The Role and Power of Stakeholders in Branding
Post-Mature Destinations:
A Case Study of Calella

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Declaration

I declare that this piece of work has not been accepted in substance for any degree and is not being concurrently submitted in candidature for any degree. I further declare that this thesis is the result of my own investigations, except where otherwise stated. A bibliography is appended. Finally, I hereby give consent for my thesis, if accepted, to be available for photocopying and for inter-library loan, and for the title and summary to be made available to outside organizations.

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Abstract

The main aim of this thesis is to explore the relevance of destination branding strategies for destinations in decline and to identify the role of stakeholders in those strategies through a case study of Calella in the Costa de Barcelona-Maresme, Spain. Five research objectives, encompassing a critique of relevant literature, conceptual discussion and empirical research, assist in accomplishing the overall aim. Key concepts that underpin the study are: the role and power of stakeholders and stakeholder management in destination management; the TALC; destination regeneration strategies; destination branding. The study adopts a case study approach, employing four main types of complementary sources: semi-structured interviews, structured interviews, archives and personal observations.

The findings provide empirical evidence highlighting that a positive place image is a necessity for an effective destination brand and that stakeholder involvement is paramount for the successful development of destination branding strategies. In the case study destination of Calella it emerges that there is a mismatch between the expectations of stakeholders in the private and public sectors, where the former seem uninterested in adopting a holistic approach and prioritise their own personal business goals - even if these are contrary to the interests of the wider resort community. In addition, there is little community involvement or representation in local decision-making and strategy development.
These findings have practical implications for the tourism industry, specifically for post-mature seaside resorts and especially for Calella itself. Recommendations include: enhancing the effective involvement of stakeholders in destination management decisions to increase ‘buy-in’, ‘ownership’ and ‘self-identification’ with marketing and branding strategies.
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CHAPTER ONE: INTRODUCTION

1.1. Chapter Introduction

This introductory chapter outlines the main dimensions of the study, provides the rationale for the choice of Calella in Spain as the case study destination and briefly reviews the development of the resort from its origins as a fishing village into one of the first mass tourist destinations in Europe. The introduction also sets out the research question and the aim and objectives, locates the researcher within the thesis and describes the personal link between her, the topic and geographical area of study. Finally, the case study methodology is introduced and the thesis structure is outlined. The chapter concludes with a thesis overview, which includes a brief synopsis of its seven chapters.

1.2. Study Background

Spain is one of the world’s leading tourism destinations and the area of Costa del Maresme and Costa Brava has been one of its most popular regions, featuring in
British and other European travel operator brochures for over half a century. Calella is one of the prime tourist destinations in the Costa del Maresme (recently renamed the Costa de Barcelona-Maresme). However, in summer 2001, one of the UK’s main tour operators, First Choice, decided to cease operating in the area, a move followed by other significant tour operators such as TUI and Thomas Cook. The reason the tour operators cited for this change of strategy was that the area was seen to be suffering from tourist fatigue. Indeed it has been heavily dependent
on the mass sand-and-sea tourism market for five decades and, as a result the
Catalan government has indicated a need for significant improvement in both the
destination product and its marketing in order to encourage the tour operators to
return (www.infotrac.com). This situation has also been widely recognized in the
tourism academic literature and Priestley and Mundet (1998) have referred to the
Costa Brava as a destination in stagnation, whilst Butler described it in these
terms as early as 1980. Thus, Calella, adjacent to and sharing similar
characteristics to the Costa Brava could be said to have already been a post-
mature resort in stagnation over 30 years ago (Gale, 2001).

It has been suggested that destination branding strategies, linked to regeneration
and investment hold the key for such places in severe decline (Morgan, Pritchard
and Pride, 2002, 2011a, 2011b; Bennet and Savani, 2003). Thus, this study will
assess the relevance and effectiveness of destination branding strategies in
revitalising the case study destination of Calella and make recommendations
which can be transferred to similar destinations in decline. However, one of the
central challenges facing destination managers is to ensure that all stakeholders
with a legitimate claim to participate are included in the development of a
branding strategy (Dinnie, 2011). The study therefore, focuses on the extent to
which the relevant stakeholders have been effectively included in the attempts to
revitalise the case study resort.

Ind (2001) recognizes the difficulty of branding at a corporate level, as more
stakeholders need to be taken into account. However, it is especially difficult to
brand a destination because the image of that destination is influenced by a range
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of stakeholders, including internal stakeholders, the host community, and current and potential tourists - all of whom also have a particular image of the destination (e.g. Lane, 2005; Murphy and Murphy, 2004). Indeed, this is emphasised by Avraham and Ketter (2008), who use the term ‘social-public marketing’ to describe the marketing of such places and who argue that for this kind of marketing to be effective:

> local decision-makers must act democratically, not in an elitist or patronising way; they have to cooperate in the process with the place’s residents and other local players; the marketing plan should not be imposed on the market as a top-down decision but evolve bottom-up; and it should be based on the benefit to the general public rather than to the decision makers or their narrow interests

(2008 p, 7).

At the same time, whilst Calella is a tourist resort with all the complexity of stakeholder groups typical of such a place, it is also a city with a wide range of interests where the tourism sector has grown organically within the urban area. This has created a very complex network and mesh of stakeholders’ interests, a characteristic not shared by neighbouring and competing destinations, such as Santa Susana. It therefore makes an interesting case study within the Costa de Barcelona-Maresme region.
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1.3. A Personal Journey

Calella is an ideal destination to study for any tourism academic as it has clearly gone through several stages of development and today is urgently in need of regeneration. It was one of the first mass tourist destinations and still relies on tourism as the major driver of its economy (see Walton, 2011; Ten, 2004). Whilst this does not in itself make it unique, I also have a personal interest in this destination as it is close to my home and the place where I spent many happy summers. Thus, my personal attachment to the area provided a catalyst for my study. Initially, my centre of attention was on destination branding but it soon became apparent that this focus required expanding to encompass investigation of the role of stakeholder dynamics and the power relations that surround the tourism development and rejuvenation of Calella if the study was to provide greater understanding of the key issues. Beyond my personal interest, of course, Calella is an ideal case study of a post-mature and declining destination pursuing rejuvenation strategies. It therefore has the potential to provide considerable insight into the validity of the destination life cycle model in the context of destination re-branding (Butler, 1980; 2006, Murphy 2008).

1.4. The Calella Context

Calella has a total population of just over 18,500 and is located on the coast between the towns of Sant Pol de Mar and Pineda, about 50 kilometres north from Barcelona and 50 kilometres southwest of Girona. It is in the coastal region north of Barcelona known as Costa de Barcelona-Maresme and adjacent to the well-
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known tourist destination of the Costa Brava. One of the main characteristics of
Calella are the long and beautiful beaches of Platja Gran, Platja de Garbí y and Platja de les Roques that are enjoyed both by locals and tourists (www.emaresme.com/maresme/calella). These extensive beaches of attractive golden sand, which have consistently been awarded the European Blue Flag in recognition of their high standards of facilities and cleanliness over the last decade, have played a central part in the development of this significant tourist resort (www.calella.cat).

Before the area developed as a tourist resort, the main economic activities were agriculture and fishing, in common with many other Spanish coastal resorts that relied on the favourable weather to grow vegetables and crops and their proximity to the sea to sustain a vibrant fishing industry (Ten, 2004; Tortella, 2000). Today, however, the coastal area which includes Calella relies largely on the service sector. Indeed, at the beginning of the twenty-first century almost 70% of the local economy was dependent on the service sector, the majority of this being tourism since, as described above, the area was a pioneer in the package holiday market some half a century ago (Walton, 2011).

1.4.1. The Development of Calella as a Tourist Resort

Calella is a town with more than 650 years of documented history and is recognized for its Catalan heritage and culture, as well as its language. The earliest records indicate that Calella was settled by the Romans in the first century AD, although the following centuries saw a very long period of stagnation due to wars and plagues until the town began a period of sustained growth in the mid-
eighteenth century. At this time the traditional activities of agriculture and fishing were augmented by shipbuilding and textile industries and, thanks to the new trade routes with the American colonies and the growth of the fishing industry, the region benefited enormously (Phillips and Phillips, 2010).

The town suffered in the first decades of the nineteenth century as a result of the war in France and the subsequent revolts but continued to grow steadily, with the opening of the first steam factories in the mid-1880s compensating for the reduction in sea trade following the loss of the New World colonies. Indeed, there followed a prosperous period for Calella in the early twentieth century, only ended by the Spanish Civil War in the 1930s (see Graham, 2005; Tortella, 2000; Ten, 2004). This was followed by a further period of economic stagnation and population decline until the 1960s, when the area began to become known as a tourist resort.

There was a period of spectacular economic and population growth during the 1960s and 1970s. In these decades the town’s development as a resort and the subsequent in-migration into the region radically transformed the traditional image of the town, which saw a rapid increase in the density of hotels and holiday apartments. This growth also boosted the development of neighbouring towns and contributed to the appearance of new neighbourhoods, such as Poblenou of Pineda, next to Calella (Ten, 2004).

Today, Calella, the tourist capital of the Maresme coast, is well-known as a cosmopolitan and lively town, enjoying a typical Mediterranean climate. In close
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proximity to both Barcelona and Girona with excellent road and rail connections, it is an idea holiday destination and offers the possibilities of a varied excursion and leisure activity programme. The town comprises a large commercial area with pedestrian streets and multiple shops. It offers 14,000 bed spaces for tourists across a range of different accommodation types, including apartments, hotels, and campsites and accommodates annually over a quarter of a million tourists from all over Europe, mostly from the United Kingdom (UK) and Germany (The Memoria Patronat Municipal de Turisme de Calella, 2007).

1.5. The Thesis Aim and Objectives

The main aim of this thesis is to explore the relevance of destination branding strategies for destinations in decline and to identify the role of stakeholders in those strategies through a case study of Calella in the Costa de Barcelona-Maresme, Spain. Yin (1989 p. 23) suggests that the case study method:

...investigates a contemporary phenomenon within its real-life context, addresses a situation in which the boundaries between phenomenon and context are not clearly evident, and uses multiple sources of evidence.

This makes it an appropriate methodology for this study as destination branding is driven by people who have expectations, emotions and feelings and the situation is in constant change in response to new opinions and policy goals, governmental changes, shifting tourist images of Calella and new initiatives to develop new
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products in the sector (Flyvberg, 2006).
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The case study approach (e.g. Yin, 1989; 2003, 2012; Flyvberg, 2006) typically analyses six types of complementary sources: i) documents; ii) archives; iii) semi-structured interviews; iv) observation; v) structured interviews; vi) focus groups. This study analyses four of these: semi-structured interviews, structured interviews, archives and personal observations. To achieve the study aim, the following five specific objectives are operationalised:

(i) **Objective One.** To critically review the relevance of the concept of destination branding to post-mature destinations;

(ii) **Objective Two.** To analyse the evolution of Calella into a post-mature resort and to map its development against the TALC;

(iii) **Objective Three.** To identify the key tourism stakeholders in Calella and to analyse their multifaceted roles in a post-mature resort;

(iv) **Objective Four.** To critically analyse the influence of the key stakeholders in devising strategies to revitalise Calella as a destination;

(v) **Objective Five.** To provide recommendations to assist post-mature tourist destinations such as Calella to harness stakeholder power in order to improve their reputations in a competitive environment and to provide recommendations for destination branding strategies.
1.6. **Thesis Structure**

Figure 1.1 illustrates the structure of the thesis and demonstrates how each of the five objectives is operationalised over its seven chapters. Chapter One has provided the study introduction, outlined the background and rationale for the study, the research question and thesis objectives, in addition to contextualizing the researcher in the enquiry and providing an overview of the thesis.

Chapter Two reviews the key literature of relevance to the study and outlines the central concepts which inform the thesis. It provides a critical review of the three main areas of literature relevant to this study, namely: (i) destination image; (ii) destination branding; (iii) stakeholder theory. The chapter tackles issues of definition (especially of destination branding) and the divergence between academe and practice in the emerging field of place branding.
Chapter Three describes the epistemological and theoretical perspectives which underpin the thesis and provides a justification for the choice of research design and methodology, particularly the use of case study as an approach. It provides details of the different data collection methods employed to achieve the thesis aim, namely: semi-structured interviews, structured interviews, archives and
personal observations. It concludes with a discussion of ethical considerations and generalisability.

Chapter Four addresses objective two by describing the case study resort of Calella’s evolution as a tourist resort and analysing its current position as a post-mature destination, applying the TALC model to the destination. Chapter Five presents the findings of the fieldwork phase which consisted of the semi-structured interviews with the key tourism stakeholders in Calella. It discusses them in relation to the literature on stakeholder involvement reviewed in Chapter Two and thus analyses the importance of stakeholder ‘management’ in the case study destination.

Chapter Six focuses on the findings from the phases of field work based on three more of Yin’s (1989, 2003) sources of information, namely archives, observations and structured interviews with a panel of destination branding experts recruited as part of the primary research. Chapter Seven concludes the study by providing a final overview of the thesis. It reviews each of the five objectives and the extent to which the aim and objectives of the thesis have been achieved. It then summarises the key findings and contributions and makes recommendations to assist post-mature tourist destinations such as Calella harness stakeholder power in order to improve their reputations in a competitive environment. The chapter concludes with a discussion of the limitations of the study, opportunities for future research and my personal reflections.
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1.7. Chapter Summary

This introduction has considered the rationale for the research and explored the significance of the study. It has also briefly described the case study destination of Calella in Catalonia in order to contextualize the research, outlined and discussed the research question and presented the research aim and objectives. Finally, it has very briefly introduced the study methodology and concluded with a chapter by chapter overview of the thesis.

CHAPTER TWO: DESTINATION BRANDING & STAKEHOLDERS

2.1. Chapter Introduction

This chapter reviews the key literature of relevance to the study and outlines the central concepts which inform the thesis. It provides a critical review of the four main areas of literature relevant to this study, namely: destination image (section 2.2); destination branding (section 2.3); place branding (section 2.4); stakeholder theory (section 2.5). The chapter also tackles issues of definition (especially of destination branding in section 2.3.1.) and the divergence between academe and practice.

As will be discussed below, destinations are widely regarded as hugely complex phenomena to manage and the very term ‘destination’ has proved challenging for
scholars and practitioners as it allows for many interpretations and is a slippery and mutable concept (see Saarinen, 2004; Howie, 2003). Buhalis (2000) refers to a destination as a geopolitical area with a variety of resources and components; similarly, Valls (2004) focuses on destinations as geographic areas with resources of interest for the visitors. Morgan, Pritchard and Pride (2011b, p. 4) identify this confusion in the definition of a destination and summarise it by saying that ‘some treat a destination as a set of attributes and others treat it as a set of cultural and symbolic meanings and contested realities.’
2.2. Destination Image

2.2.1. Motivation & Appeal

In today’s fiercely competitive tourism environment, a destination must surpass its rivals in maintaining every dimension of sustainability (environmental, economic, social, cultural and political) if it is to successfully develop and maintain its marketplace competitiveness. Satisfying and even exceeding visitor expectations by providing high quality products and services – in our so-called expectation economy – is vital to the long-term profitability of local tourism businesses, which are the fundamental elements of any destination visitor economy. In this, of course, the external image of a destination plays a vital role.

Destination image is a hugely complex and well traversed sub-field of tourism management. Buhalıs (2000, p. 98) suggests that a ‘destination can be regarded as a combination (or even brand) of all products, services and ultimately experiences provided locally.’ Considering destinations are also experiences, the marketing involved in creating and sustaining a tourist destination is of major importance (Morgan, Pritchard and Pride, 2011a). However, as Morgan and Pritchard (1999) point out, there is a research gap in destination branding in terms of how its principles are translated into practical marketing activity and, further, in how to conceptualize the empirical analysis of the application of branding to tourism products. A well-recognized conceptual framework that facilitates empirical research is still hard to identify (Lee et al 2005, p.816).

People travel as they are motivated to do so, what drives them to make a choice and decide upon a destination is of importance to tourism research and businesses.
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George (2003) indicates that many factors can affect this decision. Kozak (1998) and Kozac and Rimmington (2000 and 2002) establish a relationship between choice of destination and psychographic profiles of tourists. As travellers sacrifice and commit time and money for an enjoyable experience, these buyers are becoming more inquisitive and research more into the destinations they are considering visiting (Coathup, 1999). Social media and Web 2.0 have radically changed the marketing environment for destinations and these new digital platforms present serious challenges for DMOs (Bruce, Bondy, Street and Wilson, 2009; Munro and Richards, 2011; Sigala, Christou and Gretzel, 2012). Whilst the impact and implications of social media are beyond the scope of the present study, it is important to acknowledge that, as tourists acquire knowledge prior to travelling, this knowledge has to match the experience of the destination, fulfilling what Baker (2007, p. 184) refers to as each ‘promise point’ of the destination brand.

Kozak (1998) indicates that attractions, facilities and services, infrastructure, hospitality and cost are the main elements that make a destination attractive. Buhalıs (2000) introduces the six ‘A’s (attractions, access, amenities, available packages, activities, ancillary services) and outlines the importance of monitoring satisfaction levels between hosts and tourists as opposed to tourist arrivals (growth) in order to survive as a tourist destination. This point can also be linked with the tourist product portfolio, but it is difficult to apply without generous budgets and a consensus among stakeholders which itself can be very challenging to secure due to the fragmented structure of the tourism sector in destinations of this type.
Ritchie and Crouch (2005) develop Buhalis’ (2000) Six ‘A’s and indicate that the core resources and attractions are those that determine the destination appeal and provide the foundations for a memorable experience. They identify seven types:

- The physiography of the destination (landscape, scenery and climate);
- The culture and history of the destination (including its handicrafts, language, traditions, gastronomy, art and music etc.);
- The range of activities available;
- The events offered;
- The superstructure;
- The types of entertainment;
- The strength of market ties.

Some of the resources mentioned above, in particular the market ties, are related to human experience, whereas Buhalis’ (2000) list only refers to physical resources, which can be assessed in the same way independently of personal preferences.

2.2.2. Components of Image

Successful branding strategies need the use of appropriate images that will entice potential tourists to visit the destination. Crompton (1979) defined destination image as a sum of beliefs, ideas and impressions that a tourist holds of a destination. Gunn (1972) differentiates between organic and induced images. The organic images are created through a lifetime of social interaction and induced
images are those used by those involved in tourism businesses. The main
difference is that the organic image is created by default, whereas the induced is
manipulated by other parties. Other authors have expanded on this division and
added other forms of images. For example, Opperman (1996) and thereafter,
Opperman and Chon (1997) include a third element, perception, which is
important in the buying decision process. Leisen (2001) and Awaritefe (2004)
include the concept of ‘complex image’, which is the combination of the two
devised by Gunn (1972, 1988).

These images created by the tourist play an important role in the decision-making
process. In addition, Selby and Morgan’s (1996) research studied the contrast
between the naive image, which is created by the organic image, the projected
image and the re-evaluated image, which is created after visiting a destination. All
these scholars agree with Lee et al (2005) and Lumsdon and Swift (2001) who
state that if a potential tourist has a positive perception, the attitude towards that
destination is also positive. This means that a positive image plays a key part in a
successful destination experience, as discussed by Seddighi et al (2001).

Keller (1993, 2001, and 2003) states that potential tourists are influenced by a
destination image when making a choice and as competition increases it becomes
more important for marketers to identify the brand images that will be attractive
and advantageous. The challenge becomes greater when the destination is
stagnant or in decline, and the question then becomes how can one deal with
negative images? The marketing of a place starts with a set of positive or negative
attributes already established through organic images (Gunn, 1997) and these
have to be replaced by induced images designed and managed by marketers working through DMOs, these replaced images are also described by Phelps (1986) as ‘secondary images’.

This means DMOs first identify new targets and develop a positioning strategy to underpin their activities. Keller (1993) concludes that those organic images associated with history, heritage and culture are highly salient for the marketers’ perceptions and, therefore, they need to evaluate what role these organic images play in visitors’ perceptions as this will be of great importance for a successful positioning strategy. As will be discussed below, the history, heritage and culture of Calella could be described as negative due to its political past and its previous reputation as a mass tourism destination that has become obsolete and unfashionable. The image of a destination is so important because, according to Castro et al (2007), it becomes the dominant impression for the visitor.

2.2.3. Image & Marketing

Selby and Morgan (1996) attempt to differentiate and link place image with destination marketing and thus, rebranding. Image is part of marketing and branding, and in tourism, the image held by the stakeholders is of greatest importance when devising a branding strategy. Selby and Morgan (1996) indicate that the importance of destination image is paramount as a determinant of buying behaviour and analysing the correlation of images between visitors and non-visitors is necessary to establish what areas need marketing. Leisen (2001) and Mackay and Fesenmaier (1997) state that potential visitors research information from a variety of sources (now expanded by digital platforms) and this is how
they create their own images of the destination and criteria for choosing a destination. In a similar fashion, Chen et al (1999, 2000 and 2001) link images created by the potential visitor with pull factors that will drive the potential tourist to the destination. Leiper (2000, p. 366) comments that ‘what sustains tourist flows is not the absolute health of the destination in terms of its environmental features, but tourists’ perceptions of the relative states of environments for satisfying activities in places at either pole of tourism geography’ and continues by arguing that there are now new generations of visitors who accept places might be degraded and that some attractions have been destroyed.

Gertner and Kotler (2004; 2011) analyse what determines a place’s image, the challenge of strategic image management and specific tools for confronting negative image problems. They define a place’s image ‘as the sum of beliefs, ideas and impressions that people have of that place’ (Gertner and Kotler, 2004, p. 50). However, they also state that although people might share the same perceptions, their attitudes towards a place can be different. This proves to be an added challenge as there is not only a variety of stakeholders to take into account but also a variety of perceptions. They also suggest that the characteristics of the target audience should be similar in terms of attitudes and perceptions and that the place brand positioning strategy should help to identify a clear vision, so that the specific messages can then be clearly communicated through effective branding.

2.2.4. Addressing Negative Images

Gertner and Kotler (2004) focus on negative images and how to correct them; they identify three methods:
- ignore it and it will go away;  
- turn a negative into a positive via reframing or repositioning;  
- add new positive attitude-building characteristics and use communications and branding tools to disseminate the message to the targeted markets.

At the same time, they provide examples of events that can create a negative image (however, they do not include negative images which are the result of destination stagnation or decline) such as kidnappings, terrorism, war, political unrest and civil conflict etc. and discuss how a place might turn the negative into a positive; they further advocate that a negative feature can be converted into an attraction. This is possible when a particular and specific negative event has damaged the destination, such as in certain crises, but it becomes more difficult and challenging when the problem arises from the lack of uniqueness, attributes or interesting features of the destination. It is even more the case when a destination stagnates through a lack of enthusiasm amongst the stakeholders and a lack of interest in an area that has been exploited for many decades and whose mass tourism industry is in decline, as is the case with Calella.

Addressing negative images is also a major challenge if the stakeholders do not agree or accept which are the negative areas which require addressing. Thus, although negative images can be overcome, such an effort requires consensus amongst the key and powerful stakeholders and a consistent effort by all those in a position to manage or ‘steward’ the place brand (Morgan et al 2011b). For example, Gould and Skinner’s (2007) and Gould’s (2011) studies of marketing
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Northern Ireland as a post-conflict society, demonstrate how a lack of agreement on the communications strategy will derail and undermine a branding position.

Gertner and Kotler (2004) also differentiate between an image and stereotype by indicating that an image is more personal and a stereotype is a widely held image that is extremely distorted, one-dimensional and carries a favourable or unfavourable bias; stereotypes influence the image of a place and can be related to the organic images created by the media and other sources as outlined by Gunn (1997).

2.2.5. Differentiation & Competitive Advantage

Prebensen (2006) analyses tourists from different backgrounds and with different knowledge bases and explores image characteristics to create a competitive advantage through branding, advocating that powerful brands differentiate the product, reduce risks, lower marketing costs and enhance the perceived image among customers; however he notes that the difficulty arises when the brand has not been successful or the destination lacks direction and branding becomes a complex task. Prebensen (2006) also states that destination branding needs to identify and distinguish a destination through positive image building and supports Gunn’s (1972) theory of image building, agreeing on the differences between organic, induced and modified-induced image. He suggests that images are unique for every person as they are created through a combination of experiences and associations. Prebensen (2006) also indicates that people from different countries will hold different images, which makes it more complex for marketers to devise effective branding strategies.
Several authors also attempt to link brand image and attributes (e.g. Buhalıs, 2000; Caldwell and Freire, 2004; Hankinson, 2004, 2005; Chernatony and Dall’Olmo, 1997; and Morgan, Pritchard and Pride, 2002, 2007). In the same way, Keller (1993, 2003) indicates that these attributes can be grouped according to what he calls brand attitude and argues that images need to be close to the tourist self-concept in order to have a satisfactory experience and more positive attitude towards the place itself.

In terms of strategies, Gertner and Kotler, (2004) discuss ‘icon marketing’, or relevant celebrity endorsement, even though they acknowledge that image improvement is no cure if a place has fundamental problems. They also discuss a further strategy, strategic image management (SIM), which can assist place marketers through tracking the image held by various stakeholders, such as investors, residents and visitors (Gertner and Kotler, 2004, 2011). Both these strategies are concerned with place images and exemplify how destination branding and destination image management overlap.

From this brief review of the literature so far, it can be seen that the key researchers writing on destination image classify image associations into two main categories: functional attributes and symbolic attributes. Some also discuss a third category of experiential attributes and Keller (2001) adds a fourth in brand attitudes (overall evaluation of a brand, closely linked with the perceived quality of the brand). All these attributes or models can be useful from a theoretical
perspective but are difficult to test empirically and problematic to apply to a mature destination with an established image and reputation.

2.3. **Destination Branding**

2.3.1. **Definitions**

Whilst it is rapidly expanding, the destination branding literature is as yet quite new compared to other areas of tourism management and much of it emphasises the complexity involved in destination branding (Pike, 2005). Clearly destination branding as a strategy is much more than simply a name, slogan or a logo as that does not suffice to create differentiation. However, a slogan is necessary for branding and establishing the positioning strategy. This is an interesting point of discussion as the name of the destination evokes images that influence destination choice and the visitor’s purchasing behaviour. Slogans enhance the commercial side of place marketing and support the brand image. On the other hand, Pike (2005) indicates that destinations are multi-attributed and it is challenging to strive for a focused brand as it needs to captivate the variety of stakeholders and differentiate a place from the competitors. In order to achieve such differentiation, the destination needs a Unique Selling Point/Proposition (Benett and Salvani, 2003; Mundt, 2002; Morgan *et al* 2002, 2004, 2011).

Mundt (2002) is critical of the term destination branding and challenges its ability to deliver success as destinations lack a core focus. This is echoed by Benett and Salvani (2003) who argue that branding has replaced image building and comment that the development of straplines and logos do not work in a
destination unless they are purpose built resorts, as is the case with theme parks. Mundt (2002) sums up this view by pointing out that a destination is very different to a manufactured product or even a service. There are many destinations with similar attributes, but finding each one’s unique selling point is a challenge as they all target different market segments and many operate across different seasons. This is a view also shared by de Chernatony and Dall’Olelo (1997) and de Chernatony et al (2004).

Mundt (2002) continues his discussion by arguing that the term destination is vague whereas successful branding needs total control of the product, which is impossible in a destination. A destination is a highly complex entity and a DMO does not control the marketing mix and will, therefore, find it impossible to have power over the many multifaceted aspects of activity necessary in place branding. Whilst it is logical to want to benefit from branding at destination level (as in other sectors of the tourism industry) he argues that, in many cases the ability to brand has been overestimated in tourism organisations and the strength of a destination depends not only upon branding but also on other factors (Mundt, 2002).

2.3.2. Challenges

The challenges of managers branding destinations are greater than those facing managers of goods and services. Pike (2005) identifies six reasons for this:
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1. Destinations are more multidimensional than consumer goods and other types of services;
2. The interests of the diverse stakeholders are different;
3. The politics of decision making can be a barrier to good practice as DMOs are reliant on government funding and allocating responsibilities can be a problem;
4. DMOs don’t have control over the local tourism community and therefore the implementation of the brand is likely to fail;
5. Brand loyalty could be monitored through repeat visitation but DMOs don’t have access to the information from accommodation registration desks. However, they can measure it through market research;
6. Funding can a problem for DMOs in terms of both scale and consistency.

At the same time Pike (2005), emphasises the complexity of the term ‘destination’ as it can mean anything from a country to a resort. In fact, Mundt (2002, p. 342) goes as far as to argue that ‘the term destination is too broad and has too many meanings to be of much use in such a generalised form.’

Ritchie and Crouch (1999, p. 103) define a destination brand as:

...a name, logo, work mark or other graphic that both identifies and differentiates the destination; furthermore, it conveys the promise of a memorable travel experience that is uniquely associated with the destination; it also serves to consolidate and reinforce the recollection of pleasurable memories of the destination experience.
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Consequently, a brand should perform a number of roles, including influencing destination choice, impacting on the destination experience (as the brand comes to ‘life’) and shaping post-experience recollection of a destination’s memories. Again, this reinforces the importance of image building, positioning and delivering once the visitor reaches the destination.

2.3.3. Strategies

It is important to note that to position a destination is to make it more attractive to the target market and distinctive from other similar destinations. According to Morgan et al (2002), there are three destination positioning strategies: a destination can be a positioning leader, a follower or it can be implementing repositioning as Calella is attempting to do. Positioning is an important strategy for destination branding and to ensure the future of tourism in destinations (or even to guarantee a level of competitiveness and economic growth), marketers must devote time and effort to deliver the right strategy and therefore fulfil customer expectations (Bloom, 2005).

Whichever positioning strategy is adopted to market a destination and its products, it is crucial that the position provides character and personality since it is this which will create a unique destination (Sainaghi, 2006). As there is a close link between image and branding, developing effective models and theories which are applicable to all destinations can prove challenging. It is also the case that many destination branding models, such as those devised by Morgan et al (2002) are appropriate to new and emerging destinations but are less easily applied to destinations in decline.
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According to Caldwell and Freire (2004) destination brands can be characterised as having two dimensions: representational (attributes linked to self-expression) and functional (utilitarian aspects of the destinations – climate and infrastructure). Most researchers agree that images and perceptions are more powerful than physical resources (Hankinson, 2004; Leisen, 2001; and Hosany, 2007). Other researchers discuss destination attributes using different dimensions. Gnoth (1997) argues that a destination brand contains three levels of attributes: functional, experimental, and symbolic. The more symbolic the brand attributes are, the less tangible they are, and thus the more difficult to portray as unique. Gnoth (1997) makes the interesting point that symbolic attributes seem to prevail in the minds of people and, if those become negative symbols, the impact caused can be damaging for a tourist destination. Clearly, these negative perceptions of the destination can prevent tourists from visiting that destination (Sedigghi et al, 2001).

De Chernatony and McWilliam (1990) comment that the key two dimensions which create the strength of a brand are representationality and functionality. The first dimension is founded on the idea that consumers use brands to help them to express something about themselves, the second dimension is based on the idea that consumers associate certain attributes with different brands. Destination branding is then focused on creating effective images for a destination; images that are credible and ‘real’ and that ultimately improve the positioning of the destination, encouraging expenditure and improving the destination overall (Park et al, 2009).
Of course, as discussed above, destinations can refer to anything from a country to a resort or a city. If we apply De Chernatony and McWilliam’s (1990) brand box model to tourist destinations, it seems that cities depend more on specific promotions and events than countries and are more dependent on market trends, whereas countries are more stable. This is endorsed by Anholt’s (2006) index of country brands, which demonstrates that countries’ images show little signs of fluctuation. At the same time, regions and cities are more linked to self expression needs than countries and countries are more linked to the physical attributes (Caldwell and Freire, 2004).

Therefore, the image of a country and the image of a city are determined by different factors. However, where the two are linked (for example, Barcelona as a city is a sub-brand of Spain) consensus and consistency are necessary to harmonise the relationship between a country as an umbrella brand and its different regions and cities (Huertas Roig, Morgan and Pritchard, 2010). A country can focus on the emotional attributes, whereas the cities and other smaller areas can benefit from the added functional attributes, which enable them to compete among different destinations within the same country.

The complexity of branding means that managers and researchers often focus on individual elements of branding such as: names, symbols and logos; brand images/identities and brand associations (Hankinson, 2005). For example, Dosen et al (1998) discuss the new and old slogans for branding Croatia, as its tourism had several changes in the previous decade. They investigate the importance of
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considering the perceptions and views of tourists when branding as it can help to maintain a competitive edge and they remind us that branding a destination is important as it relates to branding a service, which is intangible:

*Also it indicates that the competitiveness of a brand can be determined in the context of likeability, level of consumption, post-sale satisfaction and demographic features and the purpose of branding in international tourism is to identify services as belonging to a particular service provider’s country and to enable differentiation of its services from those of its competitors* (Dosen et al. 1998 p. 112).

It seems that there is a consensus in the literature that branding aims to differentiate and to create a competitive advantage but it seems as if there is no clear indication of how to achieve this when the tourist destination is in decline. For this reason, many destinations in decline do not spend the resources in branding or re-branding as it can be costly and may not be effective, although authors such as Ritchie and Crouch (1999) believe that the expense of branding a destination and improving the image are worth the investment.

As we have seen above, a clear position is essential; Lee et al (2005, p. 817) advise that: ‘Plog’s distinction between branding and positioning is adopted so that branding is viewed as a strategic goal of destination marketing and positioning as a precedent step toward the completion of destination branding.’ It is good practice, prior to agreeing on any positioning strategy, that the DMO ensures that all relevant stakeholders reach consensus on the value-based
philosophy and the vision of the destination (Ritchie and Crouch, 2005). Once the positioning strategy has been developed, the destination has to establish a strong brand to build upon. As we will see, this is a complex issue in Calella as the different stakeholders have diverse views on what should and should not take place in the city.

Figure 2.1 refers to the elements of destination marketing and suggests that branding should be undertaken after image measurement and before finalising the positioning strategy. This figure illustrates how the destination marketing process flows from the broader strategic level to a more operational level and the different steps for destination marketing, with the first being the identification of target markets and measuring the destination awareness before any development of the destination brand. This means that identifying the customer base and recognising the current imagery of the destination are two key areas in any destination branding activity.
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Fig 2.1: The Key Elements of Destination Marketing


2.3.4. Brand Personality

Goossens (2000) studies how tourists are pushed by their emotional needs and pulled by the emotional benefits. Therefore, emotional and experiential needs are relevant in pleasure seeking and choice behaviour, which in turn influences destination choice. Besides, destination image, critical for the success of an area’s tourist development (Hosany et al.2006), is likely to influence buyer’s in the final choice, as people choose the final destination based on their perception of pull factors (Hong et al. 2005). In addition, the role of image of a tourism destination
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is closely linked with the marketing and branding of the destination when viewed through the framework of the traveller's buying behaviour (Ferraira et al. 2000). Destination branding creates a desirable image to tourists and different to the competitors so that it can be positioned to attract the desired target (Park et al. 2004).

Hosany and Ekinci (2006) state that destination image and destination personality are related concepts and positively influence tourist’s behavioural intentions. Following from Aaker’s (1997) Brand Personality Scale, Hosany and Ekinci (2006) indicate that two of the destination image scales (affective and accessibility) are significantly related to sincerity, excitement, and conviviality. Seeking consensus for a reliable scale, in their study, Hosany and Ekinci (2006) contend that tourists use personality attributes in their evaluation of tourism destinations and according to their results destination personality was found to be a three dimensional construct consisting of (sincerity), (excitement), and (conviviality). This outcome is related to the linkage between the cognitive destination image with the personality of the destination.

In an increasingly competitive tourism market place, destination marketers face the challenge of attracting tourists through destination branding and destination personality building practices (Ekinci et al. 2006), in particular as places become substitutable, destination personality, defined as the set of human characteristics associated with a destination can offer a competitive edge (Ekinci et al. 2006).
Therefore, it is important for a brand to build on widespread positive sentiment among tourists as this brand equity and personality will consolidate a customer base with loyal visitors and will also attract new markets.

2.3.5. *Emotions & Effectiveness*

Branding is gaining importance in destinations and is becoming a more proactive dimension of destination marketing (Ritchie and Crouch, 2005; Chiesa, 2009). However, branding is often applied without a clear understanding of the true nature of the fundamental functions of a destination brand and several commentators emphasize the importance of branding an experience (Ritchie and Crouch, 2005; Chiesa, 2009). Tourists seek experiences; they make a decision and exchange time and money for an experience of their liking. Similarly, Caldwell and Freire (2004) examine if there are differences between branding different types of tourist destination; a country, a region or a city as there is a general agreement among academics and practitioners that places can be branded in much the same way as consumer goods, although the complexity of defining a destination and more so a tourist destination proves that some branding principles are difficult to apply. Caldwell and Freire (2004) conclude by saying that, as countries are so functionally diverse, they should focus on the emotional or representational dimensions of their brand, which takes us back to the pyramid developed by Morgan et al (2002).

Countries can be seen as products when they relate to tourism (tourism destinations). For example, *the brand essence formed the brief for the creation of the new global brand identity for Britain; having defined the strategy, the task to*
date has been to bring the brand to life through visual and verbal consumer touchpoints in a vivid and compelling way’ (Hall, 2004, p. 173). The initial concepts were based on the hypothesis that there are two key twofold vectors: ‘the degree of emphasis placed by a location on people versus place; and the weighting on a ‘power’ positioning versus one based around romance’ (Hall, 2004, p. 175) and at the heart of the hypothesis, was the principle of accessibility. Branding a country is different to branding a smaller tourist area not only because of the already established differences, but also because of the complexity of the stakeholders and the available budgets.

Whatever the different branding concepts in terms of territory, destinations do have a sense of fashion and their brands say something about the people who visit them. The World Tourism Organisation (WTO) recognised there is a tendency to see tourism destinations as a ‘fashion accessory’, in the sense that they are a way to define people’s identities (Caldwell and Freire 2004, p. 52). This point has been echoed by Morgan et al (2002, 2004) who also see destination choice as lifestyle indicators. This is expressed differently by Buhalis (2000), Ritchie and Crouch (1999, 2001 and 2005) and Huybers (2007) who suggest that people choose to travel to certain destinations according to their desire for particular characteristics, such as climate, scenery, amenities and cultural attributes.

Franzen and Bouman (2001, p.34) explore the link between emotions and brands and indicate that:
...emotional associations act as heuristics in the decision-making process. In choice processes they lead to a reduction of a number of alternatives and to an ultimate choice on the basis of gut feeling. A brand emotion is a dominant choice criterion.

Emotions play an important role and the more recent the emotion the stronger it is. For this reason one might want to return to a holiday destination just after the completion of that holiday but the choice might become less attractive after a certain period of time.

2.3.6. Core Values & Coherence

Many destinations lack a unique selling proposition (Morgan et al 2002). There is often no uniqueness or distinctiveness in a destination and this is very true of the area of Calella, which is a stagnant sun and sea destination. The identification of core values would be beneficial from a positioning point of view, a point also reinforced by Benett and Salvani (2003) and Mundt (2002), who agree with Lee et al (2005) in their assessment that ‘the USP approach is clearly applicable to tourism branding theory, and may be especially helpful given the difficulty in branding highly symbolic attributes’ (p. 819). The challenge is to build a USP in a stagnant destination as the attributes have been overused.

As indicated above, digital platforms are now a crucial part of branding. A study on the effects of the internet in destination marketing shows that websites have become essential as part of destination branding and as a destination channel and indicate that an increasing number of people use the internet (Lee et al., 2005;
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Sigala et al., 2012). The internet is seen as an effective tool for branding a destination and it is cost effective and effective in market penetration.

Lee et al (2005) point out that an effective brand has to be coherent and Keller (2003) concludes that a successful branding strategy blends all the branding elements in a unique way to give the customer the ‘right’ image. These authors emphasise the important role that an image plays, but again point to the confusion between destination image and branding. Lee et al (2005) conclude their discussion by providing different approaches to destination branding, one of which is co-branding. This is a distinct possibility in the case study area for this research project as although co-branding is often used in relation to geographically distinct towns, it can embrace an entire region in need of re-branding and therefore it can be more efficient in terms of cost and resource allocation.

To summarise, successful destination brands reside in the customer’s heart and mind, have clearly differentiated themselves, deliver on a valued promise, and simplify customer choices. However, brands need to evolve over time, which again, is difficult to achieve when government bodies need to be market responsive and to be agile and flexible organisations – qualities rarely associated with bureaucratic, political bodies (Morgan et al., 2002).
2.4. The Extension into Place Branding

2.4.1 Definitions

Destinations are complex in nature but in today’s highly competitive environment, a lack of focus or differentiation can create ‘wallpaper’ advertising and branding, which is extremely substitutable and leads to a destination being the ‘any country’ described by Morgan, Pritchard and Pride (2011b). Clearly, many tourist destinations often boast the same resources and many lack differentiation. For this reason, the idea of place branding or place reputation is gaining importance over destination branding.

The term place in this sense embraces many other areas than just the tourism system itself – as Frost (2004) suggests if a country becomes known as ‘an exporter of quality branded goods, the country’s product brands and its place brand will work together to raise expectations overseas’ (www.brandchannel.com). However, there is a clear need to identify the different concepts between, place, destination, branding, marketing and image. Indeed, ‘no general theoretical framework exists to underpin the development of place brands apart from classical, product-based branding theory’ (Hankinson 2004, p.110).

Place branding is more complex than corporate branding. Moreover a destination can have a particular reputation and therefore ‘the job of the marketer is to select a portfolio from these elements to form the basis of the destination product’ (Hankinson 2005, p. 25). However, the visitor will create an opinion based on the experiences about the place and the marketer will not have full control over this.
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experience. Places can be multi-functional and consumed simultaneously by
different consumer segments.

Papadopoulos (2004, pp 36-37) indicates that there are two different fields that
have transformed ways of thinking about destinations and places. One is the
notion of ‘place branding’, which aims to:

- Enhance the place’s exports;
- Protect its domestic businesses from ‘foreign’ competition;
- Attract or retain factors of development;
- Position the place for advantage domestically and internationally in economic, political and
  social terms.

The second aspect is ‘product-country image’, which affects how a product is
seen by its target market and affects the buyer’s attitude towards that product.

This means that ‘image-based place marketing, coupled with the potential
reaction of buyers to it, represents an important force that is likely to intensify
competition among existing strong competitors’ (Papadopoulos 2004, p.37).
However, these same concepts indicate that smaller or less developed countries
will be at a disadvantage. Moreover, just like destination marketing, place
marketing is fragmented due to the nature of the diverse stakeholders and
therefore there is no unity in the image created or portrayed.
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2.4.2. The Power of Place Brands

Institutions in the public sector are beginning to realise that places have an image and that marketing it systematically, into a consistent and holistic ‘brand’ to include tourism, inward investment, education, urban design, architecture etc. can be fruitful and effective (Klingmann, 2007; Vitiello and Willcocks, 2011). Moreover, the place image can be seen as equity and becomes an important part of the competitive identity in a place marketing strategy (see Anholt, 2006, 2007). Places should be able to identify core competences and therefore they have the ability to use systematic image-based place marketing (Papadopoulos, 2004). Besides, it seems that there are three interrelated characteristics that challenge marketing strategies in the public sector, namely:

1) The lack of unity of purpose among constituencies;
2) Government’s lack of decision-making authority;
3) The difficulty in establishing measurable performance outcomes.

These three areas need to be addressed for an effective implementation of place branding programmes. At the same time, they need to be considered in relation to all the previous factors discussed above, such as consensus among stakeholders, unity, clarity and consistency in the vision, the positioning strategy, the branding message, etc.

For smaller developed countries or developing countries the issue is often not whether to brand, but how to brand in order to be competitive internationally, as a result of their own specific challenges and difficulties (Anholt, 2006). The
concept of place branding is also an interesting strategy for world cities or wealthy regions and nations. Much of this discussion of place branding and the country-of-origin effect are however, beyond the scope of my study, which focuses on the effectiveness of destination branding and specifically on the role and inclusion of stakeholders.

To summarise this section, ultimately, DMO managers need to understand travel motivations (targeting), to develop a clear image for their destination, and to create a positioning strategy in accordance with a branding vision. As Buhalís (2000) comments: ‘the international tourist industry is becoming an increasingly competitive marketplace where only the best-managed destinations are likely to prosper’ (p.104). Moreover, successful branding can only take place where there is effective and inclusive stakeholder management. From a practical stance, stakeholders need to be included in destination branding and the following section (2.5) discusses the crucial area of stakeholder involvement in destination branding.

2.5. The Role of Stakeholders in Successful Branding

There is an extensive and growing literature on the role of stakeholders in destination development and management. Several scholars have identified the need to involve the different parties in successful destination branding (e.g. Hunt, 1991; Jamal and Getz, 1995; Long, 1991; Donaldson and Preston, 1995; Sautter and Leisen, 1999; Fyall and Garrod, 2005; Fyall, 2011). Sautter and Leisen (1999) devised a stakeholder map and indicated these different groups have to be involved in the planning process. They established the difficulties in getting all
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the stakeholders involved and argue that these complexities make planning harder for destinations (figure 2.2). In a similar way, Ritchie and Crouch (2001 and 2005), Jamal, Stein and Harper (2002), Piggott, Morgan and Pritchard (2003) and Dinnie (2011), amongst others all agree that the key stakeholders have to be included to ensure the effective implementation of strategies.
2.5.1. Stakeholders & Planning

Stakeholders are an intrinsic part of tourism policy and planning and a focal point of interest in destination branding. Different stakeholders hold different views, interests and power and understanding these dynamics is essential to effective destination branding. Buhalis (2000, p. 100) argues that:
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DMOs should focus on 4 strategies: enhance the long-term prosperity of local people, delight visitors by maximising their satisfaction, maximise profitability of local enterprises and maximise multiplier effect, optimise tourism impacts by ensuring a sustainable balance between economic benefits and socio-cultural and environmental costs.

These sentiments are echoed by Hall (2000) and are illustrated in the wheel of tourism stakeholders as seen in figure 2.3. Scholars therefore agree that DMOS have to harmonise relationships between these different groups. However, keeping all the stakeholders informed and gearing them towards one shared vision is difficult in stagnant tourist areas, where there are also problems of seasonality and failing or marginal businesses.
2.5.2. Stakeholders & Power

In many ways, power is everywhere in tourism at every level and this power is used to manipulate imagery of the destination (Morgan and Pritchard, 1998; Cheong and Miller, 2000). This is interesting as images are the basis for destination branding and key elements in the decision-making process of visitors or potential visitors. People rely on information and imagery to choose a destination and if those with most power can manipulate the images, they are responsible for the branding of the destination. This leads to the possibility of certain stakeholders having such power that even though they are not directly involved in the marketing of the destination (for example as DMOs) they can


Figure 2.3: The Dynamic Wheel of Stakeholders
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wield influence over the creation of images (Jamal and Gertz, 1995; Morgan and Pritchard, 1998).

In terms of power and the effect that stakeholder power has over destination branding, Aiken and Mott (1970) devised three methods of assessment: positional, reputational and decision making power. Positional power refers to the authority the individual has in society and the status of the individual and it is linked directly with their power and authority to make decisions. Reputational power refers not so much to the position held, but the reputation that one has in the destination and how believable and respected are one’s ideas. It relates to power over other stakeholders. Finally, decision making power is about the ability to take decisions and how successful these are. This is an interesting attempt to classify levels of stakeholder power, although in practice it is probably more accurate to see a combination of all three types (Marzano and Scott, 2005, 2006, 2007).

Palmer and Bejou (1995) discuss how the fragmentation of stakeholders makes destination marketing very complex as of course to be successful, destination branding must be a collective endeavour (Ritchie and Crouch, 2003). In the same fashion, Morgan, Pritchard and Piggott (2003) reinforce the need for a collaborative process among stakeholders. It is clear then that in theory, stakeholders have to work together, believe in the same branding strategy, follow through and above all, should be consulted. However, the practice makes this collaborative process difficult to embrace because as Buhalis (2000) indicates, the independent stakeholders look primarily to maximise their own benefits.
This leads us to Mundt’s (2002) criticism about destination branding and his argument that the lack of ownership and responsibility makes destination branding impossible. Mundt (2002, p.341) explains that successful branding needs overall control of the marketing mix in the destination and since destinations are very complex and varied, ‘without being able to decide on products and services, prices and distribution there cannot be a successful branding.’ Buhalís (2000), as already mentioned, agrees that managing destinations is difficult due to the variety of stakeholders, who have conflicting interests. Most are operating in a micro-economy and are small to medium-sized enterprises (SMEs) with independent needs and requirements and very different budget and planning horizons to public sector organisations.

2.5.3. **Stakeholders & Relationships**

Arguably, therefore a key challenge to branding, even if the stakeholders are consulted, will be the tendency for many of them, especially if they are SMEs, to ultimately prioritise their personal benefits over the success of the destination brand (Dinnie, 2011; Fyall, 2011). There are those who consider that unity is possible, however. Thus, Fiona Gilmore (2002) suggests that repositioning a country can be done successfully and that a key part of this process is to capture the people’s spirit. Moreover, she argues that the positioning strategy has to cover four factors: macro-trends, target groups, competitors and core competencies. Focusing on the example of Spain, whose gross domestic product (GDP) grew by 23.3% from 1991 to 2000 she analyses how the Spanish government harnessed a wide range of Spanish artistic talents in creating a successful campaign. Although
as a nation Spain is fragmented territorially it embraced the country branding platform as an umbrella for its many diverse regions (see Roig, Pritchard & Morgan, 2010).

Whilst different countries have different structures in most cases, the public sector and in particular, the local and regional governments will be more aware of the specific necessities of the destination (Ritchie and Crouch, 2003, 2005). Naturally of course, the local community play an important role in the tourism planning process of a destination. Jamal and Gezt (2005) indicate that all the actors who might be affected by tourism policies should be involved in the decision making process at an early stage. This is important to get the necessary consensus and the only way to capture what Gilmore (2002) calls the people’s spirit.

At the same time, Gilmore (2002) states that ‘young’ nations have the advantage to brand themselves as they have not yet acquired a negative image through perceptions or associations. Moreover, if these are small countries their tourism organisations can be run as corporate organisations where corporate branding techniques could apply. In any event, all nations need to tackle their image or they will be positioned by default by the competitors to their possible disadvantage. Gilmore (2002) also warns about bad images and stereotypes and states that:

‘communication equities’ are the positive elements of brand identity and could be: a logo, a strapline, a colour or sound etc...and these positive equities are opportunities to counter competitive threats; ...
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great brands- whether they are countries, corporate or product brands, are not easily destroyed by disaster (p. 284).

Frost (2004) believes that although new products start as a plain canvas, countries face greater difficulties in changing their brands because people already have associations with and perceptions of places. This again the lack of unity in the destination branding literature, as well as the lack of unity between practitioners and academia on this topic.

Indeed, it could be argued that there are two broadly different approaches in place marketing: urban planning and tourism and vacation marketing (Hankinson, 2004). In both, the place marketer has little control over the consumer experience, not to mention the challenges posed by the variety of stakeholders to the ‘creation’ and presentation of a consistent brand proposition. At the same time, most of the literature focuses on brand image or perceptual perspectives and establishes that the role of the brand is ‘to build a meaningful relationship with the consumer in order to secure higher profits’ (Hankinson, 2004, p. 114). Figure 2.4 refers to a place brand represented by a core brand and four categories of brand relationship which extend the brand reality or brand experience in a dynamic and evolving way.
Figure 2.4: Place Brand Mapping

2.6. Chapter Summary

Tourism is widely regarded as playing a key role in the long-term prosperity and development of many places worldwide. It is an important source of employment and can improve the quality of life for local residents; the management of a tourism destination, however, is a hugely complex issue. This chapter has provided a critical review of the four main areas of literature relevant to this study, namely: destination image (section 2.2); destination branding (section 2.3); place branding (section 2.4); stakeholder theory (section 2.5). The chapter also discussed issues of definition (especially of destination branding in section 2.3.1.) and outlined that there is often a divergence between academe and industry practice in this area. The next chapter (chapter three) now discusses the study approach, its epistemological underpinnings and the study methodology.

CHAPTER THREE: STUDY APPROACH & METHODOLOGY

3.1. Chapter

Introduction

This chapter provides an overview and explanation of my understanding of the social world (ontological stance) and a discussion of how I understand the creation of knowledge (epistemological stance). In line with my approach, I will use the first person in this chapter to discuss my stance on these important issues.
Chapter Two

(for theses adopting a similar approach see for example, Dunkley 2007; Lester, 2011). Thus, the chapter opens with a brief contextualising discussion of social science research (section 3.2), summarizes the epistemological and theoretical perspectives underpinning my research (section 3.3) and moves to a justification of my choice of research design and methodology, specifically the case study approach (3.4).

The second part of the chapter focuses on the practical processes of my fieldwork, as well as providing details of the different methods used to gather the data in order to achieve the research aim and objectives through three main stages (section 3.5). The first stage consisted of structured online interviews with an expert panel (objective one). The second stage used document analysis to examine a range of sources from regional and local archives, including government documents and promotional materials in order to investigate the image of the case study resort of Calella (objective two). The third stage consisted of semi-structured interviews with key stakeholders in the case study resort of Calella
Chapter Three

(objectives three and four). The chapter concludes with an explanation of how the data was transcribed and analysed and discusses issues of ethics, validity, reliability and generalisability.

3.2. Introduction to Social Science Research

A reading of the considerable literature on social science epistemology and ontology quickly reveals a lack of consensus over definitions, terms, and frameworks (Crotty, 1998). This lack of agreement on terminology presents a challenge for researchers and I have come to agree with Holliday (2002) that I can only express how I see and experience the world. This does not mean that I agree with all the elements of a particular epistemology in its entirety but that I align myself with one which most closely reflects my worldview and my positioning. As I will discuss in this chapter, this is interpretivism.

Whilst there is a lack of agreement over terminology, most writers do agree that a researcher’s theoretical perspective (worldview), which represents particular ways of understanding different questions, notably those of ‘what is’ (ontology) and ‘what it means to know’ (epistemology) shapes the research questions he or she will ask and the way in which he or she will conduct research in terms of choice of methodology and method (Crotty, 1998). Ontology is the study of being, which focuses on ‘what is’ and ‘the nature of existence’, whereas epistemology is the theory of knowledge. Schurich (1997 p. 29) defines epistemology as ‘the study of how we know or of what the rules of knowing are.’ Again, however, there is no
Chapter Three

consensus on these matters. Some scholars believe that epistemology should
Chapter Three

precede ontology (Crotty, 1998) whereas others believe one needs to understand the nature of existence before engaging with the nature of knowledge (Guba and Lincoln, 1989).

Whatever the order one favours, there is a close relationship between the researcher’s theoretical perspective and his or her choice of methodology and methods. Indeed, it is what Crotty (1998) describes as ‘a pivotal issue’. He contends that:

...justification of our choice and particular use of methodology and methods is something that reaches into assumptions about reality.... It also reaches into the understanding you and I have of what human knowledge is, what it entails, and what status can be ascribed to it (p. 2).

The issue of paradigms is crucial in this debate and Denzin and Lincoln (1998, 2002) suggest that paradigms encompass ontological, epistemological, and methodological premises. Paradigms are therefore central to any research undertaken, although they may not necessarily be acknowledged as such. Guba and Lincoln (1994 p. 107) indicate that a paradigm might be seen as ‘a set of basic beliefs (or metaphysics) that deals with ultimates or first principles.’

In order to proceed with assembling a robust piece of research in which the ontology, epistemology and methodology have an internal logic, one needs to reflect on the central issue of whether there is a reality shared by all or whether
Chapter Three

reality is created in each person’s mind. This tackles the fundamental notion that opposing paradigms revolve around notions of subjectivism and objectivism. These are vital to the development of alternative ontological and epistemological viewpoints. ‘realist’ ontology contends that reality exists outside of a person’s mind (Cohen and Manion, 1994). By agreeing that existence and knowledge can be external, realists also agree that reality existed prior to the world. In contrast, idealism asserts that everything we experience is of a mental nature, meaning that knowledge can only be in one’s mind and that it is not possible to know anything external as such. It is a concept closely linked with the interpretive paradigm and to qualitative research.

Table 3.1 illustrates how the divergence between the two ontologies of objectivism and subjectivism influence the research process. However, it is noteworthy that methods can be mixed and that there is a growing tendency to use a variety of methods regardless of the researcher’s philosophical stance; thus a positivist can use qualitative methods and an interpretivist can defend the use of quantitative ones (Heintum and Morgan, 2012).
Table 3.1: The Influence of Paradigms on the Research Process

<table>
<thead>
<tr>
<th></th>
<th>Objective Paradigm</th>
<th>Subjective Paradigm</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ontology</td>
<td>Realist</td>
<td>Idealist (or relativist)</td>
</tr>
<tr>
<td>Epistemology</td>
<td>Positivist</td>
<td>Interpretivist</td>
</tr>
<tr>
<td>Data collection</td>
<td>Observes</td>
<td>Interprets</td>
</tr>
<tr>
<td>Positionality</td>
<td>Detached</td>
<td>Involved</td>
</tr>
<tr>
<td>Methods</td>
<td>Quantitative</td>
<td>Qualitative</td>
</tr>
</tbody>
</table>

Phillimore and Goodson (2004, p.35) suggest that a researcher can identify his or her inquiry paradigm by answering three interrelated questions. These are:

- The ontological question. What is the form and nature of reality and what can be known about reality?
- The epistemological question. What is the nature of the relationship between the researcher and what can be known?
- The methodological question. How can the researcher find out what she/he believes can be known?

Phillimore and Goodson (2004) further provide a conceptualisation model with four main paradigms (positivist, post-positivist, critical and interpretive) and state that:
...researchers influenced by the interpretivist enquiry paradigms turn the conventional positivistic approach to knowing upon its head. Rather than arguing that only the qualified researcher is capable of knowledge production, they consider that the complex social world can be understood only from the point of view of those who operate within it (p. 35).

Here, like Crotty (1998), they link ontology and epistemology, as they suggest that one discovers reality as it is learnt and experienced. At the same time, their comment above indicates the importance of understanding the relationship between the researcher and the research participants and how important it is to consider that one cannot really know what is in another’s head and that at best one can only arrive at an interpretive understanding. At the same time, Crotty (1998 p. 67) refers to interpretivism (my theoretical perspective) as ‘culturally derived and historically situated interpretations of the social life-world’; therefore, the interpretive ‘paradigm’ supports the notion that the real world is in one’s head. For this reason, it can never be the same for everybody and will only exist in a subjective manner.

Crotty (1998 pp. 4-5) illustrates the elements of the research process which includes the researcher’s epistemological, ontological, theoretical and methodology premises, which could be termed their paradigm or framework (see Table 3.1). Each paradigm makes certain demands on the researcher, the research question they pose and the way he or she interprets the fieldwork data.
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Crotty (1998, p. 3) defines epistemology as ‘the theory of knowledge embedded in the theoretical perspective...’ Knowing about what we know and how we know it in tourism is an epistemological question, epistemology being the branch of philosophy which studies knowledge and which is concerned with the origins and nature of knowing (see Botterill, 2007). Epistemology takes its origin from the Greek ‘episteme’, which means knowledge and ‘logos’ meaning explanation (Miller and Brewer, 2003). In his discussion of the diagram below (figure 3.1.), Crotty (1998) argues that interpretivism should be considered as a theoretical perspective and that it sits in parallel with positivism and post-positivism.

Figure 3.1: The Elements of the Research Process

![Diagram of research process]

Source: Crotty, 1998, p. 4
3.3. **Study Approach**

This next section of the chapter explains how these issues of ontology, epistemology and methodology have shaped this thesis. Figure 3.2 illustrates my stance starting from a subjective approach that leads to a justification of all the different ‘layers’ and adapts the previous model from Crotty taking into account those aspects considered useful and relevant to my justification of the methods. All of them have either been discussed *a priori* or developed in later sections of this chapter.

Interpretive research attempts to study a phenomenon in its natural settings and interpret and explain the phenomenon through the meanings that people assign to them (Myers, 1997). It seeks to uncover how the subject of study understands their life and moves away from acquiring knowledge through external observation and experiments, towards insights obtained by means of conversations with human beings (Babbie, 1998). Interpretive approaches tend to be associated with qualitative research because researchers find that conversations and interviews (for example) reveal more about people’s subjective meanings than questionnaires which result in statistical data (Lazar, 2001).
Figure 3.2: The Study Approach

Source: Adapted from Crotty (1998 p.4)
Chapter Three

When referring to qualitative research, Denzin and Lincoln (1994, 2002) state that all qualitative researchers are interpretivists and add the further comment that qualitative research is part of a set of interpretive practices and has no theory or paradigm of its own, nor a set of methods. Maybe this is because qualitative research has not been taken as rigorously as quantitative and therefore no real or specific set of ideas have been attributed to it, or maybe because qualitative researchers are open to whichever method fits best. However, it could be argued that interpretative approaches have methods directly linked to them such as semiotics and narrative and can also generate theory as in this case where a grounded theory, ethnographic approach takes place.

3.3.1.  Grounded Theory

Grounded theory is an iterative process by which the analyst becomes more and more ‘grounded’ in the data and develops increasingly richer concepts and models of how the phenomenon being studied really works (Denzin and Lincoln 2003, p. 279). Jennings and Junek (2007) propose the greater application of grounded theory in tourism research and defend its versatile application in an interpretative framework:

Grounded theory is one innovation (since users reinterpret it) and a critical turn from dominant quantifying research methodologies used to understand the human in tourism phenomena (p.202).
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Grounded theory helps generate explanations of phenomena in a social context, which is precisely the aim of this thesis as it explores power relations and stakeholder influence on the branding in the destination of Calella.

3.3.2. Tourism Approaches

Despite the emergence of ‘critical’ approaches in the tourism academy, the epistemological, ontological and methodological underpinnings of critical research remain under-theorised and under-explored (Chambers, 2007; Hollinshead, 2012). Tourism research has been considered for many years a field of enquiry that lacks ‘a strong theoretical and conceptual base’ (Finn, 2000 p. 17) and whose many models have been taken from other disciplines. For example, the tourist area life cycle (TALC) (of interest to this study) is an adaptation of the earlier product life cycle model. Thus, Tribe’s (2010) recent analysis of tourism knowledge suggests that the field’s lack of theoretical development confirms its uncertain status and ‘indiscipline’.

This under-theorization in tourism might be because ‘making theoretical sense of fun, pleasure and entertainment’ has proved a difficult task for social scientists on many occasions (Urry, 2002 p 7). Certainly, it is apparent that business rationales have long dominated tourist enquiry and therefore most researchers favour positivist, quantitative measures of activity (see Xiao and Smith 2006, 2007). This is not to say that all tourism research has been conducted from a positivist perspective there has always been a stream of work in tourism enquiry, which has engaged with interpretivism and critical theory (Botterill 2003; Nash 2007). However, in the last decade, those tourism voices seeking to challenge established
epistemologies, ontologies and methodologies do seem to have become louder. As tourism is a field that is mostly concerned to understand people’s behaviours perhaps a more interpretive approach might be preferable.

3.3.3. Interpretive Tourism Approaches

The explosion in tourism research has led to recognition of the need to develop research enquiry in different and new ways (Morgan and Pritchard, 2007). Although the tourism academy still needs to decentralise and reconceptualise tourism enquiry to take account of a much broader spectrum of knowledge traditions and value systems, there is an increasing shift towards more critical and interpretive ways of knowing tourism (Pritchard, Morgan & Ateljevic, 2011; 2012). Phillimore and Goodson (2004) link tourism and Denzin and Lincoln’s (1994) ‘five moments’ and illustrate how in tourism one can move from one moment to another. In the fourth moment or Crisis of Representation there is a higher level of reflexivity in the work and a more individualistic and personal link appears between the researcher and the research setting and data, therefore allowing the ethnographic research to become more critical and for fieldwork and writing to become blurred. The fifth moment is the result of new groups emerging and new narratives being written; both these latter moments have influenced my approach.

As an interpretivist researcher, one is not only part of the research but ultimately one can only provide an interpretation of what other people say. As Hertz (1997) indicates this is reflexive research in the way that it allows us to understand the different factors affecting those participating in our study and therefore making
Chapter Three

us, the researcher, more conscious. Hertz (1997) also argues that the researcher has to be aware of his or her positioning. For example, in my case, I was involved in the research from the first moment I decided to study my childhood holiday destination of Calella and I recognize that (whilst my choice of interviewees is determined by their membership of certain resort organisations) I have inevitably shaped the data by choosing who to interview, how to interview them and what to ask them. All these are aspects that must be recognised as part of the methodological process.

This reflects how all research projects are journeys where certain aspects interlink and overlap as the researcher enters the field and observes how complexities and power relations are played out. Authors such as Hollinshead (2004) and Swain (2004) have argued of the need to understand power relations in research projects, as well as in the relationships between the local community, stakeholders and the visitors in a destination. These power relations are relevant to this thesis and as will be discussed below, emerge as central in research.

Tourism research is arguably more open to new ways of conceptualising tourism and employs more varied and innovative methods than ever. Yet, the two main qualitative methods used in tourism research remain in-depth interviews and group discussions or focus groups (Westwood, 2007). Both of these were considered for this study as they could have been useful in exploring how the various stakeholders understand the key concepts of the brand and image, and the current situation of Calella and its ‘historico-cultural background’ (Morgan and Pritchard 1998, p. 209). In my research a range of methods or techniques are
deployed to investigate the phenomenon of stakeholder involvement in resort
development and (re)branding. The study attempts to undercover the meaning
people attach to social phenomena and so it will endeavour to explore what is
happening and why it is happening (Saunders et al., 1997, 2003). As a result, the
research design focuses on an in-depth examination of the case study resort of
Calella.

3.4. Research Design

This section of the chapter explains how the research methodology was shaped,
justifies the design choices and explains how it was operationalized. A
methodology is the strategy or design that links the overall ‘package’ of methods.
In this thesis, I use an inductive approach appropriate to qualitative research
which has an exploratory nature. I undertook the research and then theorised from
the data as a consequence of the findings. For example, when the expert panel was
consulted, I obtained their opinions about theories and concepts that relate to
destination branding which informed my data collection, and then in turn as part
of an inductive approach I fed my findings back to the expert panel.

According to Crotty (1998) there are two main questions that need answering at
the outset. What methodologies will be employed and how can we justify them?
Methods are the techniques used to gather data. In this research study, I used a
case study approach and employed qualitative methods, which encompassed: (i)
interviews with key stakeholders in the resort of Calella; (ii) document analysis;
(iii) material gathered from my ‘expert panel’ of practitioners and academics with an interest in destination branding; (iv) field observations.

3.4.1. A Case Study Approach

A case study approach encourages the use of multiple methods in order to capture the complexity of the subject of study (Denscombe, 2003). Case study methodology is strongly associated with qualitative research (Stake, 2005) and can be defined as ‘a strategy for doing research which involves an empirical investigation of a particular contemporary phenomenon within its real life context using multiple sources of evidence’ (Robson 2002, p. 178). Case studies are in-depth, in-context explorations of issues, organisations, events, processes or, in this case a geographical area (Creswell, 2003; Cassel and Symon, 2004; Flyvberg, 2006). Yin (1989, 1993, 2003, 2012) identifies six sources of evidence commonly used in case studies: documents, archival records, observations (direct and participant), open-ended interviews, structured interviews and surveys, and focus groups. This study adapted Yin’s (1989, 1993) case study approach and the sources of evidence used can be seen in Appendix One. They are:

- semi-structured interviews with key stakeholders in the resort of Calella;
- documents from the case study resort (largely in Spanish);
- structured interviews with my destination branding ‘expert panel’;
- my own field observations.
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Case studies can be single or multiple and at the same time, these can be exploratory, descriptive or explanatory (Yin, 1993). A single case study focuses on one case study, whereas multiple case studies include two or more cases in the same study. An exploratory case study tries to define questions or determine the feasibility of research procedure, a descriptive case study gathers information to describe a phenomenon within its context and an explanatory study explains how events happened (Yin, 1993; Stake, 2005). In this research, the case study is an exploratory case as it aims to review the relevance and effectiveness of destination branding strategies for destinations in decline through a case study of Calella in Costa de Barcelona – Maresme.

A single case study might include a number of embedded units, such as events or funding programmes to regenerate the resort. Whatever the units the design would be termed an embedded case study design (Yin, 2003). This research is an embedded single case study as it explores how current theories in destination branding and reputation can be applicable to destinations in decline. At the same time, it uses different units of analysis by focusing on the different programmes and projects.
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3.5. Research Methods

This section discusses each of the sources of evidence examined in the case study (see Appendix one for a more detailed list).

3.5.1. Interviews

At the outset, the fieldwork with stakeholders was intended to be conducted via focus groups. However, once I began the Spanish fieldwork, I realised it would be difficult to assemble groups of stakeholders as there were time constraints and confidentiality issues. Thus, interviews proved more feasible and manageable. It soon became apparent that people were more at ease in interviews and the power dynamics between them did not come into play. Moreover, it was easier to explore issues in much more depth and detail. During an interview, the researcher has control over the flow, the structure and the dynamics of the conversation. These aspects differentiate a research interview from any other forms of colloquial conversations. However, Fontana and Frey (2003) indicate interviews are powerful tools to understand our fellow human beings:

*The interview method involves questioning or discussing issues with people. It can be a very useful technique for collecting data which would probably not be accessible using techniques such as observations or questionnaires...*

Of course, the concepts and ideas explored in the interviews might hold different
Chapter Three
meanings not only for each participant, but also for the researcher (Jordan and
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Gibson 2004, Corbeta 2003). In the interpretative paradigm this is seen as an advantage of the method so that instead of looking for a template, the data is seen as complex and rich. Details of the interviewees are given in table 3.2.

Table 3.2: Study Interviewees (Stakeholders)

<table>
<thead>
<tr>
<th>Interviewee</th>
<th>Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Eva Esplugas</td>
<td>Deputy head of the Consortium for the new branded area of Costa de Barcelona Maresme</td>
</tr>
<tr>
<td>Jordi Ten</td>
<td>Editor of Publintur</td>
</tr>
<tr>
<td>Josep Maria Juhe</td>
<td>Mayor of Calella</td>
</tr>
<tr>
<td>Mr Corrales</td>
<td>Hotel Owner</td>
</tr>
<tr>
<td>Enric Hernandez</td>
<td>Hotel Owner &amp; President of the Tourist Association of Calella</td>
</tr>
<tr>
<td>Loida Serrano</td>
<td>Tourism officer (appointed by the Mayor; main task is to liaise with the mayor on tourism aspects and has the responsibility to plan and support strategies on a public sector level)</td>
</tr>
<tr>
<td>Montserrat Candini</td>
<td>Convergencia i Unio- opposition political party</td>
</tr>
<tr>
<td>Lisa Sturman</td>
<td>Team link</td>
</tr>
</tbody>
</table>

Descombe (2003) suggests that interviews are an appropriate method when the object is to gather information based on emotions and when the data may be based
on privileged information. In this thesis, the importance and power of the stakeholders was an important aspect of the research and access was an issue. I wanted to conduct semi-structured interviews with all the members of the G10, a group that represents stakeholders in Calella (although it is dominated by businesses and public sector representatives). Whilst I could not secure interviews with all 10 members, significantly the eight members I did interview included Jordi Ten, an influential person in the destination as editor of Publintur and author of the most important book about the development of tourism in Calella. With his support and using snowballing, I undertook interviews with eight key stakeholders from Calella during 2008. Snowball sampling is a non-probability sampling technique where participants recruit future participants from among their acquaintances. This sampling technique is often used in populations which are difficult for researchers to access and the sample group appears to grow like a rolling snowball (Salganik and Heckathorn, 2004). For similar reasons, I rejected the idea to pilot interviews as the same nature of the interviewees made it difficult to pilot. The nature and characteristics of the people I decided to interview were so particular that it would have been misleading to pilot the interviews with any other people. To ensure the interview questions were optimal, I decided to seek advice and feedback from my supervisors.

Given that my research emphasis was on gathering rich data on the sensitive subjects of destination reputation and ‘resort politics’, qualitative work with a small sample of influential and knowledgeable people who were willing to share the range of their experiences and opinions – and to comment on those of people similar to them (so-called shadow data) was appropriate (Luborsky & Rubenstein,
Chapter Three

1995; Morse, 2000). As Loborsky and Rubenstein (1995 p106) comment, ‘there is seldom a simple answer to the question of sample ... size in qualitative research.’ Indeed in a recent National Centre for Research Methods review paper (Baker and Edwards, 2012) the overwhelming response from a number of renowned qualitative social scientists to the question of ‘how many qualitative interviews is enough’ was that it depends on a range of factors to be taken into consideration. These include epistemological, methodological and practical issues such as research aims and objectives, validity within epistemic communities and available time and resources.

This research placed emphasis on the quality of the data generated from the interviewees rather than the sample size. Indeed arguably it is impossible to make any sample in qualitative research representative, as Passerini (2012, p.32) observes ‘one can never make her/his group of interviewees’ representative in the sense of quantitative sociology.’ In this study of Calella, the interviewees included eight of the G10 membership, which captures a range of types of member and of views. Moreover, in qualitative research, small sample sizes can provide much clarity on a subject, as Mason (2012, p.30) states, it is:

... better to have a smaller number of interviews, creatively and interpretively analysed, than a larger number where the researcher runs out of time to do them justice analytically. It is better to aim to offer sound qualitative insights, than try to mimic a quantitative ‘representative’ logic.
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Indeed both Passerini (2012) and Brannen (2012) maintain that a single case may be sufficient if it is unique and not comparable to other cases. In previous research, similar claims have been made, thus Gray (2003, p.101) for example refers to the fact that ‘the sample’ has traditionally been regarded as ‘a representation of the whole’ and thus failed to recognize the richness of material that can emerge from a small number of interviews. In small scale projects she argues that the emphasis should be on ‘the core of respondents ... [and] their capacity to provide as rich a set of data as can be managed.’

All except one of the interviewees (Jordi Ten) were recorded digitally and all the interviews were conducted and transcribed in Catalan (table 3.3). Kvale (1996) draws attention to the link between key aspects of interviewing and conversations to understand knowledge of the world of the interviewee and uses the seven stages of an interview investigation model, which I followed (table 3.3). Once transcribed, I translated the interviews but being bilingual, I interpreted the meanings of these interviews in Catalan - my first language. Whilst I pre-determined some questions, the interviews developed as conversations, allowing the interviewee to feel free to expand on the areas of interest to him or her. As will be discussed below, the data analysis was done via open coding and using a narrative style so that any loss of meanings in the interpretation was minimised.
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### Table 3.3: Seven Stages of the Interview Investigation

<table>
<thead>
<tr>
<th>Stage</th>
<th>Activity</th>
<th>Implementation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Thematizing</td>
<td>Formulate purpose of investigation before interview starts</td>
<td>Aim and objectives of this thesis. Tourism development in Calella.</td>
</tr>
<tr>
<td>Designing</td>
<td>Plan the design of the study with regards to obtaining knowledge and ethical/moral issues</td>
<td>Semi-structured interviews with members of the G10. A group that represents stakeholders in Calella and focuses on businesses and public sector representatives.</td>
</tr>
<tr>
<td>Interviewing</td>
<td>Conduct the interviews with a guide and reflective approach to knowledge sought</td>
<td>Interviews in their own locations, all of them in Catalan and with the aim of ascertaining their views about current and future situation of tourism activity in Calella</td>
</tr>
<tr>
<td>Transcribing</td>
<td>Prepare the interview material for analysis</td>
<td>The interviews were recorded on digital tape and transcribed in the original language</td>
</tr>
<tr>
<td>Analysing</td>
<td>Decide which methods of analysis are appropriate for the interviews</td>
<td>Through themes and repetition of elements.</td>
</tr>
<tr>
<td>Verifying</td>
<td>Ascertain the generalizability, reliability and validity of the interview findings</td>
<td>Case study sources and linkage with the expert panel through the Delphi technique.</td>
</tr>
<tr>
<td>Reporting</td>
<td>Communicate findings</td>
<td>Write thesis</td>
</tr>
</tbody>
</table>

Source: Adapted from Kvale 1996, p. 88.
3.5.2. *Documentation*

The second source of evidence used in the case study was document analysis. Together with surveys and ethnography, documentary research is one of the three principal types of social research and has been widely used throughout the history of sociology and other social sciences (Prior, 2003; Scott, 2006). Documents are hard to define and technically range from shopping lists, graffiti and cartoons to memos, government documents, diaries and even monuments and tapestries (Prior 2003, p.2). In this case study, the documents analysed included relevant websites and promotional materials from the resort, the Spanish national tourism organisation and the tour operators. During my fieldtrips to Barcelona, I visited the library (Biblioteca de Turisme de Catalunya) which holds information and statistical data about the development of tourism (see Appendix One for a full list of documents analyzed).

3.5.3. *Expert Panel*

Focus groups are one of the most popular methods in social science research, especially qualitative enquiry that seeks understanding rather than explanation (Stake, 1995). They are also well used in case studies which attempt to understand human experience (Von Wright, 1971). Focus groups were considered in this project but rejected in favour of interviews with the key stakeholders as they were thought more likely to yield candid comments on sensitive issues. In addition, focus groups with such busy individuals proved impossible to coordinate.
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However, as part of the research methodology, an expert panel was used as a ‘sounding board’ for the project and to provide guidance on aspects of destination branding. Five individuals were recruited by email through convenience and snowballing (see table 3.4. and appendix two for a detailed description of each member) and became a kind of e-focus group as the early communications included all members, although many later emails were exchanged on an individual basis. The discussion began with an email asking each expert to answer four questions: (i) Firstly, how would you define destination branding? (ii) Secondly, who would you consider to be the key stakeholders involved in destination branding? (iii) Thirdly, do you think they are all equally powerful? (iv) Finally, what do you consider to be the main strategies which stagnant destinations can pursue in rebranding? The answers to these questions shaped the framing of my fieldwork.

Table 3.4: Constitution of Expert Panel

<table>
<thead>
<tr>
<th>Expert</th>
<th>Expertise in Destination Branding</th>
</tr>
</thead>
<tbody>
<tr>
<td>Malcolm Allan</td>
<td>Director, Destination Consulting, Colliers International UK</td>
</tr>
<tr>
<td>Bill Baker</td>
<td>CEO of Destination Branding and author of <em>Branding for Small Cities</em>.</td>
</tr>
<tr>
<td>Prof Liping Cai</td>
<td>Professor of Hospitality &amp; Tourism Management, specialist in branding, consumer behaviour in travel and tourism, and community-based tourism development and marketing.</td>
</tr>
<tr>
<td>Dr Can-Seng Ooi</td>
<td>Academic based in Copenhagen Business School, widely published on destination branding.</td>
</tr>
<tr>
<td>Roger Pride</td>
<td>Director of Marketing, Visit Wales</td>
</tr>
</tbody>
</table>
3.5.4. Non-Participant Observation

As I outlined in the introduction, I was born near the case study destination of Calella and have been a visitor to the resort for the past 30 years, spending the school holidays there as a child and the summer ones as an adult. The fieldwork for the stakeholder interviews was conducted in the resort area during the summer period where Calella is at its peak in terms of tourist arrivals and therefore, I had the opportunity for direct observations of the resort atmosphere. Non-participant observation is a well established method for the systematic study of human settings and behaviour and ideally suited for descriptive research (Barner-Berry, 1986). In this case my observations were recorded in a fieldwork diary. In the diary I reflected upon what I was seeing and feeling as a researcher but I also linked it with emotions and memories that were the result of my experiences in the resort. Whilst I was doing the fieldwork I was also participating as a tourist as the weeks of August were the ones I could use to do the fieldwork and it is Calellas’s peak season. During that time, I could experience the new all-inclusive trends whereby guides direct tourists from one establishment to another; I could see the local rejection to tourists and the degradation of the environment with obsolete establishments.

This dual non participant and participant observation became useful once I could realise my position. Initially I thought I was just observing as a researcher and later on I realised I was also consuming and experiencing as a tourist with, perhaps a different gaze. Contrasting my reflections with the interviews and documents provided me with more depth and a better understanding of the phenomenon.
3.6. Data Analysis

Grounded theory methodology is a good ‘fit’ for interviews and for the use of the expert panel responses as this process allows ‘open coding’ until one reaches what Bryman and Bell (2007) term theoretical saturation, either due to the coding of data or the collection of data. Miles and Huberman (1994, p. 69) suggest that ‘the researcher needs to reduce and channel data into a small number of concepts that can be mentally encoded, stored and readily retrieved.’ Thus the interviews were coded and the data broken down to create themes that I later developed into categories. Miles and Huberman (1994) also discuss the concept of ‘display’ (see figure 3.3), saying:

For qualitative researchers, the typical mode of display has been extended, unreduced text, usually in the form of written-up field notes, which the analyst scans through, attaching codes and then extracting coded segments and drawing conclusions. The analyst then writes a second form of extended text: a case study report (p. 93).

As described above, I conducted and transcribed the interviews in the original language (Catalan) as I am a native Catalan. Once the recorded interviews were all transcribed I started open coding and it became apparent that the same themes were emerging from different people. For example, all the interviewees talked about the new sporting event, the Challenge; all agreed that Calella is in a mature stage; and all welcomed the new name of Costa de Barcelona-Calella. Whilst there was agreement on these broad areas, there was less agreement on how the
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resort should develop in the future.
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Figure 3.3: The Interview Research Process

Once the transcripts were produced, the data coded and themes identified, the next step in the process was cross checking and this was done by cross referencing with other supporting evidence collected during the fieldwork and my own observations and experiences. The final step in the process is synthesis (Kvale, 1996). I now wrote in English and as I translated the words, so I interpreted them, using my judgement to identify any extra meanings to the spoken words, where, for example, interviewees had added emphasis to their replies.

3.7. Positionality

In this chapter, I have defended my chosen interpretative approach and a research study that employs qualitative research using small sample sizes. This approach recognises the role of the positioned researcher. As Hall (2004:138) indicates ‘accounts of any discipline and of research within that field of study are situated’, whilst Barnes and Sheppard contend that ‘they depend on the point of view of the author, which in turn reflects how he/she is positioned intellectually, politically and socially’ (2000, p. 6). This same argument is endorsed by other authors such as Coffey (2007), Jamal and Everett (2007), Tribe (2006), and Jamal and
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Hollinstead (2001). These (and other scholars) maintain that qualitative research
leads to interpretation and consequently, ‘an ongoing interpretive role of the researcher is prominent in qualitative case study’ (Stake, 1995 p. 43). For some, this opens up questions of validity and reliability and for this reason, it is important to devote some space to a discussion of the positionality of myself as the researcher.

My aim in this thesis was to explore how current strategies in destination branding can assist stagnant destinations using the example of Calella. I wanted to understand how those strategies were regarded by the different stakeholders from the ‘inside.’ Throughout my previous research training, I had always been influenced by the scientific, objective approach and sought to detach myself from the research (Hall, 2004). However, influenced by the contributors to Ateljevic, Pritchard and Morgan (2007) and the work of Botterill (2003, 2007), I embraced a different approach to my research.

Botterill (2001, 2003, 2007) writes about his own research journey in tourism from an auto-ethnographic framework. As a tourism lecturer with a passionate interest in this particular topic and as a native of Barcelona, I have a personal relationship with my topic, which I could have chosen to ignore and ‘hide’ or which I could recognise. Actually, my love and nostalgia for the destination of Calella was the trigger for this thesis. Of course, at the same time, I should not forget that I am already someone with an established set of images and ideas, a set of preconceptions and reservations that were difficult to detach from the research process. This problem of detachment is discussed by Dunkley (2007, p.371) in relation to dark tourism, as she says: ‘whilst exploring the thanatouristic
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experience, [it] ... became clear to me that taking a cool and distanced approach to the field was not going to be simple or even desirable given that it is such an emotive subject.’

I realised that this acquired knowledge about Calella could be an asset to my research. Instead of ignoring a source of knowledge in its own right, I embarked on a personal journey of discovery - as discussed by Noy (2007) in his autoethnographic study of tourists and backpackers. I made the decision to be an active part of the research process, from an observer’s point of view and a researcher’s stance. Once aware of my position, I could turn my association with the resort into a resource and acknowledge that I was not a blank canvas, but a collage with layers of experiences that contradicts the general assumption that observations rely on the objectiveness and neutrality of the researcher (Belsky, 2004).

At the same time, I elected to use methods that required me to be part of the process (expert panel, interviews, observations, etc.). It is worth mentioning here that my position in the research process changed considerably throughout the fieldwork I conducted in Calella. Initially I was someone with a tourist’s knowledge having spent my summers from childhood to adulthood in a town near Calella. As I conducted my interviews my role shifted from an interested outsider to a potential source of guidance and information. One day I was asking questions and the next I was being asked them. Eventually I was invited to contribute to discussions over the future of the resort.
3.8. Validity and Reliability

Validity, generalizability and reliability have particular meanings and applications in qualitative research (Kvale, 1996). In contrast to approaches in the positivist tradition, the key measure is the trustworthiness of qualitative research (Decrop, 2004). Moreover, qualitative generalization is particularly important in case studies as the researcher spends a considerable amount of time in the field (Kvale, 1996). In this thesis, the generalizability is naturalistic, as ‘it rests on personal experience: It develops for the person as a function of experience; it derives from tacit knowledge of how things are and leads to expectations rather than formal predictions’ (Kvale 1996 p. 323). On the other hand, reliability relates to how consistent the research is and in this case, consistency was gained by using a variety of sources of information. Another important aspect of trustworthiness is triangulation, defined by Denzin and Lincoln (1998 p. 4) as ‘an attempt to secure an in-depth understanding of the phenomenon in question... triangulation is not a tool or strategy of validation but an alternative to validation.’ Guba and Lincoln (1985) discuss validity and reliability and in table 3.5 I adapt their model to demonstrate how these measures are applied in this particular research project. The table demonstrates how the case study approach (Yin, 2003) maintains consistency, credibility and validity though the employment of different methods and sources of evidence.
Table 3.5: Coping with Validity and Reliability

<table>
<thead>
<tr>
<th>Measure</th>
<th>Recommended</th>
<th>Implementation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Credibility</td>
<td>Prolonged engagement; Persistent observation; Referential adequacy.</td>
<td>Prolonged engagement as part of the researcher’s positionality; Referential adequacy from other sources (such as Ten 2006) and data gathered from other stakeholders.</td>
</tr>
<tr>
<td>Transferability</td>
<td>Purposive or theoretical sampling and writing thick descriptions.</td>
<td>Interview recordings and transcriptions; panel emails.</td>
</tr>
<tr>
<td>Dependability</td>
<td>Having a research plan, a second opinion and leaving an audit trail to check if someone else would arrive at the same conclusion.</td>
<td>The auditors were my supervisors. The expert panel’s opinions validated my analysis; Feedback from the interviewees.</td>
</tr>
<tr>
<td>Confirmability</td>
<td>Reviews and reflective journals.</td>
<td>Reflective journals and the project supervisors.</td>
</tr>
</tbody>
</table>

Source: Adapted from Guba and Lincoln 1985.

It is important to mention that to ensure there was consistency in the research; different methods were used to contrast and corroborate concepts. Moreover, there were four main areas of research that were used to increase credibility and validity as sources of documents and interviews were contrasted with the researcher’s observations and the expert panel. To ensure dependability continuous feedback form supervisors was sought.
3.9. Chapter Summary

In this chapter I have identified the key epistemological underpinnings of the thesis, described my interpretivist stance and mapped my philosophical journey onto Crotty’s (1998) model. This first half of the chapter was followed by a justification and review of the research approach and methodology adopted in the thesis. In these sections I defended my choice of qualitative methods and justified a case study research approach following Yin’s 1989 model. The chapter then outlined and described in detail each research method employed and the sources of evidence reviewed in the case study. The next chapter will map the development of Calella against the TALC, discuss in detail the current situation in the tourist destination and present a SWOT analysis for the resort.

CHAPTER FOUR:

CAELLA & THE TOURIST AREA LIFE CYCLE

4.1. Introduction

This chapter discusses the Tourist Area Life Cycle (TALC) and examines the development of Calella as a mass tourist destination from its beginnings in the early 1950s to today. The chapter provides context for the case study destination, including an exploration of its geography (section 4.2) and a contextualization of
its tourism development - placing Calella in its Spanish and Catalan contexts – (sections 4.3, 4.4. and 4.5.). The chapter does more than merely providing background for the case study destination, as it also maps the development of Calella against the TALC (section 4.6), concluding with a detailed account of the current situation in the tourist destination.

4.2. **Calella’s Geography**

Calella is a vibrant cosmopolitan city with a Mediterranean climate and culture. It is a maritime city located in the region of el Maresme in the province of Barcelona (Catalonia). The city is 25 kilometres from Mataró (the capital of the region) and 56 kilometres from Barcelona, which is just a 40 minute journey by car and 60 minutes by train. It is also just 50 kilometres from the city of Girona, making it an ideal destination for seaside excursions from a number of urban areas (figure 4.1).
Figure 4.1: Calella’s Location

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Calella also has an extensive range of tourist attractions. Indeed, with three kilometres of beaches offering clean sand and blue water, parks, nature reserves and sports facilities (figure 4.2.), Calella can offer visitors year-round entertainment and activities including cultural (concerts, dances, local festivities) and sporting events (swimming, sailing, volleyball, walking, beach football, etc.). The city also has a diverse commercial base, is home to approximately 800 shops and a good range of hotels and accommodation operations housing its quarter of a million annual visitors who come to the city from all over Europe, the vast majority being Britons and Germans.

Figure 4.2: Calella’s Beachfront

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Figure 4.3 illustrates Calella’s main tourist resources. The resources are classified per clusters depending on whether they are cultural, sports, leisure, natural or shopping. The most remarkable is that the ‘tourist’ part of Calella forms one cluster. Therefore, most of the town’s hotels, bars, restaurants and discothèques are located in the same area.

Figure 4.3: Calella’s Main Tourist Resources

Source: www.calella.cat.
4.3. **A Brief History of Spain’s Tourism Development**

This section briefly outlines the history of the development of Spain’s tourism industry. Spain’s tourism boom began in the mid-1950s when the seaside Mediterranean resorts began offering sun and sea packages to Northern Europeans. Tourism figures have steadily risen since then, from fewer than a million tourists in 1950, reaching more than 34 million in 1973 to over 78 million in 2002. This rapid increase has not always been beneficial as although there have been new employment opportunities and increased investment, there are seasonal fluctuations with tourism and it has had a huge impact on the natural environment of Spain (Albert-Piñole and Pompl, 1993).

Nonetheless, tourism has been very important to the Spanish economy. Spain's visitors are mostly from the European Union, with France, Portugal, Britain, and Germany at the top of the list, but Russia, Baltic and Scandinavian countries are increasing their share every year. American tourists account for less than two per cent of the total, but they spend more per person than their European counterparts making the United States the second most important source of tourist income after Britain (www.countrystudies.us/spain).

4.3.1. **Early Tourism Development: 1920-1950**

Tourism was recognized even before World War II as an important economic activity worthy of government support in Spain. Primo de Rivera (1870-1930), the military general and later Prime Minister and President/dictator of Spain during the 1920s realised the importance of developing tourism and opened a chain of
official hotels, known as tourist inns or paradores, based in historical areas of the country. Lasansky and McLaren (2004) explain how Primo de Rivera developed a major public works scheme and a propaganda campaign, projecting positive images of Spain as a country embracing progress in the twentieth century. A major event in this process was the Barcelona International Exposition or Expo 1929. Held from May 1929 to January 1930 at an estimated cost of 130 million pesetas, twenty European nations participated in the fair which celebrated the city’s technological progress and sought to raise awareness of a modern Catalan. Another significant step at this time was the creation of the Patronato Nacional de Turismo in 1928 with the aim of promoting Spain overseas (Barke, Towner and Newton, 1996).

The remainder of this period was characterised by war (the Spanish Civil War, 1936-1939 and the Second World War, 1939-1945) and the Great Depression and saw little or no development in Spain’s tourism industry. However, technological progress was made in these decades with major innovations in transportation (especially the aviation, railway, shipping and automotive industries) and a concomitant increase of vehicles on the Spanish road system – all of which was to aid the post-war expansion of the tourism industry (Barke, Towner and Newton, 1996).

4.3.2. Post-war Tourism Development: 1951-1975

In the postwar decades, technological developments coupled with the economic upturn and the return of peace to Europe saw the large scale influx of international tourists to Spain in search of warm weather and attractive beaches. These were
years of the new welfare state in many countries, the establishment of international peace and security and stable working conditions and paid holidays – all of which contributed to the development of mass tourism (Valenzuela, 1988).

A significant event in these years was the creation in 1951 of the Ministry of Information and Tourism. The 1960s and 1970s witnessed the great Spanish tourism with every year witnessing a progressive increase in the number of visitors. A key figure in these developments was Manuel Fraga Iribarne (1922-2012). As Minister of Information and Tourism (1962-69), Fraga presided over the beginning of the tourist boom, energetically marketing the country under the slogan ‘Spain is different’. However, there was no agreed model of tourism management and although many hospitality businesses were privately owned, the Ministry of Information and Tourism had considerable control over the running, pricing and controlling of those companies, as well as operating other public establishments such as the paradores (Barke, et al., 1996).

Notwithstanding this government involvement, Spain’s tourism industry was largely in hands of foreign tour operators, who were in the main responsible for developing its international image. In these decades Spain’s reputation as a destination for paella, sun, parties, beaches and bullfights was firmly established in its key northern European markets (Morgan and Pritchard, 1999). In the midst of this seeming boom, however, the mid-1970s were to bring major challenges and transitions as the country’s tourism industry was severely hit by the 1973 oil crisis, the 1973-1974 stock market collapse and rising prices. Then November 1975 saw the death of Franco (totalitarian head of state of Spain, from October
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1936 until his death) and the return of democracy to the country after a period of changeover (Garrido, 2007).

4.3.3. Democracy, Boom and Contemporary Challenges: 1975-2012

Such was the growth during these four decades in Spain's foreign tourist industry that in 2007 it became the second biggest in the world. The mid-1970s (1973 to be exact) witnessed a major revolution in air transport as aviation was liberalised, sparking a new boom in Spanish tourism and indeed, in this period the Mediterranean Coast as a whole was consolidated as a major tourist region competition to Spain appeared in the countries located along the South of Europe. The country also received a boost with the 1975 creation of the World Tourism Organisation (WTO) headquartered in the Spanish capital of Madrid with the goal of promoting the economic, social and cultural development of tourism. Two years later in 1977 the Ministry of Trade and Tourism was created and a year later in 1979 responsibility for tourism was transferred to each of 17 autonomous communities and 2 autonomous cities of Spain (Secall, 2000). Although formal negotiations started in 1977 and a CEE-Spain commercial agreement was established in 1970, Spain did not join the European Community until 1986. It became part of the Schengen area in 1991, which further boosted the flow of tourism into Spain by eliminating border controls with the 26 other Schengen members (Barke, et al, 1996; Secall, 2000).

The country’s tourism industry continued to thrive throughout the 1980s and 1990s and in the 1980s responsibility for its development at a national level was transferred to the new Ministry of Transportation, Tourism and Communications.
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This became responsible for the international promotion of Spain including advertising and distributing maps, information folders and lists of accommodation providers and shops. In addition, it maintained tourist offices in many major foreign cities in order to encourage tourism and to provide advice to and generally facilitate people planning visits to Spain. Within the country, tourist assistance was provided by a network of more than seventy local tourist information offices found in all major cities and sites of interest (www.countrystudies.us/spain).

According to the World Economic Forum (2007, 2011), Spain’s tourism industry remains in a strong position today. The national government dedicates considerable resources to tourism promotion to ensure travel and tourism are robust sectors; a strategy endorsed by the country’s rise to ranking as the second most important tourism destination worldwide according to the UNWTO in 2007. Then Spain's foreign tourist industry totalled nearly 60 million visitor arrivals and by 2006 was worth around 40 billion Euros or approximately 5% of GDP (World Economic Forum, 2009). In fact, today the total value of all foreign and domestic tourism accounts for nearly 11% of the country's GDP and provides employment for about 2 million people, however by 2010, Spain had dropped to the fourth most visited country in the world after France, the United States and China with 53 million visitors (www.countrystudies.us/spain).

Clearly, like those of many countries, Spain’s tourism industry faces considerable challenges, not least of which are: monitoring infrastructure growth so that the impact on the environment is limited; setting and maintaining high standards without raising the cost to the tourist; and developing new attractions and forms of
tourism so that there is less pressure on the most heavily visited areas. Many of these challenges are also common to Catalonia and to the resort of Calella in particular – which the next sections will now discuss.

4.4. **A Brief History of Catalonia’s Tourism**

Although Catalonia has been a popular destination in Spain for many years, the development of tourism in this region has been neglected by tourism historians (Walton, 2011) and there are few studies taking a long-term historical perspective. In general, most references date the establishment of tourism in the area to the 1950s as in the middle of this decade tourism demand increased as a result of the development of charter flights and the increasing number of tourists arriving in Catalonia by road from across the French border. This increase in tourist demand was coupled with a growing interest from foreign tour operators and this is why the number of hotels expanded to match the supply offer with the demand (Pearce, 1997; Tortella 2000).

After nearly twenty years of uninterrupted growth, in the 1970s the destination experienced a temporary stagnation due to the international economic crisis which in turn triggered financial difficulties, higher energy prices, inflation and unemployment, and the political instability arising from Franco’s regime in Spain (Garrido, 2007). After Franco’s death, there was a change in the economic structure in Spain’s coastal areas and Catalonia moved from an economy based on fishing and the primary sector to one strongly influenced by tourism (Ten, 2004). Indeed, the 1980s and early 1990s saw a period of tremendous tourism
development in the Catalan region, especially along the coastal areas in resorts such as Calella.

Perhaps the most important and certainly high-profile development during this time was the 1992 Olympic Games hosted in the Catalan capital in Barcelona. The Games were hailed as a huge success both in terms of sports peoples’ participation and in terms of audiences and projected an extremely positive image of the city in particular and of Spain in general. As Moragas and Botella (1995, p. 3) clearly indicate in their study:

*Everyone agrees that the real success of the Barcelona Olympic Games - and the Paralympic Games - was the transformation which the city underwent, with development which normally takes decades taking place in only six years.*

The 1992 Games propelled Catalonia and Barcelona onto the map of major international destinations, and directly led to the connection of the city to its seafront, the development of several ring roads, the major redevelopment of the city airport, its telecommunications and of course to the refurbishment and development of a host of major sports installations. As Moragas and Botella (1995) continue:

*It was publicly stated right from the beginning of the candidature that the Games were a pretext - or an opportunity, if you prefer to transform and relaunch the city. And that is precisely what they have been... the Games*
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were well organized [and]... a great success, as much for our image as for ourself esteem. There was no doubt of this, neither among the headlines in the media, nor in the surveys carried out among athletes, journalists and the foreign visitors who came to the Games as spectators (1995 p.3).

Today the emergence of low-cost flights, the rise of cruise travel and the rebirth of the railways through the development of high speed trains continues to fuel Barcelona’s tourism boom. At the same time, the Catalan tourism sector is clearly in transition; many small establishments and camp sites have closed as the average quality of the accommodation sector has improved. Yet, other characteristics of tourism in Catalonia remain constant. Mass tourism in the region - from the second half of the fifties until now - has been based on intensive occupation of the beach in summer by tourists from other European countries and from other areas of Spain. Likewise in winter ski tourism is important, together with second residences (Eaude, 2008).

4.5. A Brief History of Calella’s Tourism Industry


Calella has been a mass tourist resort for more than half a century. This means that it is now a mature destination, as it is passed through the consolidation stage and is now well known in countries around the world. Tourism in Calella began in 1953 when in March of that year an ex-colonel in the German army stayed in Calella for a couple of nights at the ‘Fonda Vila.’ The village had such an impact
on him and so powerful is word of mouth recommendation that in the following year hundreds of German tourists came to Calella thanks to Margot Rothes, who also recommended the village to German people. The village did not have the capacity to accommodate the amount of tourists who arrived and many people from Calella hosted the tourists in their houses. However, the warm hospitality and the personal contact with the people of Calella became renowned and the word spread that here was somewhere where tourists were made to feel at home (Personal conversation with Margot Rothes’ granddaughter, Sofia Hoffmann 2010).

The 1950s was a decade of expansion in the resort and a key figure in this was Enric Teixidor, as he promoted the building of its first hotel, The Goya Hotel (Wolf, 2008). Teixidor also founded the Celimar agency to promote the village in other countries and this new agency worked tirelessly to book tourists into the new hotels that Calella was building. The year 1959 was a crucial one in the resort as it saw the creation of the junta municipal of tourism, an organization which sought to adapt the village for the arrival of new tourists (Ten, 2004). The organization did not have access to any government money and they invested much of their own private funds into maintaining the local beaches and improving the village.

By the 1970s Calella had more than 118 accommodation establishments and was attracting a worldwide tourism market. The original small hotels began to disappear to make way for the building of bigger hotels as the village built more capacity to cater for the ever growing number of tourist arrivals. At the same time,
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a number of bars, pubs and discothèques were built and by the late 1970s the tourism sector started to be regulated by law, which created new taxes and social security for employees and new labour agreements – all of which began to transform the tourism perspective in Calella (Hoffman, 2010). Whilst this was a decade of expansion, it was also paradoxically also one of oil crisis and contraction. In fact, the number of hotels in the resort actually fell in the mid-1970s as five hotels closed with the loss of a thousand bed spaces as a result of the oil crisis (Bramwell, 1998).

4.5.2. Mass Tourism, Decline and New Directions, 1980-2012

By the beginning of the 1980s Calella could truly be described a mass sun and sand destination. Travel agency advertisements around Europe promoted Calella as a tourism destination of party, sex, alcohol, sun and beach. It is arguably from this time that the decline began as high spending tourists began to desert the resort and spend their holidays in other tourism destinations. This became a spiral of transition as many of the resort’s cultural activities disappeared as the market for them vanished, which in turn further eroded the attraction of Calella for high spending cultural tourists (Ten, 2004).

Towards the end of the 1980s the town saw an expansion in its bed stock of a thousand bed spaces with one of the biggest hotel building programmes Calella ever witnessed. Yet, the seeds of decline were increasingly evident and by 1991-1992 it was obvious that Calella was facing a crisis. In September 1993 the government created the ‘Patronat of Calella’ in order to promote the natural resources of the area, to produce effective tourism advertisements and to facilitate
tourism in the city (Ten, 2004). This marks a change of policy on behalf of the government as it now wanted to explore new markets, to take the resort upmarket, to decrease the number of tourists in the city, and (with the owners of the hotels) to close and demolish the smallest hotels (Williams and Shaw, 1998; Pearce, 1991). The government began a programme of reconstruction in the tourism sector to improve and to invest money in those hotels which had not been demolished: this programme was known as ‘El Pla Especial de Renovació dels Usos Turistics 1999’ (Ten, 2004).

This change of direction was prompted by the emergence in the 1990s of ‘new’ tourism destinations in countries such as Croatia, Turkey, Egypt, and Greece – all of which provided major competition for Calella. As a result, Calella began to reinvent itself and to adapt to the new global situation. These initiatives included refurbishing and investing in the environment so that since 1994 Calella’s beaches have been awarded the blue flag in recognition of their high water quality and their facilities. Similarly, in 1998 Calella created ‘El Pla d’exel·lència turística de Calella,’ in order to improve the urban quality of the city. In addition, in order to be more attractive to different tourist markets, the city also promotes new cultural and sporting activities, through the organization of ‘Calella Activa.’

Today Calella is dominated by three star hotels, although there are a small number of four star hotels, built to attract conventions and business people, as a result of the new policy in Calella to attract high value, high spending tourists. In the future it has a strategy to improve and promote sports tourism, family tourism, and cultural tourism and to shed its reputation for ‘sun, sex and party’ tourism. As part
of this repositioning, in 2004 Calella received the Family Tourism Certificate, which means that the city caters well for this market – a first step in the new future for tourism in Calella.

4.6. Mapping the Development of Calella onto the Tourist Area Life Cycle

4.6.1. Explaining the TALC

The Tourism Area Life Cycle or TALC is a model which suggests that destinations evolve over time as their tourist market and product changes (Butler, 1980; 2006). Regardless of a place’s or destination’s geographic scope (city, resort, region, country, etc.) it is arguably a product that must be marketed to its consumers, recognising that it is not a product in the same sense as a tin of beans is a product (Anholt, 2006). Like most products, destinations have a lifecycle and in his 1980 article, Richard Butler proposed the now widely-accepted model of the lifecycle of a tourist destination based on his adaptation of the product life cycle originally propounded by the American economist Raymond Vernon (1913-1999) in 1966 (Vernon, 1966).

The basic idea of Butler’s 1980 TALC model is that a destination begins as a relatively unknown place and visitors initially come in small numbers restricted by lack of access, facilities, and local knowledge. This is known as the Exploration Phase (see Figure 4.4). As more tourists ‘discover’ the destination, its reputation grows and it enters the Development Phase as word spreads about its attractions and the amenities are increased and improved. Now tourist arrivals expand rapidly toward some theoretical carrying capacity which involves social
and environmental limits. Thus, as the destination develops its resources its tourism numbers will increase, until it reaches a point where consolidation becomes Stagnation in the face of new and increased competition. In this phase the quality of tourist services declines, demand levels tail off, and the environmental degradation of the tourist destination becomes apparent. The tourist destination at this stage is said to have reached 'maturity' (Baum, 2006). A destination’s development from Exploration to Stagnation can be very rapid, as illustrated in Figure 4.4 (see for example, Agarwal, 1997, 1999; Beirman, 2004).

Figure 4.4: Evolution of a Destination According to the TALC

![Figure 4.4: Evolution of a Destination According to the TALC](http://destinationrecovery.com)

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Of particular interest in the context of this thesis are the possible trajectories suggested by the scenarios A-E in Figure 4.4; all are examples of a number of possible outcomes in a destination beyond the Stagnation phase. Both trajectories A and B would take the resort toward a Rejuvenation Phase and could be the result of infrastructure improvements leading to increased carrying capacity. In contrast, a destination following trajectories C or D is one which is not moving out of Stagnation as a result of factors such as increased congestion and unsustainable development, resulting in a further degradation of the very environment which attracted tourists in the first place (Baum et al., 2003). A destination following trajectory E is likely to be one which has or is experiencing a disaster or crisis (Beirman, 2003, 2004).

Of course failing destinations cannot be removed from the marketplace in the sense that the services or consumer products can be. They can, however, be rebranded or cease being tourist resorts altogether. Baum’s (1998) analysis of Butler’s TALC (1980) argued that there was a need to extend it, as it had become less useful as a concept as a result of changes in recent decades in tourism development, which are more complex and difficult to manage. As a result, Baum suggested that the greatest use in the TALC is as a tool to interpret and explain the past.

In contrast, Buhalis (2000) contends that the TALC can be used as an important framework to understand destinations which are in the consolidation phase of the life cycle, and which need to differentiate their tourism products and tackle overdevelopment which has exploited and damaged their resources. Both Buhalis
(2000) and Cooper (2006) suggest that these destinations need to find ways to sustainably extend their carrying capacity and as, they become mature, to adjust to market demands. In this, the public sector has a crucial leadership role to play as it has to pursue and coordinate improvement strategies and engage the private sector to create sustainable tourism businesses (Fyall, 2011; Allen, 2011).

4.6.2. Refining the TALC

Since it was initially conceptualised by Richard Butler in 1980, the TALC model has been developed by other tourism scholars who have focused on the evolution of tourist destinations and applied the idea in a range of contexts. Thus, Stankey and McCool (1985) discussed destination lifecycles, referring to them as ‘recreational succession’, which they defined as the gradual deterioration of campsites as they become increasingly popular with visitors (Stankey and McCool, 1985). The TALC has also been discussed in relation to a wide range of destinations worldwide. For example, Hovinen (1982) applied the TALC model to Lancaster County in Pennsylvania USA and observed the limitations of the model. Two decades later Hovinen (2002) reapplied the model in the same destination and concluded that, whilst there are problems, the TALC is a useful model in explaining the development of this destination.

Of particular interest is how Lancaster County shifted from attracting visitors with an interest in the Amish culture to attracting shopping tourists. However, Hovinen noted how the destination managed to exhibit the characteristics of the TALC’s growth, stagnation and even decline stages simultaneously, thus making the model difficult to apply. After assessing this evidence in Lancaster County, Hovinen
introduced the term maturity to replace consolidation and stagnation, where instead of carrying capacity as Butler (1980) advocates, other aspects such as location, diversity of the tourist base and effectiveness of planning become the main elements used to determine where the destination is in the TALC.

Similarly, another study which refined the TALC was that of Debabbage (1990) who argued that instead of relating decline to carrying capacity, it is more useful to relate it to external forces and a consequent inability to compete. Furthermore, Debabbage links this stage to the development of oligoplies and the control that a small number of firms can exert in a destination. This echoes Weaver’s (1990) application of the model to the Cayman Islands. Here, the study examined the level of control and power in the destination and how it is distributed between ‘locals’ and ‘incomers’ and refutes Butler’s (1980) argument that, over time local control is passed to incomers in destinations (see also Weaver, 2000). These issues can be traced in any mapping of the TALC onto Calella’s development – as the next sections attempt.

4.6.3. Calella in the Exploration Stage

The very first visitors to Calella were drawn from the bourgeoisie of the nearby Spanish cities who owned second homes on the coast. However, just as in any resort – from Torbay (Agarwal, 1997; Morgan and Pritchard, 1999) to Belize (McMinn and Cater, 1998) – the first foreign visitors to Calella were those (most of them originally from Germany) in search of a ‘different’ way of life. In the immediate aftermath of the Second World War (1939-1945), these visitors were desperate to escape from the grim reality of life in post-war Northern Europe to
the beautiful scenery and warm Mediterranean weather of Southern Spain (Ten, 2004).

These first tourists arriving at Calella could be termed drifters, searchers or adventurers in relation to the TALC, those who are interested in trying new places and experiences and who then became opinion-formers in spreading positive stories about the destination to friends and relatives who might be encouraged to visit (Plog, 2001). Margot Rothe Brunner is widely regarded as the first tourist to arrive in Calella (Ten 2004). After Margot (as everybody knows her in Calella) arrived in 1952 other Germans followed in numbers and the resort began developing and adapting for tourism between 1953 and 1962. Gale and Botterill (2005:156-157) refer to the initial phases of the TALC in these terms:

...the unspoilt qualities of the fledging destination and its natural and cultural resources attract the first visitors, these being few in number and adventurous or independent in nature. Little or no tourist infrastructure exists at this point in time.

In Calella, this lack of infrastructure was due to the absence of tourism until the early 1950s (aside from second homes); thereafter rapid development followed, changing the local community. Whereas previously the area’s communities relied on agriculture and textiles, now tourism became the mainstay of the local economy. However, unlike in some destinations where there might be a time lag between tourists arriving and the local community accepting and then welcoming them (since people are often wary of change and uncertainty), in Calella the local
community opened up their houses to offer paid accommodation and gain extra income immediately (Johnson and Snepenger, 2006).

If anyone raised objections it was the conservative Spanish press which saw these new tourist arrivals as a threat to the morals of the country. It is important to remember the context of the time and that Spain experienced a civil war between 1936 and 1939, a war which ended in the dictatorship of Franco which lasted from 1939 until his death in 1975. During his dictatorship, dominant Spanish social values were highly conservative – impacting on the press, film, and the mass media, as well as many other social institutions. Both public legislation and the extremely influential church enforced a set of social structures intended to cement the traditional role of the family (Medhurst, 2007).

Such initial reservations about the impact of tourism on the morals of local communities is not unusual and have been found in studies from early twentieth century Britain (Walton, 2011) to modern day rural Uganda (Lepp, 2006). In fact, the attitudes of local residents to tourism development and to tourists has been seen to mirror the development of the TALC and this was the case in Calella as, in the early stages (such as Involvement and Development) tourism development was widely welcomed as tourism was seen as beneficial, however in the latter stages of the TALC it became clear that the local residents were feeling increasingly antagonistic towards the tourists.
The exploration phase did not last long and during the period 1953-1962 Calella rapidly moved from the exploration to the involvement stage (Agarwal 1994, 1997 and 2002 and Butler 2006), as the local community started seeing business opportunities and developed facilities for the new arrivals. At this time Calella was the first seaside town that the visitor would encounter when crossing from the border. After the influx of German tourists, the people of Calella soon opened accommodation establishments, souvenir shops and many other tourism-related businesses (Ten, 2004). The numbers of tourists began expanding so rapidly at this time so that by 1962 Calella was catering for over 3,000 annual tourists (Ten, 2004).

During this period the levels of tourist/resident contact or involvement remain high as ‘the relationship between hosts and tourist is still harmonious and the tourist still possesses high levels of interest and sympathy with the local way of life’ (Ryan, 2003, p. 270). Interestingly, Ryan chooses to use the word ‘sympathy’ which implies that there is already a power relationship developing in the resort where the tourist is more powerful than the host. Indeed, it seems that those tourism researchers (such as Ryan, 2003) who have studied the social relationships between the host community and tourists conclude that, as tourism develops, the local community moves from euphoria to antagonism and the tourist community’s attitudes also shift and culminate in them losing interest in visiting that place.
Thus, Figure 4.5 illustrates the relationship between the TALC (Butler 1980, 1993) and community attitudes towards tourists (Cohen, 1972; Doxey 1975; Andiotris, 2006). In Calella’s case it is interesting that tourism developed within its original urban area and therefore was in close proximity to the local community. Harrill’s (2004) study of residents’ attitudes toward tourism development identify socioeconomic factors, spatial factors and economic dependency as the key shapers of these attitudes and in Calella, the two communities were close in every way, especially as the local residents lived in the midst of the new hotels and tourism amenities.

Figure 4.5: Mapping the TALC and Community Attitudes

Source: Based on Butler (1980-1993); Coben(1972); and Doxey(1975).


4.6.5. Calella in the Development Stage

The resort soon moved beyond the involvement stage to the development stage, which dates approximately to between 1963 and 1972, when further facilities and
attractions were developed (Ten, 2004). More importantly, in a wider context it
was in 1963 that the Spanish government created the Empresa Nacional de
Turismo Del Instituto Nacional de Industria (A national tourism institution) and
the Official Tourism School. Both developments demonstrate acknowledgement
of the importance of tourism as an economic sector, and are characteristic of the
development stage, when the public sector begins to become involved into
attempting to attract an increasing number of visitors (Andriotis, 2006).

At a resort level, 1963 was also a key year and promotional material was now also
being designed to attract further arrivals in Calella. A key figure in this was Josep
Neckermann, owner of a town travel agency. He advocated developing the resort
to attract the masses and he wanted a product that was affordable and with lower
margins, aiming to maximise volume. By lowering his prices he managed to bring
18,000 customers to Calella in 1963, a number exceeding the local population.
Also at this time, in 1963 the public sector created an organisational plan for
Calella to provide some coherence to the hitherto haphazard tourism activities, but
also in acknowledgment that it was largely the private sector which was shaping
tourism strategies (Ten, 2004).

The following year (1964) British tour operators began showing interest in Calella
and started promoting the area as the Costa Brava. As British tourists started to
arrive, establishments tailored to this target market began to appear, most notably
an English pub called ‘Bobby’s. Horn and Simmons’ (2002) study demonstrates
how, as a tourist area progresses, ownership of enterprises moves from locals to
foreigners and the opening of Bobby’s in Calella is a good example of how this
began to happen in the Spanish resort in the 1960s. It does not have to be a large corporation which ‘moves in’ for the local community to start feeling as if some of their businesses are being appropriated and their identity eroded. As Andreotis (2006, p. 1083) sums up:

...in attempting to synthesize the morphological changes of coastal resorts, the three most important elements are guests (who are the main cause for induced development); hosts (who by supporting development and by being involved in tourism contribute to the success of a destination); and politics (which influence overall development). The high amount of interplay among these players is guiding coastal evolution.

At the same time, the local Calella community and business sector began to become aware of the need to develop the town’s public services to satisfy the tourists as foreign press articles were criticising the lack of infrastructure and other services. Thus, in 1968 the town hall managed to secure funding to the tune of 25,644,869.57 pesetas for Operación Turismo, a strategy aimed at revitalising its urban areas and developing a more competitive product for the changing international tourist market (Ten, 2004). This signalled that in Calella the local community had now accepted their economic transition from businesses dependent on agriculture to becoming fully fledged tourism business owners. Clearly the new wave of international tourists thought of Calella as an attractive and importantly a cheap destination and its local government now totally embraced this high volume, low-price product.
4.6.6. *Calella in the Consolidation Stage*

Within a decade Calella had moved through the development into the consolidation phase and the 1970s were to be a decade of challenge and often negativity for the resort’s tourism industry. As early 1970 some local people were already complaining about the negative impacts of tourism and arguing that Calella had lost its picturesque scenery and reputation due to the influx of high numbers of ‘downmarket’ tourists (Ten, 2004). Already local communities had identified a link between rising tourist numbers and rising levels of problems related to alcohol, an issue which has now become an important contemporary issue recognised by the authorities (Ten, 2004).

As discussed above (section 4.3), the mid 1970s were years of the global oil crisis (1973) and international financial instability (1975-1977) and therefore ones of uncertainty for Calella. The resort was now heavily reliant on mass tourism and had embraced the low-cost market to the point of jeopardising the quality of its product. In fact, Ten (2004, p.183) argues that Calella had by this point chosen to pursue the balance of satisfactions system; by which he means that the local businesses wanted to provide a service good enough for the customers not to complain, but bad enough so that they would not come back. This may sound a strange business strategy and it was premised on a belief that new customers used to spend more in the resort as a result of their lack of experience and local knowledge (for example, where to obtain the best exchange rates for their currency).
Chapter Four

Fortunately for Calella the summer of 1973 was a successful one in the resort, with full occupancies. Unfortunately, this was not the case elsewhere and in the international tourism system, financial problems in the generating markets such as the closure of British tour operators caused problems in Spain. Thus, when the Court Line Group, which included the second largest UK tour operator at the time (Clarksons Holidays), collapsed in August 1974 several hotels which had been built to cater for their clients had to close (Civil Aviation Authority, 2012). Partly in response to these problems, Calella created the Centre D’iniciatives i Turisme Maresme Turistic with the remit to promote the area along the Calella coast. It turned to promoting nightlife, sports and Maresme Turistic in a bid to remain attractive to tourist markets – all of which were to leave lasting legacies in the city and even at the outset attracted considerable criticisms. Thus, the launch of the musical event Rock-Calella in 1977 drew much criticism from the local press and has some parallels with the current focus on Calellafest, the Calella Challenge and the Consorci Costa de Barcelona-Maresme (section 4.6.6).

4.6.7. Calella in the Stagnation Stage

Calella had relied on mass tourism for many years, its business model had worked but by the mid-1980s external forces were preventing tourists from travelling and it was increasingly apparent that changes to its strategy were necessary. In 1985 over 1.5 million British people remained in the British Islands and decided not to holiday abroad, making it a bad year for Calella and the rest of Spain (Walton, 2000; 2011). By 1987 the problems with local tourism were being voiced in the local community and the local press and by the early years of the 1990s the situation had become worse, with 1990 seeing the first decrease in visitor numbers
(Ten, 2004). Local stakeholders were increasingly recognising that Calella had reached the stagnation stage where ‘surplus bed capacity ... [was] available and strenuous efforts [were] ... needed to maintain the level of visitation’ (Butler 2006, p.7).

Thus, Calella found itself in the stagnation phase of the TALC and from this point on, Calella had the option of pursuing strategies of rejuvenation or face the prospect of the city entering a decline phase. In fact, Calella was still a profitable tourism destination capable of attracting a high number of visitors at peak time. It was thus not stagnant in terms of visitor numbers but in terms of the economic growth that those visitors provided. This economic dependency was also partly responsible for the local antagonism towards tourism and another plank in rejuvenating the resort was to regain the residents’ approval of tourism development. As Wang and Pfister (2008, p.84) suggest: ‘In return for mitigating impacts and clarifying benefits, tourism planners can earn residents’ support for specific tourism initiatives and create a favourable attitude toward tourism among residents.’ This now became increasingly urgent and was one of the reasons behind the development of the Agenda Local in Calella (section 4.6.6.).

In many ways, Calella had evolved onto what Agarwal (2002, 2006) refers to as the reorientation stage, rather than the decline and rejuvenation stage identified by Butler (1990, 1998, 2000 and 2006), Strapp (1988), Baum (1998) and Cooper (2006). However, it was clear to its stakeholders and, in particular, to its accommodation and public sector that there was a need to change the product, to address the seasonality of the tourism sector and to target new groups. Cooper
(2006) identifies various rejuvenation strategies, one of which is product specialisation and today Calella is working towards increasing the product offer and refocusing on family, shopping and sports tourism (i.e. introducing The Challenge) – all of which will take time and investment, as it also has to overcome its negative reputation of a resort based on downmarket sun, sand and sangria tourism.

4.6.6. Calella in the Post-Stagnation Stage

Today, Calella seems to exhibit the characteristics of the TALC’s stagnation, decline (and even growth) phases simultaneously, thus making the model difficult to apply in a simplistic way (see Hovinen, 2002). This could be because whereas the traditional product life cycle examines a single item or product, a destination is an amalgam of products and services and whereas some might be in one stage others might be in another – just as firms would have in their corporate product portfolio. Thus, in Calella its products focused on nightlife and the majority of its hotels are not fashionable and are stagnant but its newer product offerings aimed at the sports tourism market are at a growth stage. This confusion also applies to the accommodation sector, which is still largely local and family run: some of these businesses take the main part of the market share and are therefore powerful as destination stakeholders, exerting considerable influence over the resort’s image (see Debbage, 1990).

In fact Butler (2006) amongst others suggests that the whole area of the Costa Brava is now in the stage of stagnation in the TALC. Even though Calella is not geographically located in the Costa Brava but in the adjacent Costa de Barcelona-
Maresme, Calella shares many of the characteristics of these resorts, where ‘the area will have a well-established image but will no longer be in fashion. There will be a heavy reliance on repeat visitation’ (Butler 2006, p.5). However, as Table 4.1 illustrates, the resort is not attracting new tourists from its established generating markets and indeed, its main markets have seen decreasing numbers of tourists in the past years.

Table 4.1: Tourist Arrivals Based on Country of Origin (Catalunya 2009)

<table>
<thead>
<tr>
<th>Country</th>
<th>Value (Thousands)</th>
<th>Variation (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2007</td>
<td>2008</td>
</tr>
<tr>
<td>Total</td>
<td>113825.6</td>
<td>109761</td>
</tr>
<tr>
<td>Germany</td>
<td>13894.6</td>
<td>14928.8</td>
</tr>
<tr>
<td>Belgium and</td>
<td>13169.5</td>
<td>12981.6</td>
</tr>
<tr>
<td>Netherlands</td>
<td></td>
<td></td>
</tr>
<tr>
<td>France</td>
<td>34589</td>
<td>30172.3</td>
</tr>
<tr>
<td>Italy</td>
<td>9620.7</td>
<td>7957.1</td>
</tr>
<tr>
<td>United Kingdom</td>
<td>12918</td>
<td>13350.7</td>
</tr>
<tr>
<td>Scandinavian</td>
<td>4310.1</td>
<td>4357</td>
</tr>
<tr>
<td>Switzerland</td>
<td>2424.6</td>
<td>2786.4</td>
</tr>
<tr>
<td>Other countries</td>
<td>22899.1</td>
<td>23227.1</td>
</tr>
</tbody>
</table>

Source: Idescat, statistics from the Frontur de l'Institut d'Estudis Turístics (IET)

Tourists make decisions over their holiday destinations based on available time and money (Leisen, 2001). This is particularly true in destinations where competition is fierce and it is applicable to Calella where price is an important factor for the holidaymakers, whereas other destinations with unique assets and
resources are much less price-sensitive. Calella has an image problem in that it is a destination with no uniqueness and it has the same attributes as many other destinations in the Coast of the Mediterranean – namely a poor image and only good for its climate and cheap prices. If we use Bansal and Eiselt’s (2004) discussion of tourists’ push and pull factors, the former being intrinsic to the destination and the latter being those of a more tangible nature, then Calella’s push factors are obsolete as they relate to wild nightlife, cheap alcohol and a sense of Spanish fiesta, whereas its pull factors are its tangible natural resources, mainly its beaches and its proximity to the mountains, its good gastronomy, its park Dalmau and its commercial centre.

Figure 4.6: Calella’s Excellent Beaches

Source: www.calella.cat.
On the positive side, therefore, Calella offers excellent beaches and a good climate throughout the year (see figure 4.6). Currently it offers a very simple package that relies on the sun, the sea and the cheap prices, especially where alcohol is concerned - all of which appeals to its repeat visitors. The difficulty lies in the fact that Calella is currently projecting an array of confused and confusing images as tour operators are still selling this destination as a traditional sea and sun resort for the masses but its local government and DMOS are focusing on establishing new markets, including; sports, families, health and wellness and short break tourism. Moreover, some of its stakeholders are happy to continue attracting the traditional mass tourists in search of sun, sea and cheap sangria whereas others want to deter the current market and attract higher spending, upmarket tourists. As a result, the destination of Calella has reached a point where there is very little time left if it is to address its problems and instead there now is a noticeable sense of urgency amongst the local community.

4.7. **A SWOT Analysis of Calella**

As regions and cities are small and quite specific in nature (by comparison to countries), it has been suggested that they could focus their (re)branding efforts on their functional aspects (Caldwell and Freire, 2004). However, as we shall see for many destinations, including Calella (see chapter five) this is a difficult task as the organisation of tourism is complex and controlled by the regional government (Morgan et al., 2011). In the case of Calella, there are a number of opposing views and interests amongst its stakeholders and whereas some want to move away from the nightlife image, others find this type of tourism to be very
profitable. All of this is further complicated as there are no clear structures and responsibilities in the DMO and public funding is limited.

In order to achieve a concept of ‘unique experience’ areas in decline or with negative images have sought new target groups and built their branding upon a new concept or even a new ‘destination’ (Morgan and Pritchard, 1998). This has been done in this case and the area has been rebranded by renaming it. Calella is now marketed under the umbrella of the new name Costa de Barcelona-Maresme instead of the Costa del Maresme. Whilst this might cause some confusion amongst the resort’s repeat visitors, the local government does not value these visitors that highly as here the public sector is trying to change the tourism market.

Needless to say, repeat visitors are still important to the private sector and in particular to the accommodation service providers and as competition is so fierce at the moment it is risky to alienate repeat customers. However, Calella’s businesses have long believed that new customers spend more money than repeat visitors who already have a good working knowledge of the area (Ten, 2004). This seems to be endorsed by Alegre and Pou’s (2006) study of Mediterranean sand and sea destinations and thus this so-called ‘balance of expectations’ may not be such a strange strategy.

At the start of the second decade of the twenty-first century, Calella faces a number of challenges and threats to its position as a tourist resort. It has a new name and a variety of resources which can be attractive to contemporary tourists,
although these are not reinforced in its marketing campaigns. For example, Calella is well known internationally for its beaches but it is not so well known for its equally excellent natural parks (such as the Dalmau) or its rural walking routes. A SWOT analysis (figure 4.7.) compiled by combining the SWOT analysis provided by ten (2005) and Wolf (2008) of the resort reveals that these strengths may well position it to take advantage of those opportunities presented by new markets, products and tourists of tomorrow – in search of culture, ‘authenticity’, wellness and revitalisation (Yeoman, 2008). In chapter six a further developed SWOT analysis appears, including my own input from the interviews and observations.

Figure 4.7: A SWOT Analysis of Calella

<table>
<thead>
<tr>
<th><strong>Strengths</strong></th>
<th><strong>Weaknesses</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Natural environment (beaches)</td>
<td>Poor image</td>
</tr>
<tr>
<td>Attractive climate</td>
<td>Tourism overdeveloped and stagnant</td>
</tr>
<tr>
<td>Proximity to affluent European markets</td>
<td>Lack of stakeholder agreement</td>
</tr>
<tr>
<td>Proximity to Barcelona</td>
<td>No USP</td>
</tr>
<tr>
<td>Good connections to air transport and road transport</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Opportunities</strong></th>
<th><strong>Threats</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>New markets</td>
<td>Nearby competitors</td>
</tr>
<tr>
<td>The challenge</td>
<td>Funding and investment is now being limited and stopped due to financial restrictions</td>
</tr>
</tbody>
</table>
4.8. Chapter Summary

This chapter has discussed the Tourist Area Life Cycle (TALC) (Butler 1980, 2006) and examined the development of Calella as a mass tourist destination from its beginnings in the early 1950s to today. The chapter has provided a background and context for the case study destination, including an exploration of its geography (section 4.2) and a contextualization of its tourism development - placing Calella in its Spanish and Catalan contexts – (sections 4.3, 4.4. and 4.5.). More than this, however, the chapter has also mapped the development of Calella against the TALC (section 4.6). It has also discussed in detail the current situation in the tourist destination (section 4.7.) and presented a SWOT analysis in order to establish the context for the next two chapters’ explorations of the role of stakeholders in developing a new strategy and vision for the resort.

CHAPTER FIVE: STAKEHOLDERS’ POWER & VOICE

5.1. Introduction

This chapter presents and discusses the interviews with key stakeholders in Calella according to the main themes which emerged from the literature review (chapter two) and the interviews themselves. Specifically, it identifies and discusses the key challenges facing Calella and its public sector tourism managers (5.2.), identifies and maps the key stakeholders in the resort of Calella, specifically the G10 network (5.3.) and discusses stakeholder power relations (5.4.).
5.2. Calella’s Challenge to Evolve as a Resort and a City

As chapter two outlined, successful destinations involve and harness a range of stakeholder groups effectively (see Piggott, Morgan & Pritchard, 2003; Fyall, 2011). The resort of Calella has identified the key stakeholders in its tourism industry and created a group known as the G10. Interestingly, there is no representation from the town’s residents on the forum which is dominated by business people in the accommodation sector. In essence, this is a highly amorphous, factional grouping composed of representatives from the public and private sectors and politicians from the governing and opposition parties with very different interests and priorities. Thus, for example, the owners of the resort’s large hotels and clubs deal directly with British tour operators and are therefore interested in creating an image of a resort based on its nightlife – a strategy which
directly contradicts the kind of image the public sector and other stakeholders such as the town’s retailers would like to encourage.

Most commentators are of the opinion that tourism development policy should be controlled by the public sector (Pearce, 1989) but in Calella there is a distinct lack of direction from both local and regional government as neither have funds to spend on tourism in the current economic climate. In addition, administrations and their political priorities and programmes regularly change as elections take place every five years and therefore the interests of the public sector shift. At the same time, the resort lacks unity, consistency and tourism industry ‘know-how’, whilst authority is fragmented across government departments (Frost, 2004). Finally, the sheer variety of resort stakeholders make coherent policies and programmes difficult as there are so many competing ‘visions’ for Calella, whilst as long as the current situation continues, it remains an over-developed, stagnant resort with no real USP.

5.2.1. Public Sector Involvement in the Resort

Calella is in an extremely precarious position as a tourism resort and amongst stakeholders (see table 3.2 for details) there does seem to be consensus over the need to rectify a rapidly deteriorating situation. Jordi Ten (Editor of Publintur and a highly respected individual in the resort) comments that Calella has lost 3,000 bed spaces in recent years and people no longer seem interested in visiting a resort ‘stuck in an old fashioned sun and sea model.’ In a similar vein Montserrat Candini, a member of the Convergencia I Unió opposition political party at local government level and member of the G10, comments how Calella ‘...is rooted in
Chapter Five

*an old and archaic vision of tourism.* With over half a century of tourism development behind it, she thinks that the resort remains rooted in the past and has failed to evolve as times and tastes have changed.

This is a point already raised by authors such as Kozak (1999), Coathup (1999) and Correira *et al* (2004) who state that contemporary tourists are becoming increasingly more demanding and selective when choosing destinations. Thus, the competitive destination must evolve and remain attractive (Buhalis, 2000). In the case of mature destinations, this is problematic, particularly when it comes to their image or brand as stagnant or mature destinations already have well established images and reputations whilst ‘newer’ destinations have less well known images (Frost, 2004; Gilmore, 2002).

Montserrat Candini highlights how many of Calella’s problems relate to the competing demands of the resort and the city’s residents. Unlike other similarly mature resorts, Calella does not have a clear tourism nucleus which is spatially separate from the local community. Instead it is very much a ‘mixed’ destination, offering both city life and tourism facilities in the same spaces and locations. Loida Serrano, who at the time of her interview (2008) was the Calella Tourism Officer based in the town hall, agrees with Montserrat Candini that Calella is both a city and a tourist destination and this impacts on its image in both positive and negative aspects; moreover its strategies have to be sustainable from a tourism and social perspective.
Thus, for example, Loida Serrano considers that maintaining or further developing Calella’s reputation for nightlife tourism is not sustainable because the local community do not want their city to have this reputation. Calella thus faces a challenge of harmonising both urban planning and tourism development, an issue which has faced many destinations over the years (see Hankinson, 2004; Buhalis, 2000) as those factors which create destination attractiveness as appreciated by tourists may not necessarily be the same ones appreciated or required by the local community (Ritchie and Crouch, 2005).

However, being an urban area with a strong tourism portfolio is, in the view of many stakeholders, a competitive advantage for Calella as it can target a range of tourism segments, notably those seeking purely sea and sun tourism and those in search of a city short break. Moreover, locating the tourism resources in the urban area can also help combat seasonality as there are other incentives for people to visit. In contrast to these positive aspects, however, there are drawbacks as, for example, neighbouring resorts such as Santa Susana with a clearly defined tourism ‘zone’ can successfully differentiate the resort from the urban area and therefore there is no need to secure community involvement in and acceptance of tourism as visitors are in essence segregated from the local community. Thus, different destinations need different branding strategies according to their geographical and political landscape (Caldwell and Freire, 2004).

At the same time the public sector has been largely ineffective in attempting to change this spiral of decline. Whilst it espouses a development strategy, in reality it is doing very little. Stakeholders such as Jordi Ten are particularly frustrated by
the lack of public sector action and the behaviour of other stakeholders. Thus, Enric Hernandez, owner of a two-star hotel and President of the Tourist Association of Calella, is highly critical of the ‘lack of planning and control at both private and public sectors.’ Highlighting what he terms ‘a glaring disparity’ between public and private sector skill levels, he comments how in the twentieth century management skills were acquired in the private sector but not in the public sector; moreover, in his opinion, there remains a lack of knowledge of tourism planning issues in the public sector today.

More recently there have been a number of attempts to harness public-private sector partnerships to develop tourism in Calella. Arguably however, whilst there has been a significant proliferation of these partnerships, very little has actually been achieved. In 1999 the Patronat Municipal de Calella was created to move this issue forward, building on the work done by Calella Activa, a public-private company created by the local government of CIU (Convergencia i Unió - also the governing body for the region of Catalonia) in 1996-97. Despite the establishment of these organisations, the resort’s wider stakeholder base was not involved in this kind of decision-making until 2004 when the Associació Turística de Calella was created. The Associació Turística de Calella membership includes stakeholders representing a range of tourism service-providers (e.g. accommodation services) are also included.

In addition, there is yet another organisation which attempts to bring the public and private sectors together; this is the Agència Turística de Calella where there are five representatives from the private sector (from the Associació Turística de
Calella) and five from the public sector. However, whilst such representation from the public sector and the business community is important, notably none of these stakeholder groups represent any local community or local interest groups. Thus, whilst this is another laudable attempt to involve different stakeholders, the organisation lacks drive and willingness to take action on a more operational level.

Clearly stakeholder involvement is vital for successful destination branding and yet it seems so difficult to achieve (Donaldson and Preston, 1995; Hunt, 1991; Jamal and Getz, 1995; Long, 1991; S当局t and Leisen, 1999). To summarise this section, Calella’s stakeholders (e.g. Ten, Candini) are clear that the city must a) improve its image so that it is a positive and attractive differentiator (Keller, 1993), as the competition is becoming fierce and b) that central to achieving this is the active involvement of the public sector in conjunction with other stakeholders. On a theoretical level then, the principle of involving stakeholders in the decision process and branding strategies is well established and yet the reality is that it is extremely hard to accomplish.

5.3. The Organisation of Tourism in Calella

5.3.1. The G10

Having briefly outlined how the direction of tourism in Calella as a tourist destination is managed by the private sector and the public sector, this next section examines some of the issues in more detail. The interests of the private sector are largely coordinated by the Associació Turística de Calella, whilst the
public sector is coordinated by the Ajuntament of Calella (the Town Hall). These two sectors have created a platform which they call ‘G-10’, which consists of 10 individuals including the town mayor, members of the opposition parties, aldermen and businesspeople from the Associació Turística de Calella and the Associació de Comerciants (see figure 5.1.).

Figure 5.1: Organizational Structure Diagram

The members of the Associació Turística de Calella each pay an annual fee to participate in the decision-making processes of Calella’s tourism strategies. The private sector is very aware of the need to effectively lobby the city council in order to have a voice in the decisions and to have a presence for tourism in Calella’s city council. Sautter and Liesen (1999) clearly emphasize this important aspect of tourism development in their tourism stakeholder map, later further developed by Buhalis (2000) and Hall (2000).

The mayor of Calella, Josep Maria Juhe describes the G10 as ‘a group of all stakeholders who meet for the consensus of tourism issues’. This analysis is revealing, however, for as we saw above, whilst the G10 is an attempt to include
representatives of both the private and public sector, the organisation does not have a representative of the local community or anyone from any neighbourhood associations and thus its members are either members of political parties or business-people with clear vested interests. Moreover, the G10 does not have enough power to take action or responsibility and thus becomes a forum for discussion but not a vehicle for action.

We have established earlier (chapter two) that stakeholders should be an intrinsic and focal part of destination branding (Ritchie and Crouch, 2003), yet here in Calella decisions cannot be made due to a lack of power in the stakeholders’ forum. The city has gone part of the way by creating an organisation to advise and debate issues such as its positioning strategy or reputation but there remains an important decision-making deficit (Aiken and Mott, 1970).

Of equal concern is the fact that some of the most influential people who have actively been involved in shaping Calella’s image in the past and who have successfully invested in the destination and in their own individual businesses (e.g. Josep Maria Corrales, an influential local hotelier and investor) are not involved in the G10. Sra Montserrat Candini, leader of the opposition and member of the G10 suggests that such businesspeople are actually ‘too busy actively changing things in a dynamic market’ and do not have the time, nor the inclination to become part of groups where issues are endlessly discussed but not actioned.
In fact, Candini is of the opinion that the group would benefit from the expertise and advice of such people who, despite not being part of G10, are clearly decision-makers in the destination and are people who understand the need to invest in and position a destination that relies on tourism (Aiken and Mott, 1970). Such people - Candini says - are keen to and indeed, are actively investing ‘in a quality product’ and ‘in improving the image of the city’; a city that Candini considers currently ‘suffers from confusion but with light at the end of the tunnel.’ Indeed, this is an individual who obviously understands the importance of stakeholders, not only at a private sector level but also at a public sector level and from the local to national scale. She agrees that ‘all stakeholders have to work together’ to develop an image and create a brand that positions the destination competitively (see Benett and Salvani, 2003; Mundt, 2002; Morgan et al. 2002, 2004, 2011).

5.3.2. Reforming The G10 Structure

Sra Montserrat Candini is also of the opinion that the G10 needs a better structure, direction and action plan; certainly it is not currently representative of all the city stakeholders, which is regarded as a prerequisite for success by most commentators (e.g. Hall, 2000; Sautter and Liesen, 1999; Long, 1991). For example, the local residents and local community groups have not been included in any consultations or decision-making processes. Moreover, the local residents are currently rejecting the direction of tourism development and policy as they see more disadvantages than advantages for the city and their own well-being and lifestyle. As far as local residents are concerned, they think that tourists still perceive Calella to be a ‘typical’ seaside resort in Spain, where one can get cheap
beer and a great deal of sunshine, whereas residents (and indeed, the public sector policy-makers) would like to change the image of the destination to make it more attractive to other markets, particularly sports tourists and families.

Several members of the G10 recognize the need to reform its structure, particularly enhancing its ability to act. Sra Montserrat Candini sees the G10 as holding ‘considerable potential’ but she thinks it has to be formalised and become more professional as - in her opinion - it lacks the willingness to take action and to be an active partner in driving tourism policy. Ideally, according to Candini, the G10 should work with local government, businesses and national government. Such cooperation, however, is hampered by the fact that stakeholders may well be involved in tourism issues and even agree on the way forward, but development is often a long-term process as there is always a range of planning time horizons amongst the interested parties; typically the private sector often work to shorter timescales than the public sector (see Morgan, Pride & Pride, 2011).

Add to this diversity of planning timescales, the fact that the G10 does not represent all the stakeholders and the fact that it does not seem to have the power to action its agreements, and the problems become apparent. It seems that cooperation with regional and national government must be related to funding and this issue has become even more important in light of the current economic crisis and the subsequent squeeze on public sector resources in Spain. Whilst Candini would like to see greater linkage between local and central government as she is a member of the National Senate, at the same time private sector stakeholders and
members of the local community are desperate to see tangible benefits from a quite bureaucratic system.

5.3.3. **Multi-Agency Marketing & Development Structures**

Calella’s multi-agency development structure is replicated in the organisations charged with the marketing and communication of Catalunya. In effect, there is a layering of agencies and organisations, whose roles overlap to some extent and who are responsible for promoting a number of different ‘brands’ and identities for the region (table 5.1.). In hierarchical terms, at the top of the tourism organisational structure is the Generalitat de Catalunya, which deals with the overall branding of the regions under the umbrella of Turisme de Catalunya. Under the Generalitat, there is another organisation - Diputació de Barcelona, which provides support to a range of localities and supports the Consorci de Promoció Turística that covers Calella. Finally, there is the G10, which as we have seen, has been established by the town hall and private stakeholders to represent stakeholders of the city and to decide on tourism issues.

Complex as it sounds due to the overlapping structures, the Mayor, Josep Juhe believes that the ‘main conflict is created as there is no dialogue amongst these organisations and therefore there is no clear direction or allocation of duties and responsibilities.’ He believes ‘the power relies on the person who has to fill the beds’, in other words that the responsibility sits with the private sector. There is a clear message here: different stakeholders will mean that responsibilities will be shifted and moreover, the private sector will have an inclination to protect their businesses and have a vested interest in favouring what is best for them on an
individual basis. All this gives weight to Mundt’s (2002) argument that destination branding is not possible where there is a lack of ownership and responsibility and to Prebensen’s (2006) contention that destinations which do not have a clear direction and vision cannot create a positive image and competitive identity.

Table 5.1: Calella’s Multi-Layered Marketing Structure

<table>
<thead>
<tr>
<th>Organisation</th>
<th>Role/Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>Turisme de Catalunya</td>
<td>Promotes different destinations by qualifying them with official tourism brands; Calella currently has the sports tourism brand and the family tourism brand.</td>
</tr>
<tr>
<td>Costa de Barcelona-Maresme</td>
<td>This is a ‘brand’ for the coastal area between Vilassar de Mar and Malgrat (known as the Costa de Barcelona Maresme); it is promoted by different tourism associations, entities, etc.</td>
</tr>
<tr>
<td>Publintur</td>
<td>Responsible for the design of Calella’s brand image.</td>
</tr>
<tr>
<td>Calella’s Tourism Office, the ATC and Calella’s City Hall</td>
<td>Responsible for Calella’s merchandising by printing and distributing flyers, booklets, guides, etc.</td>
</tr>
</tbody>
</table>

5.4. A New Brand: Costa de Barcelona-Maresme

The new brand of Costa de Barcelona Maresme has been implemented as a result of a considerable amount of planning and consultation. Eva Esplugas, Deputy Head of the Consortium for the new branded area, explained that it was not a
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decision taken lightly but in response to a lack of awareness of Costa del Maresme
as the coast north of Barcelona at trade fairs and promotional events and amongst tourist markets. In contrast, of course, this area’s proximity to one of the world’s leading and most recognizable city brands - Barcelona – was, at the same time, not being leveraged as a destination branding opportunity (Opperman and Chon, 1997). So, it was decided to create the link between the city and its neighbouring coast and take advantage of Barcelona’s global recognition.

Similarly, Juhe, the Mayor of Calella, when interviewed about the new name for the coastal region made it clear that this new name is designed to link Calella with Barcelona and to capitalise on its proximity. Likewise, Loida Serrano, the local tourism officer or Regidora de Turisme sees it as an opportunity ‘to put the city of Calella on the map as everybody recognises Barcelona.’ Ten, the pioneer behind this initiative is equally positive (as one would expect) about the idea – and sees Barcelona as a type of endorsement in terms of using a well-known neighbouring area as part of a branding strategy (Gertner and Kotler, 2004), but is less optimistic about whether tourism and regional organisations will be sufficiently proactive to leverage the new brand.

The President of the Calella Hotel Association, Mr Hernandez focuses attention on the local plan and action plan and is of the opinion that ‘constant changes in local government leadership create major obstacles and barriers to progress.’ For this reason, Hernandez believes that the main umbrella brand for the region should be the new name Costa de Barcelona-Maresme since it is constituted by a mix of public sector and private sector agents who have an interest in improving and developing the area and are very supportive of the new brand. Of course, the
new brand of Costa de Barcelona-Maresme covers a wider area and includes other towns and cities in addition to Calella; however the new brand offers a major opportunity to improve the image of the coastal region and of Calella in particular as it is one of those places most in need of improving its image and the relationships between local residents and tourists.

5.5. Calella’s Brand Image & Key Markets

As we have seen one of Calella’s key markets is the UK – as the mayor of Calella, Josep Maria Juhe himself says: ‘the British market is currently the largest in the town.’ Here, tour operator brochures used to market this region either as the Costa de Barcelona or the Costa Brava. However, according to Eva Esplugas (Deputy Head of the Consortium for the new branded area of Costa de Barcelona Maresme) because tour operators historically sold the area under the Costa Brava name and then also under the Costa de Barcelona name, there were complaints from tourists that both were confusing and not entirely accurate – as they were often neither staying on the Costa Brava nor in the actual city of Barcelona. This added to the drive to create the new Costa de Barcelona-Maresme brand.

The name change to Costa de Barcelona-Calella was initiated by the private sector in conjunction with the Consorci and Consell Comarcal and pioneered by Jordi Ten. Strategically, the Consell Comarcal was in charge of the Strategic Plan for the Maresme and tasked with promoting the new brand. A central component of the strategy is an attempt to target higher spending tourists and a drive to reposition the destination with a higher quality product offering. Research to
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inform the new strategy suggested that the current typical tourists are couples and families who spend an average of 10-50 euros per day, whilst the destination stakeholders would ideally like to target tourists with higher disposable incomes. Thus the need for higher spending tourists helped to justify the new strategy and the creation of a new brand, whilst the private sector demonstrated a willingness to offer higher quality products to improve the image of the destination. As we have already seen in Chapter Two, there is a very close link between the image and the brand of a destination (see also Sedigghi, 2001) and as Chapter Four demonstrated Calella currently has a negative image. Moreover, all my interviewees are of the opinion that Calella is suffering negative stereotyping which clearly has a detrimental impact on potential tourists’ perceptions of the destination (Gertner and Kotler, 2004).

5.5.1. Calella’s Main Markets

Whilst the British are the main market for Calella, many stakeholders actually regard the German market as the mainstay of this destination. Interestingly, Eva Esplugas from the Consorci responded to the issue of why the British tour operators are failing to advertise Calella by suggesting that this might be because the main market is seen to be Germany. Statistically Calella’s main market is the UK, closely followed by Germany (see figure 5.2). This confusion amongst key stakeholders and influencers in the resort could be because in certain months of the year, the German market is larger than the British or because historically it used to be a ‘German destination’, even being known as ‘the Calella of the Germans’ to distinguish it from another town called Calella in the Costa Brava. However, this poses an issue as if key people are not aware of their targets and
markets, they cannot provide the appropriate services and resources to maintain a high customer service quality. Clearly, products and services aimed at Germans will not always appeal to a British market. Destination image is created in the potential visitor’s mind and if Calella’s image is confusing the visitor will not exactly know what to expect (Gunn, 1972; Crompton, 1979; Selby and Morgan, 1996; Awaritefe, 2004).

Figure 5.2: Calella July Tourist Arrivals by Nationality, 2008-2009

![PROMIG PER NACIONALITATS 2008-2009 (maig a octubre)](image)


5.6. Key Challenges for Calella as a ‘Mature’ Destination

5.6.1. Spending and Investment

Although according to the classic TALC Calella is at the maturity stage, it does not exactly follow all the TALC’s characteristics; for example, its hotels are still
family run. As Mr Juhe (the town Mayor) indicates, they have passed ‘from generation to generation’ and work as small independent establishments. These hoteliers are very powerful and – he goes on to say - can have access to more funds than the public sector’s tourism budget. There are only a few establishments that dominate the market and they are currently trying to work towards offering all-inclusive packages to their guests. These all-inclusive packages mean that these hoteliers have included new businesses in their corporate portfolio to ensure all the money spent by the tourist is spent within their group. This can create tensions within the resort as those tourism businesses excluded from this value chain cannot see the benefits of tourist arrivals in the city. From my own personal observations, I have seen groups of over 100 tourists taken by a guide from a hotel to a beach and then a bar - all owned by the same group. These tourists walked along the commercial centre but did not spend any time or money there. These all-inclusive companies which are developing monopolise the tourists’ expenditure and therefore the benefits are not shared by the community.

Although Calella does not reflect all the characteristics of a classic mature resort according to the TALC, it is clearly in this phase of development (Honinven, 1982; Cooper, 2006). This is recognised by Loida Serrano, the city tourism officer, who accepts that Calella has reached ‘a maturity stage’ and that ‘maybe the current customer is not the desired one and this is the reason why everybody has to think about a new strategy, a new image and a new goal.’ Moreover, she thinks Calella is currently in an intermediate stage between the old model of mass tourism of sea and sun and a new one beginning.
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Interestingly, Loida Serrano suggests that nobody seems to have a ‘recipe’ for mature destinations with a clear series of steps to follow and that this lack of guidance demands that such places adopt a much more flexible and creative approach. She is of the opinion that Calella must seek a new model of tourism development as the previous one has already become obsolete - even though it is by no means agreed by everyone in the resort that it is in a stagnant phase. Her views echo those of the mayor Josep Juhe. Here it is worth bearing in mind that both share a public sector perspective and perhaps forget that businesses have consolidated themselves with a particular model, typology of tourism and that it is hard to change their approaches overnight.

Making the changes the government requires time and in the meantime businesses have to make money to survive. For example, Enric Hernandez (Hotel Owner & President of the Tourist Association of Calella) agrees that Calella is in the maturity stage but he thinks that it needs investment from the government as the private sector can only invest in specific product offerings. Here we have some discrepancies as Juhe believes the private sector are more powerful and wealthy than the public sector, whilst one of the resort’s leading hotel owners sees responsibility for the development of the area lying firmly with the public sector. This demonstrates that there is a significant divergence of opinion amongst leading stakeholders over finance, public sector spending and investment priorities.

Certainly, Calella’s reliance on sun and sea is not sufficient to be competitive any more. As Loida Serrano comments:
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Calella has focused and relied on this type of tourism in the past and organically moved towards a typology with less disposable income, a younger target who wanted the sun and the sea in the day and the vibrant nightlife in the night, with all the repercussions that this type of product provides.

In her view, however, whereas the sun and the sea remain two important assets and core components of the Calella product, the resort has to offer more than that.

Competition amongst tourist resorts is fierce and people’s motivations to travel are evolving (Yeoman, 2008). In Calella’s case it has a fantastic beach but it also has other resources that could complement the product offer. Both Loida Serrano and Josep Juhe are of the opinion that ‘it is time to make people know about these assets and attract other types of tourists to the area’ (Serrano). Indeed, all my interviewees share a common agreement that Calella has more to offer than what it does already; it is a matter of deciding how to ‘package’ it and of deciding who will be responsible for developing it and marketing.

5.6.2. Seasonality

One of the main problems for the resort is its seasonality; an issue which was a consistent theme in my interviews and was apparent from my personal observations. The mayor Josep Juhe sees this as a major problem and he believes the challenge should be able to break this pattern. In its favour, Calella has a city
status and therefore should be able to have a wider offer to break this summer seasonality.

It is instructive to look at the example of Mr Corrales’ hotel, which is the largest in Calella with 49 bedrooms accommodating 100 people. It works with UK tour operators such as Ferris or attracts British tourists travelling independently with low cost airlines. Many of its visitors are repeat customers who travel with friends and many are sports tourists, providing 75-80% of its occupancy levels. The hotel relies heavily on sports tourism and the only time of the year when its occupancy levels decrease is during the summer when families are the main market. Thus this hotel has reduced the problem of seasonality and it is open with high levels of occupancy throughout the year. In fact, Mr Corrales says that ‘the seasonality problem was addressed as long ago as 1992 and since then the hotel has not had to close in the winter, except in January when it closes for staff holidays.’

Even though this particular hotel has solved its seasonality problem, Calella has always come alive in summer and until recently it was a very quiet area in winter. Now the city is becoming busy due to people living in Calella and commuting to Barcelona as property prices in the city of Barcelona have become increasingly unaffordable for many, whilst those in the seaside resorts are cheaper.

As we will see below, the addition of a new event in the resort - The Challenge (a ‘mini Olympics of triathlon’) - is seen as an opportunity to improve on Calella’s current offer. It is, however, an event that will need considerable investment and whilst it is hoped that it will bring in a number of visitors, it only lasts one week.
during an already busy period when it clashes with the well established events of Oktoberfest and Fira de Calella.

5.6.3. Calella’s Current Markets

According to most of my interviewees, the typical tourist to Calella has little aspirations but is content just relaxing on the beach and soaking the sun: as Montserrat Candini of the opposition party comments they ‘simply do not want to do much’. Whilst this sun and sand tourist is still welcome, most of the stakeholders want to augment the resort’s product offer to attract a higher quality market. Candini in particular believes that Calella is big enough to accommodate a range of different market segments in the city. As Candini says: ‘as long as the right planning takes place, Calella can cope with different tourists at the same time.’ This is a view shared by other stakeholders from the private sector but not by those from the current government as it is seeking to implement a new tourism model.

What does ‘right planning’ really mean? This is a rather vague solution that implies laying the responsibility with those in power and perhaps it is typical for those in political opposition to suggest that things would work better under another government. When Montserrat Candini is asked for her views of the current tourism product and target, she describes it as sun and sea, low-middle class mass tourism with no specialist product, despite the development of some four-star hotels that are currently working with athletes due to the building of the new Olympic swimming pool (see below). However, Enric Hernández (President of the Tourist Association) believes, as Montserrat Candini does, that Calella has
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enough to offer to cater for different targets and therefore, he does not think it should discourage the mass, low-class tourism market - or even the student visitors coming for Calellafest - as his main interest is to attract as many people from as many markets as possible in order to be as profitable as possible.

Enric Hernández believes there are still too many beds available to rely on ‘quality’ or sports tourism only and comments that ‘there are 14,000 beds between Calella and Sta Susanna [the resort adjacent to Calella] and this is a very high number of beds to fill with up-market clientele.’ Moreover, Calella has recently lost some hotels and, this therefore, could aid efforts to move upmarket and attract tourists in search of higher levels of quality. For, example the owner of the hotel Sant Jordi, Sr. Corrales sees Calella as a mature tourism resort, which is pursuing ‘the right policy in terms of diversifying and that lowering prices would be a mistake.’ He sees the current market as consisting of: ‘the tourist who likes the sun and the beach plus families who like the beach and come with the children, as well as the sports tourism who is not necessarily seeking the beach.’

Interestingly Corrales does not mention the fact that many young people come to the resort for its nightlife. In fact, his hotel does not cater for Calellafest students but either for sports people training in the new Olympic swimming pool or for families who want a relaxing and easy holiday by the sea. His clientele might have more or less disposable income but as long they can afford his prices, he is happy. He does not need to cater for any tourism he does not want, whereas other hoteliers are more vulnerable to a different type of tourists. In fact, Corrales is already filling his hotel with the targets the public sector is trying to attract.
5.6.4. Calella’s Image Problem, Nightlife & Tourist-Community Relations

As discussed above, Calella’s greatest assets are its beaches and the proximity to the sea is a major attraction. However, this is not a unique selling point and many ‘new’ destinations also offer seaside holidays and competition is fierce. Moreover, in these new destinations such as Turkey, Tunisia and Croatia, tourists are welcomed and treated as they used to be in Calella, but in recent years the relationship between the local people and tourists in Calella has become much more hostile. This is so much so that even those working in the hospitality industry in the resort seem to treat tourists with some disdain.

There has also been a decrease in the number of tour operators using Calella and an increase in the numbers of independent online tourists using the ‘no frills’ airlines to Girona.

Today, the resort of Calella relies heavily on nightlife and this is reflected in the fact that there are around 10 major nightclubs and 14,000 hotel bed spaces that cannot be filled simply with sports people for the whole season. Of course, the resort is also now heavily associated with Calellafest (see Figure 5.3) and this has a major impact both on the destination’s image and more importantly in the perceived image of tourists in the local community.

Figure 5.3: Images of Calella’s nightlife
www.sunseaandskyravel.blogspot.com

http://calella2008.homepage24.de/Allgemeines

Calellafest is, according to Josep Juhe, the city mayor, associated with excessive drinking and therefore, it leads to ‘unacceptable behaviour’. The main problem
for the resort is that the nightclubs work directly with UK tour operators and their overall strategy differs from that advocated by the official Calella municipal marketing campaign. This inevitably creates confusion and a lack of focus as the official strategy (which is also embraced by many within the resort’s private sector), is to target the family and sports tourist segments. Clearly, these do not include younger tourists coming over to binge drink. The new targets of families and sports tourists might be the focus of the public sector strategies but hoteliers and other stakeholders believe the main point is to keep their businesses profitable and to have their hotels at full occupancy for as long as possible: if this means accommodating students for the Calellafest festival, then in their eyes so be it as these youngsters pay their bills. In fact, according to Lisa Sturman, the events manager for team link and organiser of Calellafest, the festival’s main target are university students ‘in search of sports, good social itineraries and affordable prices.’ Teamlink does not sell the location but the event to university students, and for them Calella is an ideal destination because it hosts the Calellafest event and at the same time, it has good beaches and sports facilities and it is well located near the airport.

Not everyone considers the resort’s image of nightlife and excessive drinking tourists as a major problem. For example, Montserrat Candini thinks such tourism exists in Calella but only ‘in a small dose not worth the emphasis given and the stigma attached to the city at the moment.’ Candini also comments that the planning permissions for opening nightclubs are granted by the local council and it is difficult not to grant permission as it is an open market and this would be
against the constitution. Whilst there may be a possibility to control new ones, it is impossible to close the clubs already open.

Similarly, Hernandez is of the opinion that the press has a lot of power and that the media accentuate the resort’s reputation for drunken tourism. His view is that ‘in any society, it is difficult to have everybody behaving in a desirable manner’. This is true but it is also a reality that Calella has an image of mass tourism, many of whom tend to take liberties they might not take at home and enjoy their holiday with a few too many drinks. As Loida Serrano comments, when people travel, ‘they seem to behave in a different way they do at home and are sometimes less courteous or polite.’ However, many of the hotel owners seem to be happy to accept these visitors as they are occupying a room and providing cash for the bar.

Thus, even though there is a general consensus amongst key stakeholders about the image problems of Calella related to nightlife tourism and a desire to encourage other target markets to visit the city, their motivations differ depending on their individual needs. The tourism officials and politicians in the public sector want to move the resort upmarket, whereas hoteliers and owners of other tourism-related businesses want to be profitable in the short-term. This creates a subtle but significant divergence in opinion. The public sector wants to actively discourage the younger tourists and to develop a new tourism model whilst the private sector believes in diversifying the market, simply adding more to the current offer. The Costa Brava area has long been marketed on an image of sun, sea and sangria, of cheap holidays, fun and fiesta and this image was consistent throughout Spain and overseas. This image cannot be changed overnight and if it is to change, then first
expectations must be transformed. Moreover, this change has to be first embraced by the local community if it is to be communicated to potential tourists.

5.7. The ‘New’ Vision for Calella

5.7.1. The ‘New Pact’

As outlined above, the current tourism environment has created considerable tensions between tourists and the local community and some of the latter even reject the role of tourism as a future key component in the economic growth of Calella. If tourism is to have a long-term future in the resort then there is a need to reconcile the host community and the tourists (Agarwal, 1997; Lepp, 2006). For this reason, Josep Juhe intends to develop a ‘local pact’ where emphasis is placed on improving the local communities’ perception of tourists and tourism. This new local pact is a key component of the current government’s strategy of developing a sustainable approach to the future of tourism in the resort.

Not everyone feels that this pact is developed correctly; for example local opposition politician Montserrat Candini suggests it is long overdue, too politicised and that the G10 should have involved local community representatives from the beginning. It is surprising that no representatives of the local community are included in the G10; if they were then perhaps the local pact would be seen not so much as a political plan where members of the community are only consulted close to election times, but more a genuine method of involving the local community in the strategic tourism plan.
It seems unlikely that this exclusion of the local community is intentional and more likely a lack of understanding from some and personal interest from others. As it seems as though the representatives from public sector are genuinely interested in improving the city of Calella, even though money is scarce and that the private sector members from the business community are primarily interested in surviving and being profitable. Loida Serrano remarks that the local community will ultimately have to abide with the decisions made by those who they think have a closer understanding of the sector. She also emphasises that there is a relationship of love-hate between the locals and the tourists in Calella, something seen in resorts elsewhere (e.g. Ryan, 2003; Harrill, 2004) and that this is why the town hall has decided to develop a local pact and an action plan. Ultimately, if the resort is to have a sustainable future, the local community will have to work in partnership with the public sector strategies and believe in the changes.

5.7.2. Market Diversification & New Targets

Sra Montserrat Candini considers that diversification is necessary for the long-term health of the city and believes it is important not to be ‘over-reliant’ on tourism, so that the tourism sector instead should fit into a diversified economy – just as Baum (1998) proposes when destinations reach a stage where there is a need for rejuvenation. Although this makes sense from a theoretical and political perspective, such diversification is perhaps harder to apply in reality. One example of diversification in the resort has been the property bubble and construction boom that has unfortunately led to an oversupply of unsold properties, and had the knock-on impact of increasing the numbers of unskilled
hospitality staff and a rising petty crime rate. Spain has an estimated two million unsold properties across the country, which experts anticipate will take a decade to sell (spanishpropertyinsight.com, 2012). In a similar way, Calella’s Mayor, Josep Maria Juhe also believes that Calella must not rely purely on tourism but needs to develop its wider service sector and he provides the example of a local hospital, which has been developed. It is the largest in the area and has therefore become a centre for ‘the health and well-being’ of people from Calella and the surrounding region. Such services and facilities created for Calella might not be tourism-related but overall they enhance the resilience of Calella as a sustainable city and, therefore, as a tourist destination - given the right image (Buhalis, 2000; Ritchie and Crouch, 2005).

Calella does undoubtedly have potential as a tourist resort in the future as it retains its best assets of large natural beaches, sea and a good climate; moreover it has a vibrant commercial centre (despite the financial crisis), well known parks (including the Dalmau Park), a lighthouse (which may be an appropriate place for a local museum) and other cultural and natural attractive assets that can be marketed to enhance the image of Calella and diversify its product portfolio. Although the current economic development strategy is clear that Calella should not be over-reliant on tourism, it is also true that Calella’s main source of income is tourism.

As discussed above, Calella has in fact an oversupply of tourists as, during the earlier Spanish construction boom many hotels were sold and demolished by developers and these were never rebuilt in the crisis. This has had the net effect of
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decreasing the number of bed spaces on offer – although Josep Juhe (the town mayor) suggests the bed stock is still too high as there are 13,000 bed spaces. He is of the opinion that the products offered in the destination give it a very confused and complex destination image. As a result, the consensus agreed amongst the diverse stakeholders represented on the G10 is that the resort must aim to create an image that includes the following key elements: proximity to Barcelona; well-being and health; sports; and family tourism. Juhe is convinced that the resort strapline should be ‘Calella, city of well-being’.

As mayor Juhe is a key individual in the bid to realign the resort’s image and he recognises that some hoteliers are concerned that families will not spend as much money as ‘the responsibility-free youngster who has disposable income and a job but wants to only drink and party.’ Yet, he is keen that Calella attract tourists who will respect the area and the local community and thus the latter will accept and respect them in return. At the moment there is a relationship of abuse between locals and tourists as their interactions are largely based on economic transactions. Consequently, the local council is aiming to change the resort’s tourist profile or at least to diversify it. Currently, the nightlife product offer dominates, and whilst the family market is an important one, the two targets are mutually contradictory.

In a bid to attract more families to the resort the local government has worked on ‘the beach project to create amenities for children and designed a corporate brand that sends this message’ (Enric Hernandez). In some respects the resort has consolidated its family brand and is shifting the focus into its second important target: sport/fitness tourism. The high Maresme has a reputation for specialising in
family tourism: it is a brand developed by the Generalitat via Turisme de Catalunya. This means the four areas comprising the region (Calella, Pineda, Santa Susanna and Malgrat) cater for families in all aspects. Calella has been awarded the brand award from Turisme de Catalunya for family tourism but it is awaiting the award brand for sports tourism, whereas the neighbouring resort of Santa Susanna already has both awards.

These Turisme de Catalunya awards are made to the four main tourist areas of Calella, Pineda, Santa Susanna and Malgrat on the basis of their establishments, attractions, beaches and public areas. Santa Susanna is the only town in the region that currently has the sports tourism award in recognition of reputation for cycling, nautical sports and football, whereas Calella is still working towards achieving the award. Eva Esplugas (Deputy Head of the Consortium for the new branded area of Costa de Barcelona Maresme) reinforces ‘the importance of specialising in a particular area to be competitive’ and sees these awards as evidence of that specialism. Loida Serrano goes further and comments that: ‘now is the time to make the choices reality, to take action and develop an action plan and ... the local pact, experts from the Diputació de Barcelona will help.’ Her main fear is that as the public and private sector work at different speeds this may create frustration and friction and derail the bid to develop the resort as a sports tourism destination.

5.7.3. Calella’s New Focus on Sports and ‘The Challenge’

Two key elements of the strategy to develop Calella as a destination for sports tourists are the city’s new Olympic swimming pool (opened in 2004 with private
investment from the owner of the hotel Sant Jordi, Sr. Corrales and his partner from the Hotel San Bernat) and a triathlon event called ‘The Challenge’. Calella, or more precisely Mr. Corrales and his team, have invested heavily in these new products by creating new installations including the swimming pool and refurbishing others including the medical centre ‘Creu Groga’ and its high performance centre and his own hotel which was built in the sixties. The Creu Groga was a type of clinic established 25 years ago to cope with the demands of medical treatment when the city was busy with tourists. It is now a high performance centre, linking sports at a competitive level with tourism. The swimming pool is actually not specifically aimed at leisure swimmers but professionals who pay to train there for a minimum of four hours a day. As such the professional swimming pool becomes quieter in the month of August as it is the rest season for these athletes, but this is not a problem as it is peak season for the pool’s leisure customers.

Mr Corrales was very much the catalyst for developing the swimming pool as he decided to build it as the public sector did not have the funds. Now this new clientele coming to train in the Olympic swimming pool fills the hotels of Sant Jordi, Bernat and the others around the area. This local entrepreneur is confident that sports tourism is a good way forward for Calella; he differs from many other key stakeholders in Calella as he is not closely linked to any associations and does not become involved in discussions and meetings but has a belief in a new type of tourism and has decided to invest heavily in it. He is a decisive individual who takes his own initiative as other hoteliers do in the area. In his case, however, he has chosen to invest in something that brings the type of tourist the public sector
has targeted and which is seen to be sustainable and competitive, whilst other hoteliers are investing in the more traditional markets based on nightlife and drinking.

The Olympic swimming pool (Figure 5.4), the medical centre and the high-performance centre have all been created by private investment. In turn, they have created the platform for Calella to host a newly acquired event: The Challenge. This is a mini-Olympics of triathlon, described by Sra Mundejar, the manager for the Challenge, as an event to rival Formula 1 motor racing. The decision to host it was made at a political level as it needed access to the national road and the sea and all the public sector organisations involved were very positive about the initiative. In fact the Challenge is viewed by the mayor Josep Juhe and his team as the catalyst for new change and has been greeted with great enthusiasm.

Figure 5.4: Olympic swimming-pool

www.sportstrainingcamps.co.uk

Spain organises the Ironman event in Lanzarote and this is the first time The Challenge has been hosted in the country. The idea is not so much to simply host The Challenge but to create a reputation for Calella as a centre of high-performance and well-being. These only exist in the USA and Lanzarote, where
the concept is very successful. Initially the event is contracted to Calella for five years, although there is a possibility to extend this. It lasts for one week, during which there are several activities and events. The Challenge starts and finishes in Calella but its events also use other neighbouring areas of the region, so spreading its benefits across the region. Mr Corrales recognises that ‘the first year will be hard, but the expectation is that in five years, the centre will have acquired a certain level of recognition’ and will have developed a reputation as a centre for high performance in the Challenge’s three sports of cycling, swimming and running. The Challenge is largely promoted via the internet and every country where the sport is practiced has a representative who is involved in its promotion. Whilst the platform and the idea to deliver the Challenge came from the private sector, the resources needed to successfully run the Challenge will involve public sector funding as it requires the closure of main roads not only in Calella but in the neighbouring areas, thus also involving the Consorci Costa de Barcelona-Maresme. As far as Mr Corrales is concerned this event is independent from the hotels, even though his hotel has a swimming pool and therefore relies on sports tourism and swimming. He thinks that ‘developing the Olympic swimming pool has proved successful and there are other establishments thinking about building but, the only problem is that there is an important cost incurred.’ Eva Esplugas believes the Challenge is the type of event that will attract the kind of tourist the public sector would like to see in Calella. Whilst the Challenge itself will only bring 1,500 to 2,500 athletes into the city for the competition, they will have to come over to train before the competition and throughout the year, together with their families, coaches, organizers and the attendant press coverage. Eva Esplugas
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comments that: *this event provides us with free PR through sports specific press all over the world.’

The Calella town hall sees this event as an opportunity for the city and believes that everybody should see it the same way. Thus, Loida Serrano thinks that *the challenge is an interesting initiative as it links well with the new strategies and goal to change the image and typology of Calella.’ However, she goes on to say that whilst the old tourism model is not useful anymore there are no guarantees that the new one will work either. Moreover, the Challenge is not without its sceptics and whereas the public sector is whole-heartedly enthusiastic about it, Loida Serrano thinks that the private sector should be motivated too as they are ultimately going to gain more than the public sector. Yet some, such as Hernandez, believe that Calella *should develop in partnership with other neighbouring destinations and should not rely too much on the Challenge as it is an event that needs a great deal of effort’. Moreover, it only lasts a week, which the rest of the year to fill hotel bed spaces. Yet, whilst both the high-performance sports centre and The Challenge are opportunities that originated with the private sector, both are now crucial in the municipality’s strategy to diversify the resort’s economy and its tourism sector and to develop an industry based on a market offering designed to appeal to sports, family, health and cultural tourists.

5.8. Chapter Summary

This chapter has presented and discussed the material from the semi-structured interviews of key stakeholders in the resort of Calella, principally the members of
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the G10 forum. It has discussed the key themes which emerged from those
interviews under the headings of: Calella’s challenge as a resort and a city (section 5.2); the organisation of tourism in Calella (section 5.3); the new brand of Costa de Barcelona-Maresme (section 5.4), Calella’s brand image and key markets (section 5.5); the key challenges for Calella as a ‘mature’ destination (section 5.6) and the plans and vision for its future (section 5.7).

Above all, the chapter has demonstrated how power relations are of great importance in the dynamics of tourism development and highlighted the diversity of interests amongst stakeholders. It has identified a clear decision-making gap in the organisation of tourism and destination management in this Spanish resort. Chapter six now presents and discusses the expert panel material and data gathered from the other sources of the case study, particularly archival data.

CHAPTER SIX: STAKEHOLDERS & ACTION PLANS

6.1. Chapter Introduction

This chapter builds on chapter four’s analysis of Calella’s evolution and development (mapped against the TALC), its brief audit of the resort’s current strengths, weaknesses, opportunities and threats (SWOT analysis) and chapter five’s analysis of Calella’s stakeholders’ opinions. It presents a detailed audit of the resort’s current position and strategies based on fieldwork according to Yin’s
(1993, 2012) case study sources of evidence (sections 6.3.; 6.4, 6.5, 6.6). It draws mainly on analysis of archival evidence (see appendix one for a full list) and is supplemented by personal observations. The chapter opens with a discussion and analysis of destination branding and the role of stakeholders drawn from the ‘expert panel’ assembled to inform the Calella fieldwork (section 6.2.).

6.2. Expert Panel Observations on Branding & Stakeholders

6.2.1. Defining Destination Branding

Ritchie and Crouch (1999, p.103) define a destination brand as:

A name, logo, work mark or other graphic that both identifies and differentiates the destination; furthermore, it conveys the promise of a memorable travel experience that is uniquely associated with the
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destination; it also serves to consolidate and reinforce the recollection of
pleasurable memories of the destination experience.

The expert panel (Malcolm Allan, Bill Baker, Liping Cai, Can Seng Ooi and
Roger Pride) all define the concept in a similar fashion (see appendix 2 for more
details on the panel). Thus Malcolm Allan places emphasis on how a place
describes its experiences and defines it thus: ‘Destination branding is describing
the experience of the place to the consumers and the formation of the experience
in terms of the facilities, amenities and other resources that the area can provide’.
In the same way, Bill Baker refers to a destination brand as: ‘the totality of
perceptions, thoughts, and feelings that customers hold about a place’. He sees
destination branding as ‘an organizing principle that involves orchestrating the
messages and experiences associated with the place to ensure that they are as
distinctive, compelling, memorable, and rewarding as possible.’

At the moment, Calella is ‘describing the experience’ of a place with a somewhat
negative image, associated with drunken tourism and sun and sand tourism. As a
resort it is currently unable to match the visitor experience with its own strategic
vision for the destination. Thus, the narrative of its brand is in need of change and
hence, as we see below, there is an imperative to create new products and to tell a
new story. Similarly, Liping Cai defines destination branding as: ‘a continuing
process to create unique tourist experiences and build a sustained image that
emotionally bonds with the host community stakeholders’ and resonates with its
targeted markets.’ According to Roger Pride destination branding is:
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…the value that products and businesses receive through direct association with a brand, or the additional value that potential visitors attribute to a place because of its brand image. This is sometimes referred to as the “identity premium”.

This is a crucial aspect of the concept and currently, Calella has no ‘identity premium’ as it has a negative image. For Can Seng Ooi destination branding is about:

…packaging and marketing a set of images to promote a particular destination. There are however consequences that extend beyond marketing, for example, the brand vision can become an instrument for transforming the place and social engineering local cultures. The branding process also requires mobilising support and cultivating consensus in realising the brand as a place identity.

Bill Baker takes these ideas further and suggests that:

…the brand’s value is built at every point of contact with customers through exceptional experiences, not by relying on the physical characteristics of the place alone. Each experience before, during and after the visit has a vital role in defining and delivering the promise that is inherent within the brand.

Figure 6.1 presents a summary of the expert panel definitions of destination branding. Here this ‘Destination Branding Wheel’ places emphasis on the
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experiential aspects of branding and demonstrates that, in order to develop and become robust this experience must be sustained and reinforced in a positive way over time. When visitors have a positive experience and it is consistent, the destination can then enjoy a value added experience that benefits businesses in the area. The overall benefits and characteristics of the destination, the attributes that ‘tell the story of the destination’ must be packaged and effectively marketed and the final product has to match with perceptions, thoughts and feelings of customers who will visit and experience the destination.

Figure 6.1: The Destination Branding Wheel
6.2.2. Identifying Destination Branding Stakeholders

One of the key questions posed to the expert panel was ‘who do you consider to be the key stakeholders involved in destination branding and who are the most/least powerful?’ As outlined in table 6.1., the expert panel listed most of the main stakeholders identified in the literature (Fyall, 2011), with one major omission. None of the panel mentioned the destination’s competitors amongst their list of stakeholders. From a theoretical and practical perspective, it is important to include the competitors as stakeholders (Sautter and Leisen, 1999).

Table 6.1 lists the stakeholders, ranked according to the number of panel members identifying them. Most of the panel members were reluctant to list them in order of importance; as Roger Pride says:

...the stakeholders in place branding are the governments/administrations, the direct tourism industry, the wider industry e.g. retailers and the people who live in the place – citizens. It is difficult to rank them in terms of importance and their areas of influence vary.

As we explored in detail in chapter five, Calella’s citizens have not been involved nor consulted in any stakeholder forum, although there have recently been plans to develop a local tourism plan or ‘pact’ to try to create public ‘buy-in’.
Can Seng Ooi was prepared to identify leading stakeholders and comments:

*the branding authorities are the most important here. There are many other stakeholders - government, local residents, tourists, industry, tourism mediators, etc. Depending on the social and political system, some stakeholders are more important than others.*

In Calella the mayor has the greatest power, although he relies heavily on tourism funding from the private and public sector. The hotel owners are also very powerful and well represented on the G10 stakeholder forum, (see table 6.1 and chapter five). Whilst the expert panel agreed on most of the key stakeholders, Bill Baker included a number of additional stakeholders not identified by the others. These were: front line tourism employees, religious leaders, sports representatives, volunteers in visitor centres and not-for-profit groups. None of these have representatives on Calella’s G10 stakeholder forum.
Table 6.1: Experts’ Destination Branding Stakeholders’ Role in Calella

(Ranked by number of experts identifying them as important)

<table>
<thead>
<tr>
<th>Stakeholders</th>
<th>Experts identifying this group</th>
<th>In Calella Stakeholder Forum</th>
</tr>
</thead>
<tbody>
<tr>
<td>DMOs (including staff &amp; executives)</td>
<td>MA, BB, LC, CSO, RP</td>
<td>✓</td>
</tr>
<tr>
<td>Government</td>
<td>MA, BB, LC, CSO, RP</td>
<td>✓</td>
</tr>
<tr>
<td>Political leaders</td>
<td>MA, BB, LC, CSO, RP</td>
<td>✓</td>
</tr>
<tr>
<td>Businesses, Chambers of commerce</td>
<td>MA, BB, LC, CSO, RP</td>
<td>✓</td>
</tr>
<tr>
<td>Front line tourism employees</td>
<td>MA, BB, LC, CSO, RP</td>
<td>x</td>
</tr>
<tr>
<td>Tourists</td>
<td>MA, BB, LC, CSO, RP</td>
<td>x</td>
</tr>
<tr>
<td>Residents</td>
<td>MA, BB, LC, CSO, RP</td>
<td>x</td>
</tr>
<tr>
<td>Facility providers in tourism areas (e.g. parks)</td>
<td>MA, BB, LC, CSO, RP</td>
<td>x</td>
</tr>
<tr>
<td>Visitor attractions and services</td>
<td>MA, BB, LC, CSO, RP</td>
<td>x</td>
</tr>
<tr>
<td>Hotel &amp; lodging operators</td>
<td>MA, BB, LC, CSO, RP</td>
<td>✓</td>
</tr>
<tr>
<td>Local &amp; regional media (radio, newspapers, TV, internet)</td>
<td>BB, LC, CSO, RP</td>
<td>x</td>
</tr>
<tr>
<td>Investors and developers</td>
<td>MA, BB</td>
<td>✓</td>
</tr>
<tr>
<td>Community leaders (with special emphasis in pressure groups)</td>
<td>BB, CSO</td>
<td>x</td>
</tr>
<tr>
<td>Opinion leaders</td>
<td>BB, LC</td>
<td>x</td>
</tr>
<tr>
<td>Not-for-profit groups</td>
<td>BB</td>
<td>x</td>
</tr>
<tr>
<td>Sports representatives</td>
<td>BB</td>
<td>x</td>
</tr>
<tr>
<td>Volunteers in visitor centres</td>
<td>BB</td>
<td>x</td>
</tr>
<tr>
<td>Wider retail sector</td>
<td>RP</td>
<td>x</td>
</tr>
<tr>
<td>Religious leaders</td>
<td>BB</td>
<td>x</td>
</tr>
</tbody>
</table>

Key: Malcolm Allen (MA), Bill Baker (BB), Liping Cai (LC), Can Seng Ooi (CSO) and Roger Pride (RP)
6.2.3. Destination Branding Strategies for Mature Resorts

Destinations are facing severe competition; as Pike (2005, p.258) says: ‘Places are becoming easily substitutable and difficult to differentiate, and a slogan provides the link between the brand identities aspired to by DMOs and the actual brand image held in the market.’ The expert panel made a number of comments about the strategies or frameworks which can be adopted by stagnant destinations. Malcolm Allan suggests that the first step must be:

An analysis of existing functions and services- what do they offer in terms of amenities, attractions, entertainment, leisure etc? If they want to regenerate, what can the individual towns do to attract tourists and investment working together? Once this is identified, one needs to define the key messages for the individual towns under a broader umbrella so that the different towns can work with each other rather than against each other – as they are not strong enough to sustain individually.

Clearly Malcolm Allan is of the opinion that mature or stagnant destinations can rebrand successfully given the required resources. However, in the case of Calella, the destination has no financial resources to develop marketing communications or to differentiate itself. However, working in partnership with other municipalities would mean sharing resources, making this marketing burden more bearable and feasible. Unfortunately, as discussed in chapter five, regional politics are in danger of jeopardising such local alliances and collaborations as the city councils are currently working with very severely limited budgets.
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Roger Pride also thinks that ‘integration and coordination are keys to success.’ He suggests that destination marketers must ‘...be aware of all of the factors that will affect the reputation of a destination either positively or negatively. Many of these factors lie outside the control of traditional tourism marketers. So being to influence as many of these as possible is critical to success.’ Again, this tourism exercise is lacking in Calella, as even though tourism has been the mainstay of the city economy for fifty years, there remains a lack of leadership (chapter five).

Most of the experts agreed that ‘it is important for the brand to tell a real story of the place’ (Can Seng Ooi). In the case of a stagnant destination, this story has to be renewed, the destination’s cultural life has to be re-energised and its employment opportunities increased, etc. They also agreed that a destination brand can function as ‘the vision and blueprint to revitalise the place’ (Malcolm Allen). In fact they see branding and revitalising the destination as working hand-in-hand and, as Liping Cai notes the essential task is to ‘identify new market segments with consistent core image.’ This is exactly what Calella is trying to achieve with its new brand name for the coastal region of the Costa de Barcelona Maresme.

6.3. Resort Audit & SWOT

The archives on Calella contain several SWOT analyses of the resort as a tourism destination, including one compiled by Jordi Ten (2005) and one by Diana Wolf (2008). Using these two analyses as a platform and combining them with my own analysis of documentation, observations and interviews (chapter five), a more detailed resort audit and SWOT can be compiled to build on the initial analysis.
presented in chapter four (see figure 6.2.) and following sections where the main areas are further explained and analysed.

Figure 6.2: SWOT Analysis of Calella

<table>
<thead>
<tr>
<th><strong>Strengths</strong></th>
<th><strong>Weaknesses</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Natural environment (beaches)</td>
<td>Ageing Resort Environment</td>
</tr>
<tr>
<td>Attractive climate</td>
<td>Poor image</td>
</tr>
<tr>
<td>Loyal repeat visitors</td>
<td>Tourism overdeveloped and stagnant</td>
</tr>
<tr>
<td>Proximity to affluent European markets</td>
<td>Natural resources not reflected in marketing</td>
</tr>
<tr>
<td>New strong name and brand linked to Barcelona</td>
<td>Seasonality</td>
</tr>
<tr>
<td>Proximity to Barcelona</td>
<td>Nightlife tourists</td>
</tr>
<tr>
<td>Good connections to air transport and road transport</td>
<td>Lack of public sector funds</td>
</tr>
<tr>
<td></td>
<td>Lack of stakeholder agreement and leadership</td>
</tr>
<tr>
<td></td>
<td>No resident involvement in tourism planning</td>
</tr>
<tr>
<td></td>
<td>No USP</td>
</tr>
<tr>
<td></td>
<td>Decline accelerating</td>
</tr>
<tr>
<td></td>
<td>Time constraints</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Opportunities</strong></th>
<th><strong>Threats</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>New markets</td>
<td>World Economic crisis</td>
</tr>
<tr>
<td>New social trends can lead to new targets (sports, well-being etc.)</td>
<td>Nearby competitors</td>
</tr>
<tr>
<td>The construction boom has declined (new opportunity to consolidate efforts into tourism)</td>
<td>Distant competitors</td>
</tr>
<tr>
<td>The challenge</td>
<td>Funding and investment is now being limited and stopped due to financial restrictions</td>
</tr>
</tbody>
</table>

6.3.1. **Proximity to Barcelona & Affluent Markets**

The main strengths for Calella are its proximity to Barcelona and the excellent transport links to the city, although this does tie the fortunes of the resort to those of the larger city to some extent, creating a dependency as it can only be as strong as the Barcelona brand. A second major point of strength is Calella’s location,
which makes it accessible to both neighbouring international and domestic tourists. It is also clear from my resort audit that Calella has many unspoilt resources which are under-exploited and which can enhance the product portfolio of the destination. In particular, it has a broad offer of appealing tourism amenities and activities at reasonable prices and a privileged location between a natural park and the sea (*Plan de Acción Local de Turismo de Calella, 2007*).

As discussed in chapter five, many of the stakeholder interviewees agree that Calella should take advantage of its proximity to Barcelona, hence the intention to develop a new tourism product that targets those coming for short breaks. This is also seen in the *Strategic Plan of Maresme 2015* (see below), when it indicates the need to provide a complementary or alternative offer to the one already established and a development plan for Calella. The downside here of course is that Calella is one hour away by train to Barcelona and Calella is not a destination that sells itself.

### 6.3.2. Ageing Physical Resort Environment & Fabric

The resort has very many weaknesses, which are detrimental to its tourism product. Based on my personal observations and the archive evidence (e.g. The *Plan de Acción Local de Turismo de Calella, 2007*), it is clear that the city infrastructure is obsolete as illustrated in figure 6.3. Calella has long had a family business structure of tourism establishments and has followed a policy of sea, sand, sun and mass tourism at cheap prices. This type of tourism has been successful for many years but the appearance of new destinations and the increased competition has now forced Calella to rethink its positioning strategy.
and work towards a more competitive model. In fact, this was recognised as early as the 1990s when Calella put together the *Plan de Excelencia Turística* (Tourism Excellence Plan).

Figure 6.3 Calella’s ageing environment

http://www.ebookers.com

From observation, this ageing infrastructure negatively affects not only accessibility for those arriving in the resort by car, but once there the lack of underpasses makes negotiating the city unsafe for families with young children and disabled access is also severely limited and restrictive. The resort is over-capacity in the high season and its services are not capable of meeting the requirements for such an influx of people. This impacts on traffic, waste management and safety. The overall ‘look and feel’ of the city is one of ageing dilapidation (see figure 6.4 and 6.5) and many of the hotels are in need of refurbishment as most of the accommodation establishments and facades in the city need revamping.
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Figure 6.4: A 4 star hotel in Calella

www.holidays-uncovered.co.uk

Figure: 6.5: Hotel facades in need of revamping

www.continentalhotelcalellacostabrava.priorguest.com

6.3.3. Poor Image of Sun & Sangria
For some time Calella has had a negative image as a resort offering a limited tourism product of sun and sangria. The Plan de Acción Local de Turismo de Calella (2007) identifies Calella as a mature destination, which has relied heavily on tourism economic activity for the past 50 years, as it pioneered tourism after the Second World War, and now is starting to show signs of fatigue. Its ‘nightlife offer’ and the problems it creates by attracting a particular tourist have produced a negative reaction towards tourism from the local community. It brings with it an increase in noise pollution, litter and antisocial behaviour of many descriptions, in turn creating a destination associated with low quality and low price tourism, a type of tourism that does not satisfy the local community or many other stakeholders, but seems too many to be the only type of tourism Calella can currently sustain.

One attractive aspect of Calella for these types of tourists is that it is a cheap destination and indeed the Plan de Acción Local de Turismo de Calella (2007) demonstrates that this area offers the cheapest hotel rates in Catalonia. However, the G10 and the municipality have agreed this is not the way they would like to see tourism develop in the future. However, unless Calella improves its product portfolio, its short break tourism will continue to be of low quality, based on cheap prices. It can currently offer little for culture and business tourists, especially as the resort infrastructure is old and obsolete - as indicated by the hotel owners Hernández and Corrales who are investing in hotel renovation.
6.3.4. Seasonality & ‘Nightlife’ Tourists

In terms of local benefits, the Plan de Acción set out to enhance tourism activity and ultimately to improve the quality of employment in Calella, the overall economy and the wellbeing of the residents. Calella has no industry and is heavily dependent on the service sector and especially on tourism-related activities and, therefore, the economy suffers from seasonality. However, the level of unemployment is not as high as elsewhere and the income of families is higher than the average in the region (Plan de Acción Local de Turismo de Calella, 2007).

Seasonality creates problems for Calella- with problems at high season of over-demand and limited resources, creating low customer service and quality and causing a nuisance to the local community with higher levels of rubbish, noise, congestion and crime. This is important as the local community now associates tourism (the city’s main industry) with students celebrating sports tournaments and drinking, loud tourists who have overindulged on cheap beer and a city overcrowded and offering limited services.

6.3.5. Reliance on ‘Traditional’ Markets

Calella is heavily reliant on the British market even though many stakeholders still believe the German market is the largest. In fact, during 2006-2007, the German market declined month on month from May to October, whereas in the same period British arrivals increased in every month except October (The Memòria Patronat Municipal de Turisme de Calella, 2007). The reason why some hoteliers are still convinced that the main market is the German one is probably
because this nationality dominates the resort in the peak summer month of July – responsible for over 20% of tourist arrivals (compared to around 18% for the British) (The Memòria Patronat Municipal de Turisme de Calella, 2007).

6.3.6. Lack of Community Involvement in Tourism Decision-Making

A major weakness is the overall lack of vision amongst the stakeholders identified in chapter five and the G10’s failure to include representatives from the local community or to consult such groups on tourism issues, making the current association incomplete and inappropriate. This lack of unanimity and collaboration and the need to develop an organisation that can manage the destination and communicate with its diverse stakeholders has been identified for some time.

6.3.7. Lack of Leadership

Calella is urgently in need of investment and direction. There are enough built and natural resources to create the platform for a revitalised tourism industry – if it can improve on its image. Yet, based in the interviews in chapter five and my observations, there is no clear indication of who wants to take responsibility, or who is accountable for tourism development. This lack of vision and direction is related to the under-empowerment and lack of representation of stakeholders - as was mentioned by Candini (chapter five).

The Plan de Acción Local de Turismo de Calella (2007) identifies that Calella has suffered from fatigue since the 1980s and as early as the 1990s associations were established with the aim of improving the resort’s tourism industry. The local
action plan and the development plan for Calella both identify the need to empower and to improve the arrangements between the town hall and the tourist association of Calella with a view to developing the Calella Tourist Agency as a DMO. The strategic plan for the coastal area of Maresme also aims to strengthen the co-operation between the private and public sectors and mentions the need to develop an action plan and a local pact, as discussed by Juhe and criticised by Candini. However, neither document includeds a clear indication of exactly how these tasks will be operationalised, reinforcing Jordi Ten’s comments that ‘...there is a lot of discussion but nothing really happens.’

The Calella Development Plan for Calella has been written by an external consultancy company appointed by the government. It suggests a local ‘pact’ developed by the local government - what Candini criticised as a political ‘trick’, arguing that such a pact would not be necessary if the community had been consulted on a regular basis from the creation of the G10. Similarly, the Plan de Choque developed by the Calella Tourist Association proposes a contract whereby both the public and the private sectors invest in tourism projects, a commission of stakeholders is established and the Calella Tourist Agency becomes a DMO. Interestingly, the President of this Tourist Association, a group of stakeholders who represent the business community is hotel owner Mr. Hernandez – the driving force behind the Plan de Choque.
6.4. New Plans, Opportunities & Markets

In the last five years a number of action plans have been developed to try to provide a vision for a revitalised Calella. These include: the Memoria Patronat Municipal de Turisme de Calella, (2007), the Pla de desenvolupament de Calella ALS (2007), the Plan de Acción Local de Turismo de Calella (2007) and the Plan de Choque by the Associació Turística de Calella. Meanwhile, at the regional level the Plan Strategic del Maresme 2015 sets out an economic development plan which includes a number of tourism aspects.

At the regional level the Plan Strategic del Maresme 2015 sets out an economic development plan which includes a number of tourism aspects. It recognises that Barcelona is a popular destination for cultural and business tourism but that the neighbouring coastal area that has long relied in sea and sun is becoming threatened by fiercer competition, as other ‘newer’ destinations with attractive amenities and competitive prices emerge, even though the prices of the hotels in the coast of Maresme-Barcelona are the lowest in the country.

In the medium term, the regional strategy suggests that the increase in cultural and business tourism with events taking place in Barcelona can potentially benefit the Maresme, so that its resorts will attract visitors who have larger disposable income and who can help break their seasonality. The strategy recognises that tourism is a core competence of the Maresme area even though the visitor numbers are decreasing and are lower than other areas of Catalonia. It suggests two main ways forward (Plan Strategic del Maresme 2015, p. 25):
i) Encourage complementary tourism products or alternatives to the traditional model;

ii) Strengthen the cooperation between the public and private sectors in promoting the renovation of the tourism offer.

These regional strategies are echoed at a local level as the Plan de Acción Local de Turismo de Calella (2007) seeks to:

...empower and improve the public-private arrangement between the Town Hall of Calella and the Asociación Turistica de Calella during the period between 2008-2010, through the implementation of an Action Plan as a previous step to the constitution and activation of the Agencia Turistica de Calella as a mixed entity. Overall, running this action plan is to improve the quality and competitiveness of tourism in the city of Calella (2007, p. 5).

The Plan de Acción Local de Turismo de Calella (2007) was intended to be the principal vehicle by which action was to be taken on tourism and was agreed by consensus between the public and the private sectors, with the technical assistance of a commercial consultancy company, appointed to assess the resort and devise both long-term strategies and short-term actions to improve Calella’s tourism industry. This Plan de Acción sought to develop a detailed resource analysis of the area, a comparative analysis of the competition and to formulate a new strategy for the positioning of Calella.
The new positioning strategy was intended to include: a vision of the future of tourism in Calella; strategic actions aligned with the overall vision; the development of themes or typologies; plans for infrastructural development; tourism-related education and training; and the proposal of a mixed organisation to manage the implementation of the vision. The main strategy was ‘to differentiate and specialise’ (2007, p. 11) in the following market segments: family tourism, sports tourism, health and well-being tourism and short-breaks. This vision is very much shared by the town mayor Josep Juhe and the tourism official Loida Serrano, who see the future of city lying in a move from the current target of mass tourism and cheap prices to these new targets.

6.4.1. Family Tourism

Certainly many in Calella consider it well prepared to attract the family market and, as chapter five discussed the city has already acquired the ‘family brand award’ and caters for this target offering activities and amenities to families and children. The strategy suggests that Calella should join the other three regional destinations awarded the family brand and deliver marketing in synergy under the brand of Turisme de Catalunya. The tourism office in Calella has recently been attending three main travel fairs in order to promote this new brand: Fitur in Madrid, World Travel Market in London and Bebes and Mamas in Madrid, the last of which is specifically a family focused fair. There are also familiarisation trips organised to showcase the resort to the main travel agencies and tour operators (The Memòria Patronat Municipal de Turisme de Calella, 2007).
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The Plà de desenvolupament de Calella ALS (Advanced Leisure Services October 2007) notes that Calella offers high quality beaches suitable for the family market and that 17 out of 37 establishments are certified by the Catalan Government under the family tourism brand. The strategy notes however that these establishments with the family brand should form a marketing consortium or create a cluster to offer better tailored promotions. In addition, the destination is working in conjunction with the SICTED (Sistema Integral de Calidad Turística en Destinación) system of quality to further raise the quality of its product.

6.4.2. Sports Tourism

Similar to family tourism, the Plan de Acción Local de Turismo de Calella (2007) prioritises the importance of Calella being certified by Turisme de Catalunya as a sports tourism destination. In addition, it highlights the importance of investment in equipment and infrastructure and creating a cluster of associated establishments and attractions/facilities in order to better marketing the brand. At the same time, the strategy seeks to develop a complementary product portfolio offer in partnership with Santa Susanna as this destination already has the sports brand endorsement. Naturally, an important element of the sports brand for Calella is the Challenge Costa Barcelona-Maresme triathlon (chapter five).

6.4.3. Health & Well-Being Tourism

The Plan de Acción Local de Turismo de Calella (2007) prioritises the importance of Calella being certified by Turisme de Catalunya as a health and well-being tourism destination. This would enable the resort to access additional funding from the government to develop the new brand. Again it highlights the importance
of investment in infrastructure and of creating clusters of associated establishments and attractions/facilities and complementary product portfolio offers in partnership with neighbouring destinations.

6.4.4. *Short-Breaks/Proximity Tourism*

This final priority market includes leisure short-breaks, business tourism and cultural tourism and is based on Calella’s proximity to Barcelona and to neighbouring European countries. This is less well defined as an individual market and seeks to build on the three other priority areas.

6.5. **Analysis of Current Marketing**

This section is based on analysis of documentation, in particular, brochure and website images (see appendix 2). These are one of Yin’s six sources of evidence for a case study (1989) and here I interpret them according to the methodology adopted by Pink (2007) where she indicates that from an ethnographic point of view, the researcher will link the images with personal experiences and meanings. Thus, my analysis of these sources of evidence is as a non-participant observer of the situation and case study. ‘The purpose of analysis is not to translate visual evidence into verbal knowledge, but to explore the relationship between visual and other knowledge’ (Pink 2007, p.119). In order to gauge the extent to which Calella is currently targeting the four segments of family, sports, health and short-break tourism, I have categorised the images in its main tourism brochures and websites (table 6.2).
Table 6.2: Dominant Images in Calella’s Marketing

As can be seen, family tourism is the most well represented segment in Calella’s current marketing – with family images in 10 of the 11 main brochures and websites. This is followed by sports tourism with 9 out of 11. Next are shopping and cultural tourism, both with 7 out of 11. Health tourism and gastronomic tourism are represented in 6 out of the 11 main marketing brochures and websites. This suggests that the plans to create a new brand for the resort with family and sports tourism leading the way will build on existing strengths (see figure 6.3).
Figure 6.6: Typical Sports-Related Images in Calella Marketing

Sources: www.calella.cat; www.calellabarcelona.com

These promotional images typically show people practising sport or enjoying nature and these are the messages that the city and the public sector in general want to promote. However, there is a discrepancy between these and other images and promotional materials developed by independent businesses such as hotels and clubs or even tour operators. If Calella is to become a leading or even credible sports destination then not only does the city have to provide the necessary infrastructure but the images included in the promotional brochures and other marketing materials must also move away from those attracting the general public in search of sun and sea and focus more on niche markets related to sports tourism, indicating the clear commitment to change or at least the intention to incorporate this new market in the destination marketing material.

6.6. The Future

Thus, the strategy for the future is to work towards a destination 2.0, where the ‘local pact’ for tourism works in conjunction with an agreed action plan. A key part of this strategic approach is to develop robust marketing and development-focused research and there is also an objective to develop Calella as a central
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point for research in destination management. Operationally, the strategy aims to develop four main tourism products: family tourism; sports tourism; health and well-being tourism; and short-breaks/proximity tourism.

Tourism 2.0 is based on consensus, agreement and a democratic way of making decisions; central to its success is the ‘local pact’ run from the town hall and ensuring a consensus amongst the local community is maintained and that positive views of tourism are promoted. This can only be achieved by creating an effective network of stakeholders (including the public sector, local businesses, local community groups, tourists, and local pressure and interest groups), all of which focus on providing excellence to tourists.

The final element of the strategy is to activate the Plan de Choque put forward by the Agència Turistica de Calella and formalise this group as a management organisation or DMO for the city. This would create a body charged with improving tourism in Calella and would create a contract between the public and private sector where both work and finance the projects together. It would also create a follow-up commission to supersede the current G10 by taking that group and adding additional members (although there are still no plans to add representatives of the residents or neighbours association).
6.7. Chapter Summary

This chapter has provided the third discussion and analysis chapter, following chapter four’s analysis of Calella’s evolution and development (mapped against the TALC) and chapter five’s analysis of Calella’s stakeholders’ opinions. It has explored and analysed destination branding and the role of stakeholders as discussed by the ‘expert panel’ assembled to inform the Calella fieldwork (section 6.2.). It then presented a detailed audit of the resort’s current position based on fieldwork according to Yin’s (1993, 2012) case study sources of evidence in sections 6.3 and 6.4, drawing on analysis of archival evidence, physical artefacts and personal observations. The chapter has demonstrated how the resort of Calella has devised a strategy to revitalise the destination, based around the four markets of: family, sports, health and well-being and short-breaks tourism. Chapter Seven discusses these plans and makes a number of the recommendations regarding the role of stakeholders in effective destination branding.

CHAPTER SEVEN: CONCLUSION & RECOMMENDATIONS

7.1. Chapter Introduction

This final chapter is a reflection of the research journey I have taken in the past five years and concludes this study on destination branding and stakeholder management. It outlines the key contributions of the thesis and summarises the
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findings. These findings have practical implications for the tourism industry, specifically for post-mature seaside resorts and especially Calella itself. It also makes recommendations related to enhancing the effective involvement of stakeholders in destination management. The chapter revisits the aim and objectives (7.2), presents the key findings and key contributions (7.3) and recommendations for the tourism industry and academy (7.4). The chapter concludes with a discussion of the study limitations (7.5), opportunities for future research (7.6) and my personal reflections on my research journey (7.7).

7.2. Review of Study Aim & Objectives

The main aim of this thesis was to explore the relevance of destination branding strategies for destinations in decline and to identify the role of stakeholders in those strategies through a case study of Calella in the Costa de Barcelona-Maresme, Spain. Five research objectives, encompassing a critique of relevant literature, conceptual discussion and empirical research, assisted in accomplishing this overall aim. A case study approach (Yin, 2003) included analysis of interviews, archives and personal observations. Of particular relevance to the study was an exploration of the role and power of stakeholder management in
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destination regeneration (see Ritchie and Crouch, 2001 and 2005; Jamal, Stein and Harper, 2002; Piggott, Morgan and Pritchard, 2003; Dinnie, 2011). The five objectives set to achieve this aim are reviewed below.

7.2.1. To critically review the relevance of the concept of destination branding to post-mature destinations

This objective was achieved through Chapter Two’s critical review of the three main areas of literature relevant to this study, namely: (i) destination image; (ii) destination branding; (iii) stakeholder involvement in destinations. The chapter addressed issues of definition (especially of destination branding) and the divergence between academe and practice in the emerging field of place branding. The chapter discussed the main theories and models developed around destination branding and demonstrated just how complex the field of destination branding has become.

7.2.2. To analyse the evolution of Calella into a post-mature resort and to map its development against the TALC

This objective was addressed in Chapter Four’s discussion of the Tourist Area Life Cycle (TALC) (Butler 1980, 2006) and its exploration of the development of Calella as a mass tourist destination from its beginnings in the early 1950s to today. The chapter mapped the development of Calella against the TALC, discussed in detail the current situation in the tourist destination and presented a SWOT analysis for the resort.
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7.2.3. To identify the key tourism stakeholders in Calella and analyse their multifaceted roles in a post-mature resort

The role of stakeholders in destination development was discussed in Chapter Two through a critical analysis of the relevant literature. This concluded that effective stakeholder involvement is paramount for the successful development of destination branding strategies (Allen, 2011; Buhalis, 2000; Sautter and Leisen, 1999). Chapter Six also identified the important role of stakeholders in general through its discussion of the expert panel’s opinions.

Chapter Five identified the G10 forum as the main official group of tourism stakeholders in Calella. It presented and discussed semi-structured interviews with the members of the G10 forum focused on their roles as stakeholders in the resort. The discussion was structured under the headings of: Calella’s challenge as a resort and a city; the organisation of tourism in Calella; the new brand of Costa de Barcelona-Maresme, Calella’s brand image and key markets; the key challenges for Calella as a ‘mature’ destination and the plans and vision for its future.

7.2.4. To critically analyse the influence of the key stakeholders in devising strategies to revitalise Calella as a destination;

This was partly addressed in Chapter Five’s discussion of the roles of the G10 stakeholders. It was further achieved in Chapter Six’s detailed audit of the resort’s current position based on fieldwork according to Yin’s (1993, 2012) case study sources of evidence, drawing on analysis of archival evidence, and personal observations. This penultimate chapter of the thesis demonstrated how its key
stakeholders have played crucial roles in Calella’s new strategy to revitalise the destination, based around the four markets of: family, sports, health and well-being and short-breaks tourism. Just as in Chapter Five, it also clearly demonstrated the exclusion of the local community from decision-making processes and how there is a resistance to take ownership, responsibility or action in the resort.

7.2.5. To provide recommendations to assist post-mature tourist destinations such as Calella to harness stakeholder power in order to improve their reputations in a competitive environment.

This final objective focuses on recommendations for tourism practitioners. The thesis concludes that in the case study destination of Calella there is little community involvement or representation in local decision-making and strategy development. Moreover, there is a mismatch between the expectations of stakeholders in the private and public sectors, where the former seem uninterested in adopting a holistic approach and prioritise their own personal business goals - even if they are contrary to those of the wider resort community. This final chapter addresses this final objective and makes a series of recommendations for post-mature seaside resorts and especially for Calella itself; these include: enhancing the effective involvement of stakeholders in destination management decisions to increase ‘buy-in’, ‘ownership’ and ‘self-identification’ with marketing and branding strategies.
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7.3. **Key Findings and Contributions**

The main theoretical contribution to theory in this thesis is the development of a case study, which studies a phenomenon in social science and more specifically, tourism development and management. As the case study reflects a destination in a post-mature stage, a gap between academia and practice becomes imminent and clear. Despite the volume of literature referring the areas studied here, there has been a lack of literature focusing on branding destinations in maturity and post-maturity. This is because destinations at such stages are more challenging to manage and change and the interest relies more on writing about new destinations instead of the more archaic and consolidated ones.

Another important factor to consider is the stakeholder approach adopted as the backbone for any effective branding strategies. Again, this is a point with a divergence between academia and practice as the recommendations given on published articles may prove difficult to apply in real scenarios. However, it has been demonstrated that consensus, empowerment and leadership are key to successful branding.

7.3.1. *Calella’s Characteristics as a Post-Mature Resort*

A key part of the study was to describe the evolution of the resort from its origins as a mass tourism resort in the 1950s and to establish whether it is truly a post-mature resort as described by Gale (2001). Here, the TALC model proved useful in demonstrating this (Butler, 1990; 2006). Moreover, Calella reveals just how challenging it is to ‘rebrand’ mature destinations as they already have a well-established image or stereotype. Thus, Calella has a reputation for sun and sangria that is very difficult to change and works against future plans and regeneration.
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projects. In addition, in mature destinations, whilst tourism is an important economic driver as it is the source of income for many it is apparent that Calella (as elsewhere) has now developed a ‘love-hate’ relationship with its tourists (figure 4.5).

In Calella the accommodation sector still remains locally and family run. This increases pressure on the local community and stakeholders’ relations as the same community are still involved in the development and management of the destination, even though it is in the form of local oligopolies. The few families who run and own the main tourist resources are powerful in the resort society for their status and the influences in the same way multinational companies are in other destinations (see for example Weaver’s 1990 work on the Cayman Islands).

Calella developed its tourism industry with no real planning and its business model was merely based on volume, whereas now, many tourist destinations base their development on more considered management. Calella, in fact, is suffering from being a tourism pioneer and has a constant need to develop new products to stay competitive (Walton, 2011; Ten, 2004). However, despite the mature stage of Calella’s tourism, it is still profitable and boasts high numbers of tourists at peak times. This does not mean it has to settle with its current business model, as the type of mass tourist it attracts is price sensitive and therefore makes Calella vulnerable to new destinations. Calella - as many seaside resorts all over Europe - lacks uniqueness and authenticity and for this reason is weak in terms of competitiveness (Walton, 2011).
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7.3.2. The Importance of Stakeholder Power Relationships

The thesis has demonstrated how power relations are of great importance in the dynamics of tourism development and it has highlighted the diversity of interests amongst stakeholders. Other scholars have previously discussed the importance of stakeholders in destination development (e.g. Hunt, 1991; Jamal and Getz, 1995; Long, 1991; Donaldson and Preston, 1995; Sautter and Leisen, 1999; Fyall and Garrod, 2005; Fyall, 2011). In Calella the sheer diversity and variety of interests among the stakeholders makes decision-making difficult - as it does ownership of responsibilities. In particular, stakeholders in the public sector are clear about the issues posed by their lack of funds but try to take an overview of the resort’s future, whereas those in the private sector are not interested in a holistic approach. Their interest is in personal business goals (such as promoting the traditional ‘nightlife’ tourism of the resort) as long as they generate short-term profit, endorsing Buhal’s (2000) comments that independent stakeholders look primarily to maximise their own benefits. The interviews with the stakeholders demonstrate a lack of action plans, ownership, authority, and (despite the goodwill and willingness to make Calella a better place to visit), organisation and control. This is a key issue as the lack of ownership in decision making among stakeholders impacts negatively in the branding of the destination as stakeholders lack leadership and are powerless to implement actions that can benefit the tourism development of the case study.

7.3.3. Decision-Making Deficits

The thesis has identified a clear decision-making gap in the organisation of tourism and destination management in this Spanish resort. This principally
relates to the exclusion of the local community and their subsequent lack of ownership of tourism-related decision-making. Thus key stakeholders as identified by a number of scholars such as Sautter and Leisen (1999) and Buhalis (2000) are excluded from the resort’s processes. This decision-making deficit also relates to the complexity of the structure of tourism in Calella, which depends on many other national and regional bodies - making budgeting and the allocation of responsibilities confusing.

Moreover, Spain has a very complex structure of tourism due to the territorial and political division of the nation into regions (comunidades autónomas) with autonomy for certain areas such as tourism. This also creates duplicate bodies and budgets and creates confusion and almost becomes an excuse for a failure to take ownership and action. Finally, although the local government has tried to introduce structures to facilitate consultation (such as the G10), these groups do not actually have any power to make important decisions. The real power of action lies with those in the private sector with more financial resources.

7.3.4. The Importance of a Positive Destination Image

The image of Calella is confused. For some it is a nightlife destination for youngsters, a party destination and an undesirable place to visit for those segments many stakeholders in Calella would like to attract (for example young families, older couples, sports people and affluent short-break domestic visitors). At the same time, the brochures are projecting an image of Calella as a family destination and the promotional literature demonstrates this (see Chapter Six). Calella has been awarded the regional government brand of ‘family destination’
and the local government is determined to attract this segment – although some stakeholders are worried that that families do not necessarily generate more income than young students (see Chapter Five).

To others, Calella is a sports destination, confirmed by its pursuit of the regional award of ‘sports destination’ and hosting of the Challenge triathlon. This is the newest image associated with the destination and to some extent can ‘fit’ with both the family and nightlife images discussed above, whilst those two (family and nightlife) are wholly incompatible unless segmented by time and space (as for example in Mallorca). Thus, despite many efforts to improve the image of Calella for both tourists and locals, some stakeholders do not regard the current brand or image of Calella as problematic. These stakeholders, and precisely those with significant financial strength, are happy with the current situation as their businesses are aligned with the current market and typography of tourist in Calella. Those who want to align with the public sector drive for change have less support and lack the resources to implement changes. Thus, there can be no real branding strategy if there is no buy-in, consensus and ownership amongst the key stakeholders (Buhalís, 2000; Morgan et al. 2011a).

7.4. **Key Recommendations**

Tourist destinations and more importantly for this study, European coastal resorts are facing fierce competition. There are an increasing number of places to visit and a reliance on climate and beaches does not suffice anymore (Morgan et al. 2011). The contemporary tourist consumer is informed, well educated, price-aware and in search of the best offer available (Yeoman, 2010). Thus, in order to
be competitive, Calella needs a positive image that can be a platform for effective branding strategies. Yet, before this positive image can be achieved, the resorts’ stakeholders must engage in a more effective and decisive manner. This study therefore makes the following recommendations for Calella and other similar post-mature seaside resorts.

- There is clear need for leadership among stakeholders to empower decision making and, therefore, the public sector must lead the development of an action plan to rejuvenate the resort. Ideally the public sector should create a semi-autonomous department to communicate with the resort’s key stakeholders and ensure their appropriate representation on key bodies. This semi-autonomous department has to be in charge of the strategic management of tourism in the destination.

- All the key stakeholders must be consulted equally. This includes the local community and the visitors. The local community has to be involved in the decision-making processes on a regular basis and tourists’ opinions should be consulted through on-going market research. Enhancing the effective involvement of stakeholders in destination management decisions will increase ‘buy-in’, ‘ownership’ and ‘self-identification’ with marketing and branding strategies.

- Budgets have to be fairly allocated and the duplication of tasks avoided. In order to achieve this, good communication at local, regional and national
level is necessary and clear SMART targets should be set so value for money can be demonstrated.

- A possible solution to better control the management of destinations such as Calella is to centralise power and equip the local government with the tools to implement changes that are beneficial for the area and the community.

- The local authorities should refine their policy of shifting Calella’s target market from those seeking a nightlife destination to those seeking a family-based market. Diversifying the product offer so that it can target all the groups of young people, young families, and sports and health tourists in different seasons can address the problem of seasonality, bring in new businesses and open new markets. The events calendar has to be geared accordingly to attract these different markets at different times/venues.

7.5. Study Limitations

This has been a case study of one post-mature resort during a particular ‘snapshot’ in time. There are many limitations of a case study approach - as all research designs have their relative strengths and limitations (Flyvberg, 2006). Above all, because a case study focuses on a single unit, the generalizability of its findings is often questioned. However, researchers such as Erickson (1986) have argued that since the general lies in the particular, it is possible to transfer what we learn in a particular case to similar situations and contexts. Additional limitations of case studies are made around issues of reliability and validity. As Hamel (1993, p. 23) has argued, ‘the case study has basically been faulted for its lack of
representativeness...and its lack of rigor in the collection, construction, and analysis of the empirical materials that give rise to this study.’ However, Stake (2005) has countered this by suggesting that the strength of case studies is that they account for and include difference.

Access was also a limitation of the study as the fieldwork was done in Spain when I was working in the UK, which meant that the travelling was difficult and the fieldwork could only take place during the summer months because I wanted to observe the periods when Calella is busy with tourists. The summer months were however, sometimes problematic to access the G10 stakeholders as those involved in tourism were working since August is a hectic holiday month in Spain. Whilst I was able to speak to most of the members of the G10, I did not speak to all of them. Another challenge concerned the analysis of the interviews using open coding. The sheer volume of information had to be organised (see the appendices) and I did not want to lose data as the interviews had been very revealing. The data analysis, transcription and processing took a long time and I constantly sought to make sympathetic interpretations of the interviewees’ words so that no sense or meaning was lost.

7.6 Future Research

This has been a case study of one post-mature resort on the Spanish coast. There is now a growing body of work in the field of destination branding (see Morgan and Huertas, 2011), several leading studies of stakeholder roles in destination development (see Fyall, 2011) and a number of analyses of the role of events (such as the Challenge) in destination development (e.g. Getz, 2008; Page and
Connell, 2009). Despite this work there remain many opportunities for future research across all these areas. Further research is required to explore a range of destination branding and stakeholder-related issues at a macro (national and regional) and a micro (individual resort) level. In addition, this study has not engaged with changing consumer trends and customers’ expectations or with the importance of social media, which has revolutionised destination marketing whilst I have been writing this thesis. A huge new area of study is to investigate the role of social media in shaping destination image and its role in destination branding and the more holistic place reputation approach (see Munro and Richards, 2011).

Part of this study has been to map the evolution of the resort of Calella over the twentieth and twenty-first centuries and future research could return to the same case study to examine the success of the proposed strategies and revitalisation plans in the future. There is much potential for longitudinal studies and they are comparatively rare in tourism study. There is also of course, the potential to study similar post-mature resorts in other contexts and historical periods. Of some interest would also be a study of the power of low cost airlines in the tourism development of post-mature (and other) destinations. Of concern in this part of Spain are rising fears over Ryanair’s continued use of Girona’s airport and it seems to many local stakeholders that regardless of what destinations do, if an airline decides to discontinue a route, the development for the destination will be compromised.
7.7. Personal Reflections

When I began this study, I had no idea that would have been such a hard task. Putting the changes I faced in my personal life whilst a postgraduate student, on reflection, I undervalued the complexities of linking theory and practice. Although I was pleasantly surprised by the welcome I received from all the stakeholders and members of the G10 I contacted for my field work, I soon realised there were many more nuances to the dynamics and power relations between stakeholders than I anticipated. Whilst destination branding was the initial focus, stakeholder interactions soon became the centre of this study.

When I began this investigation I felt I was studying a destination I already knew about and had an idea that I would in some way be able to contribute to its sustainable development. Now I realize that I have learnt more about the destination I always knew as a tourist and I am able to better appreciate its problems and empathize with the locals in their view of tourists. I have learnt to look at tourism with a different gaze, having a new sense of responsibility and almost seeing myself as someone who must earn the respect of the local community as a tourist and a researcher. In terms of the potential to revitalise Calella, this study suggests that the local community has most of the power, but in terms of developing strategies to develop tourism the public sector has to play a clear role to guide any private sector investment. Whether that will be forthcoming in the near future in the current financial climate in Spain (and elsewhere) is uncertain. What is certain, however, is that undertaking this study
has made me think anew of myself as a tourist, as a researcher and as someone who has a passion to learn and discover.

Appendix One: Sources of Evidence in the Calella Case Study, After Yin (1993)

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<thead>
<tr>
<th>Type of Evidence</th>
<th>Material Used in Case Study</th>
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<tr>
<td>Documentation</td>
<td>Website of the Costa de Barcelona maresme</td>
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<td>DVD Costa del maresme</td>
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<td>Emails to expert panel</td>
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<td>Emails to interview participants</td>
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<td>Press stories about Calella</td>
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## Appendices

| Archival Records | Calella 50 anys pioners en Turisme vacacional (Jordi Ten 2004)  
Tesis Diana Wolf (2008) DIM about Calella  
La imatge turistica de Catalunya  
Pla estratègic del turisme a Catalunya  
Frontur; movimientos turísticos en fronteras (May 2008)  
Memoria del patronat municipal de Turisme de Calella  
Pla estratègic del marèsme 2015 (Consell comarcal del marèsme)  
SWOT analysis of Calella (2005) from Jordi Ten  
SWOT analysis of Calella - Mayor  
Butlletí annual 2006 “Observatori per a la Qualitat del turisme al Marèsme”  
Publintur, s.a. Esport i turisme, valors per dinamitzar turisticament el Marèsme, com una destinació amb estil propi (Evolution/Challege)  
Ten, J -El Turisme a Calella. Reflexions, reptes permanents i la necessitat d’actuar  
Promotional leaflet from diputació de Barcelona. Turisme Total Costa del Marèsme  
Plan de accion local de turismo de Calella (Ajuntament de Calella)  
DVD Calella.Barcelona Destinacio de turisme familiar (Professional informacio)  
Guia d’allotjament de Calella (patronat de Turisme de Calella)  
Opinion about the tourism offer (consorci Costa de Barcelona- Marèsme)  
Costa de Barcelona-Marèsme news .1st Publication .September 2007  
Pla d’accions 2008 – consorci de promoció turística Costa del Marèsme  
Proposta del PLa de Xoc turístic de calella (ATC)  
Calella destinao 2.0: Plan de Accion Local para la mejora de la competitividad turística local. |
### Appendices

| Stakeholder Interviews | Ferran Munoz – Head of economic promotion for Calella  
Eva Esplugas – Deputy head of the Consortium for the new branded area of Costa de Barcelona Maresme  
Jordi ten – Writer of book about development in Calella and president of Publintur  
Josep Maria Juhe – Mayor of Calella  
Enric Hernanadez – Hotelier and president of the Agencia turistica de Calella and Associacio turistica de Calella. Ex-politician  
Josep Maria Corrales – Hotelier and investor. Owner of the Olympic swimming pool and partner in CreuGropa  
Sra Montserrat Candini- Head of the opposition  
Loida Serrano- Regidora de turismo.Tourism officer |
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| Physical artefacts | Visit to the tourism Library of the Diputacio de Barcelona, information about databases etc…  
El Punt “Guia d’Estiu 2008”  
CD Hotel Espanya  
Leaflets about Creu Gropa  
Requisits per esdevenir una Destinació de Turisme Familiar  
CD with all the major documents about the ATC etc…( from Enric Hernanadez)  
Promotional dossier: Calella from Calellabarcelona.com 2007 and 2008  
Brochure: Family tourism ( Patronat municipal de turisme)  
Brochure: Family tourism from Costa de Barcelona Maresme  
Publintur Magazine: Calella 2007 and 2008  
Brochure about the challenge from Costa de Barcelona maresme  
Leaflet “descobreix Calella. Capital turistica” from the Patronat de turisme de Calella  
Leaflet about SICTED ( Cambra de Comerc de Barcelona i diputacio de Barcelona amb TurismeTotal)  
Leaflet “shopping Calella” and Calella pocket guide 2007 and 2008  
Maps of Calella ( X2)  
2007 Annual report of group Serhs |
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<td>Requisits per esdevenir una Destinació de Turisme Esportiu</td>
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<td>Leaflet Calellabarcelona.com “Culture events and activities” July 2008</td>
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<td>Itineraris de natura (ajuntament de Calella)</td>
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<td>Leaflet about Calella (promoting family brand)</td>
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<td>Poster about “nits de Garbi” (ajuntament de Calella)</td>
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<td>Leaflet about Costa del Maresme “Museums and archives of el Maresme”</td>
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<td>Leaflet about beaches in Costa del Maresme</td>
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Appendices

Appendix Two: Sample of Expert Panel Discussions

Malcolm Allen (MA)

1) Firstly, the question of destination branding as a concept. How would you define destination branding?

Destination branding is describing the experience of the place to the consumers and the formation of the experience in terms of the facilities, amenities and other resources that the area can provide.

2) Secondly, who would you consider to be the key stakeholders involved in destination branding? Do you think they are all equally powerful or if not, who are the most/least powerful?

Stakeholders are different ones in different destinations (I assume you give a higher weighting factor to the government), mainly:

- Government
- People providing facilities and services, in particular in tourism areas
- People attracted to the area
- The local community with special emphasis in pressure groups
- Investors and developers
- The local media (radio, TV, internet, etc…)
Appendices

3) Finally, my last question is critical to applying branding in stagnant areas.

   What do you consider to be the main strategies or successful frameworks in branding such destinations?

   An analysis of existing functions and services- what do they offer in terms of amenities, attractions, entertainment, leisure etc…If they want to regenerate, what can the individual towns do to attract tourists and investment working together? Once this is identified, one needs to define the key messages for the individual towns under a broader umbrella so that the different towns can work with each other rather than against each other – as they are no strong enough to sustain individually.

   Roger Pride (RP)

1) Firstly, the question of destination branding as a concept. How would you define destination branding?

   I am generally not good with definitions but I believe destination or place branding is about creating value. This the value that products and businesses receive through direct association with a brand, or the additional value that potential visitors attribute to a place because of its brand image. This is sometimes referred to as the “identity premium”.


Appendices

2) Secondly, who would you consider to be the key stakeholders involved in destination branding? Do you think they are all equally powerful or if not, who are the most/least powerful?

The stakeholders in place branding are the governments/administrations, the direct tourism industry, wider industry e.g. retail and the people who live in the place – citizens. It is difficult to rank them in terms of importance and their areas of influence vary.

3) Finally, my last question is critical to applying branding in stagnant areas.

What do you consider to be the main strategies or successful frameworks in branding such destinations?

The answer to this question is potentially very long, but I will be brief. I believe that integration and coordination is key. It is essential to be aware of all of the factors that will affect the reputation of a destination either positively or negatively. Many of these factors lie outside the control of traditional tourism marketers. So being to influence as many of these as possible is critical to success.

Can-Seng Ooi (CSO)

1) Firstly, the question of destination branding as a concept. How would you define destination branding?
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Destination branding is about packaging and marketing a set of images to promote a particular destination. There are however consequences that extend beyond marketing, for example, the brand vision can become an instrument for transforming the place and social engineering local cultures. The branding process also requires mobilising support and cultivating consensus in realising the brand as a place identity.

2) Secondly, who would you consider to be the key stakeholders involved in destination branding? Do you think they are all equally powerful or if not, who are the most/least powerful?

The branding authorities are the most important here. There are many other stakeholders - government, local residents, tourists, industry, tourism mediators. Depending on the social and political system, some stakeholders are more important than others. In Denmark - because of the lack of resources - getting the support of the industry is important for the Danish tourism promotion board to communicate and enact the brand. In Singapore, because of its political system and the resources available, the government and the Singapore Tourism Board are capable of bringing about changes to society and realising the brand messages quickly.

3) Finally, my last question is critical to applying branding in stagnant areas.

What do you consider to be the main strategies or successful frameworks in branding such destinations?
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It is important for the brand to tell a real story of the place. For a stagnant destination, it has to be renewed - the cultural life has to be spruced up, employment has to be increased, etc. The destination brand can function as the vision and blueprint to revitalise the place. Branding and revitalising the destination work hand in hand.

**Cai Liping (CL)**

1) Firstly, the question of destination branding as a concept. How would you define destination branding?

Destination branding is a continuing process to create unique tourist experiences and build a sustained image that emotionally bonds with the host community stakeholders and resonates with its targeted markets.

2) Secondly, who would you consider to be the key stakeholders involved in destination branding? Do you think they are all equally powerful or if not, who are the most/least powerful?

Tourists, residents, businesses, community leaders, and government...

3) Finally, my last question is critical to applying branding in stagnant areas. What do you consider to be the main strategies or successful frameworks in branding such destinations?

Identify new market segments with consistent core image.
Appendix 3: Interview Transcripts

Translated interview questions:

Introduction about oneself and the interviewee
Where do you see Calella in tourism terms?
How is tourism structured?
What is the G10? What do they do? Who decides?
Why is the local community not involved in the G10?
Where do you place Calella in the TALC?
What is the current tourism model in Calella?
What is the tourism model desired for the future?
What type of tourist do you have? And Calella?
How does Calella manage mass tourism?
What is the impact of tourism on the local community?
Define the image of Calella
What do you think about the nightlife?
What can be done to improve this nightlife issue?
What tourism does Calella need?
What strategy does it follow?
Who grants permission to open nightlife establishments?
What do you think about the name change (Costa de Barcelona-Maresme)
What do you think about using sports as a new model?
How unique is sports tourism in this area?
What do you think about the challenge? And the high performance centre?
How do you perceive the future of Calella? Thank you
Entrevista: Eva Esplugas. Consorci del Maresme

Consorci- Mataró dia 31 Juliol 2008 a les 11.00 am

ZP- El que volia preguntar es sobre el canvi de nom
Arrel de la reunió amb en Ferran vaig veure que, a Calella, hi ha el que es diu el G10: un grup de gent que es reuneix i que tenen molta importància alhora de prendre decisions. I ara es troben en un moment en el que volen fer canvis a Calella a nivell de turisme perquè, em sembla que no estan massa contents amb el tipus de turistes que tenen. El que vull mirar és com tot això s’uneix i dona resultats perquè canviar un nom és molt radical. És …va, Canviem el nom!

EE – Hi havia molts anys darrera de tot el tema, no es que es digués… “mira anem, ho fem i ja està”. Quan anàvem a fires p.e, el maresme costava molt, la ubicació al mapa, s’havia de fer molta docència, molta pedagogia i explicar que est al nord de Barcelona’, al sud d ela Costa Brava… Nosaltres tenim el privilegi d’estar al costat de Barcelona, era l’excusa perfecta de dir: “a veure si amb la introducció de Barcelona dintre de la denominació podem atreure mes visitants”

ZP- Be, o sigui que vosaltres us vàreu adonar veient que la gent no sabia ubicar el maresme, perquè la gent sabia on estava Calella ( suposo

EE - És clar. Com a municipis independents sí, com a destinacions independents; però no com a aglutinació de municipis. Com a marca turística no representava la
realitat. Llavors, només el que hi ha és l’Alt Maresme; Turisme com s’entén, com hauràs vist en els vouchers o catàlegs de TTOO.

ZP És que jo, en els catàlegs de TTOO només vaig veure Costa de Barcelona.

EE Ara sí, be mentida,

ZP- O Costa Brava

EE- És clar, el tema està en que els TTOO directament ho comercialitzaven a través de la Costa Brava i es van adonar que molta gent deia, “escolta no estic a la Costa Brava, estic al Maresme”. Llavors que van dir, Costa de Barcelona, però després molts hotels rebien denuncies de part dels turistes perquè deien” no estem a Barcelona, estem al Maresme”. Llavors els empresaris van dir: “la manera és Costa de Barcelona Maresme” i integrar-ho. Llavors, si parlessis amb el presidents del greми d’empresaris, el Sr Santiago Garcia Nieto, ell sempre explica el mateix: un cop va anar a Miami i hi ha les platges de Miami, i ell diu que seria bo dir que nosaltres som les platges de Barcelona per la proximitat que hi ha. Hi ha gent de Barcelona que ve a les platges del Masnou o Aixa.

ZP- Avui, el tren anava marejadíssim amb gent que anava a la platja

EE- Si, si això… sempre. I tots els turistes que venen a l’Alt Maresme visiten com a mínim un dia Barcelona i, si fessin unes enquestes per les Rambles et diries que estan a Calella, Sta Susana ..
ZP- El que he notat, per això (jo només miro Calella) que amb els TTOO no apareix Calella, apareix Pineda tot i que, a Calella, hi ha hotels, perquè els veig, però m’ha sobtat veure que ha nascut Pineda i ha desaparegut Calella. I ha desaparegut Costa Brava, perquè la gent anglesa es pensa que després de Barcelona, ja és Costa Brava.

EE- Sí, és la pedagogia aquesta, però Calella te un públic alemany i si miressis els catàlegs alemanys, veuries Calella.

ZP- Sí, però a nivell d’estadística, el nombre mes alt de turistes estrangers es l’anglès, tot i que no són els TTOO grans però sí els d’autocars. Per això vull mirar perquè els TTOO no posen Calella, fins i tot amb el “google” hi ha fotos de Calella de Palafrugell, es confonen amb les imatges.

EE- Sempre passa, l’Alcalde, que és el President del Consorci, sempre diu que no som Calella de la Costa, som Calella, ja està, sense “coletilla”!

ZP- Volia saber com va començar el canvi de nom, qui ho va impulsar?

EE- És un canvi de marca impulsat pel sector privat i el Consorci i el Consell Comarcal. No només el sector públic si no que també els que estan atraient turistes diàriament, el sector privat i els que es donen mes compte. Ara, Nosaltres fem el tema de la promoció a fires i te n’adones. Que has d’estar allà, explicant
molt bé, i si dius les poblacions que hi ha, la gent les coneix i sap perfectament quines són, però com a denominació o marca paraigües, no tenen consciència.

ZP- Quan es va canviar el nom?

EE- Es va fer un acte a Arenys de Munt al setembre de l’any passat. Es va fer un acte amb el suport de “Turisme de Catalunya”, la Generalitat, però les converses van començar a finals del 2006. En Jordi Ten va ser qui hi va promulgar-ho tot.

ZP- I Des de llavors que heu fet? Veu canviar el nom… i ara?

EE- És clar, ara bé la part complicada, a les fires ja assistim amb el nom nou, el material nou surt amb la nova marca. I fem moltes coses, no pel canvi de marca, però perquè està dins del Pla d’Accions del Consorci, tenir tractes amb la premsa, fer famtrips, presstrips assistir a fires, edició de material, he fet una web pel mòbil, un concurs de fotografia, és la línia que ja portàvem.

ZP- Això de canviar el nom, forma part d’algun estratègia mes gran?

EE- A nivell de Consell Comarcal es va fer el Pla Estratègic del Maresme (després si vols te’l entregaré), i una de les línees d’un Pla d’Accuacions és promocionar la nova marca turística que és la integració de BCN en el nom i van donar suport tots els municipis i això era una necessitat que veia el sector públic i privat. Tot veient una mancança d’identitat, la població local no vol perdre la
identitat i per això es manté Maresme, però s’inclou Barcelona per la proximitat i el pol d’atracció que comporta tot això.

ZP -Home BCN no deixa de ser una ciutat important pels turistes tot i que sembla que estigui baixant de reputació, no?

EE- Està baixant una mica, també pensa que, pel tema de la crisi d’altres països i així, s’està refredant, l’euro, etc i els americans no venen. Els del bus turístic han reduït treballadors per les tardes perquè no els omplen

ZP- Suposo que el tema vols, etc, fa que la gent comenci a conscienciar-se del efectes.

EE – Si, però els turistes que venen aquí, no pensen en global warning, no estan interessats en el medi ambient.

ZP- He vist que la premsa anglesa està donant informació negativa a nivell de seguretat. Diuen que es violenta, roben, cara etc…i fa que la gent no vulgui venir. La premsa és molt poderosa.

EE- És massa poderosa.

ZP- El canvi de nom forma part d’una estratègia global i que es pretén a nivell de turisme?
Appendices

EE- Es pretén que s’ofereixin productes de mes qualitat a tota la zona del Maresme. Nosaltres des de el Consell Comarcal ( Tot i que som el Consorci, formem part del Consell Comarcal); a nivell privat es deia que el perfil del turista no era de baixa qualitat ( aquest document també te’l donaré) i es va fer un estudi del perfil del turista: es una parella o família que gasta poc, de 10 a 50 euros al dia. No sabem si es va formular bé la pregunta o què… i necessitem un turista amb mes poder adquisitiu perquè això afecta tota la comarca i la formula o proposta ve ser la creació de la nova marca, sempre tenint la opinió dels empresaris i intentant oferir productes de mes qualitat i remodelant la comarca. Hi ha encara molts establiments de 2 estrelles i s’intenta canviar la imatge.

ZP- Teniu pressupost per ajudar aquests canvis ?

EE- Ara s’ha impulsat o presentat un esdeveniments que es de 5 anys i és un Challege. A Calella hi serà la seu però està promulgat pel Consell Comarcal.

ZP- Voleu fer servir aquesta oportunitat?

EE- Els organitzadors van anar directament a proposar-ho a Calella i es va decidir elevar-ho a nivell superior i que pugui aprofitar-ho tota la Comarca, tenint en compte la potencialització de la nova marca dins del Pla Estratègic Maresme 2015.

Com s’ha de tallar la Nacional? Perquè la marató és de 42.5 KM etc, no es pot fer normes a Calella, s’ha d’obrir a la comarca i com a proposta del Pla estratègic
Appendices

s’està potenciant la marca amb el challenge que es farà un mig Challege al maig i un sencer al octubre amb un període de 5 anys com a mínim. Que comporta això? Que vinguin entre 1500 i 2500 atletes, que no només venen pels períodes de les proves si no que, durant uns 15 dies, i durant l’any per entrenar. I venen amb les famílies, els entrenadors, organitzadors , premsa especialitzada de tot el mon … i tindrem una promoció gratuïta mitjançant premsa esportiva de tot el mon. Hi haurà helicòpters gravant les curses etc…serà la oportunitat que tenim per obrir el Maresme al mon

ZP- El Challenge s’ha fet a altres països?

EE- Si, i només es pot fer un Challenge a cada país, es com l’ Iironman que es fa a Lanzarote.

Es va triar el Maresme per la climatologia , aerologia i perquè es fàcil arribar aquí amb autobusos i no cal que agafin avions etc. Llavors, hi ha gent amb molta pasta i venen de tot el mon. Són advocats, metges etc.. a la Costa Blava. Es fa un a Roth ( els propulsors), es fa un a Nova Zelanda etc… La proba del Maresme anirà be per pujar posicions i anar a Hawaii. Que es el màxim. Aquesta gent en fan unes tres com a màxim perquè és molt cansat.

A priori no havíem fet cap estratègia per potenciar la nova marca, però el Challenge ens dona aquesta oportunitat.

ZP- Llavors el nucli seria Calella? De totes maneres suposava que pobles veïns es beneficiaran molt.
Es beneficiaran tots, els organitzadors no els diuen on dormir i ells poden triar, tot i que Calella serà el centre d’entrenament etc…

**ZP**- Tindreu diners per canviar i oferir els serveis que aquesta gent necessitarà?

**EE**- Això es veurà mica en mica. Fins al maig tenim temps. Ara s’ha fet la presentació de la nova Challenge Costa del Maresme a Roth, a Alemanya i, a partir d’ara s’ha de començar a treballar en tots els aspectes.

**ZP**- Això quina empresa ho porta?

**EE**- Evolution, si poses, en el Google, “Challenge Barcelona Maresme” t’hauria de sortir Evolution la primera.

**ZP**- Però això ha passat a posteriori?

**EE**- Si, si, es van posar en contacte amb nosaltres fa tres mesos.

**ZP**- Però no tindreu temps per fer pistes etc..

**EE**- No, pistes no es fan, es tallarà la Nacional 4 hores al maig. Després en bici és fins al Masnou; nedant és fins a Sant Pol. No se quantes voltes, primer neden i després pugen a la bicicleta mullats i amb neoprè.

**ZP**- M’agradaria poder veure com va, si no puc venir, parlar amb nosaltres per veure quina valoració heu fet. Qui era el visitant, que volia fer, a on anar etc
EE- Tot això s’haurà de veure. Nosaltres vam demanar als organitzadors si poden fer uns qüestionaris per saber quin es el perfil, per poder dissenyar paquets o productes a la seva mida.

ZP- Una cosa que trobo molt a faltar a Espanya, en general, és que sent mare, no trobo cap lloc on canviar al nen.

EE- L’Alt Maresme està especialitzat, als 4 municipis en turisme familiar i un requisit és que, tant empresaris com sector públic, s’adaptin a la família, que tinguin canviadors, que et cedeixin bressols gratuïtament etc…

ZP- I això ho fan?
EE- Si, ja et dic les 4 poblacions de l’Alt maresme són 4, de tots els 8 a Catalunya que tenen ; Calella, Sta Susana, Pineda, Malgrat, Salou, Blanes, Roses, i una altra a la costa daurada que no recordo però podem mirar-ho.

Els requisits que tenen, no és normés establimentos on es gastin els quartos, és que les platges tinguin els mini beach clubs, activitats, trenets, que els parcs tinguin gronxadors i tobogans i, el primer any ha de ser un 15 o 25% es in crescendo fins a un 100% al cap dels anys.

ZP- Qui ho regula?
Appendices

EE- Turisme de Catalunya

ZP- Tenen inspeccions?

EE- Si. El vincle es vetllar per la família. Els restaurants estan obligats a fer un menú infantil
Després hi ha la certificació de turisme esportiu, i cada municipi ho sol·licita

ZP- A mi em tornareu boja amb tantes Institucions.

EE- És un merda. Turisme de Catalunya te el tema de turisme esportiu i el familiar i cada municipi ha de tenir tres esport. Sta Susana, que es la única pel moment que te turisme nàutic, bicicleta i futbol, però Calella està sol·licitant-ho. Perquè el més important és especialitzar-se es alguna cosa.

ZP- Ara parlem de totes les Institucions

EE- Per on comencem?

ZP- De dalt a baix
EE_ Que tinguin que veure amb el Maresme:

**Direcció General de turisme** ( depèn de la Generalitat- Crea les normatives i directrius)
Appendices

**Turisme de Catalunya** – Ens de promoció de la Generalitat i porta les 9 marques de Catalunya – te clubs de productes, etc…

**Diputació de Barcelona** – S’encarrega de la promoció dels municipis de la província de Barcelona (Barcelona és independent i no forma part de la Diputació)

**Consell Comarcal** (dona servei als Ajuntaments del Maresme, de Benestar Social, Medi Ambient, promoció econòmica)

**Ajuntaments** (entitat publica mes bàsica. Alguns tenen Regidoria de Turisme i altres nomes de promoció econòmica. Calella te Regidoria de Turisme)

El Consorci està format per: 29 dels 30 municipis de la comarca del Maresme (falta Tiana), Diputació de Barcelona, Consell Comarcal del Maresme (no te cap departament de turisme), el Gremi d’hostaleria de Calella i el Maresme i l’Associació de càmpings i ciutats de vacances de la província de Barcelona. L’Estructura és estranya.

**ZP**- I el Consorci de que s’encarrega?

De la promoció turística. Anem a fires, fem fullletons, tractem amb la premsa, mes localitzat al Maresme . Estem molt relacionats amb els Ajuntaments

**ZP**- És molt complicat aquí, a Anglaterra sembla més senzill. Per entendre-ho, és que trobo que fins a cert punt hi ha una mica de repetició de tasques ja que hi ha molts grups que fan el mateix.
EE- No, està ben organitzat tot.

ZP- Quan ho baixem a nivell estratègia, per ex Pla Estratègic, qui s’encarrega de fer-ho?
EE- Com et deia hi ha una línia de turisme i s’encarrega el Consell Comarcal.

ZP- Moltes gracies Eva

**ENTREVISTA A LA REGIDORA DE TURISME**

ZAIDA RODRIGO (ZR) – Primer de tot m’agradaria que m’expliquessis quin és el teu paper aquí com a regidora de turisme, dintre de l’Ajuntament i a Calella.

REGIDORA DE TURISME (RT) – Sóc la regidora de turisme, he estat delegada directament per l’alcalde per fer aquesta funció, de qui depèn com els altres regidors que porten una àrea en concret, que no deixa de ser un assessor que ajuda a prendre decisions sobre un tema concret i en aquest cas turisme. Aleshores, la meva responsabilitat és directament amb l’alcalde i la meva labor és planificar les estratègies o donar suport a certes estratègies i veure com es pot encaminar la part pública cap a ajudar i fomentar el sector turístic i ser perceptor de les necessitats que creiem que té el sector.

ZR – En quest moment com veus Calella a nivell turístic?

RT – Sabem que Calella és una destinació madura, que moltes vegades la maduras està vinculada a una certa “decadència”. Hi ha hagut models que han servit, que s’han explotat, han arribat al moment de màxim apogeu i comencen a decaure en número de places, en qualitat, pernoctacions... de vegades vol dir no tenir el tipus de client que potser t’agradaria tenir. Entre tots ens hem de
replantejar un nou model que pugui substituir l’anterior i crec que ens trobem en aquesta etapa intermèdia, no vius de les rendes passades o d’un moment passat amb una esplendor de maduresa sinó en el moment de decadència i que estàs en fals perquè comences a deixar un model i comences a construir-ne un altre. A més les destinacions madures no totes estan en aquest moment i de vegades aquests models no són molt clars. Tinc la impressió que a nivell de destinacions madures, a nivell mundial, no s’ha trobat una pedra filosofal en que tothom sap quin camí ha de seguir. Això dóna moltes vessants, al no haver un model clar a seguir un pot ser més creatiu i pot ser molt interessant. A la vegada assumeixes molts riscos perquè no hi ha una recepta màgica i te l’has de fer tu. I Calella està buscant la seva recepta per començar a desenganxar-se d’un model que ja no li serveix i no és el seu, tot i que no tothom estigui convençut que aquest model ja no és el seu. Però el pas del temps fa també la seva feina i tothom veu que no és el model que ens convé a tots i estem ara a l’època on no tot el sector madura a la vegada però la gran majoria sí que estem en el moment de buscar la nostra recepta per canviar de model. Reconeixem aquesta etapa de certa decadència.

ZR – Comparteixo aquesta idea, esteu en un moment molt interessant, per això he triat Calella. Teniu els ingredients i pot sortir bastant bé, però també és veritat que s’ha escrit molt sobre destinacions que comencen, en creixement, sobretot en marques turístiques i llavors és molt fàcil crear la marca que vulguis, però canviar una reputació costa molt. El model anterior, quin és? Assumeixo que és el de turisme de masses...

RT – Sí, tots sabem que el model de sol i platja és un model que no és suficient. Calella s’havia focalitzat molt en aquest sentit i poc a poc havia anat evolucionant cap a turistes de menys poder adquisitiu, d’una edat més jove, sol i platja al matí i
vespre o ci nocturn amb els aldarulls que això suposa. Quan aquest model es massifica i arriba a una expansió o evolució per sí sol va buscant esclèctxes per oferir coses noves. I si no estàs al cas d’aquestes coses el sol i platja busca esclèctxes com l’oci nocturn, vist com a disbaxa de gent jove, de nivell adquisitiu baix que no potencia coses importants a la nostra ciutat. Si un no fa res les coses es fan per tu, hem de buscar les coses dinàmiques perquè el turista d’avui en dia va més enllà del sol i platja. I com a model és vàlid, és un recurs que no podem rebutjar en absolut però hem de començar a oferir més: vivim en un món més globalitzat, hi ha més destinacions, i els interessos de la gent han canviat. Si no comencem a fer aquest canvi, un canvi dins d’un sistema que tots entenem que hi ha un interès principal, les vacances i l’oci i algunes coses romanen, a més del sol i la platja! Calella té una platja preciosa amb qualitat i no la podem menystenir. Però cal mirar els interessos dels turistes o potenciar aquells aspectes que ja tenim i donar-ho a conèixer i començar a ser atractius per altres menes de turistes. A Calella, com a la majoria de la costa Brava, el producte estrella era sol i platja i si afegim aquesta etiqueta de disbaxa que té Espanya, són els atractius que han fet la Costa Brava coneguda.

ZR – A més el tipus de turista que teniu aquí, l’alemany, l’anglès, el nòrdic (...) la seva cultura barrejada amb la idea de festa d’aquí és un còctel explosiu. A part que crec que de vegades quan la gent ve de vacances canvia el xip, què en penses?

RT – D’això en van parlar una vegada amb una gent que van trobar a una fira, era una associació que es dedicava a la sensibilització del sector turístic en el camp de l’explotació sexual infantil i feien aquest comentari, quan la gent és de vacances hi ha un component en que ens permetem una certa disbaxa que
normalment no ens permetríem, depenent de la qualitat moral i ètica de cadascú. Això forma part de les vacances.

ZR – Com que cada vegada treballem més i ens costa més anar de vacances, quan hi som ens tornem molt egoistes…

RT – …sí, em regalo ser menys amable que a casa meva. Aquesta associació em deia que algunes persones amb una conducta absolutament ètica en el seu país d’origen van a un altre país i tenen una conducta completament oposada.

ZR – Tot això barrejat amb les masses fa un producte perillós.

RT – La Costa Brava va vendre una mica aquesta imatge, sol, platja i disbauxa, la “fiesta” i Espanya es va dedicar a remarcar aquest missatge i de vegades necessites dues o tres generacions per canviar la imatge d’un país, “la fiesta y la siesta”.

ZR – Sí, és una imatge que sembla que aquí cada dia anem a la platja, sortim de festa, mengem paella, bevem sangria i ningú treballa.

RT – Això no es pot canviar d’un dia per l’altre… també hem d’evitar crear certes expectatives, segons què hem d’avisar que si un ve aquí no ho trobarà, si venem festa vindran per això i si venem altres coses crearem altres expectatives. I aquest esforç l’ha de fer tothom, s’ho ha de creure el turista i els que som aquí.

ZR – A més aquest tipus de turista deu fer que la gent d’aquí estigui enfadada, perquè moralment els deu ferir que altra gent no valori on viuen, la seva vida, la nostra cultura en general…

RT – Sí, hi ha una relació d’amor-odi, molts comerços en viuen però també creuen que aquest tipus de turista no venia abans. També manca ser una mica més atrevits, valents, innovadors, imaginatius i fer aquest pas per deixar un camí i començar un altre, sense tenir un model clar del que volem. Jo a principi d’any
vaig ajuntar comerç i el patronat per veure com podríem col·laborar junts. Les noies del Patronat es queixaven a la regidora de comerç perquè els turistes es queixaven de que no els atenien prou bé, no eren prou amables, i els comerciants estaven tips de que el turista no respectés el seu material, que entressin amb gelats a les botigues, etc. Això és una relació de doble direcció i em vaig arribar a plantejar posar a la guia de comerços una nota discreta que digués “respecteu els comerços, no entreu amb gelats”, coses evidents!

ZR – A Anglaterra el petit comerç està desapareixent, la gent va a grans centres comercials, és molt diferent. (…)

I potser els turistes pensen d’aquesta manera, faci el que faci no passa res perquè demà ja no hi sóc.

(…)

Tothom amb qui he parlat fins ara sembla molt motivat, com deies abans hi heu de creure vosaltres, des de tots els sectors.

RT – I s’uneixen la capacitat de totes les forces, des de l’ajuntament hem arribat a la conclusió de fer un pacte local i un pla d’accions peró a través de consensuar, perquè donar la volta a la truita a la nostra destinació madura com Calella no serà fàcil i requerirà molta energia i esforç i necessitem els esforços de tothom. Requerim l’esforç, la voluntat i la il·lusió de tots. Té una envergadura massa gran i necessitem els braços de tots per tenir prou força per tirar-ho endavant. I quan comencés a parlar per arribar a un punt d’acord acostuma a haver-hi una negociació, no sortim de la reunió de la mateixa manera com hem entrat, cadascú aporta el seu projecte, i cadascú ha hagut de renunciar a alguna cosa i s’ha enriquit de les idees de l’altre. Molt o poc, sortim amb una idea que hem acordat, per alguns és poc, però és el que som capaços de fer tots junts i ho hem de provar.
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ZR – Recordo haver-li dit al Josep M. Corrales que em van impressionar les seves ganes. I parlava d’intentar afegir també el turista que ve aquí per l’esport, sense rebutjar el que ja hi és, sinó afegir altres productes. I faci el que es faci només pot sortir millor. I es troben en un moment molt bo per prendre un risc. Em va agradar molt l’esforç i la inversió que han fet.

RT – I això és el que cal també. Estem en aquell punt on deixem a banda la teoria i concretem coses reals, i és important que tots hi aboquem l’esforç que calgui. Reprenent el que comentàvem abans, de com un turista es comporta a la destinació, hauríem de ser capaços de veure quin és el mecanisme que fa que quan un va a casa d’un amic a qui no veuràs mai més, doncs que et comportis amb correcció, que està vinculat al vincle que un tinguí amb aquella persona. Així que hem de veure com podem fer que els turistes se sentin vinculats a aquell lloc com a persones que s’estimen aquest espai. Ara mateix hi ha una relació d’ús, basada en transaccions econòmiques, i aquest ús porta a que aquesta relació es malmeti perquè els diners no ho són tot, hi ha una part moral.

ZR – Hi ha l’aspecte de la reputació que tenim a nivell estatal de que som espontanis, apassionats, oberts, etc. i de vegades sembla que la gent es pensi que no tenim els protocols o codis de conducta que hi ha altres països. I crec que hem d’intentar vendre’ns d’una manera diferent perquè sembla que de vegades tot s’hi val...

RT – Hi ha una línia molt fina entre ser espontani o frívol, una cosa no té res a veure amb l’altra, i és necessari que els qui venen tinguin una altra percepció i nosaltres comencem a donar una altra imatge.

ZR – I la nostra autoestima també, crec que sempre hem tingut un complex d’inferioritat respecte a altres països. I per això crec que s’han pres algunes
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llevantats i de l’ús s’ha passat a l’abús. I també crec que hi ha un gran desconeixement del turisme de masses de les destinacions on van, possiblement per la tipologia del turista. I suposo que vosaltres el que voleu fer és canviar aquesta tipologia…

RT – Si poguéssim canviar-la millor, sinó doncs diversificar-la

ZR – Clar però teniu molts establiments d’oci nocturn i per canviar aquesta tipologia hem de tancar aquests establiments…

RT – Crec que si s’aconsegueix una relació diferent en la que un gaudeix de la discoteca però després també respecta el descans dels veïns i el seu entorn, també podria ser més complementari que no pas excloent. Ara tenim un oci nocturn potent i una marca de turisme familiar que intenta canviar una dinàmica i que es contraposa. Hem de mirar d’anar canyant, si haguéssim de triar sabem quin és el nostre model, o el de la majoria. Les empreses d’oci nocturn donen negoci, però es podrien reconèixer si féssim una oferta de turisme familiar o esportiu. Tot genera negoci si un se sap adaptar.

ZR – Vosaltres des de l’ajuntament ho contoleu a través de permisos de discoteques, bars…?

RT – En quan a discoteques hi ha una reglamentació i normes que s’han de seguir quan s’obre un establiment, però no et sabria dir si hi ha una limitació per obrir bars musicals, discoteques. Sí que al Casc Antic es va limitar el nombre de botigues que venien productes de tot a 100 pessetes, però va ser una cosa molt concreta. A més s’ha de fer d’una forma molt justificada per no caure en problemes amb la lliure competència, etc.

ZR – Jo vaig veure un cartell d’un local que es llogava però que no volien establiments d’hostaleria, clar que com a propietari un pot posar el què hi vol.
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Suposo que l’ajuntament també té el poder de limitar l’oci nocturn a través dels permisos…

RT – La normativa és força stricta, la que regula la insonorització, si no es compleix la normativa no es donen els permisos. És quan la gent surt al carrer…

(…)

ZR – I què et sembla aquest canvi de nom de la costa?

RT – Penso que és una oportunitat per posar Calella al mapa, no ens podem identificar com a Costa Brava ni podem fer servir el Maresme com a referència i aprofitem el potencial que té Barcelona i ens serveix per posar-nos al mapa tenint el compte que hi ha un punt d’atracció molt fort i és una bona associació. Què passarà si un dia Barcelona deixa de tenir atracció i èxit? Suposo que haurà de passar molt de temps i potser podrem crear una nova marca, si hem sigut capaços d’ubicar-nos al mapa no hauria de ser problema!

ZR – És que hi ha molta confusió amb la Costa Brava i la seva ubicació exacta. A més només es coneixen una sèrie de costes molt específiques, la d’Alacant, la del Sol i ara també a la zona de la Manga…

RT – Penso que Costa de Barcelona és la descripció perfecta, el missatge és molt clar perquè t’ubica perfectament al mapa. Si saps on és Barcelona no hi ha pèrdua!

ZR – Jo em vaig quedar sobtada quan me’n vaig assabentar. Vaig parlar amb l’Eva Esplugues del Consorci i li vaig comentar que canviar el nom és la part fàcil, el complicat és posar el nom al mapa. I em va dir que volien representar-ho a fires i anar-ho treballant, sobretot els primers anys, insistir-hi bastant. Un cop la gent ho té a la ment, ja està, és mantenir-ho i vendre les parts més individuals.

(…)
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I abans d’acabar voldria parlar del Challenge…

RT – És una proposta interessant. És una iniciativa privada que pot ajudar a que el procés de canvi es faci amb rapidesa i pot evidenciar aquests canvis, té molts ingredients que coincideixen plenament amb el canvi que volem fer tots, la ciutat i el sector. Aleshores, com totes les grans oportunitats és també un gran repte per tots, cal veure si estem disposats a afegir-hi per tirar-ho endavant, és un projecte d’una envergadura important. Hi ha un 50 o 70% de la gent que ha de treballar en aquest projecte que està plenament convençuda, després hi ha, els marges, els 15 per davant i 15 per darrera, uns detractors i els altres acèrrims total. Penso que és una oportunitat molt important per la ciutat, i és com s’ho ha pres l’ajuntament i m’agradaaria que tothom ho veïés amb la mateixa il·lusió i força. Penso que hem de tirar endavant amb aquest carro i que poc a poc el temps portarà els resultats, però el que passa és que de vegades tinc la impressió que als altres sectors els hi costa una mica atreuir-se, personatges com el Sr. Corrales no són la majoria, que tinguin aquesta iniciativa… Aleshores nosaltres ens hem entusiasmat en aquest projecte però som la part pública i qui se’n beneficiarà principalment seran els sectors econòmics que hi intervenen plenament i nosaltres hem de fer de suport. La població fa de suport d’això.

ZR – Suposo que a nivell hoteler Calella encara és una mica empresa familiar tot i que estem en una generació que molts potser han estudiats, tenen carrera i que a aquesta gent els deu fer una mica de por el canvi. Suposo que és necessari que hi hagi un pioner i els altres aniran recollint resultats perquè aquells que han rebut un negoci suposo que ja estan bé com estan…

RT – Estem en un impàs, el model antic no ens serveix però no tenim garanties que el model al qual aspirem ens funcioni. Tots tenim unes aspiracions però
aquest sector entremig requereix molta feina, esforç, implicació, però garanties de que el model sigui factible o adequat no les tenim. L’ingredient que es necessita és la il·lúsió, l’entusiasme, la valentia de prendre iniciatives. I aquí hi entren factors personals, hi ha gent que és més valenta i atrevida i de vegades l’haver muntat un negoci fa entrar en una inèrcia que no convida a tenir aquesta actitud. Aquesta inèrcia és el que diu que el que un fa ja està bé, va tirant o li dona una garantia. Però clar, aquesta garantia et condiciona, però treballar-hi vol dir posar-te més al front del teu negoci per prendre més iniciatives, com per exemple el Sr. Corrales que ha obert una agència paral·lèla que li ompli l’hôtel per si de cas això no li funciona.

ZR – Hi haurà els qui siguiran l’exemple…

RT – També s’havia dit que si el negoci del costat s’especialitza en una altra cosa, els clients que no li vagin a ell em vindran a mi, així que si un hotel s’especialitza en turisme esportiu, les famílies es distribuiran a la resta dels hotels. Aquestes coses noves el que fan és augmentar la competència però també reparteix perquè estàs diversificant.

ZR – També em van parlar d’un centre de millora del rendiment, què en pensem?

RT – Això és també una iniciativa privada que treballa l’empresa Evolution, la mateixa que organitza el Challenge, i per nosaltres no deixa de ser un estimul el fet que s’instal·lin i vegin que Calella és una destinació que pot acollir aquest tipus d’empresa i que nosaltres podem oferir aquest servei i que pot ajudar a canviar aquesta visió de la ciutat. És diversificar l’oferta, és fer una oferta clarament esportiva a partir de les empreses privades que ajuden a dinamitzar aquestes noves estratègies. Aquesta és la situació ideal, que a més de les teves propostes comencin a aparèixer entitats privades que tinguin ganes d’instal·lar-se
en aquestes línies de treball. Nosaltres no podem fer més que estar contents perquè s’estan consensuant i s’està treballant en unes línies de quatre productes de turisme: esportiu, familiar, salut i cultural o proximitat i et venen propostes de negoci i treballar per que això segueixi passant.

ZR – Cal que tot Calella s’ho cregui i tiri endavant…

RT – Cal que el sector canviï d’estratègia però el territori on se suporta aquesta activitat econòmica estigui en paral·lel i que es nodreixi d’aquests canvis i pugui intervenir, que hi hagi un vincle entre aquests dos elements que participin, s’impliquin en els canvis de la ciutat. I és la clau per a que pugui ser sostenible. Calella té l’avantatge o l’inconvenient que és ciutat i destinació turística i és una combinació que pot ser positiva per unes coses i negativa per altres. I això dificulta algunes línies de treball, s’ha de buscar una forma que sigui sostenible pel nostre model de ciutat i de sector i s’ha de fer a través d’un consens i que sigui sostenible a nivell social. No podem seguir estimulant el turisme nocturn perquè la ciutat no ho pot sostenir. Per això, tornant al principi, les destinacions madures no tenen un model clar, una recepta màrgica que serveixi per tothom.

ZR – Altres localitats properes que es troben en un estat de maduresa opten també pel turisme esportiu, o és bastant únic?

RT – No és únic. Nosaltres treballem dins de la marca de turisme familiar a través de Turisme de Catalunya, però la marca de Turisme Esportiu encara no la tenim. Santa Susanna sí que té les dues marques. Al Maresme hi ha quatre destinacions importants: Calella, Pineda, Malgrat i Santa Susanna. Santa Susanna ha obtingut la marca de turisme esportiu, així que no és una qüestió única. Tordera té unes bones instal·lacions de futbol tot i que és un model diferent al nostre, no tenen la
singularitat de ser ciutat i estan basant-se en un model diferent, en un producte diferent que a l’hora de gestionar-ho des de l’ajuntament es fa d’una altra manera.
ZR – I Pineda? Als catàlegs dels tur operadors britànics hi apareix molt, en canvi Calella no. A nivell d’estadística el número 1 de turista estranger és el britànic.
RT – Crec que aquest últim (…) va ser l’alemany i després el britànic, però més o menys a la par. De tota manera Pineda té menys tradició hotelera i la balança dels habitants és major, al voltant dels 30.000, nosaltres en tenim 18.000 i 14.000 places hoteleres. Estem forçats a la sostenibilitat de la convivència. Pineda és una altra destinació amb altres particularitats que no estan tan obligats a trobar una fórmula de consens, tot i que no en sé gaire.
ZR – Als catàlegs dels tur operadors no he vist tants hotels a Pineda com a Calella, no sé si els hotels que anuncien de Pineda siguin a Calella per l’associació que es fa de Pineda amb el turisme familiar.
(…)
Hi ha alguna cosa que et faci per respecte al Challenge, al canvi de model, al pacte local, …? Esteu en un moment on podeu triar el que fer, després fer-ho ja serà una altra cosa…
RT – Ja hem passat l’etapa de triar, l’any passat vam estar definint i ha estat una de les etapes més difícils havent de buscar el consens amb tot, en canvi ara tenim clar quin és el nostre encàrrec i s’ha de començar a desenvolupar, tenim clar quines són les accions que volem tirar endavant, s’ha de tenir un pla d’acció, que encarregarem a una empresa; pel que fa al pacte local buscarem assessorament d’experts de la Diputació per a que ens puguin definir quin és el treball que podem fer en aquest sentit i ara es tracta de posar els motors en marxa. Quan no tens un model i hi ha tantes persones que s’han de posar d’acord és complicat. El
que em fa por, per exemple, és que de vegades el ritme de les administracions públiques i el sector privat són diferents, i el sector privat està molt interessat que les coses vagin de pressa i els resultats siguin immediats. Estic segura que el pla de treball portarà resultats però no crec que siguin immediats, possiblement no els veurem durant aquesta legislatura, queden 3 anys. L’encàrrec del pla d’accions es farà a finals d’any i per la primavera penso que podem tenir ja bona part del treball fet, però això només és una llista de deures i ens haurem de posar a treballar. El pla d’accions per sí mateix no donarà cap resultat, s’haurà d’implementar en un any però haurem de veure d’on sortiran els recursos, quina entitat gestionarà tot això, definir el tipus d’empresa que els pot agilitzar i implementar,… tot això portarà el seu temps. Venim de temps antics i gent que està cansada de tot aquest procés però les coses porten el seu temps. I tu t’has d’ocupar de fer els teus deures, de complir amb aquella part a la que estàs obligat, aquesta ha de ser la teva preocupació i d’aquí a dos o tres anys es mira enrere i s’avalua, no podem estar avaluant contínuament. Les diferents mentalitats dels propis sectors van a ritmes diferents i em preocupa que la gent es desmotivi, que es creïn recels, desconfiança, etc. Perquè aquestes coses també es contagien i això desmotiva molt per fer aquests deures que és el que realment farà que donem el tomb a les coses, si comencem a buscar arguments que ens desmotivin serà nefast pel projecte en general, això em preocupa.

ZR - Canviar una imatge tarda més que una o dues legislatures, s’ha d’insistir molt per introduir el nou missatge, sobretot a nivell dels “stakeholders”. I un d’aquests “stakeholders” és el sector públic que de vegades engega projectes que s’aturen quan hi ha un canvi de govern, per això em sembla positiu que al G10
incorpori la cap de l’oposició. El vostre projecte és molt més gran que una o dues legislatures i el G10 us pot ajudar a fer el camí més planer.

(…)

Com veus el futur de Calella?

RT – El veig bé, tinc la sensació que tinc molta sort d’estar aquí ara, tot i que haver de buscar el consens continuament vol dir haver de renunciar a part de les nostres idees, però la sensació que tinc és que es tracta d’una gran oportunitat de veure-ho des de dintre. És cert que els canvis produeixen recels i som a l’etapa on un es pregunta si anem bé! Però tinc la impressió que som a un moment important, tenim tots els ingredients necessaris per aconseguir alguna cosa, un canvi. I hi ha molta gent disposada des de diferents àmbits: docència, universitats, que també et confirmen que estàs en bon camí.

ENTREVISTA AL SENYOR CORRALES

Senyor Corrales (SC) – Mira, ¿veus?, tots aquests que venen aquí són tots nedadors. Aquests són finlandesos i la majoria del públic que tenim a l’hotel són esportistes. Pots comprovar que tots són nois de 18 a 25 anys, que és l’edat de l’esportista normal, que venen aquí a fer stages de natació. Bàsicament l’hotel nostre té totes les nacionalitats i concretament et puc dir cada mes els que venen... febrer i abril hi ha molt de francès, al mes de març, anglès, alemany, etc. Setmana Santa, del mes de maig al d’agost predominen molt fort els nòrdics, suec, noruec, finlandès i islandès i a l’octubre més alemany, molts suïssos. Aquí ens venen a entrenar moltes seleccions, la selecció rusa de natació, a preparar els seus campionats, d’Europa, inclús hem tingut vària gent que ha fet medalles a
l’olimpiada que han estat entrenant aquí, n’hi va haver una que en fer les seves declaracions després de fer medalla de bronze va declarar que havia estat entrenant a Calella, a les instal·lacions. Aquestes instal·lacions es van fer conjuntament amb l’hotel Bernat i nosaltres vàrem fer les instal·lacions de la piscina a dalt i vam aprofitar a sota per fer-hi els vestuaris i demés serveis que es necessiten per una instal·lació esportiva d’aquesta mena. A baix de tot hi ha uns pàrquings.

Zaida Rodrigo (ZR) – Quan es va inaugurar aquesta piscina?

SC - Es va inaugurar el 2004. Aquí hi ha la recepció, hi tenim les fotos de moltes seleccions que han vingut aquí, per exemple la de Portugal, de Rússia, de Txèquia, d’Argèlia, la finlandesa... aquest és un dels que va fer primer als jocs del Mediterrani, aquesta la selecció nacional francesa, aquesta és la famosa “Pochanka”, que ha fet medalles a les olimpíades i aquest és el seu entrenador, amb qui es va casar, aquesta és la selecció danesa... i també les espanyoles són aquí. De Colòmbia, la Villaècija, la Mireia García, que va fer coure, la Tatiana Roura, el “Vildeboer”, el seu germà s’ha classificat per les Finals de l’Olimpíada. Aquestes són les instal·lacions i aquí tenim les oficines i la recepció. Vols veure els vestuaris?

ZR – Sí, per donar-hi una ullada...
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SC – A la piscina hi ha varis ulls de bou i des d’aquí poden filmar. Aquesta piscina és d’entrenament, no s’hi pot venir a nedar una estona. Només hi poden venir professionals.

ZR – O sigui que del que teniu a l’hotel hi ha gent que ve de vacances i fa servir les piscines que teniu i hi ha gent que venen a entrenar i poden fer servir aquesta piscina.

SC – Exacte. El que ve a entrenar, ve per aquesta piscina. Concerten la piscina, compren els carrils, paguen per carril i hora i els tenen per entrenar cada dia 4 hores com a mínim; 4, 6 o 8, les que necessitin. Tenen els seus carrils, des de les 7 del matí fins a les 9 de la nit que estan entrenant.

ZR – Estan molt bé, són molt grans...

SC – Sí, aquí tenim tota la maquinària per escalfar la piscina que està climatitzada tot l’any a una temperatura de 26 ó 27 graus, tant estiu com hivern, tot i que a l’estiu quan fa molta calor pot arribar a pujar a 31 graus. Aquests que veus aquí en aquests moments són de la selecció francesa. Mentre els que es van classificar per l’olímpiada van anar-hi, els que no es van classificar estan aquí entrenant-se quinze dies, encara estaran tota aquesta setmana i una més. Ells passen pels vestuaris aquests, entren per allà, passen pels vestuaris i surten aquí i entrenen. Fa un moment, els que marxaven cap allà eren de la selecció finlandesa que havien estat entrenant aquí i ara entrenen ells. En aquests moments del mes d’agost la part aquesta de natació és una mica més complicada perquè normalment a tota
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Europa s’han fet campionats a finals de juliol i primers d’agost i ara és un període de descans. No obstant, aquests francesos han vingut i també els nòrdics que com que comencen abans també entrenen abans i encara tenim agost i setembre que ens ocuparan les instal·lacions.

ZR – Així aquest terreny pertanyia al St. Jordi...

SC – Aquest terreny pertanyia a l’hotel St. Jordi i a l’hotel Bernat II, i nosaltres vàrem fer un pla parcial del terreny i per una banda s’hi va edificar aquell bloc de pisos, per una altra es va fer la piscina i per una altra aquest terreny d’aquí el va comprar Creu Groga, i ells hi han fet les seves instal·lacions i queda un altre terreny on en un futur s’hi poden fer possibles ampliacions. Encara tenim 5000 metres quadrats de sostre aquí al costat.

ZR – I qui els va fer pensar en fer-hi una piscina?

SC – Doncs jo era president del club natació Calella i teníem molts bons nedadors que treien molt bones marques i anaven a diferents campionats i visitàvem diferents instal·lacions i ens vam adonar que n’hi havia poques. Així que vaig pensar que aprofitant les instal·lacions hoteleres hi podríem fer vindre gent de fora que busquen instal·lacions per fer-hi stages, i que això podria ser un èxit. Jo vaig intentar fer-ho al un sector de Calella, al públic, no va sortir per problemes econòmics i al final vam decidir fer aquesta instal·lació que ens omple els hotels, no només el Bernat i el St. Jordi sinó altres de la zona, quan nosaltres estem molt plens. I estic molt capfitcat amb el turisme esportiu perquè penso que és una de les
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possibles sortides a part que hi ha d’altres, familiar, de salut, però jo estic posat en l’esportiu i de salut i hi confio molt.

ZR – Ara per ara com veu Calella a nivell de turisme?

SC – Jo crec que Calella no està malament però és una classe de turisme madur i totes les coses que tenen anys passen de moda, les persones, les cases... però tot i així crec que a Calella s’ha fet una política bastant encertada i que no ens hem de deixar portar per pensaments negatius com baixar preus, crec que és una cosa que no s’ha de fer, tot i saber que sempre hi haurà baixades de preus encara que s’ha d’evitar i lluitar una mica. Calella com un poble amb un turisme madur, hi ha hagut molts hotels que han tancat i han quedat 30 de 60 hotels que hi havia, que és un factor per intentar aconseguir turisme de més qualitat.

(...) 

Bé, aquesta instal·lació és independent de la piscina però va en conjunt, les dues propietats van de la mà.

ZR – Així que la persona que fa servir la piscina no ha de saber ni que són independents, és tot un bloc.

SC - Exacte, la persona que està a la piscina creu que tot és el mateix... aquí s’hi està fent un macro spa amb zones de talassoteràpia, allà hi van piscines, aquestes esperem tenir-les obertes per Nadal i la part de darrera hi ha 50 metres quadrats més, són zones de massatges... que estaran obertes a tothom i estem pensant amb el turisme de salut i d’esport. Aquest edifici té un any i el mes d’abril es van obrir
aquestes instal·lacions d’aquí. Aquí hi ha un gimnàs obert al públic i pensat pels esportistes, del clubs que venen a entrenar; els que són més grans necessiten fer peses, gimnàs i el tenen a la seva disposició, inclòs en el paquet de la seva reserva. Aquí hi tens una cafeteria-restaurant, la gent al migdia venen aquí o al matí esmorzen, hi ha menús dietètics per a qui li interessi...

ZR – L’hotel Bernat II on és?

SC – És a 100 metres del St. Jordi, són molt a prop l’un de l’altre. Els dos hotels són socis, no dels hotels però sí de la piscina. I aquesta és la part de salut, mèdia.

ZR – I a nivell mèdic què es cobreix?

SC – De tot. Aquí tenim 4 plantes, la 0 que té la medicina general, radiografies, electrocardiogrames, mamografies, ecografies... general i d’urgències. A la planta 1 hi ha totes les possibilitats,... i la planta 2 on hi ha odontologia i fisioteràpia que va molt unida al món de l’esport. Tenim una tercera planta que està tancada de moment per un futur. Estem pensant de posar-hi medicina esportiva en una part. Aquí pots veure les sales de visita i les de cures, les d’ecografies... aquí és on es fan les analítiques, els lavabos, les sales de radiografia, tot és ultra modern, per radiografies i mamografies.

ZR – I això qui ho porta?
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SC – La Creu Groga, és una espècie de clínica. És una empresa que es va establir fa 25 anys, Calella no podia assumir la part turística perquè a l’estiu, a l’època bona, hi venien 50.000 visitants i Calella només tenia metges per 8000. Un equip de metges de Creu Groga, entre els quals jo mateix, vam formar un centre mèdic i vam estar treballant durant 24 anys i es va anar fent gran i ens vam instal·lar aquí.

ZR – Així que era una mena d’ambulatori per turistes...

SC – Sí, el primer any el 99.99% de les visites van ser a turistes. I en aquests moments el 95% de les visites que es fan són nacionals, i un 5% a turistes.

ZR – Això potser canviï quan tingueu més gent que conegui aquestes instal·lacions a nivell esportiu...

SC – Esperem que canviï, perquè la idea que tenim de cara a l’any que ve és una proposta molt interessant. Aquí és on visiten els especialistes. Totes les plantes estan dividides en dues zones, a baix tenim la recepció, administració i medicina d’urgències i general. Aquí entres i a mà dreta tens les especialitats i aquí és la part de pediatria. Aquí tenim tres sales de pediatria amb servei cada dia a les tardes, aquí una sala de jocs pels nens. La segona planta està dividida en dues zones: odontologia, psicologia i psiquiatria, i la part de fisioteràpia que està lligada al tema d’esports, etc. Aquí hi tenim els vestuaris i tractaments de totes classes, tenim osteopatia i anirà unit amb la part de tractaments que esperem obrir per Nadal.
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ZR – Si haguéssim de definir el turista de Calella, avui en dia quin seria?

SC – Aquesta és una pregunta... continua sent el turisme de sol i platja, i també turisme familiar, que també és molt de platja, que ve amb els pares i amb els nens. Hi ha també el turisme esportiu que no busca la platja.

Com veus, Creu Groga dóna a la carretera i és un valor afegit. El client que ve aquí, tenim el nostre pàrquing particular, aparca, puja a l’ascensor, pot anar a la cafeteria a l’spa o a la piscina o als vestuaris. Quan arriba a la part mèdica ha d’anar a recepció i agafar un altre ascensor. Això és un magatzem ple de maquinària de l’spa i aquí un pàrquing de 70 places que et deia.

ZR – I la majoria estan plenes de cotxes nacionals...

SC – Sí, també veus un belga, un alemany, però aquest pàrquing el fem servir nosaltres, l’hotel St. Jordi, que és més petit, i l’hotel Bernat, que ara a l’estiu el fan servir perquè és més gran. Durant els mesos de juliol i agost està sempre ple, els caps de setmana hi ha molta gent i durant la setmana amb el valor afegit de la Creu Groga està també bastant ple. I bé, ja has vist les instal·lacions... un dia va venir aquí un senyor consultor d’una de les empreses de construcció/turístic més importants que hi ha a Espanya i al veure les instal·lacions va dir “esto merecería un premio nacional porque de estos no hay en España”. Jo sempre em reservo alguna cosa per veure si a la llarga no m’he equivocat, com per exemple el tercer pis de la Creu Groga el tenim en standby, per a veure què hi fem.
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ZR – Potser va bé tenir un espai reservat per veure com van les coses...

SC – Si t’hi fixes aquesta part d’aquí s’ha fet tota nova, els hotels són dels anys 60 però estan tots remodelats i reformats i la part d’aquí és totalment nova i la part més antiga els hi ha fet reformar perquè “cantava”.

ZR – Suposo que hi ha molts hotels que han tancat i molts que s’hauran venut...

SC – Tancats crec que no n’hi ha cap o n’hi ha molt pocs, s’han venut per fer-hi pisos o per fer-hi altres coses.

ZR – És curiós que aquí i al Bernat II teniu la dualitat de tenir el turisme familiar de sol i platja i després els esportistes.

SC – Aquí hi havia un senyor que em va dir que barrejar els dos turistes no era possible i jo li vaig contestar que durant molts anys vam tenir els hotels que la meitat eren alemanys i la meitat anglesos, i que el problema era el mateix.

ZR – Jo m’estic fixant més en el turisme britànic en general, com arriben generalment a Calella, amb autocar, amb tour operador...?

SC – Un tant per cent molt elevat arriba amb tour operador, tenim client de vàries agències de viatges, per exemple Ferrys tot i que poca, i després també bastant particular que ve a través de companyies low cost, clients que van repetint que porten els seus amics... per nosaltres el turisme britànic no ha estat el nostre fort,
que era el turisme alemany. Aquest ha estat substituït pel turisme esportiu, el tant per cent de turisme esportiu que hem tingut a l’hotel ha estat el 75-80% de l’ocupació.

ZR – Quin número d’habitacions té l’hotel?

SC – Tenim 49 habitacions i hi caben unes 100 persones aproximadament. El tant per cent d’ocupació, ara parlo de memòria, del febrer al juny tenim un 90% de turisme esportiu, al juliol i agost baixa una mica i entre setembre i novembre 100% esportiu, trencant així l’estacionalitat, la vam trencar el 1992, des de llavors teníem l’hotel obert durant tot l’any i a l’hivern l’hem defensant “con uñas y dientes” i no l’hem tancat mai, a part del gener per necessitats laborals, l’empresa es troba que ha de donar vacances a tot el seu personal i durant l’any trenca molt el ritme de l’hotel i per evitar això tanquem el mes de gener i donem vacances a tots. Això no treu que al novembre els hi donis una setmana més com a premi per la temporada però en general tanquem al gener, que és el mes més fluix.

ZR – Així els hotels, el St. Jordi i el Bernat, tinc la sensació que són els pioners a l’hora de canviar el tipus de turisme del CalellaFest i ho heu adreçat cap a un turisme esportiu, sà que pot donar diferents alternatives i amb això també el Challenge.

SC – A veure, el Challenge és totalment a part del que hem parlat fins ara. El Challenge no té res a veure amb els hotels St. Jordi i Bernat II. El que sí tenen a veure amb tot és amb el tema de la piscina i el turisme esportiu i de natació, que
és on hi hem abocat les nostres il·lusions i ens ha funcionat bé i la prova és que algun altre lloc està provant de muntar piscines i instal·lacions esportives, però muntar una piscina té un cost important, ocupa molt d’espai, etc. A més ha d’estar molt a prop dels hotels o no val res. Aquesta mateixa piscina muntada a la Muntanyeta no tindria el mateix valor que aquí. A Mallorca hi ha llocs on s’ha d’agafar autocars per anar a la piscina i les instal·lacions de Son Núvol que són de les més maques que hi ha Espanya però hi ha els seus problemes. El Challenge és un món a part, tinc l’honor d’haver-lo portat a Calella i ho vaig fer d’una manera molt casual, un noi que tenia la concessió del Challenge per tota Espanya, Sud Amèrica Brasil i Portugal un dia va veure aquestes instal·lacions va preguntar de qui eren i per la piscina. El van adreçar a mi i des del primer moment el vaig voler acostar a aquest joc, diguem. Vam començar primer a nivell polític perquè el Challenge és una mini olimpíada del triatló i necessitava unes instal·lacions que no teníem: no li podríem donar accés a mar o a la carretera per fer el ciclisme. Entrava en un nivell polític, l’ajuntament i Generalitat, que vam aconseguir que s’hi aboquessin, el Consell Comarcal també ens va recolzar i un no es pot fer a la idea de què representa el Challenge si no ho veu. Quan vam estar parlant del Challenge amb el senyor que ho porta, Roberto Mundéjar, que té la concessió junt amb uns altres socis de l’empresa Evolution em deia que la Fórmula 1 queda petita al costat del Challenge. La realitat és que aquest any quan vaig anar a Roth que és la central del Challenge on va començar a l’any 87 amb el senyor “Vanhofer”, que va morir, però el seu fill Félix continua amb la mateixa il·lusió que el seu pare, el vaig anar a veure juntament amb el president del Consell Comarcal i els alcaldes de Premià i Alella, etc. Es van quedar parats. Era un dia de pluja, de gossos, i hi havia 200.000 persones. Però el Ironman que s’havia fet a
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Frankfurt en un dia esplèndid passaven de 500.000 persones. A més el Challenge té un avantatge, que dura una setmana. El primer dia es presenten els participants i durant tota la setmana es fan actes on han d’estar representats, pels dorsals, per dipositar les bicicletes, etc. Fins el dia de la competició i l’endemà hi ha l’entrega de premis, perquè un cop acabada la competició els participants no estan per recollir premis, és una prova molt dura. Per nosaltres el Challenge és un fet que l’empresa Busch l’ha tirat endavant i es portarà a tota la costa de Barcelona, tindrà sortida i arribada a Calella però es necessita tota la comarca. Es fa al Maresme-Costa de Barcelona i agafa des de Malgrat o Tordera fins el Masnou. La carrera ciclista viatjarà per aquesta ruta. La nostra idea no és el Challenge sinó crear el centre per millorar el rendiment i la salut. Això només hi és a Nord-Amèrica i a Lanzarote, on ha triomfat aquesta idea: és un hotel amb instal·lacions esportives, entre elles una piscina de 50 metres i un circuit de bicicleta on hi van els nòrdics.

Això és d’un danès o un suc, i ho té sempre ple de gent que van allà a entrenar pel triatló i a preparar els Ironmans que es fan arreu d’Europa. Pot muntar un Challenge a l’any i un Ironman a l’any. Espanya munta un Ironman des de fa anys a Lanzarote i per primera vegada es muntarà un Challenge a Espanya que serà a la costa de Barcelona. Al maig hi haurà una prova mitja, de preparació pel tri atleta però la prova Challenge que volem que es quedi aquí es farà al mes d’octubre i esperem que continui cada octubre. De moment és per 5 anys tot i que la concessió a través d’Evolution pot durar tota la vida. Aquí a Espanya el Challenge ha tingut moltes pressions per a fer-se a altres llocs, Andalusia, Reinosa, Santander, Zarauz, al País Basc i havien posat diners sobre la taula. Hem tingut la sort que el màxim accionista que té la concessió a Espanya és d’aquí i ho pot governar molt fàcilment, a part de la il·lusió que li fa. Evolution està a Barcelona i
ell és de Premià. Ara estan instal·lats a Calella i tenen les nostres oficines per
evolucionar el Challenge de l’any que ve, fa un any que estem treballant. Quan es
va començar a parlar del Challenge ja feia 6 mesos que hi treballàvem.

ZR- Clar, això porta molt de temps per organitzar.

SR – L’empresa Evolution fa un any i tres mesos que hi treballa, nosaltres fa un
any. Ara calculem que tenim més de 800 atletes individuals i 2500 en grups pel 4
d’octubre. Pel mes de maig passaran dels 1000 i les dates dependran de la
Fórmula 1, si es fa el 10, la mitja prova es farà el 17 de maig. No se celebra cada
any, possiblement aquest i l’any que ve, però es pot celebrar a altres llocs, tampoc
hi tenim gaire interès. Ens interessà més el centre de millora del rendiment. A
l’atleta se li proporcionaran tots el mitjans necessaris per entrenar, és a dir, per
venir haurà de fer només la reserva. Des de que agafí l’avió i aterri i torni a
marxar d’aquí estarem pendants d’ell. Avui per exemple hem anat a buscar un
senyor a l’aeroport de Girona de CMR. Els hi oferim el trànsfert fins a l’hotel
CMR, no més de tres o quatre hotels com a màxim, que s’hauran d’equipar amb el
que nosaltres els hi demanem; si un atleta necessita esmorzar a les 6 del matí o
tenir uns sucs els tindrà, i l’atleta quan arribi tindrà a la seva disposició tots els
serveis: menús dietètics, trobarà allà on vagi el seu director tècnic del CMR amb
títol d’entrenador amb qui podrà entrenar o posar-se a punt o indicar-li el que
necessiti per treballar. Per exemple nosaltres treballem amb la possibilitat que el
Melcior Mauri serà el director esportiu del ciclisme, que inclús una vegada va
guanyar la Vuelta a Espanya, li va guanyar a l’Indurain, i és d’Olot. El tenim ja
fitxat i molt possiblement la natació serà un entrenador d’elit, el “Wildeburg” i en altres esports tindrem una figura o un entrenador d’elit.
ZR – I quins esports voleu oferir?

SC – En principi ens basem en l’atletisme, ciclisme i natació com els tres bàsics però podem tocar altres esports com el fútbol, el tennis, o qualsevol. Sobretot aquests tres són els esports bàsics que volem tocar a fons. Aquí muntarem una espècie de centre d’alt rendiment com a Sant Cugat i li direm Centre de Millora del Rendiment i de la Salut, on tindran relaxació, sala de musculació, etc. i els seus acompanyants tindran totes classes de diversió, excursions a Barcelona, en catamarà, i durant tot l’any, no necessàriament a l’estiu. A la seva disposició els acompanyants tindran l’spa, els serveis de salut, excursions, els hi ensenyarem la costa, la nostra cultura... aquesta és la idea del CMR. Anem més enllà, el Challenge és una excusa per fer conèixer tot això.
ZR – I en quants anys penseu per fer aquest projecte? Cinc anys?

SC – El primer any serà dur, però esperem que en 4 ó 5 anys el centre comenci a ser conegut.
ZR – Com promocioneu el turisme esportiu?

SC – Per Internet. I tenim a cada país algun representant, tenim els nostres comercials que estan dins del món de l’esport, i que parlen amb els diferents clubs d’Europa i les federacions per oferir-ho. No vol dir que ens surti bé... ho proveiem i
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ho intentem i si els esforços hi son al 100%, ningú ens podrà dir que no tenim gent d’èlit per portar el tema.

ZR – Jo pel que he llegit hi havia poca satisfacció local, de les agències i degut a que només hi havia aquests tipus de turisme de sol i platja. Ara sembla ser que es fan coses per canviar i encara que no surtin com a mínim s’ha intentat i només pot sortir millor del que tenim.

SC – A veure, el que tenim no és poc, de vegades diem que només tenim sol i platja, però això és molt, i d’altres no el tenen: Granollers, Solsona, Madrid... a més som a prop d’Europa, a les portes de França, a tres quarts d’hora. Jo recordo que quan vaig intentar que la piscina de 50 metres es fes aquí una de les coses per les quals no es va fer aquí i sí a un poble del interior és perquè em van dir “vosaltres ja teniu el “charco” i a mi aquestes paraules me les van dir fa 15 anys i em van quedar gravades al meu cap. És que realment és així i això és molt! La piscina d’aquí de 50 metres no és res comparat amb el mar on tens 2000 metres! I la piscina és natural, sense clor. I els passeigs de mar i a la sorra que van bé per fer fortes les cames és molt! Ara, dintre de que tenim moltíssim, el nostre problema és que Croàcia i Turquia i Tunis també ho tenen i a més amb preus més barats i més competitius.

ZR – I la gent local potser acaba avorrida del turisme... potser a altres destins reben als turistes amb més ganes per la novetat.
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SC – Els que sou joves ara, quan us expliquem el que nosaltres feiem a la vostra edat ens mirreu amb una cara... jo amb els clients he fet de tot: jugar partits de futbol personal contra clients, a les nits teníem la festa de la cervesa, cada dia teníem alguna cosa o altra i en una temporada cada dia a les 8 del matí estava en marxa i la majoria dels dies me n’anava a dormir a les 3 o les 4 de la matinada. I a final de temporada havia perdut 7 o 8 quilos. I els clients repetien any rere any i era una època que, sense passar gana, era difícil guanyar-se la vida i era molt dur. Si un cuiner cobrava 5000 pessetes i les coca coles es venien a una pesseta doncs se n’havien de vendre moltes. Jo quan tenia 18 anys recordo haver fer 10.000 pessetes de calaix en una nit, equivalent a mig milió d’ara, que és impensable. Tenir un dia de festa era impossible, avui en dia hi ha uns drets que estem contents que hagin arribat però de vegades són massa i no recordem que hi ha moltes obligacions. I una cosa xoca amb l’altra. I aquests països com Tunis i Turquia on els reben amb un esperit de novetat i amb ganes de conèixer gent de fora i en canvi per nosaltres d’això en passem. I això és un mal. A mi tant me fa parlar en anglès, francès, alemany, italià, uns millor que altres, aprenent amb llibres i a l’escola. Avui en dia el personal els hi falta alguna cosa més, trobar gent que parli idiomes és impossible. El nostre personal nacional parla pocs idiomes. És un assignatura pendent i s’ha de portar gent de fora que parlen tots anglès.

ZR – Jo com a professora veig que la gent de l’Europa de l’est són excepcionals a nivell d’interès, de ganes d’aprendre, tenen un esperit molt diferent...

SC – Sí, van passar uns anys molt difícils i han tingut el problema que l’anglès no els hi ensenyaven i s’han hagut d’espavilar, tot i que molts sabien alemany i
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després han après anglès. Els joves de 20 anys te’l parlen, sí. Diuen que a Espanya ja s’ha començat i en qüestió de 10 o 15 anys esperem que es noti la diferència.

ZR – Una companya meva està fent un doctorat sobre la necessitat dels idiomes al camp del turisme...

SC – A més ni es fa l’esforç, a la meva època sí que ho fèiem, perdent la vergonya dels primers dies. Al personal no li demanem res més, em conformaria amb que parlessin anglès. Drets molts, però alguna obligació també han de tenir. Un cambrer que s’adreça al públic hauria de saber l’anglès perquè tenim un 60 o 70% d’ocupació turista que parla anglès. Ahir parlava en francès amb l’entrenador de la selecció francesa i va arribar el director esportiu del CMR i es van posar a parlar en anglès perquè no sabia francès i els dos es van entendre perfectament.

ENTREVISTA A LA SENYORA CANDINI

Zaida Rodrigo (ZR) – En Ferran Muñoz em va parlar del G10, que vaig trobar que era interessant. Un dels aspectes que jo estudi, són els “stakeholders”, tots els agents que tenen una influència, però ningú me n’ha pogut donar una traducció.

Senyora Candini (SC) – Els agents socials, corresponsabilitat governamental...

ZR – Doncs una part del meu doctorat és veure qui són aquests “stakeholders” i el seu poder, per exemple els votants tenen un poder molt important i són els que
poden donar una imatge positiiva o negativa, els turistes tenen també molta
importància però no arribem a consultar el consumidor final.

SC – Seria tot el tema de qualitat, que si es fa bé és el “feedback”, però el rigor
amb que s’explica, el rigor amb el que es fa... d’entrada hi ha molta cosa que està
inventada i el error ve donat perquè hi ha una estructura per veure el que està
passant però que la lectura crítica i exacta que reflecteixi la realitat ningú l’acaba
de fer i quan algú ho fa, aquesta informació no se socialitza suficientment perquè
sigui una naturalesa viva i és un mecanisme d’auto vigilantícia però no es tradueix
en un procés d’informació i de contrast per millorar...

ZR – Suposo que des de l’oposició tindràs una visió igual o diferent al que s’està
fent ara...

SC – Quan parlem de turisme de qualitat parlem d’això, perquè quan ell (Josep M.
Corrales) es compromet a fer tota la transformació de la Creu Groga i després amb
l’spa i la resta, és el moment més algid d’especulació immobiliària, i segur que li
haguessin donat 1.500 milions per aquells terrenys.

ZR – Primer de tot és en quin moment es troba Calella a nivell turístic?

SC – Crec que ara Calella està en un punt d’un cert túnel on es veu una mica de
lluny perquè qui hi ha dins del túnel són els agents socials, no tots, evidentment
els polítics, però està en un atzucac, menys del que anys enrere, perquè com a
mínim això és reconeix i cap on s’ha d’anar, amb una realitat tan dinàmica com és
el món actual on tothom es vol reinventar d’una manera molt més ràpida i competitiva i amb més imaginació però és un túnel on es comença veure una certa llum que no està definida però els que hi som tenim ganes d’anar-hi i de reinventar-nos. Tenim una visió del turisme antiga, feixuga, pesada que arrossega els vicis del món, que arrossega una ciutat turística de 52 anys, amb les contradiccions, dificultats i tensions que requereix tirar endavant una economia productiva com el turisme quan és al mateix espai en el que vivim. És diferent a Santa Susanna, perquè ve d’una molt bona planificació urbanística on la N-II fa de frontera natural i la part turística queda a la part de baix i la part de dalt és la residencial. Això permet tenir una activitat econòmica molt més lliure i competitiva, perquè els seus elements no tenen la tensió entre els propis veïns i l’economia productiva, tot i que molt bona part dels veïns viuen d’aquesta economia. Crec que comencem a veure la llum, no gaire definida, però els que hi som tenim ganes de treballar i de reinventar-nos com a destí. Hem de veure com som capaços de ser un destí com a mínim, sinó pròpiament de qualitat, d’intentar entrar en aquest camí. Aquí hi ha varis agents diferents, no únicament els empresaris, que són importantíssims, sobretot perquè la mentalitat de posar preus baixos i que el destí no tingui importància està canviant però també n’hi ha d’altres com les administracions públiques. L’ajuntament ha d’ajudar la planificació econòmica, urbanística que no s’ha fet a través del pla general urbanístic – per exemple han programat un hotel molt gran de 800 places on tota la resta tornarà a conviure amb una zona residencial. Amb l’experiència que es té no es pot tornar a posar un hotel molt potent en un lloc on pot créixer Calella al costat d’una zona residencial. Un ajuntament ha de donar suport a través de la planificació econòmica i urbanística sempre que hi hagi el compromís de totes les
administracions per conèixer quina és l’activitat econòmica essencial, dins de la diversificació que també és necessari, i és el turisme. També parlo d’administracions superiors com la Generalitat i l’Estat, que no poden abandonar destins d’aquestes característiques. Si que arribaran subvencions en funció de l’habilitat dels governants locals per presentar projectes competitius, de qualitat, però a part d’això no reconèixer que destins com Calella, Lloret, Salou o Roses, etc. que a hores d’ara siguin municipis turístics. La llei de finançament local són els diners que reparteix l’estat als municipis que va per barems, de 0 a 2.500 habitants, de 2.500 a 5.000, de 10.000 a 15.000 i més de 20.000 tenint en compte elements com el territori, per càpita, etc. Bé, mai s’ha considerat la quantitat afegida que caldria donar als municipis turístics perquè per exemple a Calella som 19.000 habitants, però amb un pro mig de 35.000, més a l’agost. I hem de donar serveis a tota aquesta gent. Ens cuidem dels hotels, són els empresaris, i els hem de donar suport, molt bé que ens adonem des del punt de vista de màrqueting i de comercialització del destí, que siguem capaços d’anar plegats amb els teixits productius per a que siguem capaços de prioritzar els objectius i racionalitzar les inversions però molta part d’aquests diners venen del finançament dels ajuntaments i per aquestes característiques sempre estarà en dèficit. Si a hores d’ara les administracions de totes les èpoques haguessin reconegut aquests municipis, a l’hora de reinventar-se i donar serveis no anirien així, però agreujat per un aspecte més greu, tant l’Estat com la Generalitat van crear a l’any 98 unes figures com el Pla de Dinamització Turística, per municipis turístics emergents com Santa Susanna, i el Pla d’Excel·lència turística, per destinacions madures com Calella, que van ser un acord del Consell de Ministres de l’octubre del 98, crec recordar. Si resulta que l’administració pública reconeix que es mereixen uns
diners públics durant tres anys, com pot ser que després li neguis la denominació de municipis turístics quan has aprovat aquesta injecció de diners? En tot destí turístic hi ha les administracions directes, el teixit econòmic productiu, les empreses, i les administracions superiors i no poden anar separats l’un de l’altre.

ZR – En el 98 es fan aquestes figures i Calella va rebre diners... i què se’n va fer?

SC – Ara no voldria que això ho interpretessis com una crítica política, però es van rebre uns 4 milions d’euros que van venir al gener i febrer del 99. Després al maig del 99 van venir les eleccions municipals que el meu partit va perdre, tot i haver rebut aquests diners. Van ser unes eleccions molt difícils on no va guanyar ningú, llevat d’un grup independent de Calella, que era una plataforma que nou mesos abans va crear un partit polític que de no existir va treure 4 regidors i tant el PSC com Esquerra treuen els mateixos i Convergència de 7 passa a 4. PSC i Esquerra tenen 7 i governen en minoria. Vull dir que la debilitat política, la manca d’experiència es troben que els tres primers anys de govern coincideix amb l’arribada d’aquests diners i van fer les coses que ja estaven programades però no van saber multiplicar-ho Per exemple hi ha una plaça on hi havia uns hotels antics i s’aconsegueix que amb part d’aquests diners s’enderroquen, per tant s’oxigeni la ciutat, desapareix aquesta imatge de coses antigues, i se’n fa una plaça que ha quedat morta. Per tant sí que es fa, però estic convençuda que si aquests diners arribessin ara es multiplicarien d’una manera més intel·ligent. Però la manca d’experiència, el no haver guanyat les eleccions, amb una minoria, etc. fa que part dels tres anys se’ls hi en va sense multiplicar-se. No va ser desèdia, jo sóc senadora i abans havia estat directora general a la Generalitat i sé que per part de
tots els governs som conscients que els municipis turístics requereixen un tractament diferenciat i una atenció molt directa. No és un cas nou, podem parlar de Calella, Salou i Lloret i altres destinacions molt maduras i que necessiten reinventar-se. Per tant el G-10 molt bé, però sempre en paral·lel hi ha d’haver administració local, encomia productiva i administracions superiors. Sense aquests aniran coixos. Des del moment que es va crear l’agència turística, els vaig dir que naixia coixa i malament, sinó té entitat jurídica de dret, és a dir no només una formulació de desitjos, que no arriba enlloc. La Secretaria d’Estat de Turisme fa tres o quatre anys té un Fomento de Mejora de Infraestructuras Turísticas. I el condicionant important és que l’economia productiva i l’ajuntament vagin del bracket quan es demanin diners, cada vegada és una tendència que ve marcada per una directiva comunitaria i per les administracions públiques on s’hagi de destinar diners a municipis, turístics o no, i on hi hagi un compromís dels empresaris. Per tant aquesta agència ha nascut coixa. Em diuen que hi ha Calella Activa... no és productiva. Ara Foment ja ha fet la tercera convocatòria i si ho mires veuràs que hi ha municipis com Sitges, Santa Susanna, no sé si Roses... i nosaltres res. Per tant el G10 molt bé però jo els vaig dir que o anem de bracket o no hi ha res. Nosaltres ara vam guanyar però som a l’oposició, ara sembla passar molt. Per tant molt bé els instruments de corresponsabilitat, jo mateixa quan vaig treballar des de l’oposició ja els hi deia, quan es comença a crear a través de l’interès de l’Enric com a president de l’Associació Turística de Calella. La feina de pedagogia i de corresponsabilitat política està molt ben feta en aquest sentit. Segueixo dient que més enllà de la voluntat s’ha de veure que el que diem es tradueixi de manera molt més ràpida en que es multipliqui, bé sigui a través de l’entitat jurídica que deia per aconseguir subvencions, sinó ens instal·lem en una retòrica de la definició de la
situació, ja ho sabem que és un municipi madur, que cal un turisme de qualitat, i ara farem un pla local del turisme... fem-lo! Jo em vaig reunir amb el Secretari d’Estat i els hi vaig explicar tot això. Estarem d’acord amb les definicions, però si avui demanem hora amb tu i demanem diners per municipis turístics madurs no te’ls demanem a tu, perquè tu ja tens feina... a més ell sap, havia estat secretari d’economia del govern balear i tinent d’alcalde de Calvià, que també tenia un pla d’excel·lència, per tant què no sabrà ell que sapiguem els demés! Però ara amb la millora del finançament a Catalunya en general, amb el Solbes on hi ha la definició clara dels municipis turístics, que el primer mapa que sorti quedà clar quins són els municipis que hagin rebut diners de fons públics de les institucions. L’Administració no pot anar en contra dels seus actes. Així que molt bé el G10 però podem caure en la retòrica de la política. Jo com a oposició en tot el que sigui estructurar per la ciutat no hi jugaré, la prova és que vaig a demanar diners pel que sigui. Les definicions estan molt bé per les tesines, ens ajuden a verbalitzar coses que potser no hem racionalitzat.

Jo dic que el món va tan de pressa que dos anys d’ara són com 6 anys dels primers de la democràcia, una legislatura de 4 anys ja era poc de temps, però ara hi ha una contra programació constant i un excés d’informació mal utilitzada que requereix no badar gens.

ZR – Una de les coses que veig és que les coses s’han de fer i 4 anys de vegades no és suficient. Per això deia ¿què va passar amb els diners del Pla d’Excel·lència? Per això si es consensua tot, el G10 pot assegurar una mica de continuïtat, encara que es giri la truita. I és que es tracta de Calella, canviar la
imatge de Calella, la tipologia del turisme que tenim ara és més que una legislatura... Crec que és un dels problemes perquè no es fragmenta perquè no es vol, sinó que els interessos, els esforços i l’energia se’n van a una altra banda...

SC - De vegades sí que hi ha una voluntat de dir ara començarem nosaltres i serà tot diferent. I els que van entrar durant el Pla d’Excel·lència ho creien i de fet als mítins deien que amb ells no hi hauria cap més turista de borratxera, això ara no ho diuen ni bojos!

ZR – Si no volen el turisme de borratxera, crec que no el vol ningú, ¿com és que hi ha tants bars i discoteques? Crec que si vull fer un bar de copes, he de demanar permís a l’ajuntament...

SC – Sí, però has de tenir en compte que som en una societat de lliure mercat... però a partir de la instal·lació de la segona legislatura es van començar a instal·lar botigues de pakistanesos, de xinesos, etc... i recordo que l’Associació de Comerçants em va dir que no se’n sortien per aturar aquest tipus d’expansió al carrer principal, i els hi vaig dir que no sabia com fer-ho, però estava segura que hi hauria un instrument. I després vaig parlar amb un amic meu que em va dir que l’article 71 de la llei d’urbanisme dóna la potestat de crear una moratòria als municipis a partir de crear el pla local d’equipaments comercials. I van fer això, com a municipis com a Igualada, Calaf, Sant Cugat del Vallès, etc. i jo ho vaig portar. I durant 15 mesos el municipi va quedar congelat i no es podien donar permisos per obrir res i mentrestant vas creant el pla territorial d’equipaments comercials... i et donaré un exemple, similar a tenir farmàcies a 500 metres.
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S’agafa cada àmbit territorial, cada zona i a la zona 1 es va aprovar que hi hagi una perfumeria o drogueria cada 250 metres, un bar cada tant... però el que ja hi és, ja hi és! A més que aniria en contra de la construcció... Clar aprenem a mesura que ocorren les circumstàncies i les ciutats han anat creixent a través de la iniciativa econòmica, però quan això ha anat creixent ens trobem amb el que hi ha i després hem anat intentant-ho redreçar.

ZR – L’altre dia vaig veure un local en lloguer on posava “abstenerse hosteleria”...

SC – Clar, el propietari sí que ho pot fer, però l’ajuntament no, a menys que tingui un pla d’equipaments que no ho permeti.

ZR – La gent anirà on troben els recursos que necessitin i tenir un turisme de família no necessàriament aporta més diners que un turisme d’oci nocturn, un turisme jove sense obligació ni responsabilitats que potser gasten més que una família. La qualitat és també diferent, però una família no voldrà anar a un lloc on hi hagi més discoteques i bars que parcs pels nens o restaurants amb canviadors.

SC – Jo crec que Calella és suficientment gran perquè hi hagi espai per tots, si tens turisme familiar, per exemple a l’hotel Bernat que és molt bo de quatre estrelles, on hi ha invertit molts diners i s’ha reinventat amb gent molt bona, i l’amo és un dels socis del Corrales, és un exemple de turisme familiar però a la nit aquella zona és de Turisme 35, clar això és difícil. Amb una bona planificació,
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Calella és suficientment extensa perquè a l’hora de regular les diferents activitats no entrin en contradicció frontalment.

ZR – El que em va agradar del Sr. Corrales és que no intenta canviar el tipus de client, sinó que està diversificant, no fan fora el turista familiar sinó que està afegint turisme. Diversificar els productes vol dir tenir més joc i des de fora crec que Calella té els ingredients ideals per fer una cosa positiva...

SC – Quan parles d’ingredients a què et refereixes?

ZR – Trobo que hi ha molta motivació per part de diferents entitats i hi ha ganes, estan d’acord. Com per exemple el Sr. Corrales que és pioner i a més a part de la idea posa la inversió i apost a això. I un cop unes quantes persones aposten per això els altres es poden beneficiar i trobo que tothom està entusiasmat, que és l’hora de girar la truita i sembla que ara tot es comença a posar al seu lloc. Pot ser bastant interessant.

SC – Tots els implicats estan motivats, però és veritat que hem de ser capaços d’anar junts per reinventar-nos de manera permanent i el resultat el veurem en molts anys. Hi ha una sèrie de coses que farà que tot vagi més bé, no hi ha varetes màgiques. I això del Challenge està molt bé, jo coneix al Mundéjar va posar les botigues a davant de la piscina, ...

ZR – El d’Evolution? Deu estar molt entusiasmat...
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SC – Molt, molt. Perquè ell té alguna cosa emocional, no és que anés a tot arreu i decidís ara ho faig aquí. Ell ara ha agafat uns edificis davant dels hotels on hi ha la piscina i té la planta baixa que fa xamfrà per posar botigues vinculades al turisme esportiu, així que el cercle es va tancant més. I això és economia productiva. I al Sr. Corrales se li hauria de fer un monument.

ZR – Jo el vaig conèixer i en un dia em vaig quedar impressionada. Em va encantar. Tenia una actitud tan positiva! Tenint els hotels plens només pots millorar el que tens...

SC – Sí, és l’ideòleg de tot això, i a més amb una exigència... l’spa el vol inaugurar al desembre i és impressionant!

ZR – I el centre de la Creu Groga, està tot molt ben pensat, amb els diferents departaments i ascensors, reservats pels pacients, tot molt bé!

SC – Ara està tot molt a punt, tots estem conscienciats i tenim les ganes, honradesa, però que ningú es pensi que serà una cosa d’avui per demà, el dia que s’inauguri això a l’endemà estarem igual. Requereix molt de temps però les bases són molt bones i es tracta de seguir treballant igual.

ZR – Demà coneixeré a la Mònica López... a veure que m’explica. Suposo que el seu estil és una mica diferent, el client que tenen, però serà interessant. També volia conèixer a l’amo de Turisme 35 però no ha sortit encara.
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SC – Sí, quan et deia que sempre hi ha algú que contraprograma, doncs és això.

ZR – Per això volia parlar amb ell, també és legítim i mentre li doni resultat i el manté a ell i la família...

SC – Sí, seria interessant sentir la seva versió...

ZR – Sí amb un projecte així, com el Challenge que pot ser el que posi a prova Calella per veure si pot realment pot tirar endavant el turisme esportiu o el centre aquest que em deia el Sr. Corrales i que està molt entusiasmat. Si el que es vol fer és tenir més clients d’aquests tipus necessitarem diversos establiments que s’hi dediquin, però crec que pot ser bastant interessant. Si haguessis de definir el turisme de Calella, com el definiries?

SC – Turista casolà, però no de casa només, sinó el turista que no té aspiracions per fer massa de nou, vol passar uns dies a la platja i ja està. Tots aquests valors afegits que estem dient encara han de venir, i vindran, no ho dubto. No ho dic en to pejoratiu, és un tipus de turista que vol passar uns dies a la platja, tenir una ciutat a la mesura de l’home, pots anar al parc natural... amb un plantejament quotidià, tranquil, que no requereix grans infraestructures, grans destinis, programacions culturals per part de l’ajuntament per intentar que aquell que vingui tingui un cert pedigrí. Un turista casolà que és necessari, bàsic, però que hem d’intentar incorporar valors afegits que augmentin la qualitat sense que se’n vagi aquest.
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ZR – I el turisme de borrarxera que deien els que van arribar al poder que el traurien, creus que ha baixat o encara el tenim per aquí?

SC – Igual, igual. Quantes pernoctacions poden haver a l’any, 80.000? Que tota la imatge d’un bon treball fet per part dels hotelers, de les agències, que se l’emporti en dos dies vint brètols, és molt injust! Sí que existeix, però els mitjans de comunicació trauran aquest titular i no contrasten la informació, no diuen que això representa el 0,003 de tot el que ve, ¿m’entens?

ZR – Malauradament la premsa té molt de poder. L’altre dia a Anglaterra van donar una molt mala imatge de Barcelona, amb tots els problemes que hi ha i amb gent que ha tingut aquestes males experiències.

SC – Vols dir que això no són també estratègies comercials?

ZR – Sí, és el poder de la premsa, i moltes empreses es benefician i escriuen el que moltes persones els hi agrađa llegir. Tinc un company que va fer un estudi sobre la premsa i em deia que abans els diaris sempre explicaven coses positives en canvi ara és tot negatiu. Sembla que ens agrađi llegir desgràcies.

SC – Sí, crec que hi ha una mena de pessimisme al món occidental que no en som conscients però el portem a la motxilla emocional... Tenim un pessimisme com a societat més avançada..., veus un atemptat al sumari, durant la notícia, a l’epíleg, te n’han fet avanços... i va quedant un pòsit al a consciència occidental que
incrementa les malalties psiquiàtriques. Al final els diaris, les notícies, tenen un rerefons de misèria, sí que s’han d’explicar les coses... traduït a un tema més menor, sí que existeix el turisme de borraxtera per moltes mesures que hi posem sempre hi haurà un empresari que el concepte de comunitat i consciència global no el té. Tampoc no hi ha dret que nosaltres i Lloret tinguem aquests titulars, Lloret fa molts esforços per reinventar-se...

ZR – Sí, jo volia fer la meva tesi sobre Lloret, Blanes i Calafell, però ja entrem en zones diferents i és més complicat, a més que aquí estan passant moltes coses i enlloc de mirar la marca de forma global, mirar com es pot tirar endavant un destí turístic.. Però acaben tots a la mateixa bossa...

SC – Sí, es fan molts esforços però tot i reconèixer que hi són, que existeixen, que són uns brètols, que pot tenir un cost d’un milió de pessetes, sí. En una societat és molt difícil que siguem tots pulcres, nets... això requereix que malauradament part del diner públic s’ha de gastar en neteja. Tant de bo no s’hagués d’invertir.

ZR – Parla’m una mica del G10, què en penses?

SC – Que és un instrument necessari, bo, que peca excessivament de retòrica, no pot ser que el que es va acordar el darrer dia no hi hagi algú que pregunti com està. Quan es comencen les reuniions no es comencen a partir del que es va acordar. He demanat dues vegades que es facin actes. Falta una mica d’experiència, de treball transversal, corporatiu, tenim la corresponsabilitat, molt...
bé, però falta el criteri de treball, de “fem-ho”, de posar-se fites i anar caminant, però tot costa tant!

ZR – Coneixes el Jordi Ten? És que em va donar la mateixa impressió, volent dir “fem alguna cosa”!

SC – M’agradaria que veissis el G10 per un forat! Jo no sé com funcionen els ajuntaments i els empresaris amb les seves responsabilitats, però jo sé com funciono, amb un ordre del dia, prioritzant els temes importants, i amb vista per gestionar la dispersió. Jo ajudaré, però no els vull dir des de l’oposició com fer les cases. Clar que són empreses molt familiars i és molt diferent. Tu el que fas és heretar una estructura econòmica...

ZR – Potser també ens trobem amb l’estructura d’hotels familiars i ja som a la generació que estaven al darrera i ara són a dalt. I si les cases han anat sempre bé, per què fer una altra cosa?

SC – No, els que estan allà sí que volen fer una altra cosa, però no és l’actitud del Corrales... a mi quan em pregunten els hi dic que sóc filla de botiguer, vull dir que cal aixecar la persiana cada dia, i és una persiana psicològica, de “som-hi, què hem de fer avui?”. És l’actitud del Corrales. Però ell no ve a les reunions del G10, perquè té feina! La gent que ve al G10 són gent conscienciada però la gestió del conflicte, del diner, de la competitivitat, del futur planificat des del present la fan des del punt de vista d’empresari.
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ZR – En general he vist la il·lusió i l’entusiasme per part de tothom i crec que això fa que Calella sigui un lloc entranyable, perquè la gent vol fer coses i faran que canviï. I com veus el futur de Calella a nivell turístic?

SC – Crec que té molt de potencial natural, una platja enorme, coses molt quotidianes però molt importants i el sol i platja sempre tira. Té un centre comercial potent, té molts valors que encara estan per explotar, el far, el parc del “Maus”, que són valors afegits des del punt de vista del turisme de natura, si som capaços de fer un museu al far, que sigui una mica de referència entre mar i muntanya, amb una vista meravellosa, dels pocs llocs entre la finalització d’un parc natural amb una delimitació marítimo-terrestre, és a dir que té encara més valors per explotar. Té moltes possibilitats a partir de la pròpia conscienciació d’aquella gent que d’una manera o altra, perquè han invertit diners o han de gestionar el dia a dia, no viuen d’esquena a aquesta realitat, entre altes coses perquè l’economia productiva és important i sobretot la que no és estructural, com el turisme que és estructural.

ZR – I què en penses del pacte local? Perquè suposo que la gent de Calella està una mica farta del turisme, hi ha una mica de reacció negativa i es vol fer aquest pacte...

SC – Em fa una mica de por... el pacte està bé com a tal però penso que és una estratègia de màrqueting que no una altra cosa, però jo hagués incorporat des de l’inici a una part dels veïns perquè es vegi que els empresaris estan treballant molt
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per la millora. Si vols que el pacte local sumi als veïns, una part de la representació dels veïns hauria d’haver estat des de l’inici.

ZR – No hi ha cap representació dels veïns? Des d’un punt de vista teòric és un dels principals “stakeholders”...

SC – Penso que és una estratègia de màrqueting polític de l’alcalde que una altra cosa.

ZR – Perquè no s’han materialitzat encara...

SC – Exacte. Ell ha marcat una “calendarització” que el situa un any abans de les eleccions podent anunciar això.

ZR – Però sense la gent no es podrà canviar res...

SC – No, per això, però també ho pot fer abans... per depèn de què s’estan dilatant els processos.

ZR – Potser em seria interessant parlar amb algú d’una associació de veïns. I també amb els de Turisme 35.

Entrevista: Alcalde de Calella

Ajuntament de Calella dia 8 d’Agost 2008 a les 10.00

ZP- Introducció sobre doctorat i àrees d’estudí.
El G10: Una part pública i privada, de la pública hi ha 5 representants i de la privada hi ha uns 5-7.

El mercat britànic es ara per ara el mes gran.

Fluctúa entre l’alemany i l’ангlès

Quina importancia te el turismo a Calella?
S’ha de fe runa reflexió de que turismo ara tot i que es economia mes important no ho és tot. Això es difícil d’entendre pels hotelers. Necessitem un futur sostenible, volent dir a nivell medi ambiental, social i economic. Calella es ciutat i te: centre comercial, places, parc Dalmau, platja i ara la zona de las roques. El que volem es desestacionalitzar. Calella s’especialitza en el sector serveis. Per exemple l’hospital empieza 800 treballadors etc

Molts hotels venen de caràcter familiar tot i que han crescut, el grup Sehrs amb Geotusa es una multinacional va amb una direcció i en Florencia amb Top hotels va amb una altra.

Aquí els hotels treballen amb ttoo grans o d’autocars? Sí, encara queda algú d’autocar I treballen directament amb els hotels.

El team link:
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Aquí hi una inèrcia de fa molts anys, no només a Calella però a tota Espanya, la gent ve pel tipisme en un 1er moment però després descobreixen que l’alcohol es barat, una part, ho descobreixi jo soc fill de Calella i vinculat al turisme des de petit i recordo als anys 70 la gent bevent Cervesa a dojo, perquè de seguida van venir a obrir pubs aquí i es clar, aquell llegat ha arribat fins avui i això ha ant evolucionant i als anys 70,80 i fins i tot 90 eren famílies angleses emborraxtant-se alemanys o el que fos. Sobretot nòrdics que feien pena veure’ls tirats. Uns drames

Jo crec que això ha ant a la baixa però ens ha quedat una rèmora d’ això que es la sortida nocturna a discoteques, els pubs han anat molt a la baixa, queden molts poquets i en canvi el que sí que diguem te encara força son el tema de les discoteques que elles mateixes han creat una oferta que els agencies d’allà saben que existeix això aquí i entren en sinergies i creen el mateix producte, en complementarietat i ja s’organitzen des de allà per entrar en contacte amb les discoteques d’aquí o des de aquí parlem amb agencies dalla de turisme jove i munten els paquets d’hotel mes discoteca.

I desmadre total

Bueno, tothom ha tingut una edat i suposo que com que l’alcohol es mes barato això es com… potser càncer és una paraula most forta, seria com una maquinaria que funciona i esta molt be engrescada, no has de fer ni campanya nin res, si tu veus la campanya publica veus que els nostres fulletons no parlen de discoteques son oci nocturn, però aquesta maquinaria funciona per si sola i moltes vegades funciona en contra del que nosaltres volem ensenyar, turisme familiar, esportiu, de proximitat. Vols ensenyar tot això, platja preciosa i natural etc i vens aquí i et
trobes a la habitació del costat hi ha grups joves, potser no pots dormir, has vingut amb la vida de turisme familiar i et trobes crits, vomitades pel carrer i tot això va la contra de tot lo altre que vols promocionar i estem en un moment que tots ens han de treure les caretes i dir… turisme jove, no pots prohibir que vinguin els joves però en tot cas han de tenir clar que tenen un camí marcat

Es clar, perquè aquest tipus de turisme espanta l’altre i potser no és un turisme que gasta gaire

No, no t’ho pensis, de fet gasten, perquè deuen treballar i no tenen lligams familiars i disposen de mes doners que altres amb famílies per realment els recursos d’ ells van més destinats a discoteques

Vull estudiar com Calella es vol vendre i com les TTOO ho venen per veure si hi ha el mateix missatge o no. Si mirem el material promocional potser no transmet la mateixa imatge. Si realment ho ha diferencia, com es pot fer que tothom doni el mateix missatge perquè si no res val ja que vosaltres podeu fer algú i els altres ho veuen de manera diferent

Aquesta és la clau, en realitat parlem de productes, cada destinació turística te una imatge que es el seu producte i mai es una imatge… sempre és una imatge poligonal amb moltes puntes i a vegades aquestes puntes va la contra de les altres fins al punt que et pot arribar a que se senti enganyat el que ha vingut per alguna de les puntes i després veu que la que domina es l’altre, no? Llavors hi ha una imatge institucional, un producte institucional que ara el volem definir amb tot el
planejament estratègia que estem fent que es que volem treballar a partir del G10, un pacte, un consens que tenim per treballar conjuntament el sector públic i el privat es per elaborar aquests productes i sortir al mercat amb una sola imatge i vol tenir 4 puntes, turisme de proximitat vinculat al comerç, la cultura i ciutat en general, turisme de benestar salut vinculat als grans equipaments que tenim i la possibilitat de fer altres coses per exemple vinculats amb Caldetes que te aigües termals, turisme esportiu vinculat amb la piscina olímpica i altres equipaments que tenim i turisme familiar que ja tenim bastants establiments de la ciutat que tenen el diploma de turisme familiar. Aquests serien els 4 segments de la nostra oferta que haurien d’acabar tots confeccionant una imatge de Calella que hauria de ser Calella ciutat de benestar i si haguéssim de treure una frase que ho englobes tot Calella una ciutat per viure en benestar, per disfrutar-la estant-hi be i englobant-ho tot evidentment hi ha el sol i la platja. Seguim aquesta línia a nivell institucional i nivell del G10 però per una altre banda hi ha aquests productes que s’han creat al llarg del temps fruit de les pròpies dinàmiques del sector que queden al marge de la guia institucional que son les vinculats a l’oci nocturn. Que també flueixen de tot lo altre. No vol diré que vingui gent per l’oci nocturn i que faci una activitat esportiva durant el dia. Aquí tenim un torneigs de handbol amb equips d’Alemanya i França i després van al discoteca, tenim turisme de sol i platja que després van a la discoteca. Es a dir, tot esta com molt entretat però el producte d’oci nocturn va per lliure, però en quin sentit?, doncs que els mateixos operadors tant les agencies com els establiments d’aquí i potser ho vinculen amb algun hotel d’aquí creen el seu propi canal de comercialització. No ens venen a l’Ajuntament o al G10 i diguin “escolta, hauríeu de promocionar les nostres discoteques, no ells ja es busquen el camí i moltes vegades tenen més èxit que
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nosaltres perquè com que hi ha agencies que busquen aquest producte e troben fàcilment

(referencia article del diari del team link en el Sunday times)

Els amos d’aquests establiments nocturns son d’aquí o no? Son gent de fora, espanyols no nascuts a Calella, majoritàriament. Això no vol dir que abans hi va haver-hi pero ara s’han retirat. Hi ha un Juan Fernández del grup Turismo 35 que es el mes potent, te tres o quatre establiments i es Turismo 35 i el Menphis son les mes emblemàtiques.

Aquesta pregunta te que veure amb l’estudi TALC.

Aquest es un tema interessant en el cas de Calella Els hotels han conservat la direcció d’hoteler nascut a Calella Son hotels d’estructures empresarials molt familiars poder som de les ciutats que hi ha de tota la costa espanyola on veus mes la estructura d’empresa familiar i en canvi el sector del oci nocturn s’ha anat esvanint això, la família ha anat …poder va començar amb un calellenc com ara el High, però després s’ho ha venut o s’ho ha polit, ho ha llogat …. I les grups que queden son grups de gent de fora però espanyols perquè els pubs anglesos han anat molt a la baixa. Va haver-hi una època que va haver-hi molt angles obrint pubs a Calella i tots els pubs eren regentats per anglesos però ara s’han retirat, han tancat i tot i que alguns fills s’han quedat a Calella no han volgut continuar i això també vol dir que cansa, estar servint, soroll,olor de cervesa, fum es un ambient que només sa i que cansa al empresari i després que fa, el lloga. També
ha anat a la baixa, perquè abans es veien famílies bevent i ara ja ha baixat, i es positiu. Ara el sector de la beguda alcohòlica es centra molt en els joves.

I per una altra banda hi ha el all-inclusive que ha fet molt de mal als pubs perquè llavors si ho fan ho fan a l’hotel i qui ho fa mes es en Florencio. ( Ha sigut llest com a negociant) Llavors també crea el seu propi producte, te el producte del oci nocturn i el all-inclusive i fins i tot aquest any ha llogat guinguetes de la platja, ha llogat 2 que valen una fortuna perquè es sobre subhasta i ja no cal que passin per la ciutat, no han de fer despesa a la ciutat com aquell que diu, només li faltaria muntar un centre comercial, no? Te l’hotel, hotels amb moltes places, l’olímpic es el mes gran i te aprox 700, la Amaika, el Top Palace etc… llavors te 2 guinguetes a la millor zona de Calella, passeig de Garbí, i bueno..ja…Surten del hotel i un guia els porta directament a la guingueta. Això ja ho fa el Top Palace, però també hi ha una altres que ho estan fent i s’està donant aquest fenomen que abans totes les guinguetes de la platja eren de promotors privats, no vinculats al sector hoteler i ara hi ha pràcticament al voltant del 40% ja son d’hotels i de la zona millor només en queda una que no és hotel ( de 4, 3 estan vinculades a hotels )La millor zona és la del passeig de Garbí que és on hi ha hotels.

Llavors la gent de Calella que va a la platja, ja ho rebutja ja no hi va allà
Que es el que em va comentar en Ferran d’assegurar-se dintre del pla d’accions que la gent de Calella torni a veure amb bons ulls el turista
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Hem pensat que la dicotomia ciutat turisme s’ha de resoldre, es com una equació matemàtica on hi ha 2 axiomes i s’han de relacionar, com? Creant un producte amb aquestes 4 potes, un producte assumible per la ciutat i per l’altre costat fent un pacte local i es fent que la ciutat torni a valorar la riquesa que en tots sentits ens aporta el turisme

I hotelers com ara el Florencio, mmmm…. Parla amb el G10 o va a la seva

Ell va a la seva però respecta el G10 perquè es la organització que el representa i paga la seva quota a la ATC. Però ell fa el seu producte

I a mes fent productes bons o interessant guanya mes poder

Si, ell fa esta fent que el recorregut del turista a la ciutat li quedí dominat, només s’hi ha un segment que se li escapa que es el comercial, no? Si algun dia s’ho rumia podria muntar unes galeries i… es mes difícil perquè ell busca el producte que es mes atractiu i el vincula al tema del beure. Una altra vegada hem arribat allà mateix però d’una altra manera, abans teníem els pubs anglesos i ara tenim els all inclusive i de tenir els llocs estratègics on saps que allà es fa beure.

La seva especialització no es el jove però el familiar de caire popular, treballadora que vol fer les seves vacances. Nos e com, però es un bon estratega, i s’arrisca. Fins i tot va comprar una companyia de vols barats perquè volia eliminar intermediaris. Però va perdre calers i ho va deixar. És un estratega del sector i Esta sempre en creixement. A vegades dius… com s’ho fa aquest per obtenir
diners per anar fent, no se, es molt despert i no saps qui te al darrera a nivell de capitalització i sempre s’ha parlat molt aquí, que compra els hotels amb els diners d’altres... però tampoc es sabrà.

Si haguéssim de posar Calella en un moment dintre de la història del turisme, ara mateix on es trobaria en el cicle de vida

Es una destinació madura i ningú ho dubta, van començar fa moles anys. I dins d’aquesta destinació madura estem al punt de veure un futur diguem sostenible. I dic sostenible perquè es clau, perquè en termes de tenir solidesa a un model turístic, estem a punt de entreveure que pot tenir solidesa. No es fàcil canviar, reconvertir una ciutat una destinació i crear aquesta imatge nova. Això és perquè tens totes aquestes maquinaries que va en contra però hi moments de l’any que es palpa. Potser no al juliol i agost però en altres mesos i la gent sap això i Calella te diferents productes al llarg de l’any. HI ha gent que vol venir al setembre a Calella i tot i que es fluix a altres llocs aquí es bó.

A més hi ha la fira, encara el temps es bo

I a l’Octubre es fa la Oktoberfest i es una festa de la cervesa amb molta fama.
Venén bandes de tot el centre d’Europa, es fa una carpa i dura tres setmanes

Es tot un fenomen i hi ha un turista que ve a l’Octubre a més, és un turisme alemany, per tranquil
ZP-A nivell estratègia que pren les decisions a Calella?

JJ-Estaríem en la fase de crear productes. Planejar ho poden fer tots, però és important saber qui gestiona. Llavors sabràs de debò quin producte s’està creant i venent.

La Generalitat de Catalunya crea marques i darrere d’aquestes marques hi ha una garantia de qualitat i nosaltres podem adherir-nos. Calella te la marca de turisme familiar i ha demanat el de turisme esportiu. La Generalitat dona la possibilitat deportar-te a una marca i ella ho porta a nivell mundial. La seva gestió real és a partir de singularitzar productes dins d’una marca global que és turisme de Catalunya.

JJ-Després esta la diputació que esta vinculada al consorci de promoció turística i el que fa es recolzar molt els ajuntaments. Col·labora en les necessitats que cada ajuntament te. Sempre d’àmbit supramunicipal.

JJ-Després tenim els ajuntaments i intentem no només gestionar el producte turístic però també la gestió de serveis, recollida de residus, us d’ús públic, turisme etc… i després també hi ha els que gestionen productes turístics de forma privada. Intentem consensuar-ho a través del G10 i també els que van per lliure. I cadascú te la seva parcel.la, ningú diu, jo aquí mano es un mercat molt atomitzat i es on hi ha complexitat. I pel mig de tot això estan les agències que també creen molt de producte com ara la Sehrs, ells garanteixen molts llits dels hotels de Calella.
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ZP-Generalment a preus apretats

JJ- Si, però que fa, com que ha pagat ha de buscar la gent com sigui i llavors es troba que no pot vendre per turisme familiar o esportiu, però si pot vendre per oci nocturn

JJ-Diríem que es un terreny molt entortolligat i molt complex per dir jo mano aquí, no amina ningú però una més que els altres i normalment el que mana més és el que ha d’omplir els llits com sigui.

ZP- Si, això es una hipòtesis que comparteixo. I el que està en contacte amb el client te molt de poder. Per això vull veure la correlació entre els anglesos i els locals

JJ- I perquè et diguin perquè només podem . Ara vas a parlar amb la Sehrs i dirà el problema és teu i no meu. Ajuntament tu no tens la ciutat proa be perquè et vinguin. Ja m’agradaria portar un turisme familiar. Ens anem passant la pilota i hi ha discursos per justificar-ho tot
Nosaltres hem intentat arreglar la ciutat, les places s’ han reformat amb un estil de ciutat agradable de venir a viure la ciutat. Aquesta plaça està plena i això no t’ho pot oferir altres municipis propers a Calella, perquè té un centre històric bastant agradable. Es per dir-te que tu ja ports fer esforços però tots hem d’anar amb la mateixa direcció i per anar tots en la mateixa direcció ha d’haver un punt de frenada i dir no m’interessa portar-vos això. Que tinc la meitat d’ocupació quan
havia de tenir un 80 o 90, doncs potser per un any val la pena fer aquest esforç, però qui et garanteix que canviï al cap d’un any. Qui col·loca aquest esforç, qui esta disposat.

A nosaltres ens ha ant molt be una cosa, que ha estat un element indirecte col·lateral però que ens ha ant molt be i hem perdut molt allotjament pel boom de la construcció.

Sortia més a compte frotre l’edifici a terra i fer habitatges que tenir l’edifici obert a l’estiu només amb joves. I hem perdut molt d’allotjaments, bueno, anem be perquè hem seleccionat una mica i potser encara ara tenim massa oferta (13k llits) i potser hauríem de perdre un altre hotel mes, però per la contra la clan el repte de la ciutat és la desestacionalització i veure que els mesos centrals tenim menys gent però el numero no canvia.

Quanta habitatats hi ha a Calella?

Uns 18-19.000

I 13,000 llits?

Si, i bastantes segona residencia

ZP- És un rati fort,

Si, hi ha mes de la meitat gent de fora els caps de setmana que locals.

Ja ens interessa que la gent vingui a consumir, hi ha els restaurants, les botigues, si no fos per aquesta gent no tindríem el comerç ni els restaurants que tenim

La següent pregunta es sobre el turista actual i el desitjat. Suposo que depèn del mes
Si, el desitjat és la persona que no degradés el territori i te una actitud normal de convivència de la ciutat, ja no parlo de si porta o no clares perquè pel simple fet de venir aquí esta generant riquesa per la ciutat, que després fa despesa per la ciutat, millor. Es que a vegades convé que el que es prioritari es que no malmeti la ciutat

Una mica com el primer turista, no? Els que veneren encantats per la riquesa de la ciutat, les platges i el paisatge

Si, però aquest 1er turista es una mica una utopia, una imatge romàntica, feia molta vida de convivència amb la ciutat, moles estaven a cases perquè els hotels no donaven abast. A tot arreu es posava la gent i no hi havia problemes de convivència i de seguida van entrar els pubs, les discoteques i el turisme de masses i la gent que s’emborraxava i cridava a la nit potser el 1er any però el segon o tercer ja potser sí. Que l’ambient d’oci nocturn i degradat de la nostra ciutat no ha sortit perquè sí. Es com a Eivissa, que també tenen el problema del oci nocturn, o a les platges de Palma, Benidorm, Lloret, o sigui totes les grans destinacions turístiques hem caigut aquí i no perquè hi ha hagut una ment malvada, no simplement perquè el sector ens ha portat aquí. Llavors veure-ho Aixa, no de bons i dolents, sinó que es la pròpia evolució. Estem en un moment de veure perquè ha passat això i com reconduir-ho, perquè es un trema de reconducció ja que tancar les discoteques no podrem fer-ho però reconduir-ho potser sí.
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Una pregunta que he fet es: qui pren les decisions, però després hi ha els Florencios, Memphis etc… En algun moment es consulta o hi ha diàlegs amb ells?

El diàleg no hi es, aquí me truquen i poden venir a parlar amb mi, però és per exemple quan van venir els del team link a finals de marc abril i van tenir una uff és quan la ciutat es va revoltar.

Va ser llavors quan la ciutat va tenir unes despeses molt importants?
Si es va calcular que va haver-hi unes despeses d’hores de policia, neteja…la platja va quedar feta una merda perquè de bon matí anaven la platja a veure cervesa , els dj britànics van trencar els calibradors de la discoteca i tots els veïns van venir saqui a queixar-se i arrel d’això li van posar una multa que li anàvem a tancar la discoteca i va aparèixer aquí el Juan Fernàndez de Turismo 35 volent-nos convèncer de que ell és una persona que ho fa tot molt bé. I nosaltres li diem que ha de complir les normatives, ja no es de portar un altre tipus de turista, no parlem de canviar el tipus de turista que va a la discoteca que es el que hauríem de parlar i veure quins compromisos fem tots perquè tu puguis obrir la discoteca i que la gent vingui a la discoteca no ens hagi de fotre la bronca a la ciutat.

ZP- Que li sembla el nou canvi de nom de la costa?

JJ- Això es un dels reptes per canviar el model vincular-nos amb Barcelona es vincular-nos amb temes de ciutat, culturals i fa que puguem tenir intentar optar per un turista que ve uns dies a l-hotel i després visita una dies Barcelona es com enriquir la nostra oferta i fer-ho amb allò que volem
I suposo que per la ubicació es positiu, ja que BCN es al mapa

És un producte que te la seva imatge, nosaltres encara la hem de crear. Que passa que quan connectes aquests municipis amb Barcelona crea imatge positiva a aquestes ciutats.

Si, el que per part de Barcelona s’ha d’intentar mantenir una reputació. No només una imatge però també una reputació perquè sembla que està canviant

Si, BCN s’està trobant amb el mateix problema que nosaltres, hi ha tanta oferta nocturna que te un turista que ve a les nits. Barcelona està vivint lo nostre però Calella porta avantatge perquè Calella és una destinació madura que és recorregut ja fet. El que li passa a BCN ja ho hem viscut nosaltres, morir d’èxit, tenir crisi d’èxit. Calella era una destinació més valorada que les del costat i ara és pitjor valorada que Sta Susana. Quan Calella fa 10 anys li donava mil voltes, el problema ha estat l’èxit. Tothom parlava dels positius i de la riquesa que generàvem, però amb això venia tot lo altre.

També per bo o per dolent també ha vingut gent jove del nord d’Àfrica que és dediquen a robar.

Parlant de Sta Susana, hi ha diferencies entre els municipis veïns o és similar. Calella comença abans i en créixer passa sinergies als altres municipis i fa que es facin hotels alguns amb gent de Calella i com Calella ha mort d’èxit, Sta Susana
ZP- Es clar es que començar de nou es fàcil però canviar alquna cosa en estat de maduresa es complicat.

Per a mi és important trobar una manera perquè tothom parli el mateix idioma. Hi ha molta diversitat d’interestos i tirem per diferents bandes. Per tant hi manca identitat i ja es pot fer tot que si tothom no parla el mateix idioma no anem enlloc.

Per això estem proposant el pacte local. Has de trobar un eix vertebrador que tots parlem el mateix idioma que després hi ha puntes o coses que no interessen però si l’eix es clar i ben marcat es poden fer algunes puntes

ZP- Hi ha alguna estratègia?
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No, hem fet el ple de clàusules per contractar una empresa que faci el pla d’accions i el pacte serà més difícil perquè requereix una estructura interna complexa. La diputació ens ajuda però no sé com ens en sortirem. requereix uns recursos humans que la que l’ajuntament no té. Jo he estat regidor de medi ambient i vaig fer l’agenda local 21 i porto clar que el procés participatiu hauria de ser com una agenda 21 però a nivell de turisme. Fer sortir damunt de la taula tots els conflictes, com un DAFO, no? Però un dafo molt obert i de participació amb tota la ciutat.

La dificultat nostra és tenir la estructura humana que pugui gestionar i arribar a les conclusions d’aquest procés

I això ho farà una consultoria, no?

Si, ells faran un pla d’accions i nosaltres fem l’agenda local.

Que pensa del Challenge?

Es una d’aquestes oportunitats que passen pocs cops a la vida i sobretot a un lloc com Calella. Ens ve en un mal moments de coyuntura econòmica per un ajuntament perquè això és fàcil de dir però al darrera hi ha una organització gran i molt complexa i això vol dir diners i estem en un moment que l’ajuntament no en te i hem de posar-hi creativitat però això ens pot posicionar clarament en turisme esportiu a nivell mundial
I ens pot permetre aquest repte que tenim que es la desestacionalització al darrera del challenge tenim el centre de millora de rendiment i això és per gent que vol millorar en temes esportius, no només el professional però la gent que vol estar be. Això lliga molt amb l’objectiu de lligar Calella amb el benestar. El Challenge es com la porta que ens obren perquè això sigui el que es vegi mes de Calella.

Ja he vist que hi ha un punt d’esperança i optimisme amb tots els que he entrevistat

Com veu el futur del turisme a Calella
Amb molt d’optimisme tot i que se tot lo que tenim al darrera. Aquest any ha està molt aclaridor. Tot i amb la crisi aquesta tan forta que estem tenint, Calella s’en surt prou be i ha esta un any que hem tingut molt de turisme a Febrer i marc

Setembre i Octubre son meses de gent fidel a Calella. Les altres dates nom les tenim.

Moltes gracies per tot

**ENTREVISTA A ENRIC HERNÁNDEZ**

Enric Hernández (EH) – Per situar-te una mica, ara farà dos o tres anys vam celebrar els 50 anys del turisme. Hi ha un boom als anys 60, el mercat alemany, després hi ha un macro boom que és el mercat anglès a finals dels 60 començaments dels 70, aquest mercat es trenca com els altres amb la crisi del
petroli del 73 al 76 i després es torna a reactivar a finals dels 70 i principis dels 80. Aquí comença a venir el boom macro turístic, sense polítiques d’ordenació, de màrqueting, la gent no sap què és, i és una vessant en què el sector empresarial privat i el sector públic responsable del turisme, a nivell de municipi i de país no tenen idea de com funciona. Ells veuen que aquí hi ha el sol, un regal natural, uns hotels, uns terrenys que obren les portes d’entrada per la gent. Aquest boom britànic i internacional durant els anys 80 i el mercat britànic amb Thomson, Intersun, Lancaster, que després va ser First Choice, van trencar amb la marca Costa Brava que engloba el Maresme i la Costa Brava i crec que són decisions de gent amb molt de poder en una oficina i que diuen que no els interessa Espanya sinó altres mercats emissors o altres destinacions com les illes Canàries. I aquesta depressió no és molt gran perquè al 89 es treca el mur, venen els jocs olímpics i aquesta buidada del mercat anglès es veu compensada amb els jocs olímpics i mercats nous com el rus i els de l’est. I això va ser als anys 90, 90 al 2000. I aquí també a partir dels anys 92 -2000 hi ha un canvi de generació, comencen a morir hotelers d’abans i els fills comencen a agafar més responsabilitat, que saben què és una fulla de càlcul, el màrqueting, una imatge corporativa, i cadascú a la seva manera comença a fer la seva batalla i es comença a parlar de qualitat, sostenibilitat, etc. Arribem en aquests moments, quan el sector empresarial està mínimament o bastant preparat i és quan ens trobem que el sector públic està una mica no preparat, en el sentit que el turisme és un producte nacional molt alt a Catalunya, altíssim a Calella, però que s’entén que el sector turístic no és un sector que tingui un llenguatge polític. Els polítics quan fan les seves estratègies, possiblement senten més veus d’aquelles zones veïnals que els comporten més vots que no pas dels empresaris turístics. A nivell públic, a Calella el 91 es crea el
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Patronat Municipal de Turisme, que encara existeix amb els mateixos estatuts i manera de funcionar. El 96-97 es crea una marca que és Calella Activa i és quan hi ha un govern de CIU que pensa que per aquesta marca s’ha de crear una societat mixta, sector privat-públic, però penso que no van agafar el model de Barcelona, que és el de Turisme de Barcelona, sinó que van fer una societat amb unes seccions estatutàriament que no eren com déu mana, però va haver la voluntat de crear una societat i el sector privat hi va apostar. De l’any 98 al 2001 aquesta societat la vaig presidir jo, tenia la sensació de ser l’hoteler més jove d’aquest país que encapçalava un projecte d’aquestes característiques i en un moment determinat a l’any 2001 vaig dimitir per una qüestió: sóc inquiet i m’agrada molt el poble, la vida pública i em va conviure a encapçalar una candidatura política, així que vaig plegar, em vaig presentar amb una candidatura, vam perdre les eleccions i vam anar a l’oposició. A l’any 2004 dimiteix de regidor ja que es crea l’Associació Turística de Calella. Des de l’any 96 ja ja creia que el sector privat no són només els hotels, sinó el que jo denominio sector turístic o teixit turístic i econòmic de Calella on hem d’incorporar el sector d’allotjament: hotels, aparthotels, càmpings, hostals i pensions, el sector d’intermediaris: agències de viatges receptives i emissores, però emissores que també facin receptiu. El comerç, incorporat a la nostra junta – hi ha la vicepresidenta de l’associació de comerç de Calella. També aquells sectors complementar is com els sectors industrials, els clubs esportius, les empreses complementàries com Waterworld, Boti-Botí, o lampistes i fusters. Aquesta associació es fa el 2004, jo la passo a encapçalar i dimiteixo com a regidor, perquè no podia tenir els dos rols. Políticament tenia molt bona relació amb tots els partits polítics i els primers 4 anys de l’Associació el que volia fer era consolidar-
la abans que una altra cosa. En el cas de Calella Activa, quan jo vaig dimitir, em va substituir una persona i ara està morta i enterrada com a societat. És molt important que no siguis narcisista quan crees alguna cosa i et puguys envoltar de gent a la que puguys delegar i dir-los que un cop s’acaba el teu mandat li pots passar a un altre. I ara l’Associació Turística està consolidada i es va crear per tenir una relació “tete a tete” amb les administracions públiques, per poder crear productes propis, crear una estructura mixta que ajudi a l’Ajuntament a fer la promoció turística, he d’estar al costat d’aquesta gent. Per això van crear una entitat mixta de sector públic i privat. També per fer un conglomerat per consolidar l’Associació econòmica més importat de la zona que incorpori tots els sectors i això ho hem aconseguit. El que m’ha faltat és la creació d’una entitat mixta, perquè m’he trobat en 8 anys amb governs d’ERC i ara de PSC i políticament no hi vull entrar. L’alcalde que tenia abans, Josep Basart, no va tenir el coratge per tirar-ho endavant. Jo li deia de fer una entitat mixta i volia les coses fetes seriosament, amb un pla estratègic, d’acció, de negoci, per veure què tenim, etc. La figura d’imatge de Calella feia 15 anys que era la mateixa! Creem nous productes, especialitzem-nos! Ara amb l’alcalde, Josep M. “Juhé”, li dic que el resultat del que parlem en aquests moments el veurem d’aquí a 4 ó 5 anys, sobretot pel tema del màrqueting turístic. Si volem el turisme familiar hem d’apostar per unes infraestructures que puguin complementar aquest turisme. I l’anterior alcalde era molt bona persona però venia molt de fum! Volia tenir iniciatives semblants a les que tenien altres municipis i no van arribar a un acord. Fins i tot, un sector de la meva Associació em pressionava molt per a que tiréssim endavant un pla estratègic i jo els hi deia que no perquè coneixent l’administració pública no podíem fer un pla estratègic de turisme pel poble. El que podem fer és
un pla estratègic del sector privat perquè volem anar a treballar segments específics. Però no un pla estratègic públic que no contolem. Llavors em vaig fer molt amic a través de les associacions, amb la gent del sector hoteler del Bernat, St. Jordi, piscina olímpica. Aquests tenien uns terrenys al costat dels hotels que podien haver construït pisos però van contractar una empresa de Barcelona per fer un pla estratègic on hi havia la construcció de la piscina olímpica. I així va ser, però això no es va fer en un any, primer van fer una inversió de 500 milions, pel centre clínic, el d’alt rendiment, el gimnàs... potser 200 per la piscina. I els hotels de 4 i 3 estrelles especialitzats en producte esportiu de mig i alt nivell, seleccions estatals, clubs internacionals, etc. I han tingut un canvi de client molt important! I tots els turoperadors amb els que abans treballaven i ara ja no, doncs jo ara tinc 500 llits menys que són competència meva. Si a ells els hi va bé, millor per mi. De fet els hi va tan bé, que han començat a omplir els hotels dels voltant! Llavors el Corrales em va presentar l’Àngel Díaz, el de l’empresa consultora, i a l’alcalde li vaig dir: “necessitem un guió, un pla estratègic i si aquest nom et fa por, inventem una altra cosa i si políticament no es pot, busquem solucions”. A més en aquells moments coneixia també a l’ex-directora de Turisme de Catalunya que va entrar i va fer un concurs per fer un pla estratègic de Catalunya, quan estava el Pasqual Maragall, deu fer dos o tres anys. A més ho sabia tot dels aspectes legals. I li vaig dir que estava molt content que la màxima responsable després del Conseller sabés de què parlava. I ella em va ajudar a convèncer a l’alcalde per trobar una figura a través d’un conveni de col·laboració prorrogable anualment, on cada part hi posava 60.000 euros de pressupost per dedicar-nos a la promoció, a crear producte complementari, la platja,... I d’això en fa quatre anys. Llavors vaig pensar que el nom per aquest conveni podia ser Agència Turística de Calella, els
va agradar, i té uns estatuts -no és una entitat jurídica- i la formen 5 persones de l’ajuntament i 5 de l’Associació Turística de Calella. Quan hi ha eleccions municipals, guanyen els mateixos tot i que jo no ho pensava i l’actual alcalde em va sorprendre, tot i ser molt ecologista és una bellíssima persona, amb moltes ganes de fer cases i té l’avantatge de ser del PSC com el president del consorci del Consell Comarcal, la Generalitat i el Govern de l’Estat. I de fet parlem cada dia. I lli continuo insistint per fer un guió. Però clar jo vull alguna cosa que doni resultats i ell necessita alguna cosa per poder-ho ensenyar a la societat llavors em va dir de fer dues cases: un pla d’acció amb l’empresa, basat en els 5 ramals que estem parlant i també un pacte local de turisme per Calella, que és més polític, a través de Promoció Econòmica, que són més vàlids que els de turisme. Però no anem amb la velocitat que a mi m’agradaria, ja fa un any que en parlem d’això i a l’alcalde li preocupa el tema econòmic. Clar, jo puc pagar el pla estratègic però no vull pagar-lo, políticament seria molt incorrecte i el guió del turisme del poble ha de sortir de l’ajuntament amb el suport del sector privat, que participaria amb les cases concretes que digui el pla. També hem trobat a l’ajuntament tècnics que han posat pals a les rodes perquè els hi ha costat entendre la filosofia tot i que sembla que estem a punt d’escollir l’empresa i fer el pla d’acció. El que li vaig exigir va ser que sense un pla estratègic jo no participaria en el G10 o qualsevol altra decisió turística. Vull que tinguem un pla, per exemple en el turisme familiar: qui és aquest turisme? Qui hi ha de participar? Quins establiments estan preparats per rebre aquest tipus de turisme? Quins serveis privats i públics oferim a aquests turistes? Prenguem les decisions dins d’un marc dels diferents tipus de turisme: el familiar, l’esportiu, de salut, de proximitat, tenint en compte aspectes com la temporalitat, segmentació, estacionalitat, cultura, etc. Les entitats mixtes no han
de fer por, són entitats on els sectors públic i privat tenen la mateixa representativitat. I pel que fa al G10 li vaig dir que el sector privat no està del tot representat, només hi ha dos hotelers, un de comerç i una de restaurants i li vaig demanar que em deixés incorporar els qui em faltaven: un de càmpings i un d’agències de viatges per tenir-los a tots representats i també que convidés la cap de l’oposició, la Montserrat Candini, per a que les decisions que es prenguin allà estiguin totalment consensuades. I tot això es va acceptar.

ZAIDA RODRIGO (ZR) – I d’aquesta manera quan esteu tots d’acord hi ha una continüïtat, perquè tindran el mateix interès mani qui mani. És el mateix problema que hi ha amb el “destination branding”, com que els projectes que es fan normalment duren més que els governs llavors res s’acaba, cada canvi de govern comporta altres maneres de veure les cases.

EH – Saps quina entitat està portant una linealitat des de fa molts anys? Turisme de Barcelona, perquè està controlada per l’ajuntament de Barcelona que fa 25 anys és socialista. Ho hauran fet bé o malament, jo crec que ho han fet bé amb la creació de Turisme de Barcelona i Barcelona Activa, però quan hi ha canvis d’ajuntament porta problemes. Jo vaig haver d’aguantar a l’alcalde de ERC durant vuit anys que feia servir treballs de fi de carrera com a possibles projectes i sí que alguns d’aquests treballs ens poden donar idees o ajudar… I ara com estem? Hem fet el G10, tot i que realment no som 10, l’alcalde va escollir bé: els regidors de turisme, el d’esports i economia, de governació i cap de l’oposició, ells són 5 i nosaltres som 7, però mai hi ha una votació, tot ho consensuem. Fins i tot l’alcalde ha delegat al cap de l’oposició les negociacions per incorporar Calella a (…) de
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Santa Susanna, perquè ella al ser senadora a Madrid té els contactes i ens estem ajudant en aquests aspectes. En aquest G10, que de fet som G12, hem incorporat a en Ferran com a tècnic, tot i estar a Promoció Econòmica, que és un diamant en brut i és greu que aquest sigui un departament sense relació amb el sector turístic i hoteler. I també la regidora de turisme… També hem fet el sistema de qualitat i fa poc que vam entregar les primeres plaques i jo vaig ser dels primers hotelers en aconseguir-la. (…)

Avui fa un any, es crea la marca Costa de Barcelona-Maresme que l’encapçala l’alcalde de Santa Susanna, que és creatiu i se n’aprèn molt. I això es crea dins del sector privat i paral·lelament tenim un alcalde a qui el PSC decideix que sigui el president del Consorci Turístic del Maresme, però de vegades el sector privat vol anar a una velocitat que el sector públic no hi està acostumat. I la meva junta i jo hem pres la decisió de recolzar aquesta marca al 100% i tota la política comercial futura del turisme de Calella ha d’anar lligada i sota el paraigua d’aquesta marca perquè hem de vendre comarca, a la vegada que venem productes segmentats i especialitzats, però hem de fer Costa de Barcelona-Maresme i vendre el producte de comarca enlloc d’intentar promocionar-nos per exemple com a hotelers o sector privat de Calella. I estic content perquè el pla d’acció que vam preparar i que va sortir una mica com a creació meva i la gent del G10 l’han vist bastant clar. I es va basar en la decisió més important que és la creació d’una entitat mixta, desaparició total a la pràctica de l’estament públic de la vessant turística, enterrant el Patronat…

ZR – Jo el nivell polític i d’estructura del turisme no l’entenc gaire…
EH – Aquest poble té 18.000 habitants i tothom vol opinar de tot; totes les àrees de l’ajuntament tenen els seus consells, el patronat municipal de turisme en aquests moments són 40 persons, on hi ha el representat del museu, associacions de veïns, representants sindicals, el sector empresarial, el del càmping, etc. però clar imagina’t posar-los tots d’acord! Llavors, la junta del patronat, que ordena el dia a dia, com si fos el consell d’administració, és polític, tots els alcaldes ara i abans l’han polititzat. Clar, hi ha voluntat però falta executar. I jo a l’alcalde l’entenc, el que no pot fer es matar això i posar una mena de consell d’administració que sigui una entitat jurídica de sector privat/públic, i després posar dintre d’aquesta junta les associacions de veïns, no acabaríem mai. Fem una comissió executiva que tinguin un consell del poble on hi hagi la representació important del poble que sigui consell municipal de turisme. Així ho tens tot cobert. I això em va venir quan em va parlar del pacte local de turisme, i em va semblar bé perquè hi pot participar la gent normal del poble, amb contacte o no amb el món del turisme, per marcar uns paràmetres i per anar discutint allà el que discutim a l’altre lloc. I el més important és crear l’entitat jurídica nostra, que el govern espanyol i també el català estan primant que el sector públic i el privat participin econòmicament en les decisions del poble en vessants turístiques i les ajuda econòmicament a tirar projectes endavant. El Miguel Sansebastián, tenint en compte que el turisme a Espanya és majoritàriament de sol i platja, té la idea d’agafar les destinacions madures, Calella, i ajudar-les. Jo tinc un bon hotel però una via del tren a davant, i pel turisme familiar estem creant productes però no les infraestructures. Calella és una destinació madura que necessitaria inversions fortes i complementàries que només les pot fer el sector públic però el sector
privat pot participar en projectes complementaris, com per exemple una zona esportiva. Si allà on hi ha la zona olímpica l’Enric i altres empresaris estan interessats a fer-hi una zona esportiva, doncs fem-ho dins d’uns paràmetres en els que la gent del poble també els pugui gaudir. Però per fer això, hem d’estar reunits i tenir un guió, així que creem l’entitat i comencem a funcionar. I aquest projecte és a 10 o 15 anys vista, i quan ens toquí marxar podrem dir: tenim una associació consolidada, estem a l’ajuntament, tenim un guió i la meva vicepresidenta ja sap com ha de funcionar. I estem en aquests procés. I els punts forts es basen en la consolidació del turisme familiar, que és l’obsessió de l’alcalde! Jo el primer que vaig fer va ser consolidar el projecte platja, el primer conveni de col·laboració va ser construir animació per la mainada, a part de tenir camps de vòlei, futbol, etc. i crear mini clubs, en tenim un a la zona 1, un aquí davant i un altre cap a la zona del cementiri. Hi ha botí botís, jocs per la mainada, i funciona des de Sant Joan fins a principis de setembre. La segona va ser fer una mica de marca corporativa, des del 91 que teníem les mateixes lletres, ara tenim un fulletó de prestigi, de turisme familiar, de productes i aventures… Per mi, el turisme familiar ja el tenim consolidat, i la meva segona obsessió era la marca de turisme esportiu, de mitja i alta gamma, perquè tenim bones instal·lacions esportives i perquè quan la Generalitat et dona la marca de destinació de turisme familiar, aquells hotels i entitats públiques que fan inversions per millorar turisme familiar o esportiu, si es presenta una memòria, tenen ajuts governamentals, i això s’ha de tenir en compte. La tercera és que el que va invertir en la piscina olímpica, ha fet un edifici de vidre que es diu Creu Groga. I ha fet un centre d’alt rendiment i ha sigut el pioner que l’any que ve es faci el Challenge a Calella. I en un dinar em va comentar que el tema de salut a Barcelona no estava gaire bé, allà
vaig conèixer als de Turisme de Barcelona i vaig portar a Calella a 5 tècnics de Turisme de Catalunya i eren bons. I aquests han creat la marca de destinació municipal, familiar i esportiva, i uns productes que són els clubs privats – l’astronòmic, de golf, cultural, etc. Però el tema de salut només tocaven el wellness i en aquest dinar vaig parlar amb el Nacho Delás, director de Turisme de Catalunya, i li vaig dir que li proposava agafar Calella com a destinació de turisme de salut de quèstions esportives, de les zones escandinaves, li va agradar, i estem mirant com ho podem fer.

ZR – Llavors vosaltres ja teniu el turisme familiar i heu demanat per entrar al turisme esportiu, Santa Susanna ja ho té. Jo aquests productes no els coneixia.

EH – Sí. En el dinar amb el Nacho li vaig dir que estaven creant productes que el sector no els coneix, tens un club de golf que hauria de tenir la comarca del Maresme adherit! De vegades fan coses i la meitat de la gent no se n’assabenta. Hem de saber el que passa i després traslladar la informació als altres companys. Tot i així el pla d’acció és necessari basat en productes segmentats i especialitzats on s’explica què es fa, com es fa, durant quant de temps, tipus de promoció, pressupost, inversions, etc. Vam agafar una empresa, li vam donar un guió i cinc paràmetres: turisme familiar, esportiu, de salut, de proximitat…

ZR – I el de sol i platja encara el manteniu?

EH – Sí, aquests només serien plans d’acció de productes especialitzats a part del sol i platja per intentar desestacionalitzar i augmentar la segmentació. I me’n
deixo un altre… El de proximitat el vam dir perquè dins la junta tenim la vicepresidenta de comerç i la proximitat amb Barcelona i Badalona és molt important pel comerç.

ZR – Teniu un avantatge amb altres zones, el poder agafar el tren, a nivell de proximitat
EH – L’altra tema important és l’interès econòmic del sector privat, que hi és, vol invertir en realitats.

ZR – Aquests dies he vist que hi ha moltes ganes, volia saber qui pren les decisions i veig que teniu aquesta estructura, però també em preguntó, d’on surten els diners? També em sembla que hi ha tots els ingredients per a que passin coses però hi ha alguna cosa que ho frena…

EH – Jo fa 15 anys que em dedico a la vida pública i també tinc un sostre. Per això li dic a l’alcalde que prengui decisions, que faci un pla d’acció, això ho ha de fer ell. Els tres membres més importants del govern estan de vacances en aquest moment, qui pren decisions ara? Sí, hem de respectat la intimitat… però llavors no es pot ser responsable d’un municipi turístic, encara que se les mereixin. Tu saps la importància del sector turístic en aquest municipi. Recordo que la Isabel (...) de Turisme de Catalunya em va enviar un treball de l’impacte econòmic del turisme a la societat catalana i veus que l’hoteler està entre els 8 primers i els agents de viatges estan cap avall, el primer són les distribuïdores, les activitats complementàries del comerç.
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(...) 

En Florencio de Tophotels, t’interessaria parlar-hi, bé de fet parlaràs amb la filla, que està molt involucrada en la feina. Porten una línia bastant diferent, viuen a la seva galàxia, però em diu que quan vulgui puc comptar amb ella i per mi representen 3 ó 4 milions de pessetes. El pressupost del G10 ve de part meva i d’espònsors meus. I la resta la divideixo per llits, i qui té més llits és en Florencio. De fet tots els empresaris de turisme han de contribuir econòmicament a l’ATC, els cobrem una quota mínima de 100 euros. Som una associació amb estatuts legalitzats i escripturats. Amb l’ajuntament fem un conveni de col·laboració, treballem junts i repartim els 120.000 euros i per a que aquest conveni no sigui fet amb l’associació, creem l’Agència Turística de Calella (el G10, som 5 i 5), i com a figura jurídica té uns estatuts i treballem per la creació de producte i d’oferta complementària. Llavors, com a Associació cobro 100 euros als meus associats, tinguin un hotel o vuit. Però l’Agència Turística de Calella té un pressupost apart de 120.000 euros. Els 60.000 del sector privat els traïem de llits, amb el comerç vam fer un capmàs de 4000 euros, els càmping per llits, les agències de viatges un capmàs de 350 euros. Tenim en compte el número de llits i els multipliquem per 3 euros.

ZR – També m’agradaria parlar amb algun amo d’una discotecà, perquè es vol el turisme familiar, més tranquil, però hi ha la problemàtica del pacte local i suposo que com a empresari pot pensar en plegar en uns anys i viure bé, i si el cost és que el carrer quedà brut i que hi hagi gent a disgust... suposo que hi ha gent que pensa això?
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EH – Sí, hi ha gent que pensa així però qui li ha donat permís per fer la discoteca és l’ajuntament. També tenim l’oferta nocturna més important de la comarca, més que Mataró. Això no és responsabilitat només de l’empresari.

(...)

Jo li deia d’agafar “la gàbia” i fer un parc lúdic infantil i que fos una font de finançament. La zona infantil és “la balena”, és com Port Aventura en petit, però penso que hi ha d’haver atraccions per tots.

ZR – Si hem de definir el turisme actual de Calella, com el definiries?

EH – El de sol i platja, capa econòmica mitja-baixa, el turisme de massa sense cap mena d’especialització, a part de quatre hotels,...

ZR – Sí però encara que siguin quatre hotels, comença a haver-hi algú que treballa amb turisme esportiu encara que no sigui promogut per l’ajuntament és un canvi, intern, que està començant i això ja és molt bo.

EH – Aquests dos hotels treballaven amb First Choice i ja no hi treballen i ara si vinguessin no trobarien llits. I ja va bé que els hotels vagin funcionant i el tema del Challenge i cinc o sis hotels estiguin plens perquè hi ha 40.000 llits entre Calella i Sta. Susanna, o sigui que imagina’t a 40.000 persones de maig a octubre cada dia. I és molt difícil trobar que tota aquesta gent tingui un poder adquisitiu
alt. Aquí hem de ser selectius, anar a buscar un turisme de capa mitja. Jo sé que el meu futur és millor que el meu present. Ara mateix he de tractar amb gent que no vull tractar, però clair, he de pagar factures, tinc 25 o 30 treballadors.

ZR – Quin tipus de turoperadors teniu a nivell britànic?

EH – Nosaltres a Calella havíem treballat molt amb Intersun, Thomson, Lancaster i First Choice. En aquests moments de turoperadors britànics forts no n’hi ha cap però sí que venen a través de Ryanair i de low-cost i les habitacions es venen a través de portals que tenen una connexió xml amb minoristes tipus hotelbeds, que és de First Choice i es reserven a través d’internet i el teletext, que abans estava connectat amb Thomson, ara es fa a través de portals d’Internet que carreguen habitacions.

ZR – I d’autocars, hi ha algun turoperador britànic?

EH – Sí, Ferrys.

ZR – Pensava que tindríeu Ferrys, Shearings i també de TUI.

EH – Alguna cosa de TUI, sí. I Jet Travel, Jordi Pera, a Calella és el receptiu de Ferrys a Espanya, tot el que ve és a través d’ell.

ZR – Des d’Anglaterra volia parlar amb TUI i First Choice. Vull saber perquè van de deixar de venir i saber la impressió que tenen de Calella, ells i els seus clients.
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També vull parlar amb els turoperadors que venen i veure si hi ha una correlació entre el que pensen els seus clients de Calella i el que està fent l’ajuntament, el G10, etc. La situació ideal seria que el vostre missatge fos conegut per aquells que us porten els clients.

EH – Jo sé que el 80% de feina que estic fent ara no arriba del Ferrys, m’arriba més el que fa el paquet per Internet independentment. També puc fer una oferta en un dia concret i oferir-lo al Jordi Pera per a clients de Ferrys. Això és el que hi ha ara però crec que hem de crear producte de màrqueting i oferir-lo.

ZR – I què en saps del Team Link i el Calella Fest?

EH – Això ve d’un hoteler de Calella que es diu “Bemey” que se separa de la seva dona britànica i ella se’n torna a Anglaterra i coneix un senyor que té un fill a una agència, Team Link, que voldrien fer alguna cosa a Calella. Venen a Calella i ens proposen fer una trobada de turisme esportiu amb competicions esportives i hi caiem. No me n’amago. I de 800 es passa a 2000 persones. Els dos primers anys ho vam tenir bastant controlat. Els tres següents entra en la batalla el de Turisme 35 i els ofereix un pack. El negoci consisteix en deixar la discoteca i explotar-la i els de Team Link veuen que la discoteca els ajuda a pagar els hotels i el que els nanos paguen als hotels és benefici. I aquests tres anys es desmadra. Jo coincideix que quan creo l’ATC tinc dues opcions: em puc desmarcar i treure-me’ls de sobre o els intento controlar pel meu bé i del poble, i els dos darrers anys han sigut acceptables. Es tracta de gent jove que vol gaudir de la discoteca de l’esbarjo però està molt més controlat. Amb la directora d’ATC ens vam reunir amb el consell
municipal i vam marcar protocols. També és molt difícil que els 2.500 anglesos siguin tots sans i no hi hagi algun brètol. El que passa és que aquest és un tema que políticament ven.

ZR – I per això potser a alguns no els hi agrada...

EH – Jo els hi dic que l’oferta logística i complementària d’aquest poble és la discoteca. Si tens tres parcs infantils, tindràs turisme familiar, si tens un palau de congressos, tindràs turisme de congressos... És que tenim 9 ó 10 discoteques! També hi ha una altra dada, a Calella hi ha 12 o 14.000 llits, no trobaràs aquest nombre d’esportistes d’èlit que ocupin els hotels des del maig a l’octubre amb la complementació que ara hi ha. Hem d’estar tranquil·ls i anar a vendre el producte nou un cop estigui creat, hem de vendre realitats, no fum.

ZR – Amb els de Team Link m’agradaria parlar-hi perquè és l’altra banda, segur que no van amb les línies del producte familiar, més aviat amb el turisme de gent jove...

EH – Ells treballen tant amb Calella com amb Croàcia, Lituània i són especialistes en esdeveniments esportius.

ZR – Barcelona s’ha convertit en una destinació per acomiadaments de solter i suposso que aquestes empreses no pensen en el producte familiar ni esportiu, sinó en les discoteques, bars,...
Suposo que estàs d’acord que Calella està en un estat de maduras, clar que fa 20 que està en un estat de maturesa...

EH – Totalment.

ZR – M’has explicat qui pren les decisions a Calella, hauria de ser l’ajuntament però no ho és...

EH – És la rapidesa amb les que hauria de prendre. En aquests darrers 20 anys de maturesa al municipi el sector privat ha fet una gran inversió. Hi ha uns hotels de quatre estrelles que estan molt bé, i “l’Amaika” és una fotocòpia del Titànic per dintre, les dones de fer feina van de negre, porten còfia...

ZR – I quin tipus de turisme va allà?

EH – El propietari d’aquests hotels deu tenir 18.000 llits, 6.000 treballadors. El Calella Palace que era de 3 estrelles l’han convertit en quatre estrelles i ofereix un paquet “all-inclusive” que saps que als teus col·legues britànics els hi encanta. Llavors els hi ofereix la pensió completa a 30 euros i amb un suplement de 15 euros més entra tot el menjar i beguda que vulguis. Jo els he vist fer per 25 i 20 euros al dia.

ZR – I amb això fas diners?
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EH – Sí tens una ocupació bona sí, pensa que estàs parlant amb un sector que estem treballant amb uns marges de benefici d’un 18 a 30% nets, que eren del 60-70% quan nosaltres érem petits.

ZR – I com pot ser que a Londres per una habitació qualsevol et cobrin 160 euros?

EH – Perquè tu els pots cobrar 160 euros (...)?

ZR – Com vol ser Calella? Com la veus de cara al futur?

EH – El gran avantatge que té Calella és que té un turisme segmentat, que no s’ha d’especialitzar en un sol tema, és coquetona perquè és poble. Santa Susanna és una zona molt turística i el poble és molt lluny, en canvi aquí és un col·lectiu més bonic. Hem de ser com una mena de Cannes o la Costa Blava, una zona una mica més selectiva però per arribar a això necessitem 10 ó 15 anys de treball i treballar amb els pobles veïns i la comarca. També és molt important ser un satèl·lit important de Barcelona.

ZR – I heu parlat amb els pobles veïns per fer una sinergia, no a nivell de competència?

EH – En el sector privat sí, en el públic no. Ara el públic comença a treballar perquè hi ha alcalde socialista, primer alcalde socialista, a Malgrat l’alcaldessa és socialista... ara comencem.
ZR – A “l’Expert Panel” hi ha dos presidents de consultores i el que diuen és que quan un lloc està en un moment de maduresa és important treballar amb altres llocs que estan a prop, perquè el que tu no puguis donar potser ho pot donar el poble del costat. I si vols enviar un missatge els del costat també n’han d’enviar un en la mateixa línia o que no xoquin i crear una sinergia.

EH – L’antic alcalde tenia l’obsessió de fer una estació nàutica aquí, quan ja n’hi havia una a Santa Susanna i el que s’ha de fer és fer alguna cosa complementària. Per exemple a Santa Susanna hi van fer un centre BTT i nosaltres el que hem fet és negociar per incorporar-nos en el seu centre fent una sortida allà i una arribada aquí, incorporar la seva estació nàutica, fer uns serveis allà i altres aquí, és a dir, complementació.

ZR – Em comentaven que per tenir la marca esportiva necessiteu tres esports. Llavors una persona a qui li agradi l’esport fa més d’un esport i pot venir a les dues destinacions.

EH – Per a mi això no és res de nou. Però a l’hora de prendre la decisió, qui ho fa? L’ha de prendre el que mana al municipi.

ZR – Per això preguntava si treballe junts.

EH – No només hi ha un G10 aquí però per exemple el tresorer de l’ATC és el nostre representant a l’Associació que es diu Costa de Barcelona-Maresme que té una mena de G10 amb el Consorci Turístic del Maresme i ara es comença.
Appendices

ZR – I el Challenge el veus amb el mateix optimisme que tothom.

EH – Si et puc ser sincer em faria por que estès sota la meva responsabilitat, perquè no és una trobada qualsevol, és una cosa molt gran i important. Són uns jocs olímpics en petit i a mi em faria respecte. S’ha de tenir una infraestructura, una organització i una capacitat econòmica molt important.

ZR – Suposo que ja es deu estar posant tot en marxa...

EH – Si tu vols ser especialista en la creació i desenvolupament de màrqueting has de treballar amb uns protocols, paràmetres i un timing, jo no he vist cap protocol, ... l’únic que he vist ha sigut una festa de presentació a un museu de Barcelona. Em faria por...

Entrevista: Jordi Ten

Oficines de Publintur – Pineda dia 1 d’agost de 2008 a les 11.00 am

ZP- En quin moment es troba Calella?

JT- És un mal moment, la cosa està malament i ara ja s’han tancat mes de 3k llits

ZP- Quin tipus de turisme desitja?

JT- Fer un producte a un preu que la gent compri (Challenge, turisme familiar etc)
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ZP- Quina estratègia segueix

JT- No es fa res. Calella necessita mes competitivitat (ex: Croacia)

Calella ha de vendre qualitat de vida (hospitals, seguretat etc…)

Gran cagada: Pla d’excel·lència donat a un enginyer industrial! L’Ajuntament pren decisions, però hi ha un problema de voluntat

ZP- Què en pensa del canvi de nom?

JT- Perfecte (documentació proporcionada)

ZP- Què pensa del challenge?

JT- Nostres ho hem instigat (documentació presentada)

Quin es el futur?

Res es fa. (presentació Power point)

17/07/08 from 13.00 to 17.20 hours

Entrevista con Ferran Muñoz (cap de Promoció Econòmica de Calella)

First of all, ZP talked about the PhD thesis and mentioned the overall structure. ZP indicated she considered Calella in a maturity stage and stated that that stage had been constant for the last 20 years.

Another area noted was how Tour operators in UK do not seem to have Calella. However, they have Costa de Barcelona and Pineda in their brochure.
An aspect considered interesting by FMP.

FMP used a consultancy project that has been launched to change the image of Calella and also indicated that his task is involved from an economic development point of view and from the mayor’s office he has been given the job to develop economic growth and therefore tourism as one of the main sectors of the local economy.

After acknowledging Calella is in maturity, the town hall has two lines of opportunity:

- The ATC (Associacio turistica de calella)
- Agenda local 21 (deals with local perception)
- and tries to shift tourism from “turismofobia” to a positive perception

At the same time, there is the Patronat de turisme and SIGTEC (A quality programme)

Moreover, a project has been sent to the ministry of industry and commerce in Spain (Madrid) for the “soporte de destinos” or destination support and there was an imminent interest to develop an entity of management of combined sector public/private, with the aim to make the destination an integrated product sold and bought as a whole.

For the past few years (definitely since de 90s) the tourist from Calella didn’t really know where he/she was going. The drivers for the purchasing decisions of those tourists were the sun and the price.
Appendices

Most of them are people with limited disposable income, young and ready to party hard. In any way, it is a target that does not value the destination as such and therefore becomes not loyal. It was nevertheless interesting to see the reference from Margot Rothe who arrived to Calella in 1952 and years later mentioned that the locals had destroyed what initially drove tourists to that same place.

For years, the mass tourism was profitable, but nowadays there are too many destinations that rely on good weather and pleasant beaches and Calella is in a difficult situation.

For these and other reasons, there is a consensus among stakeholders that the destination (Calella) has to change. How? This is the challenge and area of uncertainty.

A few ideas were mentioned in this meeting, mainly:

GET – The management of tourist experiences

The need for an entity of management. At this moment there is clear DMO.

TIE - tour operators of special interest

ATC – Agencia turistica de Calella

The segments identified at the moment are:

1- British

2- Germans
However, they are not a desirable target due to the problems Calella has suffered in past due to the behaviour from tourists. At the same time, these tourist do not seem to have disposable income and do not respect the city (Calella fest and teamlink)

A desirable target is the one Calella hopes to get with the ironman challenge - family, sports, health and proximity. FMP thinks that Sports will bring the remaining ones together and the ironman challenge will help change.

FMP also talked about the current lack of skilled staff in the hospitality and how the growth of the construction sector became greater, the workforce shifted from hospitality to building, where working conditions seemed more favourable. In the same way, some hotels sold to developers. The current economic situation and the fall of the construction sector in Spain has created a new wave of unemployment and developers have stopped the developments that were taking place, creating and anti-esthetical environment.

In summary there are three new initiatives:

Pacto local por el turismo

Plan de accion local
Appendices

The important of turismo 2.0 where the stakeholders are involved and send the same message throughout

FMP also mentions as key players in the decision making the G10 (in Calella)

Mayor
Regidora
ATC
Oposition
FMP
Appendices

Appendix 4: Other Sources of Information

The team link Spring break Calella

This brochure is colourful, bright and dynamic. The front page has a group of girls dressed in red and playing hockey. It seems sporty but one element makes it fun, the devil’s hair bands. The four images on the left hand side are a combination of sports and parties, day and night life. Other items enhanced in the brochure are the value for money and the sports and social aspects included in this event.

The brochure indicates the package includes: Entertainment waistbands and a safety management system, as well as specialist event staff on site. Overall, the brochure combines aspects of sports and aspects of nightlife in both text and images.

CD rooms to promote Calella to agencies and tour operators

This CD Room is created by the Agencia Turistica de Calella and provides information about the free activities. It includes three poster of publicity and the information also found in the website Calellabarcelona.com. The information for trade, as well as the information from the website above mentioned, do not talk about nightlife. It focuses on sustainable tourism, accommodation and health and safety. Whereas the package mentions quality, nature, family tourism, arts and culture and even describes the three beaches of Calella, neither the CD-Room nor the website mention nightlife and clearly target families. However, there is nothing to attract the remaining targets; sports, health and proximity. The sports product is already developed by the Challenge but the products for health and proximity have to be included so that Tour operators and travel agencies can sell these.
Appendices

The Accommodation guide is well presented in clear colours, glossy cardboard and good consistent images. The front image is the aerial view already shown in other leaflets. It is interesting to see though that there are only three four star hotels prices are under 90 euros per person per night for high season. The remaining hotels are three or even two stars.

Promotional brochure – Calella

Calellabarcelona.com

This brochure is very well presented and published with glossy cardboard paper and full of coloured images. This brochure is published in different languages and shows in the front page an aerial photo of the city, focusing on the beach and the sea. Followed by and image of the famous Pedrera building from Gaudi (Barcelona). After a brief introduction about Calella, the brochure talk about the beaches and continues in order by talking about the family tourism, sports, cultural and folkloric aspects, nature and shopping.

Poster about children’s activities

This is a poster aimed at families in Calella. It is lively and is comprised of 5 images with children aged 5 or more. It is remarkable to see how out of the 5 five images, 4 are based on the beach.

The brochure – Calellabarcelona.com – Family Tourism

This brochure for 2008 is vibrant and full of interesting information for families. Compared to the previous years’ materials, this brochure provides images with children of all ages, from toddlers to teenagers and covers other aspects besides beach activities. It is clear, colourful and easy to read.
Appendices

Triptych leaflet from the Agencia Turistica de Calella.
This leaflet from 2007 includes a list of free activities for children. Similar to the poster, this is a leaflet that can be obtained from Tourists offices and the hotel. The leaflet has the same images as the poster and includes information about the location and times for the activities. Again, there is an overreliance in beach activities and the back has an advert of a water park in Lloret. In 2008 the design uses the new brand Costa de Barcelona-Maresme even though it is only for Calella and becomes more dynamic and varied, including the same photos as the previous year and adding more (ie: Beach library). The format is sporty, modern and fresh. Moreover, the back has a list of sponsors’ logos but none is too prominent.

Culture events and Activities leaflet

This is leaflet with a list of all the cultural events that took place over the month of July 2008. The design is simple and in one colour only (purple). It does not get the attention and the list is cramped and busy. The small print makes it difficult to stand out and the paper is of poor quality. However, it lists 20 different events taking place over one month.

Poster “Nits de Garbi”. This is a long rectangular poster that has dark night colours for the first half and green in the second. It is for the events taking place in the Garbi area of Calella. These events run during the summer and take place three times a week from 20-24hrs. One can enjoy an artisans’ fair, live music and even a children’s play area.

Walking routes leaflet

Folded in pocket size, this leaflet covers three main natural routes for those who might want to escape the sea for a while. It is in three languages (Spanish, Catalan and English) and although mainly covered in informative text, it also has some photos to guide the reader.
Appendices

There is a clear map and the back offers information about the level of difficulty, length and time that it takes, as well as a list of useful recommendations.

It is interesting to see that even the map of Calella has the same pictures, images as the rest of the literature (promotional material and children’s leaflets etc). This helps maintain a constant image.

**Revista Publintur - Your holiday service guide in Costa del Maresme – Calella**

This free magazine from 2007 is in 4 languages (Spanish, Catalan, Dutch and Russian) and covers information about the city, has an introduction as a welcome from the mayor and then moves on to beaches, natural areas, art and culture, shopping, and provides further information about the region of Catalonia as a whole. The same magazine for 2008 offers the same information but also includes a section on gastronomy.

**The shopping guides for 2007 and 2008**

The 2007 is very bright and colourful, gives a sense of summer colours and happy feelings whereas the 2008 is more austere. The latter one offers a broader range of information and has a higher quality feel. Both are well designed and the same size but the 2007 guide indicates its publisher Publintur in several occasion whereas the 2008 refers to the Associacio Turistica de Calella and Agencia Turistica de Calella.

**The leaflets from Creu Groga** are all in Catalan. This means it is a domestic service at the moment. The spa and other new resources will also be included and used by sports people but the main medical area is for the local community as a private clinic.
The brochure for Hotel Espanya epitomises the current image of Calella, with old fashioned images, repetition of models in the photos, dull colours and images about evening entertainments that would not suit a quality driven target.

The other activities poster is also simple in its design, in dark green and with round images that remind you of tennis and golf.

The brochure for family tourism for the area of Costa de Barcelona-Maresme

This brochure covers the area of the coast and therefore encompasses all the four towns with the family tourism brand; Calella, Pineda, Malgrat and Santa Susanna. In fact, each page of the brochure covers one destination, the colour is different for each and the layout follows the same format. Translated in three languages (Cat, Eng, Rus), there is a combination of text and supporting images. There is no clear differentiation between the destinations and the images are similar or even overlapping. Interestingly, the brochure also adds information about other neighbouring destinations that are not branded as family destinations but belong to the same stretch of the coast and are under the same regional agency. This might create confusion as images in the back page are for all the destinations but no map or indication is given to clarify.

The guide for rural and active tourism in the Costa del Maresme-Barcelona does not include anything about Calella.

The Costa del Maresme brochure for summer activities for 2008 includes two events in Calella, Festa major in July 29th and the sardanas dance on August 3rd,
whereas the neighbouring and competitive destination of Santa Susanna has a greater representation.

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