



Master Thesis

Commercial Optimisation through the Marketing Plan:

The Case of Agenda Sports & Elements

Presented by: Ekaterina Shebanova

Tutor: Yassine Bouallala

Faculty of Tourism- Universitat de Girona

Campus Barri Vell - 17071 Girona

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Prologue

As we know tourism, as a sector and as an industry, has been developing for many years. It started just with the one-day package which was created by the Thomas Cook in 1841. Nowadays we are talking about different types of tourism, sense of travelling, the meaning of experience and even the variety of customer needs and profiles.

Tourism aggregates diverse markets, activities and products: businesses and companies such as hotels, restaurants, airlines, attractions, travel agencies and tour operators and etc. As many elements tourism includes, as many tools and regulations it requires, and the crucial tool tourism needs is Marketing.

The issue is that people were always selling things, having started with medieval barter and ended up with the genius infrastructure of modern trade. Marketing has been developing since 1450, when the first printed advertisement appeared. With time marketing went through the radio, TV and telephone. The digital age presented us Internet, social media and e-commerce which nowadays help to the consumer pay attention on the variety of proposed goods.

Plenty of private companies in tourism need marketing in order to improve their image, attractiveness, reputation and selling proposition. It is obviously, that with time marketers “changed the game”, because in tourism all internal and external factors affect a lot the process of management of the enterprise activities, its marketing and profitability. So, the client should see the amazing experience to buy regardless the environment and tendencies, and, in this case, marketing can help a lot in terms of being sustainable and profitable.

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1. Introduction

This business study is dedicated to the private institution as a receiving sports tourism agency **Agenda Gestió Esportiva (Agenda Sports & Elements)**, located in Banyoles, Pla de l'Estany region, Catalonia and its diagnosis and analysis.

The idea of this Master Thesis is dedicated to explore the current situation of **Agenda Gestio Esportiva** by completing the Market analysis in order to improve and develop the performance of the receiving sports travel agency in short and medium terms.

That is why, this work will be mostly focused on the developing the proposal with recommendations for the enterprise mentioned above aimed to be converted consequently into the Business Plan in terms to maximize its market capacity.

To fulfill these goals, I have carried out the activities which lead to set up the following structure of this study consisted:

- In order to set up and understand the goals and objectives of the Master Thesis it is important, firstly, introduce the case study.
- The second step is to comply with the previous academic research in terms of clear understanding of the concepts and definitions.
- The next step is the evaluation of the the current market situation of the company, its internal and external analysis.
- In order to develop the further recommendations of the business plan it is crucial to understand the customer segmentation and orientative customer profile, accomplished by SWOT analysis and the benchmarking of the other sport tourism destinations.
- Outcomes and discussion of the data gathered throughout the case study of the company leads to the Proposal of the Marketing Plan for the development and improvement of the enterprise.

1.1 Agenda Gestió Esportiva (Agenda Sports & Elements).

Presentation of the Company.



Agenda Gestió Esportiva (Agenda Sports&Elements) was founded in 1993, in Banyoles, Pla de l'Estany territory, after the Olympic Games of 1992 took place in Barcelona. The business was launched by a group of people passionate for sports, with the objective to coordinate and develop Active and Sports tourism in the region.

Miquel Juncà, one of the founders, stays closely related to this business project, that continues to have dynamization of the territory as its main objective. His vision of future and highly professional team in every area of organization had let **Agenda Sports & Elements** to become one of the leading companies of the sector in our country.

Nowadays **Agenda Sports & Elements** is more and more identified with the concept of the sports tourism and healthy leisure project desk, in relation to the issue that the company has been developing products related to sports and healthy living for 25 years by providing the necessary services and logistics so that your clients take advantage of their time in this fortunate territory. However, nowadays, the stated company is might been facing financial difficulties and the necessity to improve its current market capacity and product diversification.

1.2 Objective of the Study

In this chapter we would like to emphasize the main objective and other complementary sub objectives which draw the framework of the Master Thesis.

Objective:

- ➔ Developing the **Proposal of the Marketing Plan for Agenda Sports & Elements** in order to improve and define the selling standards of the company and maximize its market capacity.

This objective is important not only for the performance for the company, but also to help in the developing the nature and the sports tourism in the region where the enterprise is situated, due to its essential environmental, historic and cultural value, not only for the citizens and City Hall of Banyoles, but also it is a natural heritage of the whole Catalonia.

Sub-objectives:

- ➔ To perform the diagnosis of the current situation of the stated travel agency: define the present status of the travel agency referred as a case study, by describing the variables related to its activity and the stakeholders connected with it. This will drive to a better knowledge of the enterprise, thus, will lead to identify the unique selling points and the structural challenges the company might be facing.
- ➔ To build the competitive set map within other sport tourism destinations: evaluate the tourism destinations, which offer the same facilities for practicing sport and active-based tourism and identify the competitors among the travel agencies located in these regions, which can offer the same products and services as the stated travel agency. Consequently, it will lead to improve the product variety and the quality of the stated travel agency and to modify the pricing strategies.
- ➔ To describe the best practises and actions for the strategy of the stated travel agency: create the various strategies according to the analyzed information about competitive destinations in order to improve and distinguish the stated travel agency from the competitors of the sector. Besides, the evaluation of the best strategy, which fits the stated company philosophy, mission and vision, will lead to the elaboration of the business plan.

1.3 Relevance of the Study

In XXI century healthy lifestyle is consolidating as a fashionable and essential trend. Sports is an invisible bridge which links the resources Banyoles has to offer with the necessity of a modern human being to connect to nature and escape from everyday buzz of city conglomerations.

Agenda Gestió Esportiva is acting in this field using the resources of Pla de l'Estany in order to promote image of the sports destination with the natural and cultural facilities. They already have the base of events and activities, attracting plenty of visitors all over the world.

Evidently, lots of tourist activities are related to the Lake of Banyoles, but not only the Lake itself, but also its surroundings offer a unique natural environments, like forests and mountains, perfect for realizing rowing, canoeing, triathlon, trekking, swimming, mountain cycling, horse rides, running or guided tours.

That is why, I consider, that my Master Thesis is relevant and important nowadays, especially in a glance of the enterprise, because the results of current Study and the development of the **Business Plan** for **Agenda Sports & Elements** will lead to the following actions:

- Improvement of the relationship between organization and its environment.
- Advancement of the management of **Agenda Gestió Esportiva** on commercial, strategic and conceptual levels.
- Increase of the quality and sustainability of the destination.
- Rise in a flow of investments and new customers.
- Gradual growth of the competitiveness of the destination and company's commercial offer.

2. Literature review

The aim of this chapter is to describe the key ideas, statistics and reports of the previous academic analyses in order to identify the concepts and definitions of marketing and niche marketing studies, theoretical framework of niche tourism: sports, active and adventure tourism and the meaning of such type of tourism in Spain and Catalonia, and expectation for sports, active and adventure tourism in Spain and Catalonia, what aim to comply with the proposed research objective related to the belief to design and interpret to the real life the *proposal of marketing strategy* for **Agenda Gestió Esportiva** which operates in the sector of sports tourism.

Definitions and Concepts of Marketing Studies

“Good marketing makes the company *look* smart.
Great marketing makes the customer *feel* smart”.

Joe Chernov

According to the study “*The Marketing of Tourism Products: Concepts, Issues and Cases*” (Seaton, Bennett, 1996), marketing is an analytical orientation which involves knowing what questions need to be asked and answered to determine the business potential of a tourism enterprise in relation to: its past, present and predicted customers, the business environment in which it exist, the social environment in which the business must operate. Once consumer needs and the various environments in which the business has to operate have been identified marketing involves *managerial action* in the form of developing products for the market, pricing them correctly, promoting them effectively, distributing them to the final customer and then evaluating the results of the total programme - at which point the process starts again.

Making step to the past, another academically similar definition of marketing was proposed: “*Marketing is the process of planning and executing the conception, pricing, promotion and distribution of ideas, goods and services to create exchanges that satisfy individual and organizational objectives.*” (American Marketing Association (AMA), 1985).

On the other hand, nowadays there is a tendency to think that the concept given by AMA presents marketing as a functional process conducted by the organization’s marketing department, whereas the

general thrust of the more recent literature on marketing theory is that marketing is increasingly being conceptualized as an organizational philosophy or ‘an approach to doing business’ (**Wilson and Gilligan, 2013**).

The Chartered Institute of Marketing, for example, defines it as: “. . . *the management process for identifying, anticipating and satisfying customer requirements profitably.*” (**Wilson and Gilligan, 2013**).

More than that, Marketing is 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, 2013**).

Now researchers claim that marketing and marketing knowledge is a part of business strategy knowledge and an essential business function (**Rossiter, 2016**). The implementation of the marketing concept is widely thought to have a positive influence on business performance, because market information is no less important and customer and competitor orientation include all of the activities involved in acquiring information about buyers and competitors in the target markets (**Ellis, 2004**).

In terms of tourism studies, *Tourism marketing* is a directed, goal-oriented activity that balances the objectives of the tourist destination, or supplier within it, with the needs of tourists (**Coltman, 1989:11**). More than that, it is a management philosophy, that in the light of tourist demand, makes it possible through forecasting and selection to place tourism products on the market most in line with the organization’s purpose for greatest benefit (**Coltman, 1989:11**).

So, the vital requirements of marketing can be seen to be (**Wilson, 1988**):

1. The identification of consumers’ needs (covering what goods and services are bought, how they are bought, by whom they are bought, and why they are bought).
2. The definition of target market segments (by which customers are grouped according to common characteristics – whether demographic, psychological, geographic, etc.).
3. The creation of a differential advantage within target segments by which a distinct competitive position relative to other companies can be established, and from which profit flows.

Niche Marketing

When we talk about Marketing and its successful tools, we always mention the examples of the large companies, however, nowadays the market is diverse, and new competitive actors like small and medium size enterprises appear. These companies had been grown due to niche marketing, which is considered to be a small market consisting of an individual customer or a small group of customers with similar characteristics or needs (**Dalgic and Leeuw, 1998**).

In such marketing we can make a distinction between two approaches:

- To see niche marketing as a creative process, which is *“a process of carving out a small part of the market whose needs are not fulfilled. By specialization along market, customer, product or marketing mix lines, a company can match the unique needs”* (**Chalasani and Shani, 1992**).
- To see niche marketing as the last stage of segmentation, taking place in the following sequential stages: segmentation, targeting, positioning and niching (**Keegan, Moriarty and Duncan, 1992**).

That is why, in niche marketing, long-term, strong relationships are key. In order to develop them, it is needed to practise relationship marketing: relationship for the mutual benefit of both parties. Through this win-win situation the niche marketer can build a barrier to deter potential competitors and sustain long-term profitability as well as customer retention and supplier relationships (**Davis and Davidson, 1991**).

It is often argued that niche marketing is only for small firms. It is interesting to know, however, that most of the successful medium-sized companies today are niche marketers. There are some common factors observed among them. These firms are offering high value, charging a premium price and creating new experience curves and shaping a strong corporate culture and vision (**Clifford and Kavanagh, 1985**).

The main reason is that the market nicher ends up knowing the target customer so well that he meets their needs better than other firms that are casually selling to this niche. The nicher achieves high margin, whereas the mass marketer achieves high volume (**Kotler, 1991**).

Niche Tourism

Nowadays popular term “**mass tourism**” is no longer considered as a best practice and it moves towards the more alternative approaches had been emerged (**Burns and Holden, 1995**). The alternative type of tourism is seen as an overarching umbrella term, under which the diversity of niche markets lay, characterized by higher demand for a more distinctive and unique products (**Yeoman, 2008**).

According to *Marina Novelli “Niche tourism. Contemporary issues, trends and cases, 2005”*, the term “**niche tourism**” is largely borrowed from the term “**niche marketing**”. That is why, contemporary tourism is more segmented, specialised and sophisticated market with the response to consumer needs (**Sharpley and Telfer, 2002**), because behind an idea of niche market lies a knowledge of process that involves producers, researching, identifying and targeting specific audiences and maintaining the relationship with them in the face of competition.

It can be also defined as breaking down into still relatively large market sectors (i.e. - cultural tourism, rural tourism, sport tourism, etc.), each capable of further segmentation, specialisation, developed using available technologies to deliver product types, product variants, brands and subbrands, creation of which can be seen as an element of the competitive strategy (**Marina Novelli, 2005**).

As it stated in “*Research Themes for Tourism*” (**P. Robinson, S. Heitmann and P.U.C. Dieke, 2011**), the fact can be argued that **niche tourism** is growing in significance because of the shift in motivational factors for travellers. Tourism motivation has, in recent years, demonstrated a move away from the old-style standardized rigid motivations of tourists to a more unique approach where wants and needs are focused upon experiences that may be more adventurous and meaningful.

According to **Deuschl (2006)** the importance of niche products ‘specializing’ in tourism is in providing an access to new and varied markets: this is the key area of future growth for destinations. The word ‘specializing’ also helps identify the competitive advantage in focusing on these types of products and markets.

Current examples of niche tourism (**P. Robinson, S. Heitmann and P.U.C. Dieke, 2011**):

- *Adventure tourism* • Agritourism • Cruise tourism • Culture/heritage tourism • Dark tourism • Ecotourism • Educational tourism • Indigenous tourism • Lesbian, gay, bisexual and transgendered

(LGBT) tourism • Medical tourism • Music tourism • Religious tourism • *Sports tourism* • Volunteer tourism

Activity-based Tourism

Activity-based tourism may be defined as a form of tourism, which involves consumers whose holiday choice is inspired by the desire to pursue an activity. The visitor may be involved at different levels (i.e., adventure, sport event attendance, etc.), (**P. Robinson, S. Heitmann and P.U.C. Dieke, 2011**).

Tourists in search of new experiences seem to look for a wide range of diverse activities which motivate them to visit certain destinations. For instance, **adventure tourism** is playing the leading role in attractiveness of nature-based tourism destinations (Fridgen, 1991).

‘Nature-based’ tourism is the fastest growing element of tourism, which involves excursions to national parks and wilderness areas, to developing countries where a large portion of the world’s biodiversity is concentrated (**Olson, 2001**). It may also include an ‘adventure tourism’ element that may carry physical risks.

For example, according to *Deng, King and Bauer, 2002*, **nature-based tourism** “involves the use of natural resources in undeveloped state, including scenery, landscape, waterways, flora and fauna and cultural heritage”.

Nature-based tourism is increasing at a rate from 10 to 30% per annum (**Deng, King and Bauer, 2002**). But, according to WTO (**UNWTO Tourism Highlights, 2016**), only a small proportion of visitors exclusively choose Nature or Culture as the only and unique reason for their stay, it has to be combined with some type of activity, as it presented on the Table X..

Therefore, tourism in general nowadays seems to be as a great source of sport events and activities, because of the importance of health-related habits, the variety of adventure activities to offer or international and national sports events, and the mobility and communication in effective environment (**Sean Gammon & Tom Robinson, 2003**).

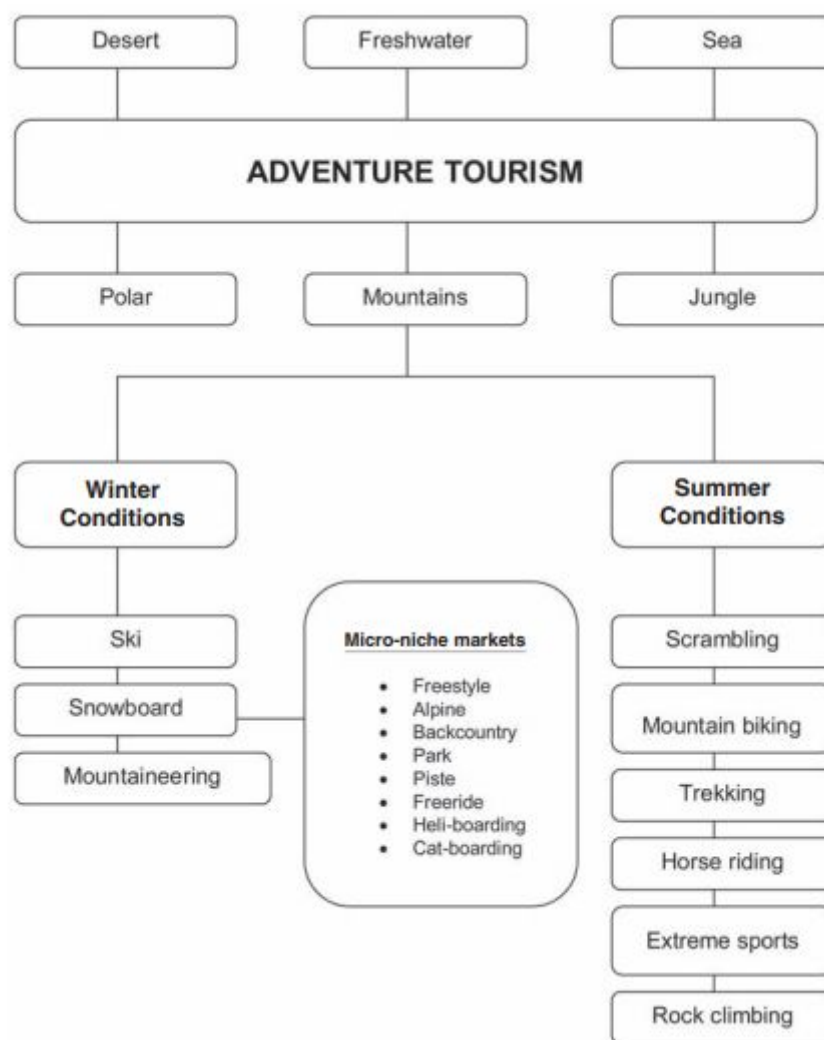


Table 1. Diversification model of Adventure Tourism (Adapted from Beedie, 2003.)

According to the report *Estudi del practicant esportiu 2016* of INDESCAT there are three historical stages of adventure tourism development:

1. **70s - 80s.** Active tourism appeared as a new sector for government, families and enterprises related to sport.
2. **90s-2005.** Period of mass consumption, good marketing, quality and image. Brand identity and social communication.
3. **XXI century.** Appassionate era. Period of reviewing the previous concepts. Total socialization. Active and sportive tourism is not the same that sport. It is a way of thinking and new habit.

Adventure tourism nowadays is one of the rapidly growing sectors in tourism, which represents the new ways of life, health-related habits and fashionable trend. All of these factors attracts different types of customers, especially the new market segment - high qualified sports people, who contribute into the local economies and hosting communities, and increase the amount of sustainable practices (UNWTO, **Global Report on Adventure Tourism, 2014**). Besides, one of the most important issues for adventure travelers, when they are trying to choose their destination is the capacity of the particular area to give them opportunity to admire the beauty of the nature, cultural heritage, the variety of available recreational activities, and the climate of the destination.

According to the **Adventure Travel Trade Association** the term of adventure tourism can be defined as a trip (travelling outside) of a person's normal environment for more than 24 hours and not more than one consecutive year. This trip should also include the combination at least of two these particular three elements: physical activity, cultural immersion and natural environment. Apart from this, the association underline 34 types of activities which represent different forms of adventure tourism starting with the extreme ones such as rafting or kayaking, calmer camping or trekking, and finishing with the authentic archaeological expeditions or visiting local festivals (**The Report of ADTI: Adventure Tourism Development Index, 2016**).

However, the definition of sport tourism as a supplement of adventure tourism directly relates to "leisure-based trip that takes people temporarily outside of their homes to participate in sports activities, to watch sport events, or to venerate attractions associated with sports activities" (**M. Bosnjak, C. Brown, Dong-Jin Lee, G. B. Yu, M. J. Sirgy, 2016**). According to this definition some researchers underline several types of sport tourism, for instance:

- Sports tours with the idea to take travellers to watch sports activities or global sports events such as the Olympic Games or World Cups.
- Active tours including actual participation in recreational sports activities and events (**Gibson, 1988**).

Taking into consideration the activity theory (**Havighurst 1961; Lemon, Bengtson, and Peterson 1972; Longino and Kart 1982**) there is a possibility to argue about primary psychological purposes to participate in sports activities even if these activities are a secondary attraction. More than that, nowadays individuals travel because of the reasons to improve their health conditions or the wish to escape the boring reality and to be close to the nature.

The Sports Tourism Sector can be divided for (Sean Gammon & Tom Robinson,2003):

<p style="text-align: center;"><u>Sports Tourism</u></p> <p>visitors who actively or passively participate in sports events or activities, during their trips to and/or staying in places outside their usual environment.</p> <p style="text-align: center;">Sport is the major motivation</p>	<p style="text-align: center;"><u>Tourism Sport</u></p> <p>Visitors who travel to and/or stay in places outside their usual environment and take part in sports events <u>as a secondary activity</u>.</p> <p style="text-align: center;">The holiday is their prime motivational reason for travel.</p>
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Table 2. Identification of Sports Tourism and Tourism Sport

According to **Angel Díaz, the tourism consultant**, the following classification, depending on why people move and, at the same time, practice sport could be established:

Type	The main reason to travel	Type of the product
Sports Tourism	Sport	Sports training
Tourism Sport	The trip, the city, surroundings	Sports practice as a leisure
Others	Others	Sport as a tool to facilitate processes, changes ..

Table 3. General Framework of Sports Tourism

To compare the analysis of 2016 there is a tendency to combine two definitions in one, in other words, there is no a big difference between sports tourism and adventure tourism (**Pomfret, 2016**):

- First of all, adventure is a combination of land-, air- and water based activities which can be short, but risky ones such as windsurfing and bungee jumping, or long experiences such as

mountaineering, rowing and cruise expeditions, which means that adventure tourism has common objectives also with ecotourism and volunteer tourism.

- Secondly, the term adventure itself is quite subjective, because each individual makes judgement according to personal reasons and personal psychology.
- Thirdly, emotional context of the trip today is an essential element, because day by day visitors chose the trip in order to escape the reality.

According to this new research, there are two categories of adventure tourist

↙	↘
- Package adventure tourists (organised, packaged and skilled)	- Independent adventure tourist (managing their tours themselves and sometimes using guided services)

Adventure tourism according to Adventure Travel Trade Association (ATTA) (**UNWTO: Global report on adventure tourism, 2015**) is a trip that includes at least two of the following characteristics: physical activity, natural environment or cultural immersion. **Fridgen (1991)** states that adventure tourism challenges adventurer's skills and takes the visitor out of everyday routine by involving in unusual and exciting activities. He argues that the two main types of Adventure tourism that attract the majority of visitors are:

- **Soft-adventure tourism**, that implies relatively easy adventure activities in natural environments, applicable for wide customer segments, including children and senior groups,
- **Cultural-adventure tourism**, that implies activities that have exploration of cultural, historic and natural heritage at the first place, where contact with local communities are essential.

More than that, sustainable development is still an ongoing concern for tourism, especially for the sites where adventure and sports tourism are produced and consumed. This is clear, because participation in active or sports events or sports heritage activities affects the life of hosting community (**Sport tourism and sustainable destinations, 2016**).

As well as nature-based tourism, demand for adventure tourism in private sector is emerging. According to report of *UNWTO: Global report on adventure tourism (2015)*, 79% of tourist boards have reported growth in 2011. Increasingly destinations are recognizing that travellers are seeking more authentic products. Established adventure companies in North America and Europe are

developing new products, opening new destinations and expanding their commitments to sustainability in order to attract customers (**UNWTO: Global report on adventure tourism, 2015**).

Adventure Travel Trade Association (ATTA) states (**Adventure tourism development index report, 2015**) that adventure tourism, valued at 263 billion US dollars is one of the fastest growing categories of tourism that attracts high value customers, supports local economies and encourages sustainable practises. It has grown in North America, South America and Europe an average yearly increase of 65% from 2009 to 2012. Average spending on adventure trips has also increased by nearly 20% from 2009 to 2012 (**ATTA: Adventure tourism development index report, 2015**).

3. Methodology

As it was mentioned above, the objective of this business plan it is to maximize the market capacity of **Agenda Gestió Esportiva** through the proposal of Marketing Strategy Model in order to develop successfully the performance of the enterprise by doing the following range of investigations with the goal is to be accomplished:

- Analysis of the destination where **Agenda Gestió Esportiva** is situated.
 - The profile of **Banyoles** and **Pla de l'Estany** region as a receiving sport tourism destination.
 - The profile of Collaborative Surrounding Destinations.
- The diagnosis of **Agenda Gestió Esportiva** current situation:
 - **Internal/External analysis.**
 - **Customer Profile.**
 - **Target Segmentation.**
 - **Benchmarking.**
 - **SWOT** analysis: evaluation of the current performance capacity of Agenda Gestio Esportiva.
 - **Ansoff Matrix Model.**

The presented methodology was modified for this Master Thesis according to the following guidelines that helped to focus more on the main aspects of the marketing plan of this case study:

- Luther, William M., *The Marketing plan: how to prepare and implement it*, AMACOM, 2001.
- Parmalee, David, *Preparación del plan de marketing*, 2002.

Results are discussed and presented in the further section of the Thesis.

4. Environmental Analysis

4.1 The profile of Banyoles and Pla de l'Estany region as a receiving sport tourism destination.

The major peculiarity of this project is its connection with surrounding territories, as in terms of **geography**, where distinct concentric areas are determined: Banyoles, countries of Pla de l'Estany; Girona and Barcelona in Catalunya and other destinations spread throughout Spain; as well as at the **level of interactions** with external and internal stakeholders that operate in these areas of influence.

That is why, in order to fulfill the objective of my Master Thesis, firstly, i would like to introduce the profile of the territory, where **Agenda Gestió Esportiva** is situated.



According to the source “*Pla de l'Estany. Comarca que botega*” (<http://turisme.plaestany.cat/>), the **Pla de l'Estany** is a region located north east of Catalonia on the plain of the Banyoles lake, which borders the counties of la Garrotxa, l'Alt Empordà and El Gironès. The Pla de l'Estany district was

created in 1988 and is composed of 11 municipalities with Banyoles as the capital due to historical, economic and demographic reasons.

On the one hand, the economy of this region basically depends on agriculture, but on the other hand, due to abundance of water resources and quality of soil, its territory offers a variety of touristic attractions that started to be known after its capital, Banyoles, came to be one of the receiving locations of Barcelona Olympic Games, celebrated 25 years ago.

Singularity of this place is directly associated with water: numerous lagunes, dominated by the Lake of Banyoles, label of identity of the region. Water resources make this location to be the territory of reference for sports practices of triathlon and a variety of types of rowing and kayaks.

Cultural and historic heritage of Pla de L'Estany is impressive. Park of prehistoric caves (Serinya), Neolithic parc de la Draga (Banyoles), Vilauba roman village (Camos) are archaeological sites of significant importance, that reflect the life of first residents of this territory. Also, we shall not forget about romànic influence, represented by almost 60 churches a chappells apart from castles, forts and masias (ancient farm houses), that can be found in any of the 11 municipalities of the region (**source: Pla XXI. Edita Nautilus Comunicació i Cultura SL i L'ajuntament de Banyoles**).

Banyoles, the capital of Pla de L'Estany counts with 19 397 (*population was estimated in 2017-01-01*, source: <https://www.citypopulation.de/php/spain-cataluna.php?cityid=17015>) It is located halfway between Costa Brava and Pyrenees, forming a triangle of towns and locations of great historic and scenic interest. It is situated at a distance of 120 km from Barcelona and 49 km from French border.

According to the accessibility of the destination due to transport connection, it is important to mention that Banyoles is located not so far from the local airports:

- **Aeropuerto de Barcelona - El Prat** - 135 km of the estimated distance.
- **Aeropuerto Barcelona Girona** - 35 km of the estimated distance.
- **Aeropuerto Internacional Perpignan** - 110 km of the estimated distance.

Banyoles and **Pla de L'Estany** offer unique and singular natural and cultural environments. Key touristic resource is the **Lake of Banyoles**, that received rowing competitions during **Olympic Games in 1992** and **Rowing World Championship in 2014**. This lake system, altogether with its karstic

underground drainage networks is considered to be the largest in Iberian Peninsula and a unique location with important geologic, ecologic, scenic and cultural values.

Uniqueness of this place is directly associated with water: numerous lagunes, dominated by the Lake of Banyoles, label of identity of the region. Water resources make this location to be the territory of reference for sports practices of triathlon and a variety of types of rowing and kayaks.

More than that, **Banyoles**, at the same time with the Val d'Aran valley and Castelló d'Empúries – Empuriabrava, was recognized as **a Destination of Sports Tourism** by Department of Tourism of Catalan Government in 2003, for offering high-quality resources and services aimed at elite, professional, amateur and tourist sports-people who want to practise sporting activities.

Significant part of the municipality where **Agenda Gestió Esportiva** is operating is occupied by the **Lake of Banyoles** that received rowing competitions during **Olympic Games in 1992** and **Rowing World Championship in 2014**.

According to the report “**Banyoles. Ciutat esportiva**”, **Tourist information office of Banyoles, 2016**, Banyoles as sports tourist destination has:

- More than 40 agents involved in Sports tourism in the region. 5 of them are Active and Sport tourism agencies, 4 are public administrations who provide resources to sport and tourism and 33 are organizations, sports clubs and active tourism associations.
- Over 56 sport events a year, of which over 11 are internationally renowned.
- Experience in large sporting events:
 - 1992 - Olympic Games,
 - 2004 - World Rowing Championship
 - 2007 - European University Rowing Championship
 - 2009 - Rowing World Cup
 - 2011 - Banyoles ITU Triathlon Premium European Cup.
- Over 80 facilities, for 22 types of sports, with main focus on rowing and canoeing, cycling and mountain biking, team sports, triathlon, jogging and trekking.

Banyoles is offers outstanding facilities for its key sports tourism products:

- **Rowing.** Length of the Lake (2,134 metres) with the distance of the regattas of 2,000 metres, calm water, mild climate and easy access make trainings possible all year round.

Outstanding sporting events:

- 1992 - Venue for Barcelona Olympic Games.
- 2004 - World Rowing Championship.
- 2009 - Rowing World Cup.

- **Canoeing.** Combination of training on an Olympic regatta and enjoying natural surroundings of local flora and fauna. Calm water surface allows sportsmen to work out highly demanding aspects and techniques. As Daniel Berti, representative of canoeing section of Banyoles Swimming Club says, one of the strongest points of Banyoles is friendship and cordiality given to those visiting and practising sports on the lake.

Outstanding sporting events:

- 2010 - Banyoles Marathon World Canoeing Championship.

- **Triathlon.** Banyoles is a highly suitable place for practising this discipline: high-quality adapted swimming pools and open water lines in the lake, cycling routes of varied difficulty and itineraries for jogging through woodland of a good technical level.

Outstanding sporting events:

- 2011 - Banyoles ETU European Premium Cup.
- 2012 - Banyoles ITU Triathlon World Cup.
- 2013 - Banyoles ETU European Premium Cup
- 2014 - Banyoles ETU European Premium Cup.

- **Swimming.** With over 80 years of history, Banyoles Swimming Club has been the main driving force for sports linked to the lake. Generally, swimming here can be done in three public areas: the Caseta de Fusta, Banyoles Swimming Club and the Banys Vells.
- **Cycling.** There is a number of well developed cycling routes which have facilitated connections with mountain biking routes.

- **Mountain biking.** Territory offers various gradients of itineraries. Cyclists can choose either routes that are more pronounced (Garrotxa and Pyrenees), or the flatter ones (l'Emporda and Costa Brava).
- **Horse Riding.** Banyoles has a long tradition related to horses. There are different festive celebrations held in a city, such as: *Sant Martiria Fair* and *de Sant Antoni Abat Feast Day*.

4.2 Definition of the Destinations Spots.

Surroundings of Banyoles and Pla de L'estany give infinite opportunities to offer differentiated touristic activities to complement Active, Sports and Adventure touristic experiences. Just to name few locations:

Besalú - village close to Banyoles, that used to be the capital of Besalu County in Early middle ages, large and wealthy due to its strategic geographic position and a fortress situated between two rivers. This medieval complex is one of the most important and singular of all architectural heritage of Catalunya. The most prominent feature of Besalu, without doubt, is the Romanesque bridge over the river Fluvià, constructed between XI and XII centuries, which frames the entrance. Church of Sant Pere dates back to 1003. The beautiful arcaded streets and squares, the narrow streets made entirely of stone breathe with history. The Jewish Baths (one of the very few in Europe) and the ruins of the synagogue witnessed the exile of the Jews in the early 15th century. Another attraction is the Museum of Miniatures. Tiny art objects can only be distinguished with magnifying glass. Caravan of camels in needle's eye...

Girona - has all the charm of a large city, without losing the essence of individuality. City that embraces and entertains: festivals, cultural attractions, touristic services, concerts, fiestas, ferias... Barri Vell, ancient center of Girona possesses unique elements: ancient defence wall from Carolingian time, Jewish quarter and impressive gothic arc in the Cathedral, the widest in the world. Labyrinth of narrow street, famous bridges over Onyar river, mysterious shadows on the streets in the twilight... Girona also has 6 museums that have patrimonial funds of great interest.

Figueres - situated at short distance from both: Costa Brava and eastern side of Pyrenees mountain range, Figueres is full of touristic attractions. On the side, there is a Castle of Sant Ferran, fortress constructed in XVIII century. Its colossal dimensions with perimeter of more than 3 km, makes it one of the biggest in Europe. Ancient nuclei of Figueras is delimited by ruins of ancient wall, build in Middle ages for protection. Some picturesque corners are conserved from medieval times, like the City Hall square, re-designed in neoclassical style or Magre street, where the ancient Jewish quarter was situated. La Rambla is the most important passage and authentic vertebral axe of the city. This vivid commercial area concentrates most ambitious architectural projects of XIX and XX century,

made true due to prosperity of burguesia of that time. Worth mentioning the lavishness of modernist buildings, such as: Casa Cusi, Casa Puig-Soler or Casa Salleras and the buildings in neo classical style, such as: Casa Bonaterra, Casa of Cafe Progress and Casa Polideseia. Among religious architecture heritage, especial attention has to be granted to Saint Peter's church. Originally constructed in Romanic style, it was reconstructed in XIVth century under gothic requisites. Most known touristic feature of Figueres is the Theatre-Museum of Salvador Dali, which was designed by the artist himself.

Cadaques - situated in extreme eastern part of Cap de Creus peninsula, Cadaques reserves singular beauty and personality. Due to its remote geographic location, it developed peculiar traditions and local dialect of Catalan language called Salat. Bootleggers from Cadaques travelled all over the world, but did not go to the closest city - Figueres in their life. It attracted intellectuals and artists from the end of XIX century, for example, Pablo Picasso. But, it was Salvador Dali, who, in the 20s of XXth century raised the prestige of Cadaques till internacional level, inviting most important figures of that time for a visit of his house in Portlligat (Éluard, Magritte, Duchamp, Man Ray, Buñuel, García Lorca). Ancient nuclei has architectural interest, dominated by the church with splendid baroque altarpiece by J. Moretó y P. Costa (s. XVIII), where the annual International Music Festival takes place from 1970. Cadaques combines respectful conservation of popular traditions (gastronomy, sardanas, local festivals) with openness to avant garde movements, represented in art galleries and modern buildings.

Garrotxa Volcanic zone - is a prime example of volcanic scenery. Consists of more that 40 volcanic cones and 20 lava ridges. Singular orography, soil and climate provide differentiated lush vegetation, with oak and beech forests of exceptional scenic value. Natural parc of Garrotxa volcanic zone is crossed by 28 pedestrian itineraries, that unite the most important sites of the parc. Fageda d'en Jorda is one of 26 protected areas of Natural parc of Garrotxa. This beech forest is exceptional, due to its situation at unusual altitude from sea level of 550 m, upon lava formations from last eruption of volcano Croscat. These conditions are considered unfavourable for beech trees, but still they grow, due to high humidity of this zone and efficient drainage of volcanic formations.

Castellfollit de la Roca - a spectacular village of 1000 habitants and less than 2 sq km superficie, delimited by confluence of two rivers: Fluvia and Toronell and located at the top of impressive basalt wall. Sant Salvador's Church and houses that hang on the top of the wall at the edge of the cliff are among the most photographed and painted images in Catalunya. From the other point of view, this village itself is a magnificent scenery point, looking over the valleys of 2 rivers. Basalt wall, the

fundament of the village is 50m high and almost 1 km long and is formed directly by erosive actions produced by Fluvia and Toronell over lava formations from volcanic eruptions that took place more than 1000 years ago. Nuclei of Castellfolit de la Roca is formed with narrow streets and squares, houses in majority are build with volcanic stones.

Lloret del Mar - once upon a time a small marine village with divine beaches, lagoons and caves, Lloret del Mar nowadays became an extraordinary natural frame for tourism, where visitors can take the most of traditions, history and gastronomy and practise any type of sports activity (trekking, nordic walking, scuba diving, snorkelling, football and many others). Lloret counts with a great variety of establishments. Commerce is the second economic engine of location, after tourism, offering wide and diversified supply of all classes of articles and products.

Tossa del Mar - situated at the coast of Girona, between Barcelona and French border, Tossa de Mar is an ancient fishermen village with great historic value, that has converted into an emblematic touristic destination of Costa Brava. It's a location where time travel is possible, into escenarios of past epoques. Tossa is an great outdoor museum. Its historic traces lead to roman Turissa, medieval Tursa that have converted first into a hideaway for artists and intellectuals and later into a generous anfitrióna for tourists and visitors.

5. The diagnosis of Agenda Gestió Esportiva

current situation

5.1 Internal Analysis

5.1.1 Type of the Enterprise

According to **Commission Recommendation of 6 May 2003 concerning the definition of micro, small and medium-sized enterprises, Official Journal L 124 , 20/05/2003 P. 0036 - 0041, Article 1** an enterprise is considered to be any entity engaged in an economic activity, irrespective of its legal form. This includes, in particular, self-employed persons and family businesses engaged in craft or other activities, and partnerships or associations regularly engaged in an economic activity.

Besides, due to definitions presented in the **Article 2** of the same Commission Recommendation, **Agenda Gestió Esportiva** can be characterised as a *microenterprise*, within a category *SME (small-medium enterprise)*, which employs fewer than 10 persons and whose annual turnover and/or annual balance sheet total does not exceed EUR 2 million.

5.1.2 Corporate Basic Information

As it was already noticed before, **Agenda Gestió Esportiva** is positioning itself as the leading agency in the field of sports and active tourism regardless to the territory facilities of Pla de l'Estany region.

To present what the company is doing and how it operates in sector, I would like to make the reference to the famous book “**Start with Why: How great leaders inspire Everyone to take action, 2009**”.

The main idea of this bestseller is the *golden circle concept* aimed to be implemented into the company environment in order to demonstrate its strategy, vision and the main objectives through the elements: *WHY*, *HOW* and *WHAT*. This concept is an alternative perspective and a sort of the practical applications in order to innovate products which are already existed.

WHAT: The products the company sells are the *sports and active tourism packages*, included trainings or sports events, meals and accommodation, visits.

HOW: Here it is needed to consider the unique selling proposition or differentiating value proposition: **Agenda Gestió Esportiva** proposes sports and active tourism packages *through the process of enjoying best sports experience under the most suitable and high quality conditions and unique nature environment*. The main motto of the company is “*Enjoy the training, we will do the rest*”.

WHY: This item is the most important part of the Golden ratio, because not all enterprises understand it properly and clear articulate WHY they do WHAT they do. In the book “**Pla XXI**” which is the publication about the history of the company, its strategy and vision, it is said that Banyoles is the perfect place in Catalonia to be presented as the land and unique place for adventure and active tourism, for sports tourism and tourism sports. The leaders of **Agenda Gestió Esportiva** stand their WHY: *to promote city of Banyoles as a tourism sports destination with the high quality installations and to develop the territory in a respectful way which is the motherland for the personnel with the aim to be recognised worldwide*.

5.1.3 The Company Vision

- Sports activities and events as the central axis of the enterprise;
- The company performance aims to bring together individuals and groups of individuals through a network of entities.
- Active tourism linked to sport, used as a channel for the spreading of values, the cohesion of work teams, the creation of the especial and healthy corporate culture, etc.
- The concept should complement the other components of tourism destination such as health, wellness, environment, gastronomy, etc.

- The company has different collaborators in the sector, renowned in the area, which will help complete the offer of proposed activities, whether they are sports facilities or public institutions.

5.1.4 The Company Mission

- To implement the new objectives of the concept of active and adventure tourism such as combination of sport, health and leisure.
- To develop strong infrastructure in the Pla de l'Estany region and its facilities.
- To conserve natural resources and cultural heritage (Lake of Banyoles).
- To maintain healthy environment.
- To act in a sustainable way.

5.1.5 The Philosophy of the Company

Agenda Gestió Esportiva's philosophy is to promote sport activities within the region to both, tourist and locals, as it is strongly believed that sport plays a very important role in boosting a healthy lifestyle. Moreover, sport helps to establish and strengthen relationships, whether its within a team or with the opponent. Values such as honesty, respect and effort are some of other social benefits that people who practice sport can obtain.

The most important events in the Company History:

- 1st launching of the Handball International Championship in Banyoles. 1994 - 2011

Agenda was acting as a co-organizer with the Handball Club of Banyoles.

- 1st launching of the International Master Regatta in Banyoles. 1994 - 2011
- 1st Training camp for the University of Cambridge in Banyoles. 1994 - 2017
- From 1997 till 2003 the company has been taken part in the different successful sports projects on the territorial and local level, starting off of the desire to overcome challenges and basic prejudices.
- 1997 - Agenda Sports & Elements created the BTT network in Catalonia and signed an agreement with Catalan Office of Tourism in order to be in charge of technical items of BBT events organization.

- 2003 is a very important year for the company development. This year Banyoles was recognised as a sports tourism destination in Catalonia and Spain: Banyoles municipality contracted the company to develop this concept of sports tourism. So, it gave the chance to the enterprise to expand target markets and spread its ideas worldwide.
- 2005 - Agenda acted as the executive manager of the destination as part of the project “Marketing and co-management” with the Alberg de l'Estany, accommodation with the access to the quality sports facilities and installations.
- 2007-2008 - Acquisition of the site “El Clot de les Deus”.
- 2010 - Agenda introduced new and transgressive activities - The Dragon Boat, a form of canoeing that comes from ancient Chinese traditions with the figure of the dragon as the main symbol.
- 2017 - one more product was implemented into the reality - Transpyr Tours and.
- In the same age, in 2017, Agenda Sports & Elements expanded the concept of Training Camps related to various activities such as leisure, cultural integration and education - Fit and Fun section, which appeared as the recreational element of the training camps.
- In 2018 the company sets new goals: organizing the huge event of international level FISA World Rowing Tour and First International Dragon Boat Festival in Barcelona.

5.1.6 Current Organizational Chart

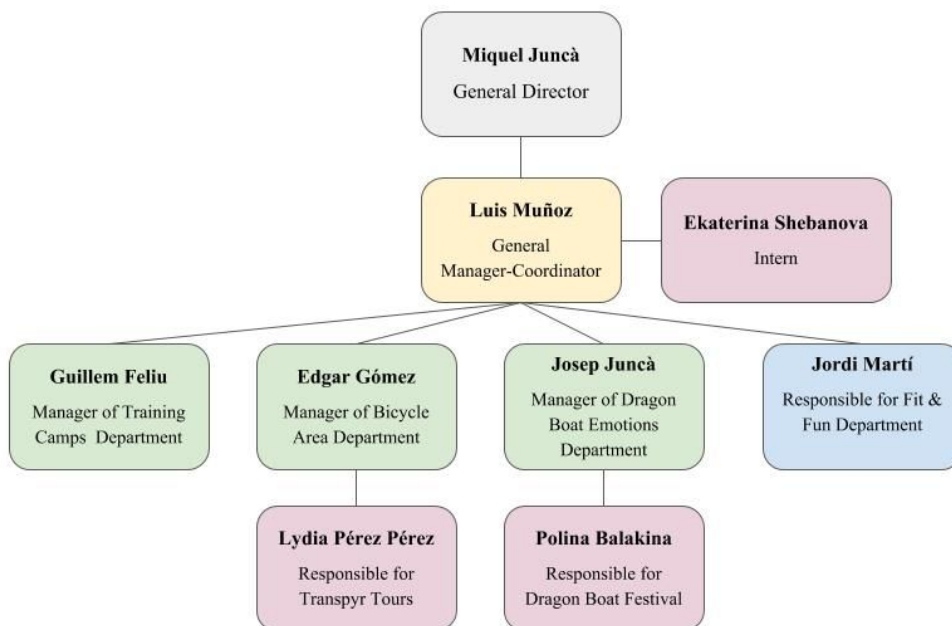


Chart 1. Organizational Chart of Agenda Gestió Esportiva

Management

Luis Muñoz is responsible for the management of the team and coordination of the daily performance of the company and department's leaders. He is giving daily tasks to the personnel and revising finance and sales of each department. Besides Luis Muñoz is in charge of marketing and cooperation relationships with involved stakeholders.

Department Leaders

Company consists of 4 departments:

- *Training Camps.* This is the area that is dedicated to organization of training, rowing, canoeing and swimming mostly, for sports people all over the world. **Guillem Feliu** is a responsible manager in this department. He is in charge of sports packages and combination for training camps, its sale and optimization.
- *Dragon Boat Emotions.* Dragon Boat is a unique experience on water for groups offered by Agenda. It forms the basis for the variety of activities for businesses and associations from teambuilding for human resources till corporate events. Dragon Boat is a variation of kayaking that came from China with the image of Dragon as a main symbol. **Josep Juncà** is a manager in this department: he is responsible for marketing and commercialisation of the products offered by this department.
 - **Polina Balakina** is the responsible body for especial events *Dragon Boat Banyoles Festival* and *International Dragon Boat Castelldefels Festival*. She is in charge of pricing and managing packages for customers, communication with accommodation services and direct dealing with petition to participate in event.
 - **Ekaterina Shebanova** is an intern. Daily tasks are given by the General Manager and by Polina Balakina. The tasks are related to the communication with teams and group of clients who are interested in participation in *International Dragon Boat Castelldefels Festival 2019*.

- *Bicycle Area*. Agenda offers the cycling tour around the Catalonia due to its perfect environmental conditions and well-developed infrastructure. **Edgar Gómez** is a manager of the section consisted of bicycle, mountain biking and triathlon activities. He is responsible body for marketing, finance and sales of the products, communication with clients and pricing of packages.
 - **Lydia Pérez Pérez** is in charge of communication with customer related to the product *Transpyr Tours* , contacting accommodation services and managing assistance for the groups of sportsmen.
- *Fit&Fun*. This section is supposed to be a multifunctional area dedicated to creation of a variety of personalized active tours for groups of different length from half day tours and weekends to longer stays. Now the products for this section are still developing, because it is a new department. **Jordi Martí** is a responsible body in order to create and develop products for this section. Besides, he is dealing with marketing and pricing of the products.

5.1.7 Offered Products and Services

1. *Training Camps*.

- **Stages of Rowing.**
- **Stages of Canoeing.**
- **Stages of Swimming.**
- **Other stages.**

The company is organizing the training camps of rowing, canoeing and swimming for different type of teams: olympic, professionals and amateurs. The category “Other Stages” includes training camps for football or basketball teams. Normally, Agenda Gestió Esportiva is making the packages which include:

- **Training sessions with the self coach.**
- **Accommodation.**
- **Transportation.**

Besides, the procedure always starts with the petition, the manager of the section receives. According to the information mentioned in the request of the customer needs the price of the package is fluctuated. The preferences can be related to the type of the accommodation (*Hotel B&B with swimming pool facilities or the Special Centers for professional sportsmen*), amount of days they want to spend, the necessity of recreational and leisure activities or special type of nutrition and physio services.

The starting price for this products is around **360 - 450 EUR** for the group of *20 people* for *1 week* of training with the simple type of Accommodation (Hotel B&B or 3* Hotel with breakfast included).

→ **World Rowing Tour - FISA 2018.**

Sea rowing tour in Costa Brava is considered as a huge sports event organized by Agenda Gestio Esportiva with the support of Catalan Tourism Board, Spanish Rowing Federation and International Rowing Federation.

Since 1971, rowers of all nationalities, ages and abilities have toured lakes, rivers, canals and seas in Europe, the Americas, Australia and Japan as participants in FISA World Rowing Tours. During the 55 years of this event had been operated Spain and Costa Brava was chosen the first time to host FISA World Rowing Tour 2018.

The event consisted of 6 stages of the sports itinerary:

- Llançà - Cadaqués (20km), 14.05.2018, Monday
- Cadaqués - Roses (19,5km), 15.05.2018, Tuesday
- Roses - l'Estartit (28km), 16.05.2018, Wednesday
- L'Estartit - Calella de Palafrugell (21km), 17.05.2018, Thursday
- Calella de Palafrugell St. Feliu (19km), 18.05.2018, Friday
- St. Feliu Lloret (20km), 19.05.2018, Saturday

*The participation cost included registration fee, transportation, accommodation and equipment for the whole week was **1 525 EUR per pax.***

2. *Dragon Boat Emotions.*

➔ **Dragon Boat Festival in Banyoles.**

It is a sport international and multicultural tourism event, accessible for the wide range of ages and level of physical conditioning. Besides, this festival is considered as the competition between rowing teams from different parts of the world taking place at Banyoles Lake.

There is a registration fee costed **15 EUR** for the local Banyoles teams and **30 EUR** for the others. Normally this rate includes:

- The participation in the races for different categories (male, female, mixed teams and etc.).
- Opening ceremony attendance.
- Competition equipment.
- Closing ceremony attendance.
- Badge to access to the sport village and changing rooms.
- Sponsorship welcome pack.

More than that, **Agenda Gestió Esportiva** is offering accommodation and transfer services for the participants for the special prices.

➔ **1st Hong Kong Barcelona International Dragon Boat Festival 2018.**

An international sports competition organized for the teams made up of eleven members in order them to compete in the thrilling regattas with the head of the Dragon. This competition took place at Canal Olímpic, Castelldefels, close to Barcelona.

This festival was one day event included the Dragon Boat International Competition and the Paddle Against Cancer Forum, consisted of cultural and team building activities, awards ceremony and flowers ceremony.

The race is for different categories of participants, beginners, amateurs and professionals. Besides, there are two divisions according to the age: premieres (from 14 up to 40) and seniors (from 40 up to 80).

The cost includes the registration fee of **45 EUR per person**:

- The participation in the races for different categories (male, female, mixed teams and etc.).
- Opening ceremony attendance.
- Competition equipment.
- Closing ceremony attendance.
- Badge to access to the sport village and changing rooms.
- Sponsorship welcome pack.

More than that, the **1st Hong Kong Barcelona Dragon Boat Festival** brought an important thematic of nowadays - BCS (Paddle against Cancer).

Also, **Agenda Gestió Esportiva** is offering accommodation and transfer services for the participants for the special prices.

→ **Team-building.**

The Dragon Boat racing is recognized as a type of sport, but it is suitable for not only professionals. That is why, Agenda Gestió Esportiva is organizing the team building events for corporates and their staff in order to improve the intercommunication between the personnel and the microclimate of the enterprise.

The price of this product is depend on different factors, because basically it presents again a package:

- The number of participants.
- Rent of the boats and other equipment.
- Coaching.
- Meals and drinks.

Normally the activity lasts 2 - 3 hours.

The cost starts with **50 EUR per person**.

→ **Dragon Boat Festival in Badalona.**

This event is not organized by **Agenda Gestió Esportiva**. The chinese community in Badalona is acting as the main body due to arranging Dragon Boat Festival. However, Agenda Sports & Elements is an entity collaborating with this community in order to promote this event and to support the community with equipment.

3. *Bicycle Area.*

→ **Transpyr.**

The product with 10 years of experience in organizing and promoting cycling events and bicycle travelling experiences in Pyrenees. It is an annual sports event, complying with the standards of excellence and caring for the sustainable development of the region.

Transpyr Tours operate various combined routes throughout the Pyrenees region that lets customer to discover the nature of Pyrenees and its cultural importance and value.

- **Girona Costa Brava Pyrenees Bike Days**

The six days tour to discover the spectacular scenery of Costa Brava and the Pre-Pyrenees mountains. The tour consists of 5 stages of difficulty and goes through: **Girona, Tossa de Mar, Llafranc, L'Escala, Cadaqués, Figueras, Vare de Déu del Mont, Olot, Sant Pau de Segúries, Camprodon, Oix, Beget, Banyoles, Esponellà, Madremanya, Girona**. The tour also includes accommodation services. The costs starts from **640 EUR p/pax**.

- **Transpyr Backroads West**

The route crosses the Pyrenees from Aínsa to Hondarribia in 4 stages on the most spectacular and remote roads of the Pyrenees and follows the original cycle tourism track . **The itinerary is: Aínsa, Jaca, Ochagavia, Elgorriaga, Hondarribia**. The tour also includes accommodation services. The costs starts from **495 EUR p/pax**.

- **Backroads Coast to Coast**

It is the route of 7 stages which crosses the Pyrenees from East to West: **Roses, Oix, Gosol, Sort, Bonansa, Aínsa, Jaca, Ochagavia, Elgorriaga, Hondarribia**. The product also includes accommodation services. The cost for the package starts from **990 EUR p/pax**.

- **Transpyr MTB West**

An adventure which crosses the west side of the Pyrenees, with an original route, with the best tracks and paths of the Pyrenees. The itinerary consists of 7 stages: **Campo, Ainsa, Sabiñánigo, Hecho, Isaba, Roncesvalles, Etxalar, Hondarribia**. The product also includes accommodation services. The cost for the package starts from **750 EUR p/pax**.

- **Coast to Coast MTB**

Itinerary consisted of 14 stages with the elevation gain of 18000 m: **Roses, Besalu, Camprodon, la Molina, la Seu d'Urgell, Gerri de la Sal, Pont de Suert, Campo, Ainsa, Sabiñánigo, Hecho, Isaba, Roncesvalles, Etxalar, Hondarribia**. The product also includes accommodation services. The cost for the package starts from **1365 EUR p/pax**.

Bike tours in Mallorca.

Bike tours organized in Mallorca, guided or self-guided as well, are the package included accommodation, nutrition and transportation. The price could be different due to quantity of people and its preferences. Normally the cost of this product is about **1 000 EUR per person**.

→ **Triathlon training camps.**

The training camps organized by Agenda Sports & Elements in Banyoles or in one of the collaborative destinations (presented in the following part of the work). The product is also considered as a package of transportation, transfer, accommodation and nutrition. The cost of this package is **500 EUR per person**.

5.1.8 Current Business Model Canvas

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Value Proposition	<p>The company motto - “Enjoy training we will do the rest!”</p> <p>Best sports experience under the most suitable conditions and unique environment.</p>
Key Resources	<p>- Social Media</p> <p>Agenda Gestió Esportiva is using actively its profile in the official webpage, facebook and instagram in order to promote the products, events and destination.</p> <p>Official webpage of the company is available in <i>English, Spanish and Catalan</i>.</p> <p>- Press</p> <p>The themflates and booklets about the company, presented in at some collaborative entities such as Catalan Tourism Board, Banyoles Swimming Club, Banyoles Tourism Office, etc.</p> <p>- Word of Mouth</p> <p>Agenda Gestió Esportiva is keeping a strong connection and developing the interaction with the previous clients. Due to that, the company has a good reputation and more people recognise and know about the company because if that.</p> <p>- Human Resources</p> <p>The qualified and experienced personnel. All incorporated people have the degree in tourism planning and management. Besides, they are strongly related to sport and growing tendencies in a sport world.</p>

	<ul style="list-style-type: none"> - Brand <p>Some Events, like Dragon Boat Race or World FISA Rowing Tour, have the brand and worldwide recognition.</p> <ul style="list-style-type: none"> - Experience <p>Agenda Gestió Esportiva is acting in a sector more than 25 years. It helps a lot to maintain quality service and offer the best sports facilities for the customer.</p>
Customer Relationships	<ul style="list-style-type: none"> - Personal assistance <p>Human interaction with all clients. Normally the managers maintain this interaction by emails and direct phone calls with the representative bodies of the teams.</p> <ul style="list-style-type: none"> - Dedicated Personal Assistance <p>Deep communication with individuals clients. Sometimes the company has the requests to organise the training with recreational stages for the small groups of people (2-3) or for individual clients who want to visit sports event and they need assistance, accommodation or transfer.</p> <ul style="list-style-type: none"> - Long-Term Clients <p>Agenda Gestió Esportiva aims to build long-term relationships with clients in order them to repeat the destination. For instance, the company has the clients from China who take part in Banyoles Dragon Boat Festival annually.</p>
	<ul style="list-style-type: none"> - Online profile

<p>Channels</p>	<p>Facebook normally is used in order to have the feedbacks from the clients for further evaluation and improvement of the products.</p> <ul style="list-style-type: none"> - Advertisement <p>This channel used by Agenda Gestió Esportiva in order to propose the value proposition of the company.</p> <ul style="list-style-type: none"> - Cooperation with tourism offices <p>This channel is used as well for distribution of the selling proposition.</p> <ul style="list-style-type: none"> - Cooperation with Entities <p>This channel is used by in order to allow the customers to purchase specific products and services.</p>
<p>Revenue Streams</p>	<ul style="list-style-type: none"> - Usage fee <p>Charging for the services presented in the packages with the company commission (from 10% up to 20%).</p>
<p>Cost Structure</p>	<ul style="list-style-type: none"> - Fixed costs <p>Salaries for the personnel, rent of the office, and physical manufacturing facilities.</p> <ul style="list-style-type: none"> - Variable costs <p>Hotels, insurance, transports, equipment, etc.</p>

5.1.9 Co-operation and Strategic Alliances

In order to make the performance of the company more profitable and efficient it is important to create **strategic alliances** with the external stakeholders on both national and international levels (in terms of the enterprise - the stakeholders who are outside of the company). Tactical partnerships foster the collaboration and synergies to comply with the common goals and ideas.

Public-private relationships.

This sector is presented by the relationships between Agenda Gestió Esportiva with the following entities in order to boost projects and receive the financial and marketing support due to products and events promotion.

The following entities present the agreements that allow to Agenda Gestió Esportiva organize the sport events in the public places. Besides, local City Halls are often acting as the sponsors for international sport event such as Dragon Boat Festival.

- **Generalitat de Catalunya** (General Entity).
- **Diputació de Girona** (General Entity).
- **Regional Council of Pla de l'Estany** (General Entity).
- **Ayuntamiento de Banyoles** (General Entity).
- **Ayuntamiento de Porqueres** (General Entity).
- **Ayuntamiento de Castelldefels** (General Entity).
- **Patronato de Turismo de Catalunya** (Specific Entity: tourism).
- **Banyoles Trade and Tourism Association** (Specific Entity: tourism).
- **Pla de l'Estany Consortium** (Specific Entity: sports and sustainability).
- **Sports Council of Pla de l'Estany** (Specific Entity: sports and sustainability).

Cooperative networks (SMEs).

This section is important due to creation and development of the synergies between **Agenda Sports & Elements** and small and medium enterprises involved in a tourism sector in the region with the aim to increase the level of the sustainability and financial stability.

The following entities present the information about Agenda Gestió Esportiva (booklets and flyers). More than that, sometimes Agenda Sports & Elements collaborate with these parties during organizing some events and preparing the tourism package.

- **Excursional Center of Banyoles** (Specific Entity: sports and sustainability).
- **Swimming Club of Banyoles** (Specific Entity: sports and sustainability).
- **Club de Marketing Natura i Turisme Actiu** (Specific Entity: tourism).
- **Sports Tourism Club** (Specific Entity: tourism).
- **Tennis Club of Banyoles** (Specific Entity: sports and sustainability).
- **Horse riding Club of Banyoles** (Group company).
- **Finca Clot de Les Deus** (Group company). Land of 100 hectares located in Porqueres, acquired in a XX% by the partners of Pla XXI. One of the possible products to be included in the development of the project (sports, leisure, educational, tourist development and gastronomic uses). It is currently partially rented by Club Hípic Banyoles.

Joint-ventures

This category is presented by the entities with which **Agenda Gestió Esportiva** has the shared products in a specific market segment.

- **Gimnàs Triops** (Group company). The corporate gym is an important asset in terms of including extra services for the customers into the tourism package, such as physio services and group weight trainings.

- **FISA, the World Rowing Federation.** Together with **Agenda Gestio Esportiva** the **FISA Rowing Tour 2018** organized the huge international rowing race in Costa Brava.
- **Dragon Boat International Federation.** During the last 7 years the entities have been collaborating in order to organize the Dragon Boat Festivals in Banyoles and the 1st International Hong Kong Barcelona Dragon Boat BCS (Breast Cancer Survivors) Festival .
- **Chinese Olympic Committee and Hong Kong Trade Economic Office.** The collaboration is presented by the Dragon Boat Festival in Badalona, organized by the Chinese Community. Agenda Gestio Esportiva is participating in this event in terms of technical support and managing the festival races.

Cooperation with Accommodation Services

Agenda Gestió Esportiva has a strong relationship with the following hotels in different levels.

Hotels located in Banyoles:

All accommodation services located in Banyoles present the special agreement with Agenda Gestió Esportiva in terms of collaboration: there are the special rates for the clients who come from the stated travel agency (from 10% to 15% of commission for Agenda Gestió Esportiva included into the net price) in case if Agenda has the group of minimum of 10 persons with the length of stay of 5 days minimum.

- Alberg Estany
- Alberg de Banyoles.
- Camping El Llac de Banyoles.
- Hotel L'Ast 2*.
- Hotel Mirallac 4*.

Accommodation services located in the collaborative destinations give as well the special rates for the big groups of sportsmen, included the commission for Agenda Gestio Esportiva up to 10 %

depending on the tourism season.

Hotels located in Lloret de Mar:

- Aparthotel Guitart Central Park 3*.
- Evenia Olympic Park Hotel 4*.

Hotels located in Mataro:

- Hotel Atenea Port 4*.

Hotels located in Castelldefels:

- Hotel Canal Olimpic 3*.
- Hotel Ibis Barcelona Castelldefels 3*.
- Hotel Ciutat de Castelldefels 3*.

Hotels located in Calella:

- Sant Jordi Boutique Hotel.
- Crolcentre Calella. The entity is offering facilities of swimming pool and accommodation as well.

5.2 External Analysis

Qualities of Spain make this country to be positioned, according to **Panorama OMT del Turismo Internacional, 2016**, as the third most touristic country of the world, with 68 millions of arrivals of international tourists and economic inputs generated by tourism that ascend to 57 billion US dollars, only in the year 2015. According to this report, international arrivals to Southern and Mediterranean Europe has grown in 5% in 2015. Spain, the main destination of the region and the second biggest in Europe, has followed the trend, ascending its growth in 5% in terms of number of arrivals of international tourists:

- International Tourist Arrivals - 75,6 millions (3d in rate).
- International Tourism receipts - 60,3 billion dollars (2d in rate) (**UNWTO highlights, 2017 Edition**).

International tourism receipts		US\$				Local currencies	
		(billion)		Change (%)		Change (%)	
Rank		2015	2016*	15/14	16*/15	15/14	16*/15
1	United States	205.4	205.9	7.0	0.3	7.0	0.3
2	Spain	56.5	60.3	-13.3	6.9	3.8	7.1
3	Thailand	44.9	49.9	16.9	11.0	23.0	14.7
4	China	45.0	44.4	2.1	-1.2	3.6	5.3
5	France	44.9	42.5	-22.9	-5.3	-7.6	-5.1
6	Italy	39.4	40.2	-13.3	2.0	3.8	2.3
7	United Kingdom	45.5	39.6	-2.3	-12.9	5.2	-1.4
8	Germany	36.9	37.4	-14.8	1.4	2.0	1.7
9	Hong Kong (China)	36.2	32.9	-5.8	-9.1	-5.8	-9.0
10	Australia	28.9	32.4	-8.2	12.3	10.2	13.5

Table 4. International Tourism Receipts (**UNWTO highlights, 2017 Edition**)

More than that, in 2017 the United Nations World Tourism Organization proclaimed that tourism industry represents 10% of GDP, 7% of world's export and 30 % of services export. (**source: UNWTO, 2017**). So, according to UNWTO 2017 analysis, International Tourism Arrivals of 2016 increased till 1,235 Million € and International Tourism Receipts of 2016 - till 1,102 Billion €.

Even though, between 2010 and 2030 international tourist arrivals worldwide are expected to increase by 3.3% a year and arrivals in emerging destinations - +4.4% a year (**United Nations World Tourism Organization, August 2017**).

5.2.1 Movements of Tourism in Spain

For example, according to *Instituto Nacional de Estadística “Tourist Movement on Borders (Frontur) Survey”*, due to the **Tourist Entries According to the Destination** Statistics in 2015 it was fixed, that the tourist flow is accumulated mostly in Catalonia Province (as it presented in the table below). The percentage rate is forming the 25,1 % of the total tourists arrivals of the whole Spain. Only Balearic Islands present more or less the same figures (23,5%), however, as we can mention, the variation rate has the tendency to decrease.

	Total	Vertical Percentage	Year-To-Year Variation Rate	Cumulative Since January	Cumulative Year-To-Year Variation Rate
Total	7,184,760	100 %	2.5	54,453,617	4.0
Andalucía	1,000,215	13.9 %	5.1	7,406,754	6.8
Illes Balears	1,691,809	23.5 %	-0.3	10,417,138	2.5
Canarias	864,902	12 %	2.3	8,460,639	1.2
Cataluña	1,802,949	25.1 %	0.2	13,940,760	3.4
C. Valenciana	668,315	9.3 %	2.5	5,277,061	4.3
Madrid (C. de)	466,776	6.5 %	7.9	3,808,971	10.8
Rest Of The Autonomous Communities	689,795	9.6 %	9.3	5,142,295	4.5

Table 5. Tourist Entries According to the Destination

source: www.iet.tourspain.es

The next essential step in this evaluation is determining the most frequent tourists entries in terms of **Country of Origin**. *Instituto Nacional de Estadística 2015* gives the following data according to mentioned variable. Due to the *Table “Tourist Entries per Origin”* 26,2 % of tourists cross the Spanish border from United Kingdom, 16,5 % - from Germany and 14,1 % - from France. These three markets are defined to be the preferable and the most important incoming tourism markets for Spain.

	Total	Vertical Percentage	Year-To-Year Variation Rate	Cumulative Since January	Cumulative Year-To-Year Variation Rate
Total	7,184,760	100 %	2.5	54,453,617	4.0
Germany	1,186,256	16.5 %	-3.4	8,270,251	-0.8
Belgium	224,874	3.1 %	-1.6	1,876,153	5.7
France	1,015,300	14.1 %	4.8	9,190,102	6.9
Ireland	148,355	2.1 %	2.4	1,126,377	4.8
Italy	376,333	5.2 %	-2.9	3,167,105	6.1
Netherlands	311,449	4.3 %	13.2	2,364,709	6.8
Portugal	186,626	2.6 %	-1.8	1,463,638	-1.9
United Kingdom	1,882,117	26.2 %	6.1	12,790,998	3.5
Switzerland	184,863	2.6 %	3.2	1,392,746	8.6
Russia	131,132	1.8 %	-32.2	806,394	-36.0
North Countries	399,164	5.6 %	3.2	3,722,810	-3.4
Rest Of Europe	410,089	5.7 %	9.0	2,724,627	8.8
U.S.a.	143,148	2 %	32.8	1,220,562	23.1
Rest Of America	234,587	3.3 %	3.8	1,657,890	8.2
Rest Of The World	350,467	4.9 %	2.0	2,679,256	27.0

Table 6. Tourist Entries per Country of Origin.

source: www.iet.tourspain.es

As we can see in the next table, most of the tourists come by plane (81,4%). This figure is obvious due to the fact, that some markets from the previous table are distant such as Russia, Switzerland, Netherlands, Ireland and etc.

	Total	Vertical Percentage	Year-To-Year Variation Rate	Cumulative Since January	Cumulative Year-To-Year Variation Rate
Total	7,184,760	100 %	2.5	54,453,617	4.0
Airport	5,845,757	81.4 %	1.9	43,290,217	3.7
Road	1,175,947	16.4 %	3.7	10,088,748	4.3

Port	137,023	1.9 %	23.6	793,956	13.3
Railway	26,033	0.4 %	-1.4	280,696	15.1

Table 7. Tourist Entries by Means of Entering.

source: www.iet.tourspain.es

According to *Instituto Nacional de Estadística “Tourist Movement on Borders (Frontur) Survey”*, mentioned markets mostly prefer to stay in the Hotels 63,8% . Also the growing cluster is non-hotel accommodation, in which family or friends houses weight (16,7%) and rented houses - (12,6%).

	Total	Vertical Percentage	Year-To-Year Variation Rate	Cumulative Since January	Cumulative Year-To-Year Variation Rate
Total	7,184,760	100 %	2.5	54,453,617	4.0
Hotels And The Like	4,585,430	63.8 %	2.0	33,929,432	3.7
Non-Hotel Accommodation	2,599,330	36.2 %	3.4	20,524,184	4.5
Free Dwelling (Own, Family)	1,197,347	16.7 %	-5.1	10,287,302	1.8
Rented Dwelling	904,882	12.6 %	3.1	6,512,413	4.4
Other Accommodation	497,101	6.9 %	32.5	3,724,469	13.0

Table 8. Tourist Entries by the Type of Accommodation

source: www.iet.tourspain.es

5.2.2 Expenditures of Tourists in Spain

According to *Instituto Nacional de la Estadística, the report “Encuesta de gasto turístico 2015”*, it is important to emphasize that 1,682 million euros of 7,239 million euros of tourists expenditure of the whole Spain are accumulated in Catalunya Province with the average rate of 0933 million euros per month and 121,3 million euros per day. The daily tourist expenditure spent in Catalunya is the highest in comparison with the other tourists destinations like Balearic Islands, Andalucia and Madrid Province.

After analysing the table **Tourist Expenditure by the Country of Origin**, mentioned above, we could see the same presented markets United Kingdom, Germany and France, which spend more. However, it is clear seen that the figures conferred by the United Kingdom market are stable, and the Germany and France ones have the negative variation.

	Total Expenditure		Total Accumulated Expenditure		Average Expenditure per person		Average Daily Expenditure per person	
	Monthly	% Var	Accumulated	% Var	Monthly	% Var	Monthly	% Var
Total	7,239	2.8	53,908	6.6	1,008	0.3	116	2.2
Germany	1,097	-5.6	7,787	-1.4	925	-2.3	104	2.6
France	672	-6.6	5,580	6.3	662	-10.9	78	-7.6
Italy	372	22.1	2,630	17.8	989	25.7	130	22.7
Netherlands	295	20.5	2,120	8.4	949	6.4	107	23.7
United Kingdom	1,744	13.2	11,599	11.1	927	6.6	109	7.2
Rest Of Europe	1,626	-6.4	13,012	-2.6	965	-5.6	111	-5.4
Rest Of The World	1,432	7.5	11,179	18.3	1,967	0.0	212	-1.7

Table 9. Tourist Expenditure by the the Country of Origin

Source: www.iet.tourspain.es

It is always important for the companies which are focused on especial type of tourism and sell the certain tourism packages to take into consideration the statistics about main motives of the trip. In the table **Tourist Expenditure by Motive** of trip presented below, we are able to evaluate that mostly people come in terms of leisure and recreational holidays (monthly expenditures of 6,360 million euros). Nonetheless, tourist spend more money per day in case of the visit Spain due to MICE tourism (work or business reasons).

	Total Expenditure	Total Accumulated Expenditure	Per Person	Per Person
	Monthly	Accumulated	Monthly	Daily
Total	7,239	53,908	1,008	116,2
Leisure/Recreation /Holiday	6,360	46,516	1,015	115,1
Work/Business	549	3,549	986	169,4
Others	331	3,843	920	87,4

Million Euros

Table 10. Tourist Expenditure by Motive of Trip

Source: www.iet.tourspain.es

5.2.3 Data and expectations for tourism in Catalonia

In terms of Tourism, Catalonia is the most visited region of Spain. Taking into account data from Institute of Statistics of Catalunya (**INDESCAT**), in 2016 Catalonia received 18 millions of foreign visitants, substantially outgoing other autonomous communities. In percentages, these 18 million represent 23% of total number of international visitors in Spain, almost a quarter. According to Ministry of Energy, Tourism and Digital Data of Spain, Balearic islands received almost 13 million foreign visitors, followed by Canary islands with 12 millions visitors in 2016.

Motivations for foreign visits to Catalonia, upon the data of IDESCAT in 2015, 81% came for Vacations and Leisure, and only 11% came for Professional reasons. Less importance is gained by Family visits, Health and Shopping with 4% and Other reasons with 4%.

For more than a century men and women of Catalunya participate in sports activities through sports clubs. As a consequence, nowadays there are more than 11.000 clubs and 30.000 sports grounds and installations in Catalunya of primary level. These factors have formed a society where two thirds practise sports on a weekly basis and that provides European, World and Olympic champions. Being international is a symbol of quality recognition, an invitation to compete with best sportsmen in multinational environments. Catalunya is consequently strengthening its image of "prestige sports

destination recognized around the world". Actions include: receiving important international sports events, establishment of a network of multinational contacts and development of sports infrastructure.

According to the study conducted by **Ostelea**, Catalonia is the autonomous community with the largest supply of sports venues (32,128), followed by Andalusia with 25,527. But when the figures are adjusted for comparison with the population of each community, the Balearic Islands, with 6.9 sports facilities per 1,000 people, tops the list of sports-related facilities. Last on the list are Madrid with only 2.3 venues per 1,000 residents and Ceuta with 2.

According to **Report "Catalonia es deporte" of Catalan Tourist Board, 2016**, this autonomous community has excellent resources for development of Active, Sports and Adventure Tourism:

- Diverse and comfortable climate conditions, with high amplitude of variation from hot and sunny summers of Costa Brava till mild snowy winters of Pyrenean valleys.
- Geographical position and diversity of natural zones and attractions.
- Excellent capacity to organize big sportive events in the international context with years of experience in a variety of areas.
- Well developed infrastructure.
- Strong image of Catalonia as a sports and active tourism destination.

5.2.4 Data and expectations of UNWTO for sports, active and adventure tourism in Spain.

In terms of sports tourism, the data shows that in Spain it has exceeded 10 million visitors, growing by 9.57% annually. Spanish tourists spend EUR 595 million on sports-related travel. According to the data of a study by **The Ostelea School of Tourism & Hospitality**, Spaniards spent nearly EUR 595 million on sports-related travel in 2014, which represents a 2% increase over the previous year, and 29.3% more than in 2009. In addition, spending on sports-related goods and services also saw a 3% increase. The survey '**Sports Tourism in Spain 2014**' shows that a total of 10.3 million international tourists arrived in Spain for sporting purposes in 2014, representing a 9.57% increase over 2013.

The Eurobarometer Research Data in 2015, for instance, represents that in general the main reasons to take Spain as the destination for Holidays is till sun and beach (37%), but also nature (23%) and culture (29%), which is pretty good issue for adventurers to investigate and enjoy the site. Sport

related activities as a separate niche is still challenging and developing item, because of the purpose that it aggregates only 5% out of other motivations, but in relation to the Active and Adventure Tourism Concepts the figures are quite higher, because the wellness and nature, which are the components of the mentioned concept presents the 23% and 6%.

According to **Estudi del practicant esportiu 2016, Indescat** in Spain in the national level the following chart of the active lifestyle sector could be established:

Active Lifestyle <ul style="list-style-type: none"> - Professional sport - Daily exercises 	54%
Occasional Active Lifestyle <ul style="list-style-type: none"> - From time to time - Sport as a leisure 	19%
Non-active Lifestyle	27%

Table 11. Segmentation of Active Lifestyle Tourism Sector 2012

Active Lifestyle <ul style="list-style-type: none"> - Professional sport - Daily exercises Sport as a way of living <ul style="list-style-type: none"> - Image - Health reasons 	58 %
Occasional Active Lifestyle <ul style="list-style-type: none"> - Sport as a leisure - Sport as a way of disconnection 	23 %
Active Lifestyle as a Challenge	19 %

Table 12. Segmentation of Active Lifestyle Tourism Sector 2016

Active Lifestyle <ul style="list-style-type: none"> - Professional sport - Socialization Sport as a way of living <ul style="list-style-type: none"> - Image - Health reasons 	62 %
Occasional Active Lifestyle <ul style="list-style-type: none"> - Sport as a leisure - Sport as a way of disconnection 	23 %
Active Lifestyle as a Challenge	15 %

Table 13. Future Segmentation of Active Lifestyle Tourism Sector

As it was mentioned in *Estudi del practicant esportiu 2016* of INDESCAT, 52% of Spanish population, for example, chose the active tourism (in comparison with 46 % in 2012) due to psychological and physical reasons. Besides, after economic crisis had happened in 2012 sports tourism was integrated into the social life as a healthy habit: humans faced many professional problems dedicated to their job positions and they tried to overcome the stress-related situations and personal mental crisis. According to that point sport and active way of life became as a tool to progress and self develop in terms of personal perspectives if there was no possibility to do that in a working environment. However today people more and more tend to do active tourism in terms of the perception that the activities they do are fashionable nowadays.

5.2.5 General Framework of Sports Tourism

We could establish the following classification, depending on why people move and, at the same time, practice sport.

Type	The main reason to travel	Type of the product
Sports Tourism	Sport	Sports training

Tourism Sport	The trip, the city, surroundings	Sports practice as a leisure
Others	Others	Sport as a tool to facilitate processes, changes ..

5.2.6 Target Segmentation of Agenda Sports & Elements

We can go to a second level, and find the different audiences or specific targets for these three types:

Type	Target Segments
Sports Tourism	Sports Elites, Clubs, Federations or Teams (1st level)
	Sports Professionals, Clubs or Teams (2d level)
	Sports groups (youth)
	Sports affectionate, amateurs
Tourism Sport	Tourists who want to practise sport during travelling
	Sports event viewers
Others	Sports and Enterprise: sport as training leitmotiv .
	Sports and Communication: commercial, communication, image, incentives, etc
	Others: sports and health...

Logically, the characteristics and needs of each one of these profiles are very different, as well as their expectations.

- High level training.
- Stays and sports practice.
- Sports holidays.
- Sports events.

Requirements and main needs of each target segment:

1. Sports Elites, Clubs, Federations or Teams (1st level).	<ul style="list-style-type: none"> - High quality sports installations - Secondary sports facilities (support) - Support services (medical ones, ...) - Training and food control. - Accommodation: 4 stars or more - Place attraction
2. Sports professionals, Clubs and Teams (2d level).	<ul style="list-style-type: none"> - Good quality of sports installations - Preferences for support facilities - Importance of additional services - Accommodation 2 or 3 stars
3. Sports Groups (youth)	<ul style="list-style-type: none"> - Good sports facilities - Additional services are not very important - Closed packages, but lower prices - Additional entertainment and leisure services are valued - Alberg or 2 stars accommodation
4. Sports affectionate and amateurs	<ul style="list-style-type: none"> - Variable purchasing power - The climate is the primary factor for the decision - The entertainment and tourist attraction of the place is important

5. Tourists who want to practice sport during travelling	<ul style="list-style-type: none"> - Needs are more touristy than sportive - Professional sports installations are not required - Climate and location are fundamental - The place should be attractive and have entertainment facilities
6. Sports events viewers	<ul style="list-style-type: none"> - The tourist component varies a lot because its objective is totally linked to the sporting performance

5.2.7 General Tendencies of Behavior of the Market

According to the research of **Eurobarometer, 2016** the most important incoming markets for Spain are United Kingdom, Netherlands, Germany, France, Sweden and Denmark. And the ones countries that chose Spain as the main tourism destination were the United Kingdom and Germany.

Making a comparison with the results of the INE in the **report of Statistics of Tourist Movements in Borders (FRONTUR) 2015**, indicates that the main incoming countries for Spain are the United Kingdom, France, Germany, Nordic Countries and Italy. However, the results of Eurobarometer coincide in most cases with the countries of origin of the tourists who visited Spain in 2015.

In the same way, the data of receiving foreign tourists in Catalonia was made according to the *research from Idescat 2015* in which it can be seen that the largest foreign tourists in Catalonia came from France, the United Kingdom, Belgium and the Netherlands, Germany and Italy. Taking into account all these studies we can sum up that the most important countries of origin in Spain are:

- the United Kingdom.
- Germany.
- France.
- the Netherlands.

Moreover, sports-related activities are the growing cluster (12-16%) for those who are choosing the destination (**The Report of European Commission “Flash Eurobarometer 432: Preferences of Europeans towards Tourism, 2016**). According to this survey sports activities and events were

mentioned as a principal issue in Austria (26%), Czech Republic (24%), Belgium (21%), Italy (3%), Turkey, Cyprus and Macedonia.

5.2.8 Incoming Feeding Market Profile in terms of Active Sports Tourism

- **Germany**

Source: “Mercats emissors de turisme 2016”, Agència Catalana de Turisme, 2016

Germany is one of the most important incoming markets in the world. Germans have the large tradition of tourism. Besides, they adore products of Catalunya, Costa Brava and Costa Daurada, due to the climate, what is the key element for them nowadays. Only during 2015 it considered that citizens from Germany had made up to 70,3 millions trips to Catalunya (**source: L’Institut de Viatges de Vacances**), with the average daily expenses of 101 EUR per person. In general in 2015 Catalunya received 1 400 000 german touristes, of whom 54% were women and 46% - men, with a higher level of education, mostly employees. The most representative age groups are from 40 to 54 y.o. and from 55 onwards.

The quality of the services is the crucial element of the package. 56% of the population prefer to stay in a good Hotel (more than 3*) or in good apartments (20 %).

The principal tourism product for germans are “sun and beach” with experiencing different activities. The interesting fact, that from 2006 to 2016 the preferences of germans had been changing and the reason to take vacation in terms of health and sport increased up to 39 %.

The way of booking the trip is through Tour Operators.

Normally 40,2 % of germans take the flight to visit Catalunya. There is a good connection between Frankfurt, Berlin, Dusseldorf, Munich and the airports in Girona and Reus (Ryanair) and with Barcelona as well (Lufthansa, Vueling, Air Berlin, Easyjet, Germanwings). However, 44,9 % of the population prefer to go to Spain by car.

In terms of length of stay, it is important to mention, that germans prefer short vacations: between 2 and 8 days - 36%, but 49 % take the vacations about 9-15 days. 11 % of the population like to spend from 16 to 22 days for the trip and only 4 % of Germans travel for more than 23 days (**source: RA 1984-2015 face to face**).

Also, it is considered that the growing reasons to go to Spain for vacation are: nature (28%), adventure (23%), active tourism (16%), health related vacation (5%).

- **Austria**

Source: "Mercats emissors de turisme 2016", Agència Catalana de Turisme, 2016

Austria is a country with the most stable economy, and it is considered as a strategically important market for Catalunya. However, during 2015 Catalunya had received 202.000 tourists.

More than 50% of the population prefer to travel independently, not to take the package through the tour operators or tourism agencies. Normally, Austrians make the reservations directly online through booking.com or HolidayCheck.

It is also important to mention, that the preferable destination for Austrian Market is Italy or Croatia, because of the fact, that these countries are located closer to Austria.

In terms of Catalunya, there is a good flight connection between Vienna and Barcelona: Austrian airlines, Vueling and Ryanair.

Moreover, this market is crucial to analyse due to the fact that one of the reasons to travel to Catalunya are Active Tourism (18,9%), Sun and Beach (19,8%), Relax (19,6%), Get away from the city (16,7%) and etc. (source: statistik.at).

In general Spain is an attractive destination for Austrian people, because it is consolidated with security, rich tradition of tourism and well-developed tourism services.

- **France**

Source: "Mercats emissors de turisme 2016", Agència Catalana de Turisme, 2016

France is the market with usual tourism presence in Spain (Costa Brava and Costa Daurada). The fact is that France is located in the border with Catalunya and because of the proximity more than 5

million tourists from France visit Catalunya every year. More than that, french people value this destination for its climate, good service and good prices.

Normally the tourists from France are with a higher education level and mostly employees. The most outstanding age groups are people between 25 and 39 y.o. and 55 y.o. (females 50 % and males 50% as well).

The principal motivation to travel is culture and gastronomy, however the reason for active tourism is growing nowadays (9,8 %). French people are using online channels to make the reservations by themselves and to pay as well:

- To buy the products online: Momondo, Kayak, SkyScanner, Hipmunk, Google Flights, Liligo, Jetcost, Easy Vols, Rogo, Rome2Rio.
- To check the destination: TripAdvisor, Zoover.
- To communicate in social networks: Facebook, Google+, Twitter.
- To book accommodation: Booking.com, Airbnb, AccorHotels, eDreams.

Accessibility: as it was already mentioned above France is situated very closed to Spain, so in most cases the trips are made by car (72, 1%), by plane (20,4%) and by train (7.5%) (source: IET i Tourism Economics). There is a very good connection between Airport El Prat de Barcelona and French cities with the variety of airlines: Transavia, Easyjet, Air France, Vueling and Rynair.

Normally french people do not travel for more than 2 weeks, but they prefer to take short vacations each 6 laboral weeks.

In terms of active sports tourism:

Among their motivations for trips focused on active tourism, frenchs prefer nature activities with 36%, followed by wellness activities 15%, and finally sports activities with 14%.

- **Switzerland**

Source: "Mercats emissors de turisme 2016", Agencia Catalana de Turisme, 2016

Switzerland is the growing incoming market, as well as the growing interest for Barcelona and Catalunya is growing in Switzerland. Tourists from this country normally go in terms of cultural tourism. However, now there is a growing tendency to take trip to Catalunya for hiking, biking or playing golf.

It was fixed, that during 2015 Catalunya had received 402.000 tourists from Switzerland (for example, Barcelona City received in total 157.047 tourists), primarily by plane (68%) and by car (44)%. There is a good connection between Barcelona, Zurich, Ginebra and Basilea. The preferable airlines are: Swiss Air (34%), EasyJet (32%), Iberia (14%), AirBerlin (10%), Vueling (7%), Tuifly (3%) (**source: elaboració de l'OET de Zuric a partir de les dades dels aeroports**).

63% of the population make the reservation online, themselves and through the travel agencies. The preferable seasons are: *Setmana Blanca* (1 week in February), *Setmana Santa* (march/april, 2 weeks), 2 weeks in october.

Normally this market prefer calm vacations with friends and family (67%), in order to escape the city (45%) or to spend time in the beach (35%) without touristic package.

- **United Kingdom**

Source: "Mercats emissors de turisme 2016", Agencia Catalana de Turisme, 2016

In 2014 United Kingdom was considered to be the second important incoming market for Catalunya with more than 1,7 millions received tourists. More than that, this market is very well-developed and matured.

Out of the respondents from the United Kingdom who arrived to Spain, 56% were women and 44% were men. The majority of them are employees with a medium level of education . In terms of the age, the groups that stand out are from 40 to 54 y.o. and from 55 y.o. and up.

On the one hand, the major reasons for british people to go to Spain are Sun and Beach (50%), Cultural (22%) and Rural Tourism (23%), but on another hand, they like to do campings (11%) and Active Tourism (8%) (**source: GMI/Mintel**).

Normally British organized their trip online through Tour Operators (65%) or through travel agencies (source: Flash Eurobarometer).

There is a good flight connection between Barcelona and British cities as Manchester, Belfast, Birmingham, Liverpool, Leeds and Newcastle. Besides, they can travel to Girona Airport from Glasgow, Manchester and Newcastle. The preferable airlines: British Airways, Easyjet, Flybe, Jet2, Monarch, Norwegian, Ryanair, Thomas Cook, TUI and Vueling.

In most of the cases British travel with the couple or family (87%), but also they do business trips (10,1 %) and family and friends visits (1,5%).

In terms of active sports tourism:

We found out that 15% of the respondents traveled as a main reason in terms of taking nature activities, followed by the practice of sports activities with 6% and wellness and health activities by 5%.

- **Belgium**

Source: "Mercats emissors de turisme 2016", Agència Catalana de Turisme, 2016

It is considered that Catalunya is one of the preferable destinations by Belgic market. In 2015 Catalunya had received 488. 500 tourists from Belgium. It is important to mention that the number of received tourists has been increased gradually: in 2009 it was fixed only 440 000 tourists.

As a result of the responded people from Belgium who traveled to Spain for vacations, it was obtained that 57% were women and 43% - men, of whom 54% indicated having higher education and 30% were employed. Regardless to the age: the groups that stand out are from 40 to 54 y. o. and from 55 y.o. and up.

In terms of motivation to travel, for Belgium tourists the following issues are quite important: *landscapes, climate, cities and towns to visit, familiarity with home destination, accessibility.*

Normally belgic people book services separately and directly through the provider: *booking.com, hotels.com, actievandedag.be, groupon.be, travelbird.be* (source: **WES, comportement touristique**)

dels belges en 2014). However, tour operators are involved into the process of distributing of touristic packages (25% of the presence).

Used type of transport:

- By car (53%)
- By plane (37%)
- By train (4,5%)
- By bus (4,5%)

There is a very good connection between Belgium and airports in Barcelona, Girona and Reus: SN Airlines, Vueling, Ryanair, Jetairfly, Thomas Cook.

Preferences for vacations: getaway from the city, culture, sport, sun and beach, hiking, biking, mountains.

In terms of active sports tourism:

In terms of motivations related to the active tourism the data presents that 18% traveled for activities in nature, 8% for sports activities and 4% for welfare and health activities.

Type of the trip:

- Summer Vacation (July and August). Vacations with large duration (up to 2 weeks).
- Vacations of All Saints (1 week in November).
- Christmas Vacations (2 weeks).
- Carnaval Vacations (1 week in February).
- Easter Vacations (2 weeks in March and April).

● China

China is one of the continuously growing economy. In spite of the fact, that this market is located far away from Catalunya, chinese people are showing the great interests in a variety of products offered by Costa Brava or Costa Daurada.

In 2015 23 millions citizens of Taiwan, 7,5 millions of Hong Kong and 500.000 of Macau have visited Europe, and more than 280 000 chinese people traveled to Catalunya.

The major reason to travel is cultural and gastronomy tourism, the second one is shopping, but the third one is visiting or taking part in international sports events. It was fixed that Chinese people was doing training football camp in Camp Nou or, for instance, Girona had received the first chinese group to experience hiking in Girona Province.

45 % of the population prefer to obtain tourist package through the tour operator or travel agency, but 35 % prefer to organize the trip online by themselves.

There are direct flights from China to Barcelona and Madrid through: Air China, and the flights with changes through Qatar Airways.

The preferable time: january or february, july, august, october.

It is also important to mention that nowadays Chinese Tour Operators develop the network of luxury trips for people with high income. These tour operators cooperate with 4* and 5* hotels, although, normally chinese residents prefer to stay in 3* accommodation.

5.2.9 SWOT Analysis

Strengths	Weaknesses
<ul style="list-style-type: none">● Good geographical location.● Natural resources and environment.● The growing economy of the region.● Support of the government.● Developed infrastructure.● Quality sports facilities.● Strong network of partners.● Unusual activities, differentiation and variety.	<ul style="list-style-type: none">● Seasonality: the peak of activities starts in the end of May. There is no so much tourism flow in a low season.● Narrow direction of the company development.● The specified target market - qualified sportsmen and sports clubs.● Sustainability.● Lack of new investments.

<ul style="list-style-type: none"> ● Not many competitors in Pla de l'Estany region the region. ● The main focus on the concept of Sports and Active Tourism. ● The knowledge of the target market. ● Usage of the resources of the collaborative destinations. 	<ul style="list-style-type: none"> ● The roles of the personnel are not clearly defined.
<p>Opportunities</p> <ul style="list-style-type: none"> ● Extension of services. ● Implementation more the nature-based tourism concept. ● Expansion of “win to win” partnerships. ● Expansion of incoming markets. 	<p>Threats</p> <ul style="list-style-type: none"> ● Some of the activities depend on the weather conditions. ● Current economic and political situation in Spain. ● The need to continually renew and innovate the product. ● Competition. ● Visa and immigration policy. ● Safety and Security.

5.2.10 Benchmarking

In order to fulfill the objective and subobjectives of the Master Thesis and improve the performance of Agenda Gestió Esportiva, the best practises from other companies and destinations were analysed, presented in the current business study.

- **Identifying Destination**

Four main sports tourism destinations were identified after the benchmarking analysis had been done.

- **Italy**

Italy is one of the destinations which are reach for sports facilities offer, especially in terms of water sports practices.

→ *Lake Varese*, region of Lombardy, Varese province.

Varese Province in the northern Italian region of Lombardy has long been associated with rowing because of its excellent facilities. The province is better known for its seven lakes and thirteen rowing clubs which have produced many world class oarsmen over the years.

Varese Lake covers 14.5 km², Canottieri Gavirate has a 2,000 metres buoyed course that runs from their boathouse along the eastern shore of the lake.

Accessibility: Nearest airport is Malpensa International, 30km away from Varese.

In this region the *Canottieri Gavirate Travel Agency* is acting in terms of organizing Rowing Camps and sport event “International Para Rowing Regatta”. This sport event has the aim to be performed for sportsmen, who are not practicing sport anymore. However, in terms of sports tourism, the agency is organizing the sports event for ex sportsmen and people with disabilities. Additional information about prices can be identified after the direct contact with the company.

Canottieri Gavirate work alongside The Australian Institute of Sport whose premises are adjacent to the rowing centre. Full board accommodation is offered. Apart from Rowing, the Agency and the Sport Centre are not offering another kind of activities included into the tourism package.

→ *Lake Pusiano*, region of Lombardy.

The lake is 2,700 metres long and has good shelter from the wind. There is a permanent 2,000 metre, 8 lanes buoyed course on the lake.

The region offers the following sports facilities:

- Running

The area is famous for its SkyRunning which is defined by the governing body as “running in the mountains above 2,000m altitude where the climbing difficulty does not exceed II° grade and the incline is over 30%”.

- Road Cycling

This region of Italy is very well known to Elite level cyclists who come here to train as individuals or with their International teams, racing teams and clubs.

The terrain offers great variety in your cycling opportunities; from the fast, flat routes to the mountain passes.

- Mountain Biking

Because of the mountain ranges here, MTB is very popular. There are over 80km of trails within the Como triangle of Como, Lecco and Bellagio which is on the southern end of Lake Como. The Valassina Mountains are just 15km away from Lecco and the Parco delle Orobie Bergamasche a little bit further on.

Accessibility:

- About a 50 minute drive from Milan airport.
- Malpensa International, approximately 50 km

Center Rowing Lake Pusiano is one of the most popular entities responsible for organizing sports training camps in the region. The primary objective of this Center is rowing and canoeing, however, they offer some other sports activities mentioned above.

Entity is offering tourism packages as well with accommodation (B&B, half-board or full-board) and meal services. For teams of more than 16, alternative accommodation is available away from the club and this can be arranged with the help of the club's training camp organisers to suit most budgets.

The language of the webpage is Italian. Nevertheless, it is mentioned that the Center Rowing Lake Pusiano is organizing international sports events, but there is no proper information for the person who does not know Italian. Besides, it is possible to find some extra details in English, but in additional webpages.

→ *Lake Maggiore*, Italian regions of Piedmont and Lombardy.

This destination is quite commercialized. It is complicated to find a company who is in charge only of active or sports tourism. There are some huge tour operators (http://www.illagomaggiore.com/en_US/26445.Poi.html) and travel agencies (Verbano Events), which can offer the packs included boat rental or rafting or canoeing with the local guide and coach, but there is no special sites responsible for rowing or canoeing or other type of training camps.

Lake Maggiore is 64.37 km (40 mi) long, and 3 to 5 km (2 to 3 mi) wide, except at the bay opening westward between Pallanza and Stresa, where it is 10 km (6 mi) wide. It is the longest Italian lake

The beautiful countryside around Lake Maggiore offers peerless convention facilities. With its natural and artistic beauties boasts a long tradition in the meeting and convention hosting sector with many excellent venues and services for practicing water sports, and unrivalled hospitality facilities. Quality, hospitality and the varied and beautiful scenery make it one of the preferred destinations for visitors from all around the world.

Accessibility: Milan Malpensa International, approximately 50 km.

→ *Lake Iseo*, North Italy, region of Lambordy, Lovere

Lovere is a fashionable Italian town, listed among the “Borghi più belli d’Italia” – “Italy’s most beautiful boroughs”. It attracts people looking to enjoy the benefits of the Lake’s water and immerse themselves in the local medieval history. Lovere is the most important town of the Sebino area, attracting Elite level volleyball clubs for their pre-season camps, swimming clubs, triathlon teams, rowing clubs and cyclists.

The rowing lake is 40km long, and there are many restaurants and bars within 200m of the boathouse.

Canoeing and kayaking make you discover Lake Iseo from a completely different perspective. Reeds and small ports are at your fingertips. On the lake there are schools and associations that organize courses and excursions, or rentals for those who prefer to paddle independently.

Accessibility:

- Milan Orio al Serio (BGY) 40km
- Milan Malpensa airport (MXP) 130km

Here the agency *ATLS Iseo*, which is organizing swimming activities for tourists: kayak, canoeing, windsurf, outdoor swimming, etc. In terms of competition, it is necessary to underline kayak courses, a bit similar to training camps, however it does not look like activity for professionals.

The Kayak Course consists of three lessons divided into theoretical lessons and practical exercises in which the basic foundations of propulsion, paddle technique, entry and exit from kayak and the main safety concepts will be explained.

This course is organized with the help of Touristic Italian Canoe Organization.

Besides, the company organizes the Amateur Canoe Tournament for tourists. The coming edition is 1-2 September 2018. It is a small competition included race of 11 km in the lower part of the lake and 17 in the higher part, accommodation, meal and closing pasta ceremony.

- Registration fee for two days, including evening meal coupon of 01/09 and pasta party on 02/09, discounted camping, gadget of the event: € 30.
- Registration fee for one day, including meal of the day and gadget parcel: € 25.
- Restaurant meal voucher: € 15 spit, € 10 pasta party
- Canoe rent fee (by reservation): € 5 per day per capita.

Web page is presented only in italian.

- Montenegro

➔ *Lake Skadar*, Balkan Peninsula

Lake Skadar is a peaceful 370 sq km wilderness ringed by mountains (it is also considered as a natural park), where travellers are unlikely to meet anyone but the odd fisherman in a wooden boat. The lake is perfect suitable for canoeing and camping adventure with magical moments of paddling among waterlilies.

Accessibility:

- Podgorica Airport, Montenegro, 23 km of estimated distance

- Tivat Airport, Montenegro, 70 km of estimated distance
- Dubrovnik Airport, Croatia, 120 km of estimated distance
- Tirana airport, Albania, 148 km of estimated distance

➔ **Tourist Agency Outdoor and More**

Tourist Agency Outdoor & More is established in November 2012 in order to promote offer of the **National Park Lake Skadar**, Virpazar and Montenegro in general.

Primarily is dedicated to the needs of our visitors, enabling better active holidays, learning about our culture, tradition, lifestyle, national cuisine, and other natural resources. The name "Outdoor & More" points to the essence of our business.

Offered activities:

- Lake Skadar boat trips.
- Lake Skadar kayaking - rent-a-kayak.
- Birdwatching tours.
- Rent-a-bike.
- Providing private accommodation in Virpazar.

Individual and Group Tours:

- Route: Virpazar - Vranjina bridge - Lesendro - between small islands, duration: 2H, Price: 10€/person (group tour) | 25 €/1h per boat (individual tour up to five persons)
- Route: Virpazar - Lesendro - Monastery Kom, Duration: 3h, Price: 15€/person (group tour) | 25 €/1h per boat (individual tour up to five persons)
- Route: Virpazar - Grmozur island - Murici village, Duration: 5h, Price: 25 €/1h up to five persons (for more persons on request)

Kayak Activities :

- Single kayaks 5.00 € / h, or 20.00 € / day
- Double kayaks 7.00 € / h, or 30.00 € / day

Languages of the web pages: english, russian, italian, montenegrin.

→ Boat "Milica"

Boat "Milica", was constructed in the workshop of an old master Janko Brnovic 2011th in Podgorica. It was modeled on a traditional fishing boat. Boat "Milica" belongs to the family of Dabanovic from Virpazar.

Mainly this Agency is focused on Boat Cruises and fishing activities, due to the fact, that the agency represents the family business. That is why, the focus of the stated company is the Family and Nature-Based Tourism.

However, there is the presence of sports activities - only kayaking.

- Single kayak: 5 Eur per hour , 20 Eur for whole day (more then 3 hours)
- Double kayak: 10 Eur per hour, 30 Eur for whole day (more then 3 hours).

6. Outcomes and Recommendations

Taking into the consideration the data from all the analysis, both external and internal, carried out throughout this Master Thesis, recommendations have been created in order to **Agenda Gestió Esportiva** has the possibility to adopt new strategies with the aim to increase the Market Capacity, Selling Proposition and Financial Stability.

To classify the different recommendations, the **Ansoff Matrix** has been used, which provides a clear understanding of the risks of each strategy recommendation.

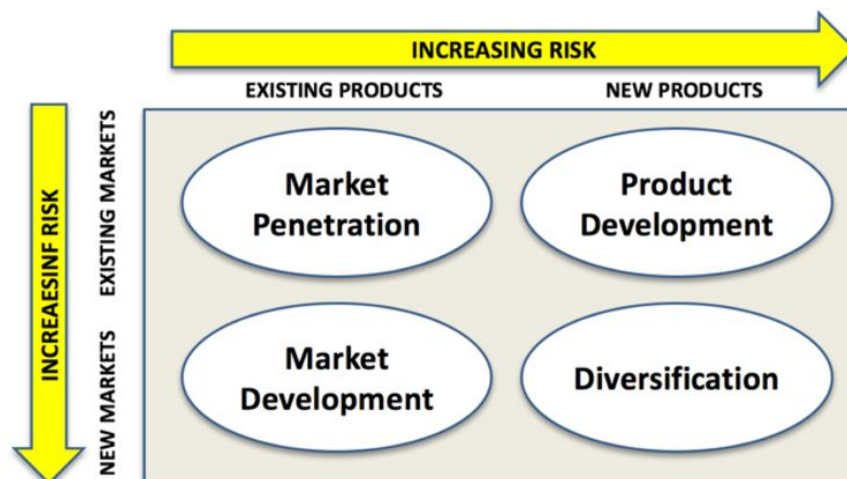


Chart 2. Ansoff Matrix Model

Market Penetration

- To penetrate the markets that are not currently using services of the company but they are visiting the region, such as United Kingdom, Switzerland and Austria.
- To expand the Transpyr tours brand. Develop a marketing strategy to increase sales and target a broader market, creating new tours that adapt better to the customer needs, in a more recreational way and amateur level. Netherlands, Belgium or Germany would be target markets, as cycling in this countries is very popular. Moreover, Girona is a very important

cycling city as many professionals live there during the year, which can be used as a powerful marketing attraction.

- To reorganise structure the company in terms to fit with the needs of these recommendations or to hire a qualified person, who can be in charge of the promotion and marketing, developing the communication strategy.

Diversification

- To create a new product branch more focused on the Nature Based Tourism with the elements of Cultural Tourism. This strategy is based on the competitors analysis (Case of the Lake Skadar Montenegro) and usage of the strong point of the Banyoles Region as the biodiversity and nature resources.
- It can be also efficient due to the promotion of recreational activities, which can include one day hiking in la Garrotxa Volcanic Zone or 2 hours of boating in the Lake of Banyoles with birdwatching or with the historical explanation about the city and surroundings. Collaboration with Espai Natura de Banyoles and Club Natació de Banyoles, escalating costs and infrastructure costs.
- To implement products such as activities for disabled people or seniors.
- To maintain cash flow and to reduce seasonality: creating a new brand product as skiing in Pyrenees due to accessibility. This activity can also help to attract more tourists from the markets with the stable economy as Austria. Agenda Gestió Esportiva main business is focused on sporting activities in summer. Increasing efforts in securing winter sports packages would increase the profitability of the stated company, the presence as a brand in the region and, moreover, diversify their product areas while staying within their product focus.

Product Development

- To develop and offer one day activities related to sports and nature instead of full packages. This would increase the likelihood of hiring these activities due to its reduced cost for tourists. Obviously, these activities could also be included in packages. For instance, Padel lessons for hotel guests in Triops gym.

- To creating the new collaborative products in order to promote healthy lifestyle. These products can be useful for the developing section of the company **Fit & Fun**. It can include open air one day activities at the beach of Banyoles Lake for local people and for the Hotel's guests, what will lead to create synergies between Agenda Gestió Esportiva and Accommodation Services, and, at the same time, using the support of the government and gym triops (the company asset) in order to reduce the price. For example, it can be padel amateur tournament, volleyball tournament or yoga sessions, padel lessons for hotel guests in Triops gym***.
- This would also be beneficial as a marketing channel for Agenda Gestió Esportiva, enhancing their brand in Banyoles and helping local people and tourist to engage in the new sport activities and promoting a healthy lifestyle.

Market development

- To organize more sports event in Girona or Barcelona due to the worldwide recognition: Olympic Games in Barcelona and Cycling facilities in Girona, and the tourist flow. Agenda Gestió Esportiva has a strong focus on bringing professional sportsmen/women and professional clubs. However, the sport facilities located in Banyoles are not prepared for elite sport professionals. Increasing the geographic location of collaborative facilities would maximise the possibility of securing and organising training camps for professionals, as Girona and Barcelona have higher top-performing sport facilities.
- Establish the needed resources to create the mentioned network.

7. Conclusions

Agenda Gestió Esportiva is recognized as a leading receiving travel agency acting in the sector of **Sports Tourism** and **Activity Based Tourism** with the great natural and environmental resources. Besides, it has the potential to develop more the territory of Pla de l'Estany region and Banyoles Lake as an effective **sustainable sports tourism destination**.

The stated agency is able to establish **the diverse cooperation** between internal and external stakeholders in order to increase the touristic and economic flows in the region, what will lead to **boost development of the infrastructure and sports facilities** and become more attractive destination both for visitors and residents of Banyoles Region.

Internal and **External Analysis** of the current situation of Agenda Sports & Elements and the Sector of Activity as well, **SWOT Analysis** and **Benchmarking** pointed out the possibility to offer the new recommendations and strategies in order to improve the Market Capacity of the company.

The various strategy recommendations previously outlined were classified through the **Ansoff Matrix**, which takes into account existing and new markets and products. This classification is directly related to the risk of the strategy, as venturing into new markets and products is riskier than working with existing ones.

The two problems Agenda Gestió Esportiva is facing now is the Financial Instability and the Employee Disorganisation, lacking clear task allocation and employees specialised in marketing. According to the current constraints, the recommended strategies are within Market Penetration, as these are the ones which entails less risk for the company.

Personal experience and elaboration into the company gives the possibility to think, that new synergies and product diversification, as well as creating a new product brunch (skiing in Pyrenees as an option or one day leisure and sports activities), could be the opportunity for Agenda Gestió Esportiva to improve its Market Capacity and Selling Proposition.

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