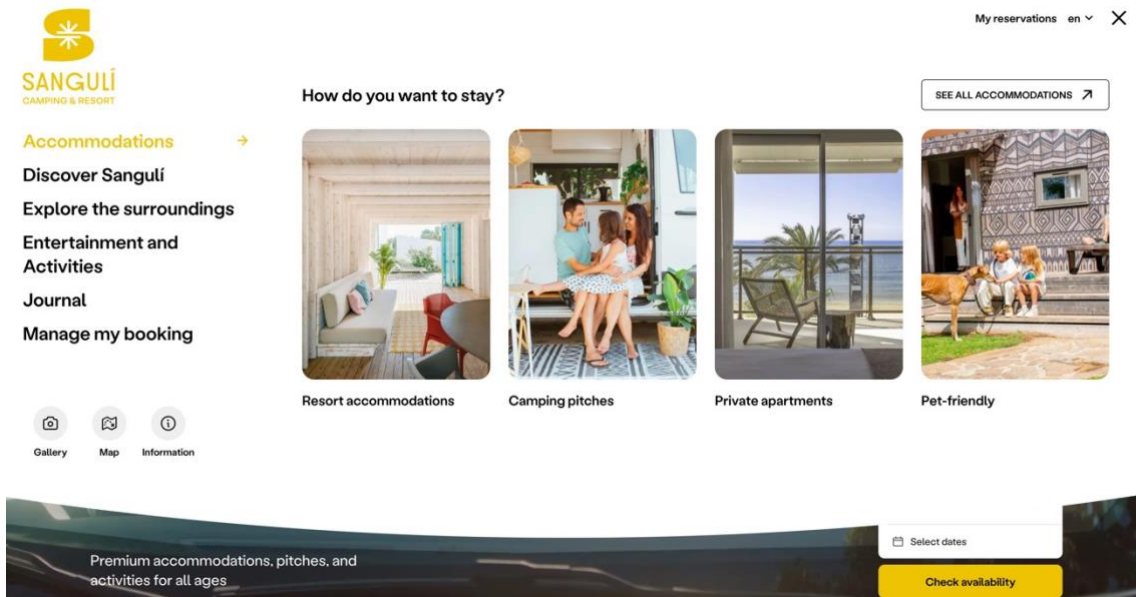


Figure 19: Official website of Sangulí Salou, Screenshot of the official website of Sangulí Salou, retrieved on 20 April 2025, from <https://www.sangulisalou.com>

In the context of the marketing strategies of the resort, the website (*see figure 19*), as a crucial element of the digital marketing, functions as a critical interface between the service provider, the resort, and its target audience. It serves as a digital storefront and simultaneously as a central platform for brand expression, customer relationship management and value delivery. The website of Sangulí is an integral part of the presentation of the broader marketing strategy and supports the resort’s emphasis on direct customer engagement, minimises reliance on intermediary platforms and facilitates a consistent and immersive brand experience across the customer journey. As such, its structure, usability, content, and technological integration merit systematic analysis.

To this end, the following analysis (*figure 20*) employs a multidimensional framework grounded in four established theoretical models: 7C Framework of Website design (Rayport & Jaworski, 2001), the Technology Acceptance Model (Davis, 1986, as cited in Ma et al., 2005), Kotler and Keller’s Value Triad (2012, as cited in Emanuele, 2019) and the AIDA (Attention, Interest, Desire, Action) model of persuasive communication, which was originally conceptualised by E. St. Elmo Lewis in the late 19th century.

Theoretical Model	Dimension	Evaluation
7C framework (Rayport & Jaworski, 2001)	Context	Website's layout and visual design align with a family-friendly vacation experience. It provides clear information about the destination, surroundings, accommodations, reviews, and local experiences.
	Content	<ul style="list-style-type: none"> - Detailed descriptions of accommodations - Discover Sanguli (Why chose Sanguli, Gallery, Pools, Beach, Gastronomy, Pet-friendly, services, sustainability and plan your trip) - Explore the surroundings - Entertainment and activities - Journal - Manage my booking - Work with us
	Community	Includes Q&A section for various thematic areas and displays guest reviews sourced from platforms like TripAdvisor and Google
	Customization	No provision for personalized content or user-specific customization features
	Connection	Links to social media profiles, allows for user engagement across various platforms
	Communication	Offers customer service through a central booking centre via telephone or email, and addresses additional inquiries on various topics
	Commerce	Straightforward booking process with multiple options to facilitate payments
	Technological acceptance model (TAM)	Perceived usefulness
Perceived ease of use		Smooth navigation, clear structure, user-friendly interface, prominent calls-to-action, and fast load times, contributing to an overall positive user experience
Kotler & Keller's Value Triad (2012)	Quality	Communicates a premium positioning through its visuals, website architecture, and high-quality photos of bungalows and on-site services, reinforcing the quality aspect.
	Service	Provides useful pre-arrival documentation like and "Prepare your stay" part, maps, house rules and a comprehensive Q&A section
	Price	Displays transparent pricing during the booking process via an integrated calculator, including clear information on tourism taxes, ensuring no surprises for the customer
	Value process	The value perception is shaped through emotional imagery, videos and descriptive content of accommodation types and surrounding activities, supporting a cyclical value-creation model as proposed by Prahalad & Ramaswamy (2000,2004).
AIDA model	Attention	Captures user attention immediately through a homepage video that showcases the resort's offerings
	Interest	Maintains user interest with a variety of content, engaging videos, high-quality photos, and compelling storytelling, particularly evident in the homepage video
	Desire	Strong emotional appeal by presenting an aspirational holiday lifestyle that aligns with family and quality travel preferences.
	Action	Features well-placed CTAs such as "Book now", "More information" or "Download route", along with a visible booking system that is user-centred, facilitating the conversion process.

Figure 20: Analysis of the website based on various theories, Source: Own elaboration based on various theories of user engagement

These findings show that Sangulí has developed a remarkably comprehensive and strategically layered marketing approach to promote its dual lodging offerings. At the foundation lies a solid software infrastructure supported by Unicamps PMS and Salesforce CRM, enabling advanced audience segmentation, real-time responsiveness, and personalized communication. This internal capacity is paired with a highly adaptive external strategy, which includes data-driven digital advertising across Google, Meta, TikTok and Bing, platform-specific content creation and an emotionally engaging social media presence. Influencer marketing, storytelling, and guest-centric content further enhance brand authenticity and trust.

The resort also applies deep market segmentation, targeting families, senior travellers, and regional preferences, while differentiating between its Camping and Resort sub brands. In parallel, Sangulí has prioritized organic growth through SEO, strong UX design, direct booking initiatives and continuous innovation in mobile and AI-driven tools. Altogether, these strategies demonstrate a clear alignment between the resort's brand identity, market positioning and long-term relationship-building efforts.

To better understand the impact of these strategies, the following section evaluates their effectiveness through key performance indicators, including digital presence metrics, the Global Review Index (GRI) from Review Pro and guest survey responses.

4.8. Assessing the effectiveness of marketing strategies based on digital presence, GRI Index and survey data

4.8.1. Strategic benchmarking of digital presence

In the hospitality industry, managers often use general industry guidelines or “rules of thumb” to estimate business performance. However, these methods may not provide an accurate picture of a business Return on Investment⁴ (short for ROI) value as they are based on simplified assumptions that may not fully reflect the complexity of operations.

As a result, simple comparative approaches are often inadequate for understanding business performance in depth. As Porter (1998) emphasised, meaningful strategic decisions require structured and detailed analysis that goes beyond surface-level

⁴ The Return of Investment is a metric that evaluates how profitable an investment is by comparing the amount earned (or lost) to the initial cost. It provides a clear indication of how efficiently resources are being used to generate returns, whether in financial markets or business activities. It is a useful calculation for comparing the effectiveness of different investments. (Investopedia, 2025)

comparisons. Through frameworks such as the Five Forces and value chain analysis, Porter illustrates how a nuanced understanding of industry structure and competitive positioning is essential for identifying strengths, weaknesses, and areas for improvement. These more advanced techniques enable organisations to make informed decisions that enhance long-term performance and competitive advantage.

One such technique that has gained prominence for its systematic and comparative approach is benchmarking.

Benchmarking is broadly understood as a structured method that enables organisations to enhance their performance by learning from others. Although definitions differ across the management literature, they generally converge on the idea of comparative learning. Boxwell (1994) characterises benchmarking as the straightforward act of observing and learning from others in order to implement improvements more effectively. Similarly, other scholars highlight the processual nature of benchmarking. Spendolini (1992) describes it as a “*continuous systematic process for evaluating the products, services or work processes of organisations that are recognised as representing the best practices for the purpose of organisational improvement*” (Spendolini, 1992). As cited in Fronsco (1999), Watson (1994) describes benchmarking as a targeted process aimed at identifying and replicating the effective practices of high-performing organisations.

Garvin (1993) presents benchmarking as a structured and intentional learning practice embedded within a broader theory of organisational improvement. He argues that genuine learning organisations are defined not just by the acquisition of new knowledge but by their ability to translate insights into action. As cited in Povey (1997), McNair and Leibfried (1992) emphasise benchmarking not simply as a tool for external comparison, but as a strategic trigger for continuous improvement. They highlight the importance of internal benchmarking as a foundational step, yielding immediate benefits and preparing organisations to effectively engage in external benchmarking to refine internal operations from an abraded stakeholder perspective.

Evaluating business performance presents some challenges, particularly as core indicators such as competitiveness, customer satisfaction, and engagement are inherently multidimensional and difficult to measure with precision (Buckley, Pass, & Prescott, 1988). Buckley and colleagues argue that competitiveness extends beyond efficiency,

involving the pursuit of appropriate goals and their achievement. In digital contexts, this complexity is heightened by shifting algorithms, user behaviours and content dynamics.

Digital presence is not merely an operational asset in contemporary tourism marketing, but a strategic imperative. As consumer decision-making increasingly depends on online visibility, engagement and reputation, destination brands are compelled to differentiate through multichannel strategies. Within this digital ecosystem, Mediterranean camping resorts compete not only through physical amenities but also through their effectiveness in reaching, engaging, and converting online audiences.

The following section (*see table 21*) provides a competitive analysis of Sangulí Salou by benchmarking selected digital indicators, such as social media presence and follower counts, against five competitors. While limited in scope, this serves as a proxy for assessing elements of digital brand equity, the measurement which measures if people care about the brand and value it, as conceptualised by France et al. (2025), particularly in terms of brand awareness and consumer engagement.

This analysis applies a benchmarking framework to assess six competing resorts located in the Costa Daurada, Costa Brava, and Southern France. Criteria were drawn from secondary data compiled in Table 4.1, focusing on:

1. Target audience segmentation
2. Digital platform deployment
3. Website languages accessibility
4. Engagement metrics across social media and review platforms.

The predefined data set is as followed:

- Tamarit Beach Resort (Tarragona, Spain) is a 4-star campsite located in Tamarit, Tarragona, on the Costa Daurada. Positioned directly by the sea with access to a sandy beach, it offers 409 pitches and 250 bungalows across four categories: premium comfort, essential, and glamping. Pitches are available in standard, platinum, preferential, and private-bathroom options, catering to caravans and motorhomes. The resort features a wide range of facilities, including pools, sports courts, a gym, wellness centre, restaurants, a supermarket, and various family services. It also offers entertainment, kids clubs and green spaces in a natural setting near Tamarit Castle.

- Playa Montroig (Costa Daurada) is a 5-star campsite located in Mont-roig del Camp on the Costa Daurada. With 990 pitches and 302 bungalows, it offers a wide variety of accommodation options in a beachfront setting surrounded by palm trees and lush gardens. It is a founding member of Leading Campings of Europe, the resort is known for its high-quality facilities and eco-friendly approach. It is recognised as one of the Best European Campsites.
- La Ballena Alegre (Costa Brava) is a 4-star eco resort located in Sant Pere Pescador, Girona, on the Costa Brava. Set within the Aiguamolls del Empordà Natural Park, it offers 808 pitches and 314 bungalows. Renowned for its strong environmental commitment and innovative approach, the resort has become a European benchmark in sustainable tourism.
- El Delfin Verde (Costa Brava) is a 4-star resort located in Playa de Aro on the Costa Brava. It is one of the largest campsite resorts on the Costa Brava, offering over 1000 pitches and more than 200 rental accommodations.
- Camping La Sirène (France) is a 5-star holiday resort located in Argelès-sur-Mer, just 900 meters from the beach and close to Spain. Spanning 23 hectares of lush greenery, it features one of the largest water parks in France. It was founded in 1964 and provides a range of activities for all ages and a variety of accommodation options like mobile homes, cottages, chalets, and premium and VIP areas.

Criterion	Costa Daurada			Costa Brava		France
	Sangulí Salou	Tamarit Beach Resort	Playa Montroig	La Ballena Alegre	El Delfín Verde Resort	Camping La Sirène
Target audience (according to website)	Family-focused, quality-seeking travellers Added audience segments: Pet-friendly, seniors, internationals, active tourists	Family-focused, quality-seeking travellers Added audience segments: Sports tourism, TikTok-native youth families	Family-focused, quality-seeking travellers Added audience segments: Active & quality-focused-less diversity in personas	Family-focused, quality-seeking travellers Added audience segments: Cycling & sailing niche, dog-friendly focus	Family-focused, quality-seeking travellers Added audience segments: Mass-family market appeal, lacks specific niches	Family-focused, quality-seeking travellers Added audience segments: Balanced, quality, children, and actives (French and Northern European audience)
Online presence	Website, Pinterest, YouTube, Facebook, LinkedIn, Instagram	Website, Facebook, Instagram, Youtube, TripAdvisor, TikTok	Website, Instagram, Facebook, X	Website, Facebook, X, YouTube, Instagram	Website, Facebook, X, Instagram, Youtube, Tripadvisor	Website, Instagram, Facebook, Youtube
Languages website	Catalan, Spanish, French, Dutch, German, and English	Catalan, Spanish, French, Dutch, German, and English	Catalan, Spanish, French, Dutch, German, and English	Spanish, Dutch, English, French, German, Catalan, and Danish	Catalan, Spanish, French, Dutch, German, and English	Spanish, English, German, French and Dutch
Instagram followers	104.000	30.900	41.900	20.900	67.900	62.500
Facebook followers	98.000	21.000	44.000	20.000	242.000	48.000
Facebook likes	92.000	19.000	42.000	20.000	242.000	46.000
Google reviews rating	4,5 (8878)	4,3 (5706)	4,3 (5452)	4,5 (3404)	4,2 (5312)	4,3 (5619)
Booking.com rating	9,3 (165)	8,7 (607)	7,8 (22)	0	8,7 (575)	9,5 (21)
TripAdvisor rating	4,2 (1797)	3,7 (1257)	4,0 (1224)	4,1 (272)	3,6 (1111)	4,2 (3104)

Figure 21: Benchmarking analysis of Sangulí Salou, Source: Own elaboration based on data collected in April 2025

Audience segmentation

All resorts position themselves as destinations for family-oriented, quality-seeking travellers. Sangulí demonstrates a more differentiated and inclusive approach by incorporating pet owner's senior tourists, international travellers, and active tourists. Building on Smith's (1956) foundational definition of market segmentation as the strategic recognition and targeting of smaller, homogeneous groups within a broader, heterogeneous market, multidimensional personal development enables the creation of more tailored messaging and precisely targeted micro-campaigns across digital platforms.

In contrast, Tamarit Beach Resort tailors its messaging to sports tourists and digitally native families, as evidenced by its presence on TikTok. La Ballena Alegre focuses on cycling and sailing tourists, whereas El Delfín Verde Resort aims at a general mass market with minimal niche orientation. Camping La Sirène takes a balanced approach, attracting Northern European families seeking quality and active experiences. Sangulí's wider persona architecture enhances its relevance across various stages of the digital decision journey, enabling the resort to deliver value not only to customers but also to the brand itself.

As Edelman and Singer (2015) argue, companies that successfully align their strategies with the customer decision journey can compress, or even bypass, the consideration and evaluation phases, accelerating the path to loyalty. The journey itself becomes a key source of competitive advantage.

Digital platform deployment

Sangulí demonstrates the most comprehensive platform strategy, maintaining an active presence on six different digital channels: Website, Pinterest, YouTube, Facebook, LinkedIn, and Instagram. This breadth aligns with the PESO model (Paid, Earned, Shared, Owned media) and allows the brand to effectively manage content across aspirational (Pinterest), professional (LinkedIn), and social (Facebook, Instagram, YouTube) domains. In contrast, while Tamarit Beach Resort extends to TikTok, most competitors operate on four to five mainstream platforms. Notably, none of the other five resorts utilizes Pinterest or LinkedIn (or rather indicates it on their website), limiting their reach in key inspiration and professional sharing spaces.

Sangulí's diversified platform strategy supports brand salience – defined as the brand's presence and recognisability across various stages of the customer journey. This concept is central to the Customer-Based Brand Equity Model, which is further elaborated in the theoretical framework.

Website language accessibility

Linguistic accessibility represents a critical dimension of digital inclusivity, particularly in the context of cross-border tourism marketing, where clear and culturally sensitive communication is essential. Wilson (2018) demonstrates that language interactions between hosts and visitors play a pivotal role in shaping travel decisions, suggesting the ability of destinations to accommodate linguistic diversity can influence their attractiveness to international tourists. Sangulí provides its web content in six languages, Catalan, Spanish, French, Dutch, German, and English, matching or exceeding the standard set by its competitors. While La Ballena Alegre includes Danish and Camping La Sirène omits Catalan, these differences have marginal strategic impact given the broad parity across the sample.

Thus, while multilingual access is a prerequisite in this market, it does not constitute a clear differentiator unless paired with localized content strategies, which fall outside the scope of this analysis.

Engagement and reputation metrics

In terms of reach and follower base (*view figure 22*):

- **Instagram:** Sangulí leads with 104.000 followers, outperforming El Delfín Verde (67.9000) and Camping La Sirène (62.500)
- **Facebook:** Sangulí ranks second (98.000), trailing only El Delfín Verde, which exhibits a high following (242.000).

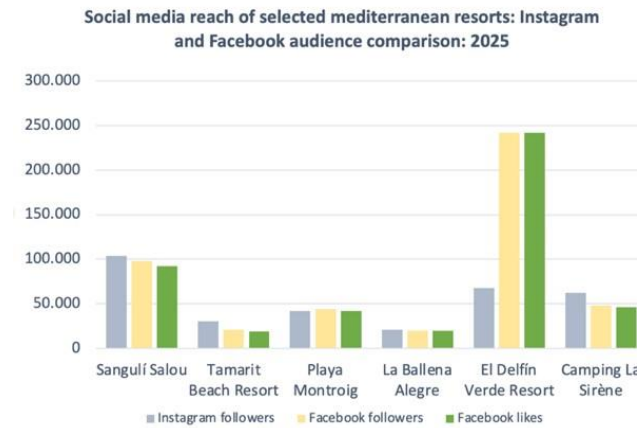


Figure 22: Social media reach of selected Mediterranean resorts, Source: Own elaboration based on data collection in April 2025

Social media engagement can serve as an indicator of both brand strength and the quality of interactions between a brand and its audience. Sangulí’s consistent performance across platforms such as Instagram and Facebook reflect ongoing audience interest and demonstrates effective management of its online community.

Reputation indicators (see figure 23)

- Google Reviews: (4,5 (8878 reviews) - highest review volume among all competitors
- Booking.com: 9,3/10 - high rating with substantial volume (165 reviews)
- TripAdvisor: 4,2 (1797 reviews) - matched only by Camping La Sirène.

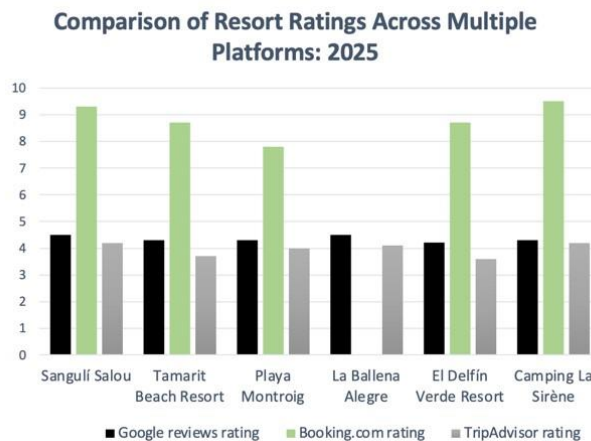


Figure 23: Comparison of resort ratings across multiple platforms, 2025, Source: Own elaboration based on data collection in April 2025

These metrics demonstrate that Sangulí reaches a broad audience while consistently receiving positive evaluations, reflecting high levels of customer satisfaction and advocacy. Based on the study of Casaló et al. (2008), satisfaction enhances consumer

loyalty, especially as a mediator between usability and loyalty. The findings therefore imply that satisfying user needs through high usability and a strong reputation plays a pivotal role in reinforcing a positive consumer brand relationship, as in the case of Sangulí.

The analysis demonstrates that Sangulí Salou exhibits superior performance in platform diversification, audience engagement and review-based reputation.

4.8.2. Evaluating the Global Review Index (RGI – Review Pro) of Leading Campsite resorts in 2024

The Global Review Index™ (GRI), developed by the online reputation management provider ReviewPro, is an industry-standard metric used to assess and benchmark the online reputation of hotels and resorts. It is calculated using a proprietary algorithm that aggregates guest reviews from over 100 review websites and online travel agencies (OTAs), in more than 45 languages. The GRI score is expressed as a percentage (0-100%), offering a standardised and objective indicator of guest satisfaction across digital platforms (ReviewPro, n.d.).

The GRI serves multiple strategic purposes: it enables comparison with competitors, tracks reputation performance over time, and identifies key areas for operational improvement. Properties with lower GRI scores can often improve rapidly by implementing targeted changes, while those with higher scores may face slower but meaningful incremental gains. ReviewPro's system also allows hoteliers to view their performance in context, providing benchmarks such as city-wide or category wide GRI averages, and offering insights into the most positively or negatively mentioned aspects of guest experience through semantic analysis.

In the previous section, we conducted an analysis of the digital presence of the selected resorts, focusing on their social media activity, overall online visibility, and ratings on major travel platforms. The following section shifts the focus towards a comparative assessment of the online reputation of Sangulí Salou based on the Global Review Index™ for the year 2024 in comparison to the previous year, benchmarking it against a selected set of competing resorts. This provides us with a quantifiable and analytically robust indicator that facilitates a more objective comparison among the resorts.

The figure 24 presents the competitive set (compset) and Sangulí Salou, comprising six resorts: La Ballena Alegre, Playa Montroig Camping Resort, Sangulí Salou, Tamarit Beach Resort, El Delfín Verde, and Stel Camping & Bungalows Resort. These properties are evaluated using two metrics: the Global Review Index™ and the Competitive Quality Index (CQI). However, for the purpose of this analysis, the primary focus is placed on the GRI value.

As the GRI value for Stel Camping & Bungalows Resort is listed as 0%, it can be reasonably assumed that this property does not use ReviewPro and therefore will be excluded from the analysis. According to the table, La Ballena Alegre ranks first in the compset with a GRI of 91,3%, followed by Playa Montroig Camping Resort with 87,3%, and Sangulí Salou in third place with 86,5%. Tamarit Beach Resort follows with 85,9% and El Delfín Verde ranks last with 78,7%. The average GRI of the compset (excluding Stel Camping) is 85,8%, which indicates that Sangulí Salou performed above the average in 2024 in terms of online. Reputation, according to ReviewPro’s GRI.

Competition						
Opiniones	Compset GRI™		CQI™			
3 / 6	85.8%	-0.5	100.8%	-1.5		
Establecimiento	↓ GRI™	↑	Opiniones	↑	Competitive Quality Index™	
Camping & Bungalow Resort La Ballena Alegre ...	91.3%	+1.7	477	+42		108.0%
Playa Montroig Camping Resort	87.3%	+1.3	726	-110		102.0%
Sangulí Camping & Resort	86.5%	-1.8	808	-213		100.8%
Tamarit Beach Resort	85.9%	-2.3	912	-83		99.9%
El Delfin Verde	78.7%	-2.5	567	-243		89.7%
Stel Camping & Bungalows Resort	0%	-	10	+1		-

Figure 24: GRI Index in comparison to compset (Review Pro), Source: Data from ReviewPro, retrieved on 30 April 2025



Figure 25: GRI Index evolution of Sangulí in 2024, Source: Data from ReviewPro, retrieved on 30 April 2025

In 2024, Sangulí Salou experience a decline of 1,8% in its GRI index (see figure 25), receiving a total of 808 reviews compared to 1021 in 2023, representing a reduction of 213 opiniones. In contrast, La Ballena Alegre and Playa Montroig Camping Resort showed improvements in their GRI index scores, with la Ballena Alegre increasing by 1,7% and Playa Montroig by 1,3% in 2024. Despite the improvement in satisfaction, Playa Montroig saw a decrease of 110 reviews, whereas La Ballena Alegre gained 42 more reviews compared to the previous year. Like Sangulí Salou, both Tamarit Beach Resort and El Delfín Verde recorded a decline in their GRI index in 2024. Taramit Beach Resort saw a drop of 2.3% alongside a decrease of 83 reviews (2023: 995), while El Delfin Verde experienced a 2,5% reduction and 243 fewer reviews than in 2023 (2023: 810).

Following the comparative analysis of the GRI index across the competitive set, a closer examination of Sangulí Salou’s GRI evaluation from April to November 2024 reveals notable patterns in its online reputation performance. The data shows a general upward trend in the GRI score from April to July, marked by minor fluctuations, followed by a decline in mid-July, which continued until early August. This was succeeded by a subsequent recovery and increase until the end of August, after which the GRI remained relatively stable through to November, except for a significant drop observed in early October.

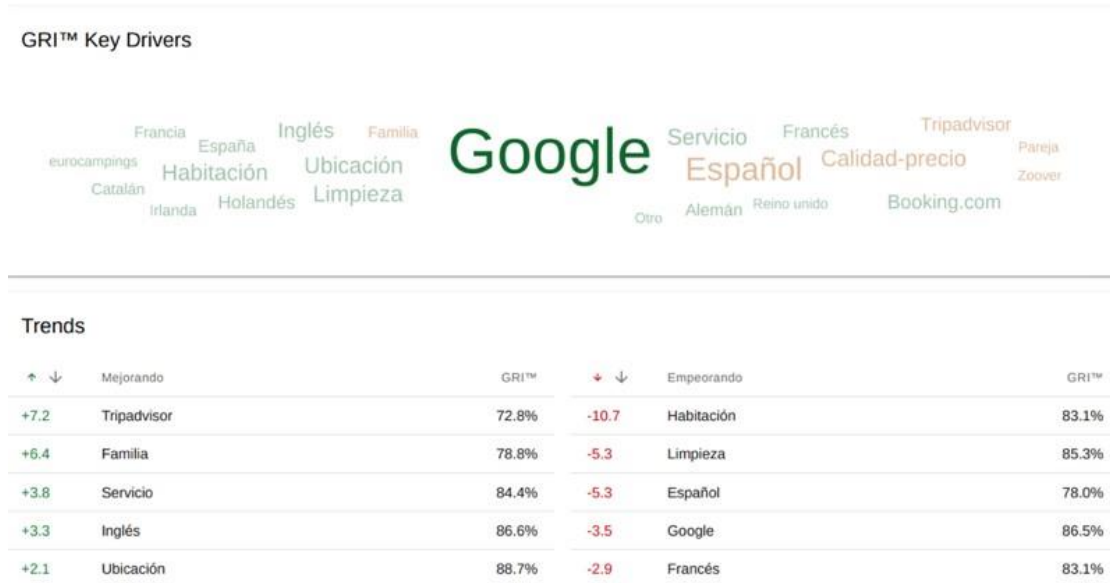


Figure 26: GRI Key drivers (2024) of Sangulí, Source: Source: Data from ReviewPro, retrieved on 30 April 2025

The grey line represents the 90% GRI performance target set for the year. Sangulí’s score fell below this target on four occasions: in June (approximately 80%), late July (around 75%), September (circa 80%), and October (around 78%). Despite these shortfalls, the GRI achieved three notable peaks throughout the year: late April (ca. 95%), July (ca. 97%) and late October (ca. 98%), indicating periods of exceptionally positive guest feedback.

To better understand the underlying factors behind these fluctuations, the second diagram (figure 26) presents the key drivers of the GRI. This word cloud visualisation employs colour and size to indicate performance: green and larger terms reflect positive guest evaluations, while orange and bigger terms highlight areas requiring improvement. For example, aspects such as location, cleanliness, accommodations, English and Google are displayed in green, suggesting strong performance and high guest satisfaction. In contrast, terms such as Spanish, price-quality ratio, and Tripadvisor appear in orange, signalling a need for focused attention to enhance overall ratings.

Beneath the world cloud, a table details the performance trends of specific aspects over time. While Tripadvisor, despite being marked in orange, shows improvement, other areas like family-friendliness, service, English, and location have also experienced positive developments. Several crucial aspects have deteriorated including accommodations, cleanliness, Spanish, Google, and French, all of which may have contributed to the declines in GRI observed in certain months. This visualisation does not reflect absolute performance levels (as shown in the previous diagram) but rather the directional changes

or movements of each aspect over time. Therefore, a feature may appear green, indicating overall strong performance, but still exhibits a negative trend that warrants strategic attention for future improvement.

4.8.3. Assessing the marketing strategies based on perception and impact

The present survey was deliberately designed as a qualitative, non-representative online inquiry (*see Appendix B for the full questionnaire*). The aim was not to produce generalizable findings applicable to a broader population, but rather to obtain nuanced insights into individual perceptions, attitudes, and experiences regarding the marketing strategies. Given the exploratory nature of this research and the practical limitations inherent to a bachelor's thesis, statistical representativeness was not pursued. Instead, the emphasis was placed on the diversity and depth of responses, which provide valuable indications for a more comprehensive understanding of guest perspectives. This approach aligns with the overarching objective of uncovering meaningful patterns rather than quantifiable metrics.

A total of 30 individuals participated in the survey. This number was considered appropriate for the qualitative scope of this research, balancing depth of insight with analytical feasibility. While not statistically representative, the sample provided sufficient variation to identify meaningful patterns and recurring themes, aligning well with the interpretative aims of the study.

The questionnaire included 19 questions, combining multi-choice items, ratings scales, and open-ended prompts. It was shared from April to May through social media channels like WhatsApp and over the distribution email of the faculty tourism and geography and asked participants to engage with real marketing materials from Sangulí Salou, including its website and Instagram profile, before answering a series of perception-based questions.

Demographics of participants

In terms of demographics, most respondents were young adults, with 43% aged between 18 and 24 years, followed by participants aged 25-34 (17%), 35 – 44 (20%), and smaller groups aged 45 and above. 63% of participants identified as female, while 37% identified as male. All respondents currently live in Spain. In addition, 37% reported having children.

A. Influence of digital marketing when planning a vacation

To explore the role of digital marketing in the vacation planning process, participants were asked to evaluate its importance of a five-point Likert scale. As shown in *Figure 27*, responses varied, but the most common rating was “moderately important” (33%), followed by “not important” (30%) and “slightly important” (17%). Only 6 participants (20%) rated digital marketing as either “very” or “extremely important”. The average rating across the sample was 3.0, suggesting that while digital marketing is acknowledged, it may not be perceived as a decisive factor for most respondents.

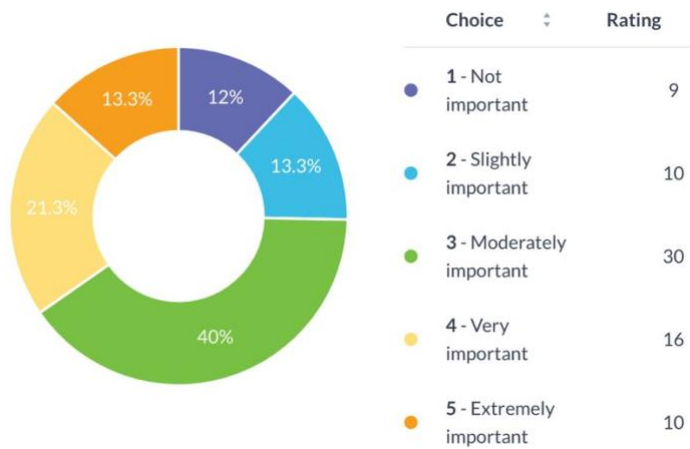


Figure 27: Perceived importance of digital marketing when planning a vacation, Source: own elaboration based on online survey results (April-May 2025)

When asked about the types of marketing they tend to respond to while researching vacations options, family and friend recommendations were clearly the most influential, selected by 24 out of 30 participants. This was followed by review platforms with 19 responses and travel blogs or blogs, which were chosen by 14 participants (*see Figure 28*). Notably, influencer recommendations and sponsored ad son Instagram and Facebook were selected less frequently (7 and 6 responses respectively), suggesting a preference for peer-generated or user-driven content over commercial or promotional materials.

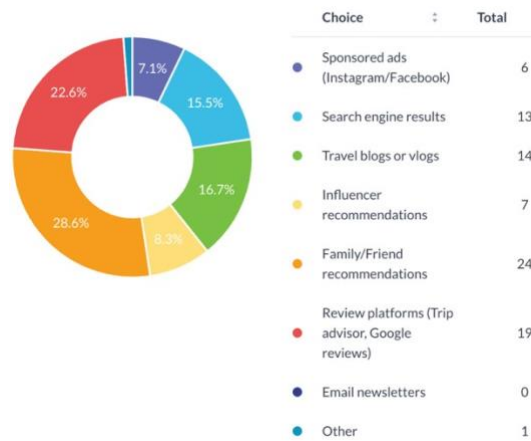


Figure 28: Preferred sources of marketing influence when researching vacations, Source: own elaboration based on online survey results (April-May 2025)

Regarding the platforms used to explore potential destinations (see figure 29), Instagram (17 responses) and Youtube (4) were the most frequently cited, with TikTok also playing a notable role (11 responses) and 5 participants indicated that they do not use social media at all for this purpose. These results point to the dominance of visual and video-based content in shaping perceptions and travel inspiration, particularly among younger users.

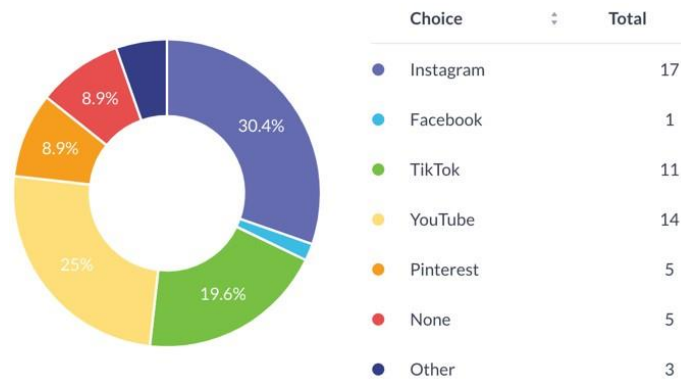


Figure 29: Social media platforms used to explore vacation destinations, Source: own elaboration based on online survey results (April-May 2025)

B. Perceptions of Sangulí Salou’s Marketing

To better understand how individuals perceive Sangulí Salou’s promotional content, participants were first asked about their familiarity with the resort. One third of respondents (33%) were already familiar with Sangulí, while a further 27% had heard of it but knew little. Notably, 40% had never encountered the brand before, indicating that a bit less than most of the sample approached the resort’s marketing materials without prior knowledge or bias.

After reviewing the resort’s official website and Instagram page, participants were asked to rate the appeal of the marketing content. As shown in Figure 30, most respondents gave

a rating of “moderately appealing” (33%), or “appealing” (33%), with only one respondent indicating that the content was “not appealing at all”. The average rating was 3 out of 5, suggesting a generally positive but not overwhelming impression.

Appeal of Sangulí Salou's marketing content based on viewer impression

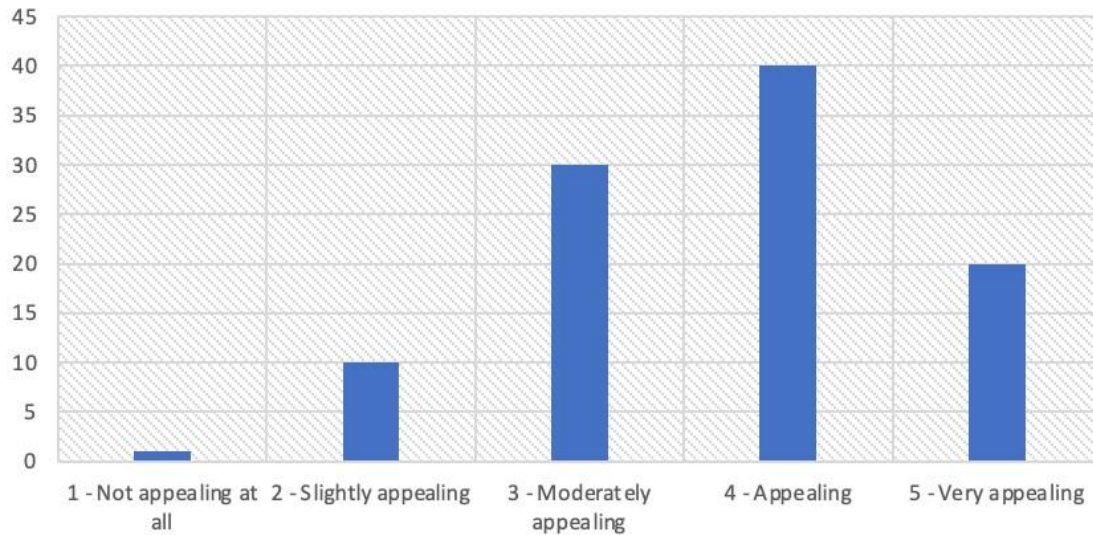


Figure 30: Appeal of Sangulí Salou's marketing content based on viewer impression, Source: own elaboration based on online survey results (April-May 2025)

Participants were also invited to describe their first impression in a short-answer format. Responses included words such as “interesting”, “comfortable and familiar”, “fun”, “flashy”, and “very cool and funny”. Several participants highlighted the family-oriented tone and visual attractiveness of the content, while others commented on the abundance of information, suggesting that a more focused presentation might be beneficial.

When asked which specific elements of the marketing stood out most (Figure 31). The most frequently mentioned were visual design and family-friendly messaging (both selected by 11 participants), followed by facilities and amenities (4). Surprisingly, only 2 participants noted clarity of information as a standout feature, and none selected promotional offers, indicating potential areas for improvement in highlighting practical details.

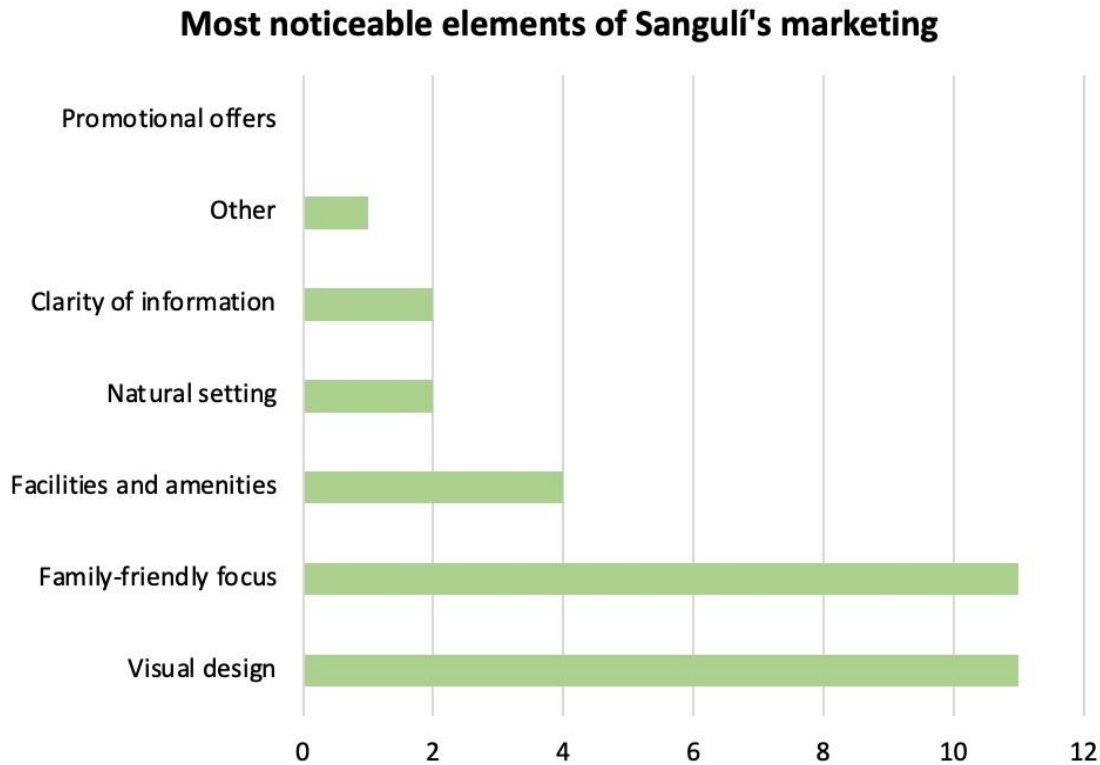


Figure 31: Most noticeable elements of Sanguli's marketing. Source: own elaboration based on online survey results (April May 2025)

When asked how likely they would be to consider visiting the resort based on marketing shown, most participants selected “Not sure” (12) or “likely” (9), with fewer opting for “very likely” (6). This distribution suggests that while the marketing generated some interest, it may not have been persuasive enough to strongly influence booking intentions.

To gain more detailed insights, respondents were asked to rate various aspects of the marketing. Visual appeal received the highest average rating (4,07/5), followed by emotional appeal (3,87) and trustworthiness (3,6). By contrast, persuasiveness (3,33) and differentiation from other resorts (3,3) received lower ratings, suggesting that while the content is visually effective and emotionally engaging, it may lack a strong unique selling proposition.

Survey data indicate a strong preference for marketing strategies that emphasize credibility, transparency, and visual appeal. When asked which features most influenced their booking decisions (*see figure 32*), 70% of respondents selected both authentic reviews and clear pricing and offers (21 out of 30 reach). These were followed by attractive visuals and unique experiences, both chosen by 53% of participants (16 out of 30). In contrast, celebrity or influencer endorsements were not selected by any

respondent, reinforcing a clear preference for genuine, peer-based content over commercial promotion.

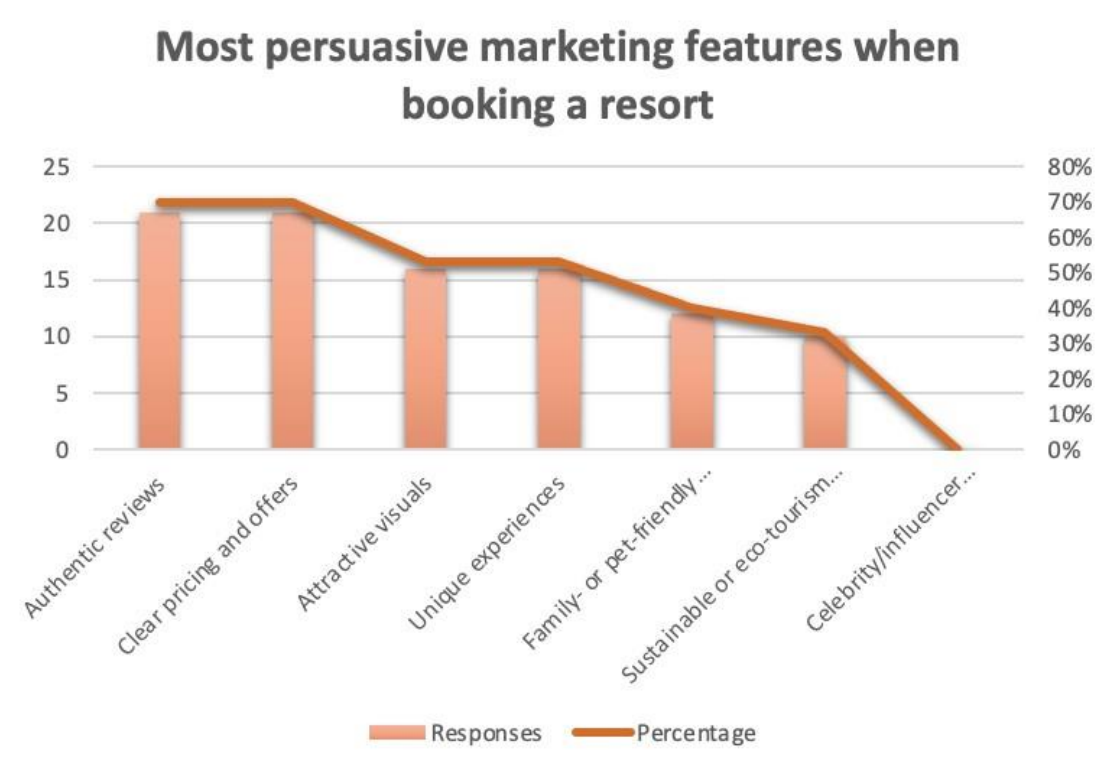


Figure 32: Most persuasive marketing features when booking a resort, Source: own elaboration based on online survey results (April-May 2025)

When evaluating the preferred tone and style of travel-related marketing, 70% of respondents favoured a friendly and causal tone, followed by 57% who preferred professional and informative messaging, and 40% who responded positively to inspirational and emotional content. These results suggest that effective resort marketing should strike a balance between approachability and clarity, while also leaving room for emotional resonance where relevant.

Finally, participants were invited to provide qualitative feedback on Sanguli’s marketing. Frequently noted strengths included its strong visual presentation, clear family orientation and range of vacation options. On the other hand, areas identified for improvement included simplifying the information presented, increasing the visibility of practical content (such as pricing and availability), and expanding the resort’s presence on social media platforms.

C. Influencers and trust in marketing

Participants were asked to share their opinion on the use of influencers in resort marketing. 50% of respondents selected “Neutral”, while 27% expressed a somewhat negative view. Only 17% responded positively, and no participant rated their opinion as

very negative. These results suggest that influencer marketing is viewed with scepticism or indifference by most respondents. This aligns with earlier findings: celebrity or influencer endorsements were not selected at all as persuasive booking features (see part B).

Further supporting these findings, participants were also asked whom they would most trust when receiving a resort recommendation. The overwhelming majority (80%) indicated they would trust a friend or family member, followed by online reviews (13%). Only one participant each (3%) selected a travel influencer or a travel blog or guide, and none trusted the resort's own advertising.

5. CHAPTER FIVE: Conclusions and recommendations

This chapter summarizes the key conclusions derived from the analysis and discussion of the research findings. It also includes recommendations informed by these results. In conclusion, the chapter outlines the study's limitations and offers suggestions for future research.

The purpose of this thesis was to conduct a comprehensive analysis of the marketing strategies employed by Sangulí Salou Resort to promote its two core lodging offerings: bungalows and campsites. By applying a mixed-methods research design, the study sought to access both the conceptual underpinnings and practical implications of these strategies, as well as their effectiveness in terms of digital presence, customer satisfaction (measured by the Global Performance Indicator), and consumer perception derived from both survey and qualitative data.

The quantitative component focused on analysing key marketing performance data, including website traffic, campaign conversion rates and GPI scores, to evaluate customer satisfaction and booking behaviour. The qualitative component consisted of a focus group with internal stakeholders, including the marketing team, sales, and revenue management, combined with an online customer survey and documentary analysis of internal marketing plans and promotional materials. This triangulated methodology enhanced the internal validity and contextual richness of the findings.

The findings reveal that Sangulí operates a highly structured, performance-driven marketing ecosystem. Internally, tools such as Salesforce CRM and Unicamps PMS enable refined segmentation, real-time campaign adaptation and personalized communication, by that contributing to the resort's long-standing customer retention rate of 60-70%. Externally, the resort implements a four-stage marketing funnel: awareness, consideration, purchase, and loyalty, which has been central to its digital strategy in 2024 and serves as the framework for 2025. Campaign execution across Google Ads and Meta platforms has led to substantial growth, including a 22% year-over-year revenue increase and significant improvements in occupancy rates, especially during shoulder seasons. A major innovation in 2025 is the resort's strategic rebranding, which seeks to reposition Sangulí as a global reference in the camping resort sector. The rebranding initiative is grounded in a well-defined brand platform that articulates the resort's purpose, promise

and personality. This emotional repositioning is supported by storytelling, verbal identity, and narrative branding, designed to evoke loyalty among repeat guests.

Sangulís digital marketing is characterized by its adaptability and channel diversification. With over 40 meta campaigns and an 80.000€ investment in Google Ads in 2024, the resort achieved notable returns, including over 16.000 bookings attributed to search advertising and more than 2.000.000 € in social media-generated revenue. Video content, especially short-form reels and TikToks, emerged as the most effective format across platforms, demonstrating high engagement rates and ROI. Influencer partnerships under the #livingsanguli initiative have further amplified brand authenticity, trust, and reach.

Segmentation strategies were highly data-driven, targeting specific demographics by geography, interest, behaviour, and travel timing. Particularly innovative was the targeting of senior travellers' strategy, capitalizing on their extended stays, loyalty, and ambassadorial behaviour.

Despite overall success, several strategic challenges were noted. The resort's limited presence in underperforming markets (e.g., Nordic countries) and underutilization of advanced personalisation tools present areas for improvement. Moreover, the evolving digital landscape, with the rise of AI, voice search and experience centric travel, demands continued investment in innovation.

This study finds that the resort's marketing strategy is both robust and forward-thinking, characterized by a well-integrated infrastructure, customer-centric philosophy, and data-informed decision-making. The resort demonstrates a high level of strategic alignment between its brand identity, operational practices, and market demands. Nevertheless, opportunities remain in the realms of further refining the guest journey across digital and physical touchpoints.

From a theoretical perspective, this thesis contributes to the academic discourse on experience-based branding, rebranding in tourism and integrated digital strategy within the resort sector and the overall marketing in tourism resorts.

Recommendations

Based on the findings of this study, several recommendations are proposed to further enhance the effectiveness and long-term sustainability of its marketing initiatives:

- Enhance advanced personalization through CRM integration
- Interactive and immersive content formats
- Improve clarity and transparency of website information
- Adding a live chat assistant or chatbot to the website
- Increase the use of infographics and visual miniblogs as part of an Inbound marketing strategy (e.g., “A typical day at the campsite”, “Top excursions”, or “Tips for family travel”).

Limitations of the study and future research

As with all empirical research, this study is subject to several limitations that must be acknowledged to contextualize the findings appropriately. One of the primary limitations concerns the research design. Although the study employed a mixed-methods case study approach focusing on Sanguli Salou, its cross-sectional nature limits the ability to capture changes in marketing strategies over time. A longitudinal approach would have been more suitable for evaluating the long-term effectiveness and evolution of marketing initiatives, particularly in a sector as dynamic as tourism.

Additionally, the use of a non-random, convenience sampling method, necessitated by time and resource constraints, may have introduced selection bias, and limited the generalizability of the results to the broader population of resort guests. While the single case focus enabled in-depth analysis, it also restricts the applicability of the findings to other resort contexts, especially those operating under different market conditions or targeting different customer segments. Another constraint was the relatively limited body of existing academic literature specifically addressing branding and marketing strategies for bungalows and campsites, which limited the depth of the theoretical framework. Despite these limitations, the study serves as a foundational contribution to the exploration of resort marketing practices. IT provides valuable insights into current marketing strategies and highlights distinctions in the use of marketing analysis tools. To build on these insights, future research is encouraged to expand the study across multiple resorts, ideally incorporating comparative and longitudinal designs to observe the implementation and impact of marketing strategies over time. Furthermore, qualitative research methods, particularly in-depth interviews with guests, could provide a richer understanding of consumer perceptions, motivations, and satisfaction.

An especially promising direction for future research lies in the analysis of personalization and data-driven marketing. As indicated during the focus group discussion, resorts are increasingly utilizing guest data, such as booking behaviour, preferences, and feedback, to deliver personalized offers and communications. Further investigation into how these practices affect guest satisfaction and the perceived value could yield valuable insights, particularly in the context of family resorts. Moreover, given the rapidly evolving landscape of digital marketing in the tourism sector, future studies might explore how Sangulí aligns with emerging trends or other Mediterranean resorts. For instance, research could assess how effectively the resort leverages AI-driven personalization tools, user-generated content, and short-form video marketing on platforms like TikTok and Instagram.

By addressing these areas, future research can deepen the understanding of effective resort marketing strategies in a rapidly changing environment.

6. Appendices

Appendix A: Interview guide and transcripts

A.1 Interview Protocol Introduction

As part of this research, a semi-structured interview was conducted to gain in-depth insights into the strategic marketing practices of Sangulí Salou. The interview took place on 11 April 2025 and involved four key professionals from the resort's commercial and marketing divisions:

1. Marketing department coordinator
2. Commercial coordinator
3. Revenue Manager
4. Central Reservations Manager

The session was held in person at the resort's administrative offices and lasted approximately 45 minutes. The objective was to explore internal perspectives on Sangulí's marketing infrastructure, segmentation strategies, digital communication practices and long-term branding initiatives. The semi-structured format allowed for both guided inquiry and open discussion, encouraging participants to elaborate on specific topics such as the use of digital advertising platforms (e.g., Meta and Google Ads), customer behaviour analytics, influencer collaborations and evolving tourism trends. The interview was recorded with the participant's consent, fully transcribed, and translated into English for analysis and inclusion in this appendix. To protect participant privacy, names have been anonymized.

A.2 Interview Transcript (English Translation)

Date: 11 April 2025

Location: Casa de la Vila, Cambrils Park

Format: Semi-structured, in-person interview

Participants: Marketing department, commercial coordinator, revenue manager and central reservations manager

Duration: 45 minutes

What sets Sangulí apart from other campsites and similar resorts? What is your USP?

I believe it's the quality we offer our clients. We want them to have the same experience we would want for ourselves: perfect. When it comes to excellence, everything must be just right—taking care of every detail, investing each year in new improvements and

attractions, ensuring that when the client arrives, everything is perfect, starting with cleanliness. Every little detail is important to us. Details are the most important thing; from the moment the reservation is made to the moment the client arrives and until they leave. Everything must be PERFECT—perfect holidays.

Can you describe the different marketing platforms used by Sangulí Salou? *We use channels like Instagram and Facebook on a social media level. We also have TikTok, which we started using a year ago and are currently testing. It can be used commercially, but if we had to focus on sales, it would be Facebook, Instagram, and Google Ads—where we invest in advertising to reach the widest audience possible, so they end up visiting our website and converting.*

Direct channel –

As for third parties, Booking.com accounts for only 0.5% of all bookings. The direct channel is the most important to us. We also work with another intermediary that provides guaranteed accommodations, like Eurocamp. In terms of marketing channels, we invest in Meta Ads (Facebook/Instagram), Google Ads, and newsletter campaigns through Salesforce to reach as many people as possible.

Other platforms –

There are also external websites that feature our profile, and clients end up clicking and arriving at our website to complete their booking.

Do you also use traditional marketing strategies?

Yes, but very few. We use newspapers like Diari de Tarragona, which always have an online component, and some magazines in strategic countries like the Netherlands, which have both online and offline versions. We're investing in magazines from more traditional countries. Trade fairs are also important.

Which trade fairs do you attend?

Nationally, we attend NAVARTUR in Navarra. In the Netherlands, the most well-known camping fair is the one in Utrecht. We've also been to Essel and Guarda in different years. We look for fairs in strategic countries, although we've been attending fewer lately as the online space is gaining more ground. But we still attend some strategic ones, especially when we know our clients are present, and we can convert there. But overall, we're going less and less.

Do you segment your clientele?

Yes, ever since we started using Salesforce, it's helped us a lot with segmentation. We are using segmentation strategies for the Netherlands and other countries. We already know when people start looking at us as a potential destination for the following year, and we run ad strategies to drive bookings.

So, segmentation by country? And how does the client behave?

Everything! Over the years, we've gathered a lot of data to know when they start booking and for what special dates. We create special ads, specific landing pages, so that when clients click, they see exactly what was mentioned in the ad—only better written. We segment by language and by nearby airports, like Reus and Barcelona. We even segment by regions within each country. This is heavily influenced by school holiday schedules. This helps us launch campaigns in specific areas of the country, not

the entire country. We choose the regions that actually visit us. This is based on school calendars and our historical client database—extracting valuable insights.

Was there a past marketing strategy that shaped the present?

In the past, people would just say, "I think a lot of Dutch clients come in October," based on years of experience. But now, we've analysed the history of website visits, actual booking records, and when those bookings were made. This has helped us know exactly when to capture each target country.

Which customer segment do you prioritize?

We've clearly identified our main client for years: families. That's the core clientele of Sanguli. From there, we segment by nationality and by product—Camping or Resort. Based on that, we create sub-segments like seniors or pet-friendly travellers. We invest in facilities for families, including those who consider their dog part of the family. We try to offer as many services as possible for them, like pet-friendly pools, accommodations, spaces, activities, showers...

How are strategies measured?

We have our own way of analysing: using Google Analytics, Salesforce, and Meta's analytics tools for campaign tracking and ROI. We also use revenue management analytics. A few years ago, campsites didn't do this, but we were pioneers in not having fixed rates year-round. We were among the first to apply hotel-style revenue management to the camping sector.

Each strategy has its KPIs, and for it to work, you need KPIs and historical data for comparison. It sounds basic, but if a number is higher this year than last year, we know it's working. We use KPIs to measure campaign performance—and overall performance.

Do you also measure client satisfaction?

Yes, that's the job of the Communication, Image, and Customer Department, which uses ReviewPro as a tool. Within the marketing department, we understand how important it is to monitor online reputation, because it helps improve conversion rates and our position on Google and in the sector. We have a dedicated Customer Care team that sends surveys before the client arrives, during their stay, and afterward. That feedback is taken seriously to improve facilities and services. In the end, we listen closely to our clients. You may have a strategy, but the client might tell you it should be something else. Listening is key to improvement. We want everything perfect and listening helps us achieve that.

Our strategy across all departments is to follow the customer journey—from the moment they book (or even before), to when they visit the website, and to maintain a consistent experience until the end of their stay. Then, we carry out surveys and practice active listening across all departments. This is crucial because it encourages clients to recommend us and come back. It's very expensive to attract a new client, so once they come, we must listen, so they return. We have a high rate of repeat clients at Sanguli—around 60–70%. This is one of the hardest KPIs to measure. Many clients already know they want the same pitch for the following year. We take bookings from one year to the next. They want the same plot—it must feel like home. That's important to us. And these same clients spread the word to others, and we have to make sure those new clients experience the same thing as their friends.

So, one of the main goals of Sangulí's strategy is lifetime value?

Yes, especially at Sangulí. It's something that has been built over many years, even before our department existed. We have many clients who've been with us for generations—parents, children, and soon grandchildren. This is achieved through active listening, continuous improvement, hard work, investment in facilities, and perfection in every detail. Each season is like a new beginning. On a personal level, clients are welcomed by the same familiar faces, which is a big plus. Beyond client loyalty, we also promote staff loyalty because it enhances the overall experience. For years now, the HR department has worked hard to attract talent and foster collaboration between departments to offer the best possible service. It's a self-sustaining cycle.

The difference between Camping & Resort and Sangulí is that Sangulí has pitches and bungalows. Are there separate strategies for pitches and bungalows? *Yes, this year we've made a branding investment to identify the two different client profiles for the two brands and to communicate with them differently. The product level is different, but the way we communicate with the client also changes. In the end, it makes sense because Camping & Resort comes from where it comes—it's understood as an extension of Sangulí and has evolved differently, becoming more and more distinct. They were born from the same idea and the same way of working. The clients themselves have driven this separation, and we're adapting to that.*

And between camping clients and bungalow clients?

They are two very different profiles. On top of that, camping itself is evolving. It used to be associated with cheap, unstructured tourism. But now it has become a high-quality form of tourism. Since the pandemic, there has been increased demand for nature and open spaces. People don't talk enough about how much campsites do for the environment — we always say that tourism ruins everything, but in campsites, especially with gardening and so on, things are taken care of meticulously. That's also worth highlighting.

The concept of glamping — we're getting more and more clients with motorhomes that cost more than my apartment. That's important to see too. It's high-standard tourism. The prices of motorhomes, sales levels... you can really tell that camping is trendy now. There's also the aspect of digital disconnection — it's easier to disconnect at a campsite than at a hotel. Even though everything's becoming digital (online check-in, etc.), you still don't get the same outdoor plus that a campsite offers.

How has the resort and camping market changed in recent years?

It has grown enormously. Since the pandemic, there's been a clear trend shift toward open spaces and avoiding that "closed-in" feeling. If we just look at occupancy percentages, the increase has been sky-high — not only at our level, but for all the campsites in the area. It's a clear trend in favour of camping. Customers are actively choosing this type of vacation, and it doesn't seem to be slowing down. We're still growing — who knows where it will go.

The German market, for example, has grown exponentially. The Costa Daurada has traditionally been more of a hotel destination, but now the German market sees camping as almost its number-one choice. The region has improved a lot in terms of facilities —

PortAventura, for example — and we're seeing big growth from the German market, among others, but Germany has grown the most in the last two years.

And how are you adapting to these changes?

At Sanguli, we've been adapting by investing in spaces, pools, infrastructure... improving every year so clients see new things. More open areas, better facilities, spaces adapted to all types of clients — from pet-friendly sections to more accessible pools. Family beaches, PortAventura as a local attraction... We never stopped working with the German market. Our regulars keep coming, but now that more have returned and seen we're ready for them, they've responded positively. We've also invested more in Google Ads targeting the German market, and the return has been huge. The rest has been mostly organic growth.

Is there a specific type of social media content that generates strong engagement?

We've tried filming things in BARCELONA and other areas outside the resort, and it didn't really work. But when we post about our pools, the surroundings, beaches, restaurants, entertainment — things guests have actually experienced — that's what works. People want to see sun, pools, and the real Sanguli. That's what resonates. We've spent a lot of money on big campaigns, like Coca-Cola or Nike-style ones... but what really matters to our audience is what's here. Because it's their experience — they show it to their families, like "This is the pool we went to — I love it! I want to go back!" That's what gets traction.

Around 85% of our followers on Instagram and Facebook are women, so we also tailor our tone and message to speak their language. We're creating campaigns specifically aimed at this audience.

Content-wise — *it's always about capturing their experience. Showcasing the facilities, especially the pools and surroundings. Showing Sanguli at different times of the day. Sharing this content even in winter can bring back summer memories for them and their families. That's what they love.*

We also use different filming techniques, like drones, to offer unique perspectives they don't normally see. People love seeing pools from above, or someone sliding down a waterslide and arriving at their accommodation. These different angles create emotional reactions.

What content format generates the most engagement?

Our audience is mainly on Instagram — very dynamic stories. People spend just 3–4 seconds on a story, so you have to make an impact fast. We're in the TikTok era now — super short videos that have to grab attention instantly. Vertical videos under 12 seconds max.

We also adapt to trends — timing, formats, etc. The highest-performing videos are short and emotionally driven. Emotions, sensations, experiences — that's what people want to see.

Strategy: Influencer marketing (especially since the pandemic).

*We've been investing a lot in campaigns with influencers from all over Europe — especially from countries that visit us most often — and it's working very well. People don't always want to follow or trust a brand, but they trust a **person**, because they*

believe what they say is real. Especially our female audience — we're working with family influencers who show their daily lives and are very relatable. They say things like, "This is the perfect place for family holidays — everything is adapted for us," and that builds trust.

The customer often trusts a female influencer from their own country more than our brand, even if we keep saying how perfect everything is. Since the pandemic, we've focused more on these influencers who truly experience Sanguli and share that experience.

Example campaign: *"Relive what happens here" — the same experience from two angles. For the German market, we've increased our collaboration with German influencers. An influencer is like a trusted advisor — they carry more weight than a generic ad. It's a special relationship with the potential customer. The key is to find an influencer who truly fits our brand and communicates high-quality content that accurately reflects the experience.*

*We give them a briefing about what to expect and encourage **natural storytelling**, even mentioning negative experiences if needed. It's a genuine brand-influencer relationship — more personal, more honest, and more impactful.*

What future trends could influence Sanguli's strategies?

One tool we're already using is AI — as support for social media posts, for campaign strategy, and for ad investment. Devices like Alexa or other voice assistants — people don't want to type or read anymore — so this isn't just the future, it's already happening. Users spend 4–6 seconds on a reel. The consumer is evolving.

AI can really help in providing detailed information to clients. It can retrieve data from the website, or serve as a chatbot, even via phone. For example, a chatbot that's live updated with pool temperatures — that would be a future strategy.

Data analysis — *Previously, data was often analysed in a very basic way. Now, with new tools, companies are adapting. There's a shift toward **more precise data strategies** — where you can go straight to the insights you need. We now have more client data than ever — behaviour tracked through the app, client segmentation (whether they're more relaxed, sporty, into gastronomy...).*

We're analysing customer habits: restaurant timings by country, adapting schedules to suit specific nationalities. Even in supermarkets, different countries want different products.

With this data, we can improve loyalty, better understand customer behaviour, and refine offerings — we'll know what they like, what they don't, and how to keep them coming back.

Appendix B: Online survey Questionnaire

The survey was conducted online via the platform SurveyPlanet.com and remained open for a period of two weeks, from the end of April until mid-May 2025. A total of 30 participants completed the survey. Prior to participation, all respondents were informed that their responses would be treated with strict confidentiality and used solely for academic research purposes. The objective of the survey was to assess the perception and perceived effectiveness of Sangulí Salou's marketing strategies from the perspective of both current and prospective guests.

B.2 Survey questions

Section 1: Demographics 1.

What is your age group?

- Under 18
- 18-24 • 25-34 • 35-44 • 45-54
- 55-64
- 65+

2. Gender

- Male
- Female

3. Where do you currently live? (Country)

4. Do you have children?

- Yes
- No

Section 2: Vacation behaviour

5. When planning a vacation, how important is online marketing in influencing your choice of destination?

- Not important
- Slightly important
- Moderately important
- Very important
- Extremely important

6. What types of marketing do you usually respond to when researching vacation options? (Select all that apply)

- Sponsored ads (Instagram/Facebook)
- Search engine results
- Travel blogs or vlogs
- Influencer recommendations
- Family/Friend recommendation

- Review platforms
 - Email newsletters
 - Other
7. Which social media platform do you use to explore vacation destinations? (Select all that apply)
- Instagram
 - Facebook
 - TikTok
 - YouTube
 - Pinterest
 - None
 - Other

Section 3: Marketing of Sangulí Salou 8. Had you heard of Sangulí before this survey?

- Yes, I'm familiar with it.
 - I've heard of it but know little.
 - No, I've never heard of it
9. Please view the following material before answering the next questions.
(<https://www.sangulisalou.com/en/>
<https://www.instagram.com/sangulisalou/>)

Based on the marketing content you just viewed, how appealing do you find the resort?

- Not appealing at all
 - Slightly appealing
 - Moderately appealing
 - Appealing
 - Very appealing
10. What was your first impression of the marketing (Short answer)?
11. Which elements of the marketing stood out most to you? (Select all that apply)
- Visual design
 - Family-friendly focus
 - Natural setting
 - Facilities and amenities
 - Clarity of information
 - Promotional offers
 - Other
12. How likely would you be to consider visiting this resort based on the marketing shown?
- Very likely
 - Likely

- Not sure
- Unlikely
- Very unlikely

13. Please rate the following aspects of Sanguli's marketing (based on what you saw) from 1 (very poor) to 5(excellent):

- Visual appeal (Colours, layout, design)
- Information clarity
- Emotional appeal (e.g., excitement, relaxation)
- Persuasiveness of messaging
- Differentiation from other resorts
- Trustworthiness

Section 3. Preferential advertising in tourism

14. Which aspects of resort marketing do you personally find most persuasive when booking? (Select all that apply)

- Authentic reviews
- Attractive visuals
- Clear pricing and offers
- Family-or pet-friendly messaging
- Sustainable or eco-tourism themes
- Unique experiences (e.g., glamping, adventure activities)
- Celebrity/influencer endorsements

15. What tone or style in marketing do you find most appealing for travel promotions (Select all that apply)

- Friendly and casual
- Professional and informative
- Humorous
- Inspirational and emotional
- Trendy and modern
- Traditional and family-focused

16. What do you think are the strengths of Sanguli's marketing based on your impression (Short answer)?

17. What areas could be improved in its marketing approach? (Short answer)

18. What is your opinion on the use of influencers in resort marketing?

- Very positive
- Somewhat positive
- Neutral
- Somewhat negative
- Very negative

19. Would you be more likely to trust a resort recommendation from:

- A travel influencer you follow
- A friend or family member
- An online review
- The resort's own advertising
- A travel blog or guide

7. References

- Aaker, D. (1991). *Managing Brand Equity*. Free Press.
- Aaker, J. (August de 1997). Dimensions of Brand Personality. *Journal of Marketing Research*, 34(3), 347-356.
- Adamovich, V. N. (September de 2021). Camping Vs. Glamping Tourism: Providers' Perspective. *Journal of Environmental Management and Tourism*, 6(54), 1431-1441.
- American Marketing Association. (n.d.). *American Marketing Association*. Retrieved from Marketing Definitions: <https://www.ama.org/topics/marketing-definition/>
- Audrezet, A., Kerviler, G., & Moulard, J. G. (2020). Authenticity under threat: When social media influencers need to go beyond self-presentation. *Journal of Business Research*, 117, 557-569.
- Azemi, Y., Ozuem, W., & Howell, K. (2020). The effects of online negative word-of-mouth on dissatisfied customers: A frustration–aggression perspective. *Psychology & Marketing*, 37(4), 564-577.
- Barcelos, R. H., Dantas, D. C., & Sénécal, S. (February de 2018). Watch Your Tone: How a Brand's Tone of Voice on Social Media Influences Consumer Responses ☆. *Journal of Interactive Marketing*, 41, 60-80.
- Bhasin, H. (21 de May de 2025). *Marketing91*. Obtenido de What is Internal Marketing? Definition, Importance & Internal Communications Trends for 2025: <https://www.marketing91.com/internal-marketing/>
- Bieger, T. (2006). *Tourismuslehre – ein Grundriss*. Bern: Haupt Verlag.
- Blackwell, R., Miniard, R., & Engel, J. (2006). *Consumer behavior*. Mason: Thompson.
- Booms, B., & Bitner, M. (1981). Marketing strategies and organization structures for service firm. *Marketing of services, American Marketing Association*, 47 - 51.
- Borden, N. (1964). Obtenido de https://markenmanagement.files.wordpress.com/2012/01/bordenneil_the-concept-of-marketing.pdf
- Breene, J. B.-S. (2006). *Innovation and change management for small and medium tourism enterprises in the tourist park sector*. CRC for Sustainable Tourism Pty Ltd.
- Brooker, E. &. (2013, December). Trends in camping and outdoor hospitality—An international review. *Journal of Outdoor Recreation and Tourism*, 3-4, 1-6.
- Brooker, E. &. (2014). A critical review of camping research and direction for future studies. *Journal of Vacation Marketing*, 20(4), 335-351.

- Buckley, P., Pass, C., & Prescott, K. (January de 1988). Measures of International Competitiveness: A Critical Survey. *Journal of Marketing Management*, 4(2), 175-200.
- Buhalis, D. &. (2008). Progress in information technology and tourism management: 20 years on and 10 years after the Internet—The state of eTourism research. *Tourism Management*, 29(4), 609-623.
- Casaló, L. V., Flavián, C., & Guinalú, M. (August de 2010). Relationship quality, community promotion and brand loyalty in virtual communities: Evidence from free software communities. *International Journal of Information Management*, 30(4), 357-367.
- Casaló, L., Flavián, C., & Guinalú, M. (March de 2008). The role of perceived usability, reputation, satisfaction and consumer familiarity on the website loyalty formation process. *Computers in Human Behavior*, 24(2), 325-345.
- Ceopedia. (n.d.). *Ceopedia Management Online*. Retrieved from Criteria of market strategy evaluation:
https://ceopedia.org/index.php/Criteria_of_market_strategy_evaluation#google_
- Chaffey, D., & Ellis-Chadwick, F. (2019). *Digital Marketing - Strategy, implementation and practice (7th ed.)*. Pearson Education Limited.
- Chaffey, D., & Smith, P. (2017). *Digital Marketing Excellence, Planning, Optimising and integrating digital marketing, 5th edn*. Taylor & Francis.
- Crouch, G. &. (1999). Tourism, Competitiveness, and Societal Prosperity. *Journal of Business Research*, 44(3), 137-152.
- Cvelic-Bonifacic, J. M. (2017). Glamping - Creative accomodation in camping resorts: insights and opportunities. *Tourism in Southern and Eastern Europe: Tourism and creative industries: Trends and challenges*. .
- Dann, G. (1981). Tourist Motivation: An Appraisal. *Annals of Tourism Research*, 8(2), 187-219.
- Day, G. (1981). he Product Life Cycle: Analysis and Applications Issues. *Journal of Marketing*, 45(4), 60-67.
- Day, G. S. (October de 1994). *The Capabilities of Market-Driven Organizations*. Obtenido de American Marketing Association: <http://www.jstor.org/stable/1251915>
- Dudovskiy, J. (n.d.). *Business Research Methodology*. Retrieved from The Theory of Trying: <https://research-methodology.net/the-theory-of-trying/>
- Edelman, D., & Singer, M. (October de 2015). *McKinsey & Company*. Obtenido de The new consumer decision journey:

<https://www.mckinsey.com/~/media/McKinsey/Business%20Functions/Marketing%20and%20Sales/Our%20Insights/The%20new%20consumer%20decision%20journey/The%20new%20consumer%20decision%20journey.pdf>

- EHL INSIGHTS REPORT. (2025). *EHL Insights*. Retrieved from Hospitality Outlook 2025: https://hospitalityinsights.ehl.edu/hubfs/Blog-EHL-Insights/Documents-EHLInsights/HospitalityOutlook2025_InsightsReport.pdf?utm_campaign=EHL%20Insights&utm_source=Hospitality%20Outlook%202025&utm_medium=CTA%20banner
- Emanuele, I. (August de 2019). The Customer Value: A Bibliographical Review. . *International Journal of Marketing Studies*, 11(3), 106-106.
- Etzioni, A. (September de 1960). Two Approaches to Organizational Analysis: A Critique and A Suggestion. *Administrative Science Quarterly*, 5(2).
- Filipe, S. S. (2018). Tourist's motivations and obstacles for choosing glamping: an exploratory study. . *CBU International Conference Proceedings*. Prague.
- Fotis, J., Buhalis, D., & Rossides, N. (January de 2012). Social Media Use and Impact during the Holiday Travel Planning Process.
- France, S., Davcik, N. S., & Kazandajian, B. J. (April de 2025). Digital brand equity: The concept, antecedents, measurement, and future development. *Journal of Business Research*, 192.
- Fronsko, A. (December de 1999). A PERSPECTIVE ON BENCHMARKING THEORY PART A BENCHMARKING TERMINOLOGY, APPLICATION AND KEY ISSUES: REVIEW OF MANAGEMENT LITERATURE PART B NEW ANALYTIC FRAMEWORKS FOR CATEGORISING BENCHMARKING TYPES & BENEFITS, LIMITATIONS, BARRIERS AND CRITICAL SUCCESS FAC. *A PERSPECTIVE ON BENCHMARKING THEORY PART A BENCHMARKING TERMINOLOGY, APPLICATION AND KEY ISSUES: REVIEW OF MANAGEMENT LITERATURE PART B NEW ANALYTIC FRAMEWORKS FOR CATEGORISING BENCHMARKING TYPES & BENEFITS, LIMITATIONS, BARRIERS AND CRITICAL SUCCESS FAC.*
- Gale, T., & Beefink, K. (2005). EXPLORING DIFFERENCES BETWEEN POSITIVISTIC AND POST- POSITIVISTIC PHILOSOPHY: AN INTERPRETIVISTIC CASE STUDY OF TOURIST EXPECTATIONS & SATISFACTION.
- Garvin, D. A. (1993). Building a Learning Organization. *Harvard Business Review*.

- Gensler, S., Völckner, F., Liu-Thompkins, Y., & Wiertz, C. (2013). Managing Brands in the Social Media Environment. *Journal of Interactive Marketing*, 27(4), 242-256.
- Ghiadi, S., Chroqui, R., & Okar, C. (April de 2020). Marketing Performance Measurement Criteria: Which Measure to Choose? 1-6.
- Glaser, M., & Reisinger, H. (2021). Don't Lose Your Product in StoryTranslation: How Product–Story Link in Narrative Advertisements Increases Persuasion,. *Journal of Advertising*.
- Grande, K. (2021). An exploratory analysis of the camping industry as a provider of attractive resources. The case of outdoor hospitality parks (OHPs) in unattractive regions. *Journal of Outdoor Recreation and Tourism*, 33.
- Green, M., & Brook, T. (November de 2000). The Role of Transportation in the Persuasiveness of Public Narrative. *Journal of Personality and Social Psychology*, 79(5), 701-721.
- Grisaffe, D., & Nguyen, H. (October de 2011). Antecedents of emotional attachment to brands. *Journal of Business Research*, 64(10), 1052-1059.
- Gursoy, D. (2018). Future of hospitality marketing and management research. *Tourism Management Perspectives*, 25, 185-188.
- Hamby, A., & Escalas, J. (January de 2024). Connecting the Plot Points: How Consumers Use and Respond to Narratives. *Journal of the Association for Consumer Research*, 9(1).
- Hardy, T. O. (2005). An exploratory study of factors influencing campers level of loyalty to camping sites in the tourism industry. .
- Harrison, R., & Reilly, T. (January de 2011). Mixed methods designs in marketing research. *Qualitative Market Research An International Journal*, 14(1), 7-26.
- Hawker, K. (27 de September de 2019). *Medium*. Obtenido de Keller's Brand Equity Model — What It Is & How to Use It: <https://medium.com/@keatonhawker/kellers-brand-equity-model-what-it-is-how-to-use-it-84e42d562299>
- Hochreiter, V., Benedetto, C., & Loesch, M. (October de 2023). The Stimulus-Organism-Response (S-O-R) Paradigm as a Guiding Principle in Environmental Psychology: Comparison of its Usage in Consumer Behavior and Organizational Culture and Leadership Theory. *Journal of Entrepreneurship and Business Development*, 3(1), 7-16.
- Hofer, C. W. (December de 1975). Toward a Contingency Theory of Business Strategy. *The Academy of Management Journal*, 18(4), 784-810.

- Homburg, C., Koschate, N., & Hoyer, W. (July de 2006). The Role of Cognition and Affect in the Formation of Customer Satisfaction: A Dynamic Perspective. *Journal of Marketing*, 70, 21-31.
- IGNOU. (n.d.). *Egyankosh*. Retrieved from Tourism Products and Services: https://egyankosh.ac.in/bitstream/123456789/70001/3/Unit-12.pdf?utm_source=chatgpt.com
- Investopedia. (18 de April de 2025). *Investopedia*. Obtenido de ROI: Return on Investment Meaning and Calculation Formulas : <https://www.investopedia.com/articles/basics/10/guide-to-calculating-roi.asp>
- INVESTOPEDIA. (8 de April de 2025). *Investopedia*. Obtenido de Marketing Strategy: What It Is, How It Works, and How to Create One: <https://www.investopedia.com/terms/m/marketing-strategy.asp>
- Johnson, R., Onwuegbuzie, A., & Turner, L. (April de 2007). Toward a Definition of Mixed Methods Research. *Journal of Mixed Methods Research*, 1(2), 112-133.
- Kaplan, A., & Haenlein, M. (February de 2010). Users of the World, Unite! The Challenges and Opportunities of Social Media. *Business Horizons*, 53(1), 59-68.
- Kaplan, R., & Kaplan, S. (1898). *The experience of nature : a psychological perspective*. New York: Cambridge University Press.
- Karimi, S., Papamichail, K., & Holland, C. (September de 2015). The effect of prior knowledge and decision-making style on the online purchase decision-making process: A typology of consumer shopping behaviour. *Decision Support Systems*, 77, 137-147.
- Keller, K., & Kotler, P. (2012). *Marketing Management*. New York: Pearson (14th ed.).
- Knight, J. (2007). *ResearchGate*. Obtenido de Review of The Experience Economy by Joseph Pine and James Gilmore: https://www.researchgate.net/publication/306374537_Review_of_The_Experience_Economy_by_Joseph_Pine_and_James_Gilmore
- Kotler, P. (1991). *Marketing Management – Analysis, Planning, Implementation and Control 7th ed*. Englewood Cliffs, NJ: Prentice Hall.
- Kotler, P. (2020). *Marketing and Value Creation*. Retrieved from <https://doi.org/10.1177/2394964320903559>
- Kotler, P., & Keller, K. (2016). *Marketing Management (15th ed.)*. Pearson Education.
- Kotler, P., Kartajaya, H., & Setiawan, I. (2016). *Marketing 4.0: Moving from Traditional to Digital*. John Wiley & Sons.

- Kumar, S. (November de 2023). The Role of Digital Marketing on Customer Engagement in the Hospitality Industry. En S. Kumar, *Leveraging ChatGPT and Artificial Intelligence for Effective Customer Engagement*.
- Leung, X., & Bai, B. (January de 2013). How Motivation, Opportunity, and Ability Impact Travelers' Social Media Involvement and Revisit Intention. *Journal of Travel & Tourism Marketing*, 30(1), 58-77.
- Levitt, T. (1983). After the sale is over. *Harvard Business Review*, 61(5), 87-93.
- Levitt, T. (2004). Marketing Myopia. *Harvard Business Review*.
- Lincoln, Y., & Guba, E. G. (1986). But is it rigorous? Trustworthiness and authenticity in naturalistic evaluation. *New Directions for Program Evaluation*, 1986(30), 77-84.
- Lindfors, C. T. (n.d.). *Process orientation: an approach for organisations to function effectively*. Retrieved from IGLC storage: <https://iglcstorage.blob.core.windows.net/papers/attachment-f8fdaefc-a42e-4493-a453-e692bd249562.pdf>
- Möller, K. (2006). The Marketing Mix Revisited: Towards the 21st Century Marketing by E. Constantinides. *Journal of Marketing Management*, 22(3), 439-450.
- Ma, Q., & Liu, L. (2005). The Technology Acceptance Model. En *Advanced Topics in End User Computing*.
- McCarthy, E. (1960). *Basic Marketing*. Richard D. Irwin, Inc.
- Melero, I., Sese, F., & Verhoef, P. (2016). Recasting the Customer Experience in Today's Omni-channel Environment. *Universia Business Review*, 50, 18-37.
- Meyer, C., & Schwager, A. (2007). Understanding Customer Experience. *Harvard Business Review*.
- Mikulić, J., Prebežac, D., Šerić, M., & Krešić, D. (2017). Campsite choice and the camping tourism experience: Investigating decisive campsite attributes using relevance-determinance analysis. *Tourism Management*, 59, 226-233.
- Minciu, R., & Moisa, C. (December de 2009). FUNDAMENTAL ASPECTS REGARDING YOUTH AND THEIR DECISION TO PRACTICE TOURISM. *Annales Universitatis Apulensis Series Oeconomica*, 11(2), 1009-1018.
- Morgan, D. (August de 1996). Focus Groups. *Annual Review of Sociology*, 22(1), 129-152.
- Nassè, T. B. (September de 2021). THE CONCEPT OF CONSUMER BEHAVIOR: DEFINITIONS IN A CONTEMPORARY MARKETING PERSPECTIVE. *International Journal of Management & Entrepreneurship Research*, 3(8), 303-307.

- Oliver, R. (2010). *Satisfaction: A Behavioral Perspective on the Consumer*. New York: M.E. Sharpe, Inc.
- Pennington-Gray, L., & Kerstetter, D. (2002). Testing a Constraints Model within the Context of Nature-Based Tourism. *Journal of Travel Research*, 40(4), 416-423.
- Peppers, D., & Rogers, M. (1997). *The One to One Future: Building Relationships One Customer at a Time*. Crown Business.
- Peters, K., Chen, Y., Kaplan, A., Ognibeni, B., & Pauwels, K. (2013). Social Media Metrics — A Framework and Guidelines for Managing Social Media. *Journal of Interactive Marketing*, 27(4), 281-298.
- Phillimore, J., & Goodson, L. (2004). *Qualitative Research in Tourism Ontologies, epistemologies and methodologies*. London and New York: Routledge Taylor & Francis Group.
- Porter, M. (1985). *The Competitive Advantage: Creating and Sustaining Superior Performance*. NY: Free Press.
- Porter, M. (1990). *The Competitive Advantage of Nations*. The Free Press.
- Porter, M. (1998). *Competitive Strategy: Techniques for Analyzing Industries and Competitors*. New York: Free Press.
- Povey, B. (1997). Benchmarking: A tool for continuous improvement. *Technovation*, 17(4), 225-226.
- Prahalad, C., & Ramaswamy, V. (2004). Co-Creating Unique Value With Customers. *Co-Creating Unique Value With Customers*, 32(3), 4-9.
- Quantive. (n.d.). *QUANTIVE*. Retrieved from What Are KPIs? Definition, Examples, & Best Practices for 2025: https://quantive.com/resources/articles/what-are-kpis?utm_source=chatgpt.com
- Rasool, G., & Pathania, A. (June de 2021). Reading between the lines: untwining online user-generated content using sentiment analysis.
- Rayport, J., & Jaworski, B. (2001). *Introduction to E-commerce*. New York: McGraw-Hill.
- Reichheld, F. (2001). *Prescription for cutting costs*. Obtenido de https://media.bain.com/Images/BB_Prescription_cutting_costs.pdf
- ReviewPro. (n.d.). *Shiji Review Pro*. Retrieved from Global Review Index™ (GRI): <https://reviewproblog.shijigroup.com/products/global-review-index/>
- Ries, T. (18 de January de 2016). *Edelman.com*. Obtenido de The inversion of influence: https://www.edelman.com/post/inversion-of-influence?utm_source=chatgpt.com

- Robinson, V. (2 de April de 2025). *Encyclopedia Britannica*. Obtenido de market: <https://www.britannica.com/money/market>
- Schiffman, L., Hansen, H., & Kanuk, L. (2007). *Consumer Behaviour: A European Outlook*. London: Pearson Education.
- Shani, D., & Chalasani, S. (1992). Exploiting niches using relationship marketing. *ournal of Services Marketing*, 6, 43-52.
- Sharafuddin, M., Madhavan, M., & Wangtueai, S. (2024). Assessing the Effectiveness of Digital Marketing in Enhancing Tourist Experiences and Satisfaction: A Study of Thailand's Tourism Services. . *Administrative Sciences*, 14(11), 273.
- Shaw, N. (June de 2024). A Study of the Factors Influencing Consumer Behaviour. *Global Research Journal of Social Sciences and Management*, 2(1), 48-58.
- Sigala, M., & Gretzel, U. (2017). *Advances in Social Media for Travel, Tourism and Hospitality New Perspectives, Practice and Cases*. London: Routledge.
- Slater, S., & Olson, E. (2001). Marketing's contribution to the implementation of strategy: an empirical analysis. *Management Journal*, 22(11), 1055-1067.
- Smith, W. (1995). Product Differentiation and Market Segmentation as Alternative marketing strategies. *Marketing Management*, 4(3), 63-65. Obtenido de Product Differentiation and Market Segmentation As Alternative Marketing Strategies: https://www.academia.edu/36725071/Product_Differentiation_and_Market_Segmentation_As_Alternative_Marketing_Strategies
- Sofronov, B. (2019). The Development of Marketing in Tourism Industry. *Annals of Spiru Haret University. Economic Series*, 19(1), 115-125.
- Spendolini, M. J. (1992). *The Benchmarking book*. amacom - American Management Association.
- Thomson, M., MacInnis, D. J., & Park, C. W. (December de 2005). The Ties That Bind: Measuring the Strength of Consumers' Emotional Attachments to Brands. *Journal of Consumer Psychology*, 15(1), 77-91.
- Tiago, M. T., & Verissimo, J. M. (2014). Digital marketing and social media: Why bother? *Business Horizons*, 57(6), 703-708.
- Todor, D. R. (2016). Blending traditional and digital marketing. *Bulletin of the Transilvania University of Brasov. Economic Sciences*, 9(1), 51-56.
- Triantafillidou, A., & Siomkos, G. (2014). Consumption experience outcomes: Satisfaction, nostalgia intensity, word-of-mouth communication and behavioural intentions. *Journal of Consumer Marketing*, 31 (6/7), 526-540.

- Tse, D., & Wilton, P. (May de 1988). According to Tse and Wilton (1988), it arises from evaluating the gap between what was expected and what was experienced. *Journal of Marketing Research*, XXV, 204-212.
- UNWTO. (n.d.). *UNWTO.org*. Retrieved from Product Development: <https://www.unwto.org/tourism-development-products>
- Veloutsou, C., & Moutinho, L. (2009). Brand relationships through brand reputation and brand tribalism. *Journal of Business Research*, 62(3), 314-322.
- Voorveld, H. A. (2019). *Brand Communication in Social Media: A Research Agenda*. Obtenido de <https://www.tandfonline.com/doi/pdf/10.1080/00913367.2019.1588808>
- Wang, X., Yu, C., & Wei, Y. (2012). Social Media Peer Communication and Impacts on Purchase Intentions: A Consumer Socialization Framework. *Journal of Interactive Marketing*, 26(4), 198-208.
- Wilson, A. (2018). *Anglophonia*. Obtenido de International tourism and (linguistic) accommodation: Convergence towards and through English in tourist information interactions: <https://doi.org/10.4000/anglophonia.1377>
- Zhu, B., & Kowathanakul, S. (2017). BOOK REVIEW - Marketing 4.0: Moving from Traditional to Digital. *Social Science Asia*, 4(1), 86-88.