

Developing integrated nautical tourism products: **Strategies & Tools**

WORKSHOP

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Lisbon, October 2nd 2018











Estaciones Náuticas
BEST NAUTICAL DESTINATIONS IN SPAIN



For more information visit
www.wildsea.eu

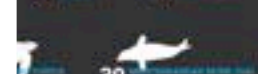


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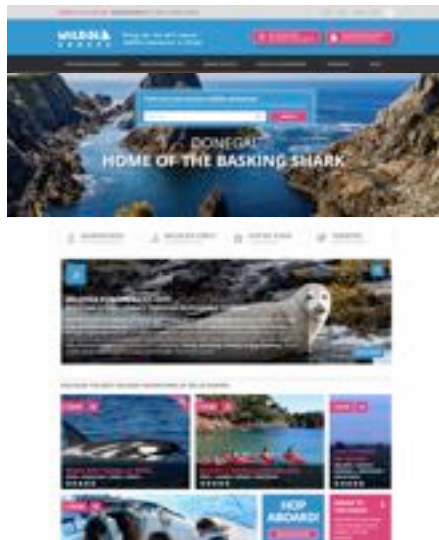


galiciã
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Join a cetacean research crew in Cap de Creus
SPAIN > CATALONIA > COSTA BRAVA > CAP DE CREUS
★★★★★

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Coastal snorkeling route in Palafrugell
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★★★★★

€ 20.00

Sea Safari to Rathlin Island
UK > NORTHERN IRELAND > CAUSEWAY COAST & GLENS > BALLYCASTLE AND RATHLIN
★★★★★

€ 28.00

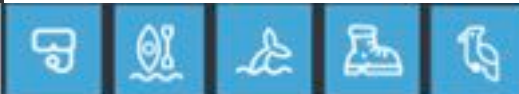
Explore the Submarine Treasures of Brijuni National Park
CROATIA > ISTRIA > BRIJUNI NATIONAL PARK
★★★★★

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Marine Life Survey in Malin Head
IRELAND > COUNTY DONEGAL > INISHOWEN > MALIN HEAD
★★★★★

€ 95.00

Seal & Lagoon Tour
UK > SCOTLAND > ARGYLL & BUTE
★★★★★





The website is part of the 'Wildsea Europe' project, which has been funded by the European Union. The project aims to promote the sustainable use of the Atlantic Ocean and its resources, and to raise awareness of the importance of the ocean for the future of Europe. The project is co-funded by the European Union, the Welsh Government, and the Cornish Council. The project is also supported by the following organizations: Visit Cornwall, Galicia, Travelecoology, WCA, submen, and Cymdeithas Cymraeg. The project is also supported by the following organizations: Visit Cornwall, Galicia, Travelecoology, WCA, submen, and Cymdeithas Cymraeg.



Co-funded
by the
European
Union

Coastal & maritime tourism in Europe

€183.000 million

Over 50% of hotel capacity in Europe

Gross Value Added in maritime and coastal industry in 2011 in the EU (in € bln)



Employment in maritime and coastal industry in the EU (in 1000s jobs)



Coastal & maritime tourism in Europe



Coastal & maritime tourism in Europe

Key challenges & opportunities for Coastal & Maritime Tourism in Europe

- ↓ Average daily expenditure in decline (9%)
- ↓ Lack of skills and innovation
- ↓ Fragmentation
- ↓ Environmental pressures



Coastal & maritime tourism in Europe

Key challenges & opportunities for Coastal & Maritime Tourism in Europe

The case for Nautical Tourism in Europe

Nautical tourism has the potential to:

- ↑ Drive up daily expenditure at destination by 30%
- ↑ Bring in new skills and product innovation
- ↑ Break seasonality
- ↑ Creates wealth & jobs for coastal communities
- ↑ Support environmental conservation & outreach



Coastal & maritime tourism in Europe

Key challenges & opportunities for Coastal & Maritime Tourism in Europe

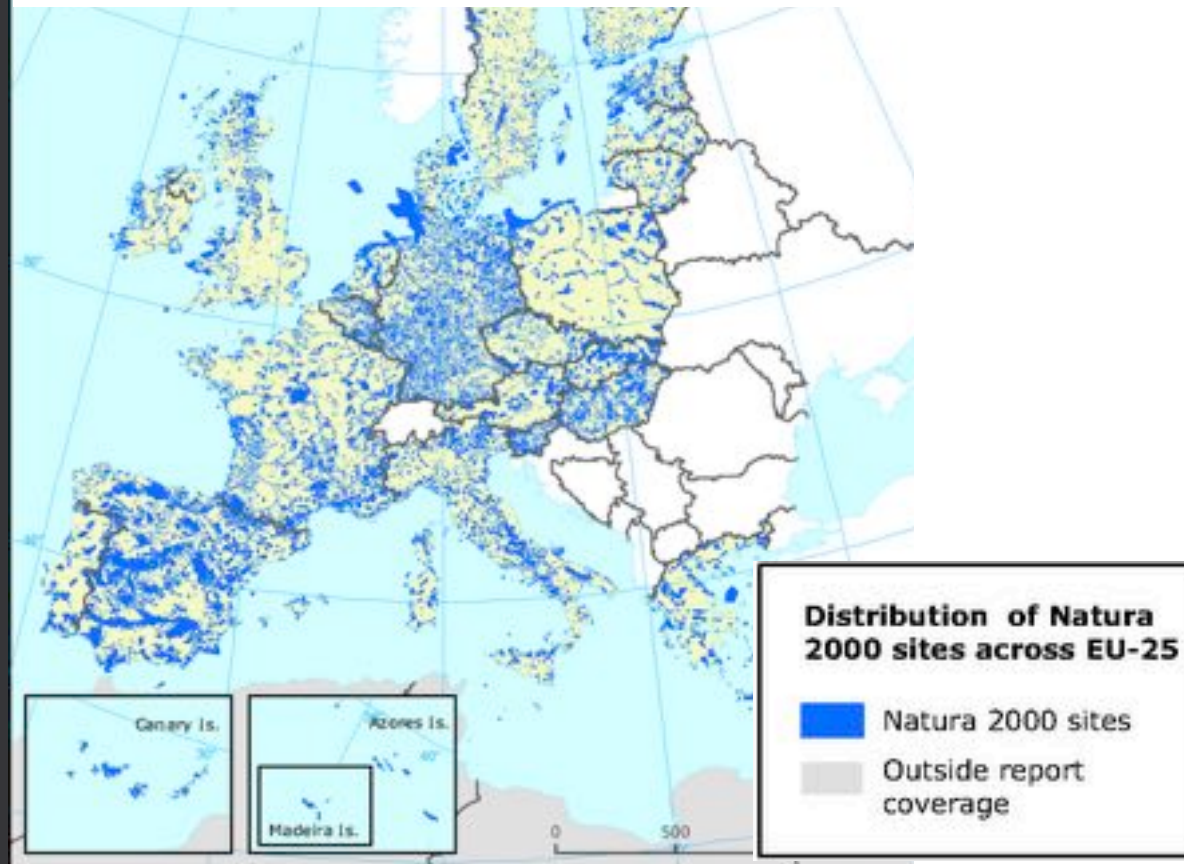
The case for Nautical Tourism in Europe

Ecotourism:

Responsible travel to natural areas that conserves the environment, sustains the well-being of the local people, and involves interpretation and education."

The International Ecotourism Society, 2015

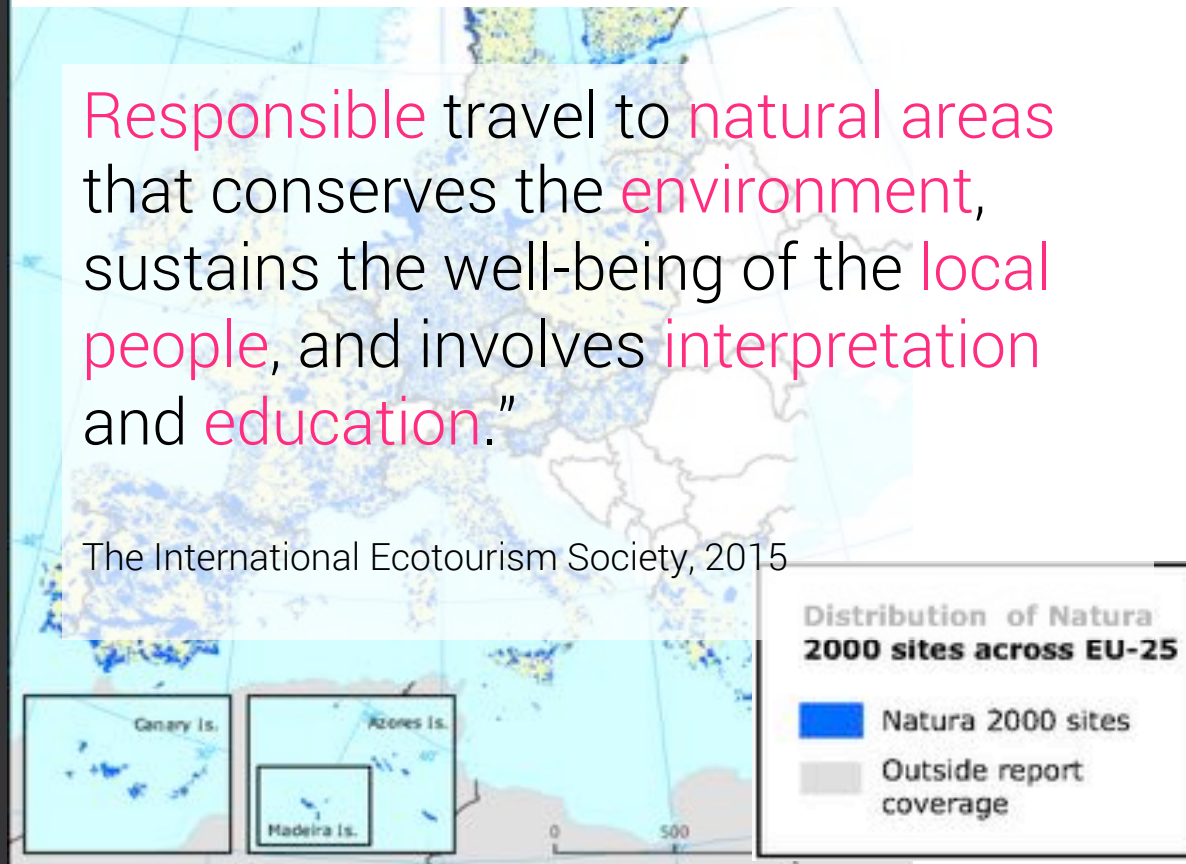
From nautical tourism to marine ecotourism in Europe



From nautical tourism to marine ecotourism in Europe

Responsible travel to natural areas that conserves the environment, sustains the well-being of the local people, and involves interpretation and education."

The International Ecotourism Society, 2015



Ecotourism:

Growing 3 x times as fast as the overall tourism industry.

Source: UNWTO

Sustaining 25% year-on-year growth rates.

Source: UK research specialist – Mintel

Will account for 5% of the global travel market by 2024.

Source: VISIT -The Voluntary Initiative for Sustainability in Tourism

Ecotourism

US\$ 358.5 billion

=10 x the current revenue of the cruise industry worldwide by 2024



**Can nautical tourism become the
“Renewable Energy” of Europe’s
Coastal & Maritime Tourism Industry?**

WILDSEA 
EUROPE



Nautical stations:
Combining the power of the sea with rivers & lakes to win the ecotourism market for coastal & inland nautical destinations





The role of Nautical Stations

**Promote
nautical
tourism
destinations**

**Increase
expenditure at
destination**

**Break
seasonality
supporting strategic
marketing &
commercialization**

**Boost
innovation,
quality &
sustainability**



The role of Nautical Stations

**Promote
destinations**

**Availability of well-structured
tourism **products** vs. random
collection of single activities**



The role of Nautical Stations

**Increase
expenditure at
destination**

Higher added-value **product
components & services that result in a
better customer experience
Quality vs. quantity**



The role of Nautical Stations

Attracting new market segments requires availability of new, specialized **products, adapted to their needs & expectations.**

**Break
seasonality
supporting strategic
marketing &
commercialization**



The role of Nautical Stations

The benefits of innovation, quality and sustainability can only be transferred to the customer through **products & services that effectively improve the customer's experience at destination.**

**Boost
innovation,
quality &
sustainability**



The role of Nautical Stations

Nautical stations need to promote the development of **integrated nautical tourism products** to roll-out their mission and achieve their full potential as catalyzers of sustainable, nautical ecotourism.



The background of the slide is an underwater photograph. The top half shows clear, turquoise water with some light ripples. The bottom half shows a sandy seabed with gentle ripples and some small, dark spots, possibly rocks or coral. The entire image is framed by a thick pink border.

Integrated nautical tourism products

Workshop Objectives

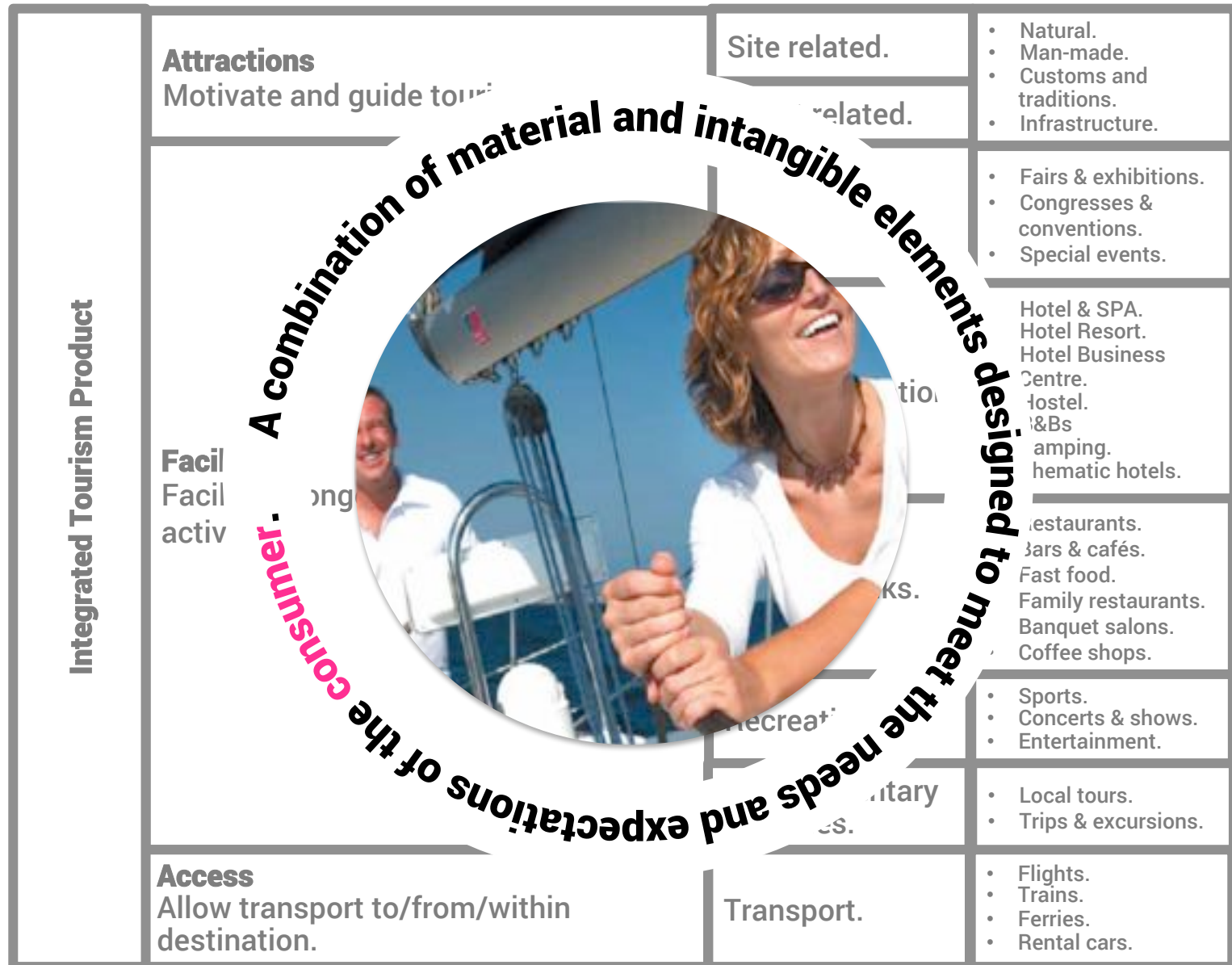
1. Understanding the **strategic implications** of product development.
2. Delivering **methods** and **tools** to develop integrated nautical tourism products.
3. **Inspire** new ideas with examples of initiatives that have been developed in other nautical tourism destinations.

INTEGRATED TOURISM PRODUCTS: FOR WHOM?

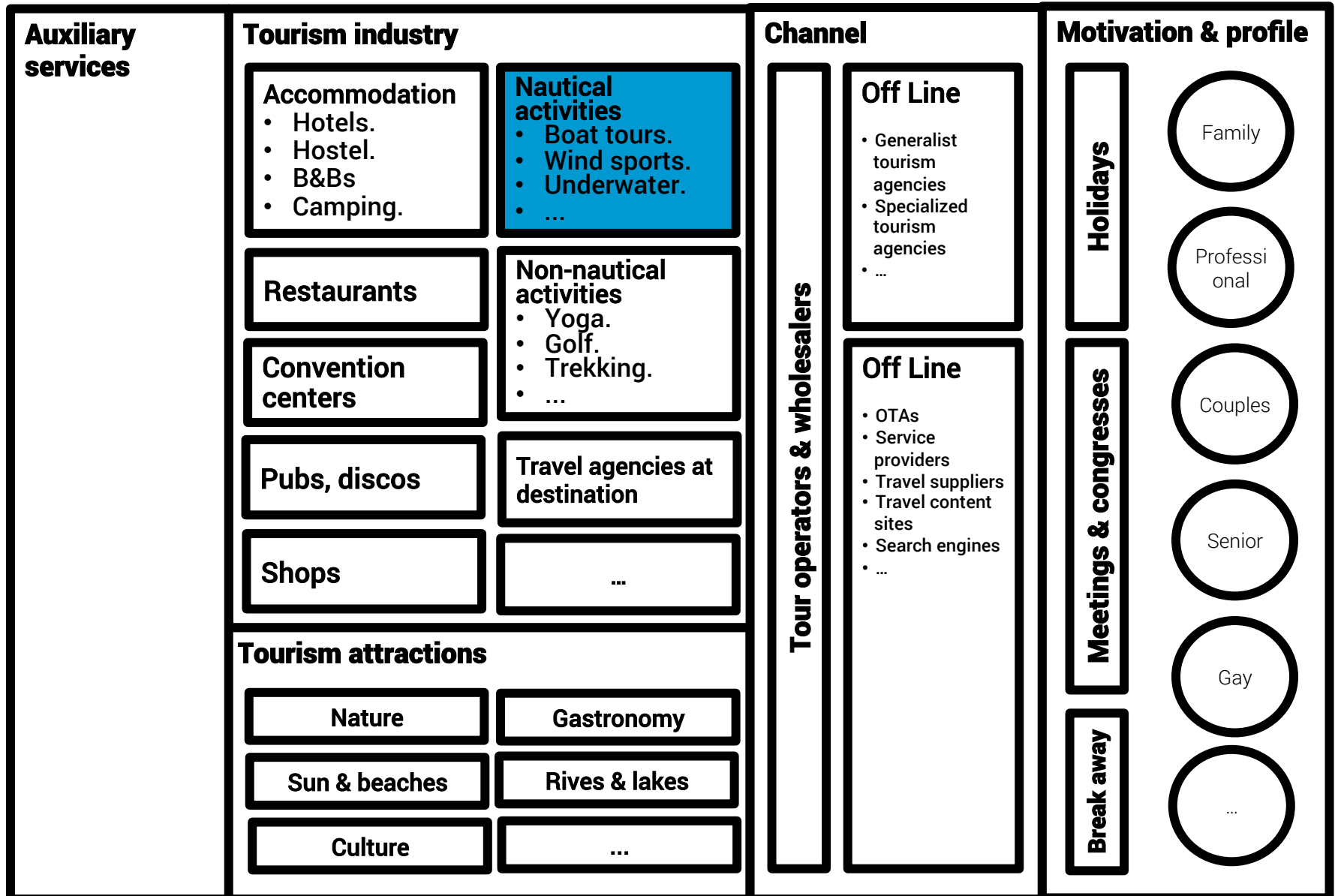
Integrated tourism product

Integrated Tourism Product	Natural & cultural resources and attractions Motivate and guide tourism flows.	Site related.	<ul style="list-style-type: none"> • Natural. • Man-made. • Customs and traditions. • Infrastructure.
		Event related.	<ul style="list-style-type: none"> • Fairs & exhibitions. • Congresses & conventions. • Festivals & special events.
	Facilities, services & activities Facilitate longer stays and tourism activity.	Accommodation	<ul style="list-style-type: none"> • Hotel & SPA. • Hotel Resort. • Hotel Business Centre. • Hostel. • B&Bs • Camping. • Thematic hotels.
		Food & drinks.	<ul style="list-style-type: none"> • Restaurants. • Bars & cafés. • Fast food. • Family restaurants. • Banquet salons. • Coffee shops.
		Recreation.	<ul style="list-style-type: none"> • Sports. • Concerts & shows. • Entertainment.
		Complementary activities.	<ul style="list-style-type: none"> • Local tours. • Trips & excursions.
	Access Allow transport to/from/within destination.	Transport.	<ul style="list-style-type: none"> • Flights. • Trains. • Ferries. • Rental cars.

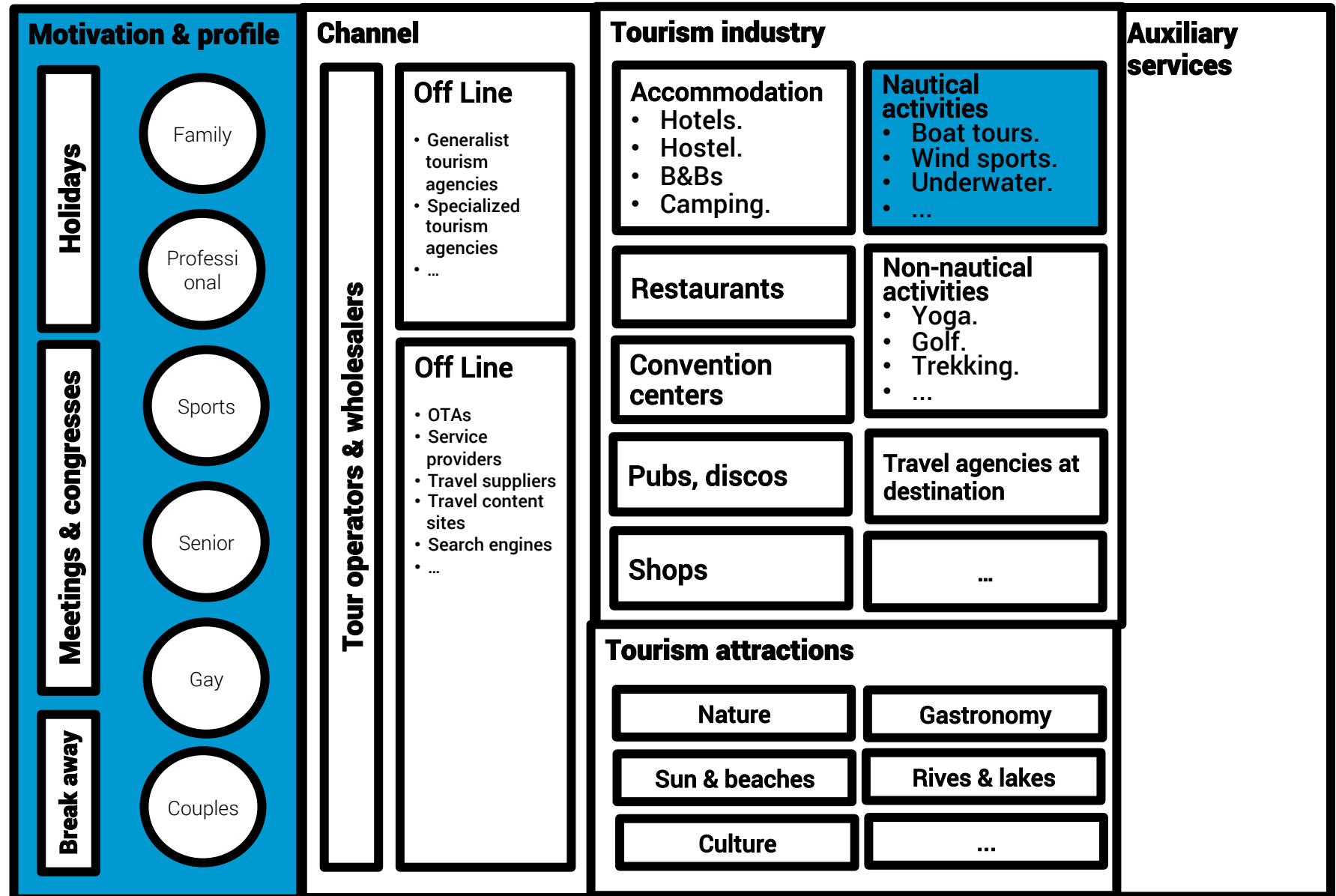
Integrated tourism product



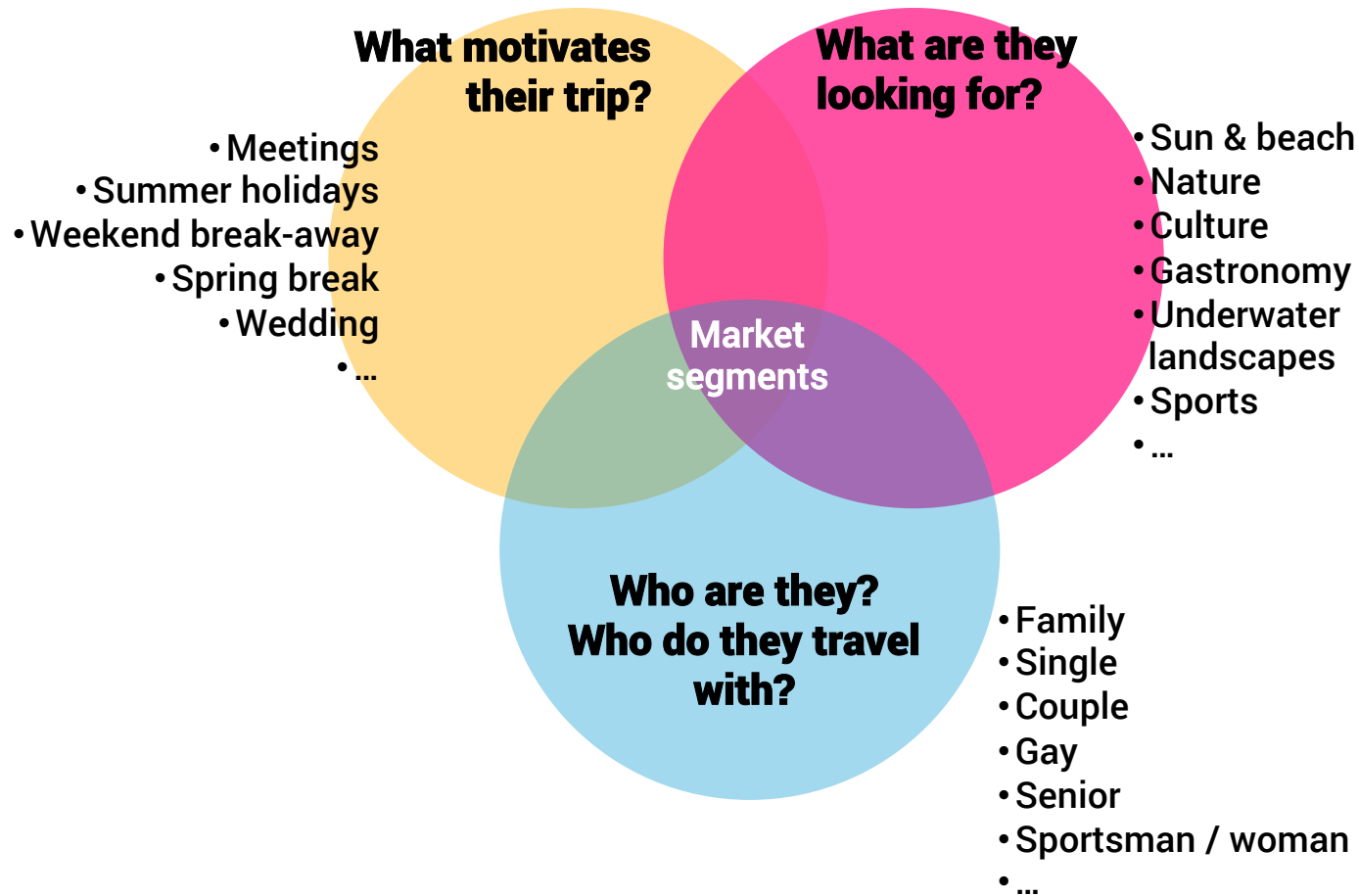
The value chain of the nautical tourism sector



The value chain of the nautical tourism sector



Factors that define tourists' needs & expectations

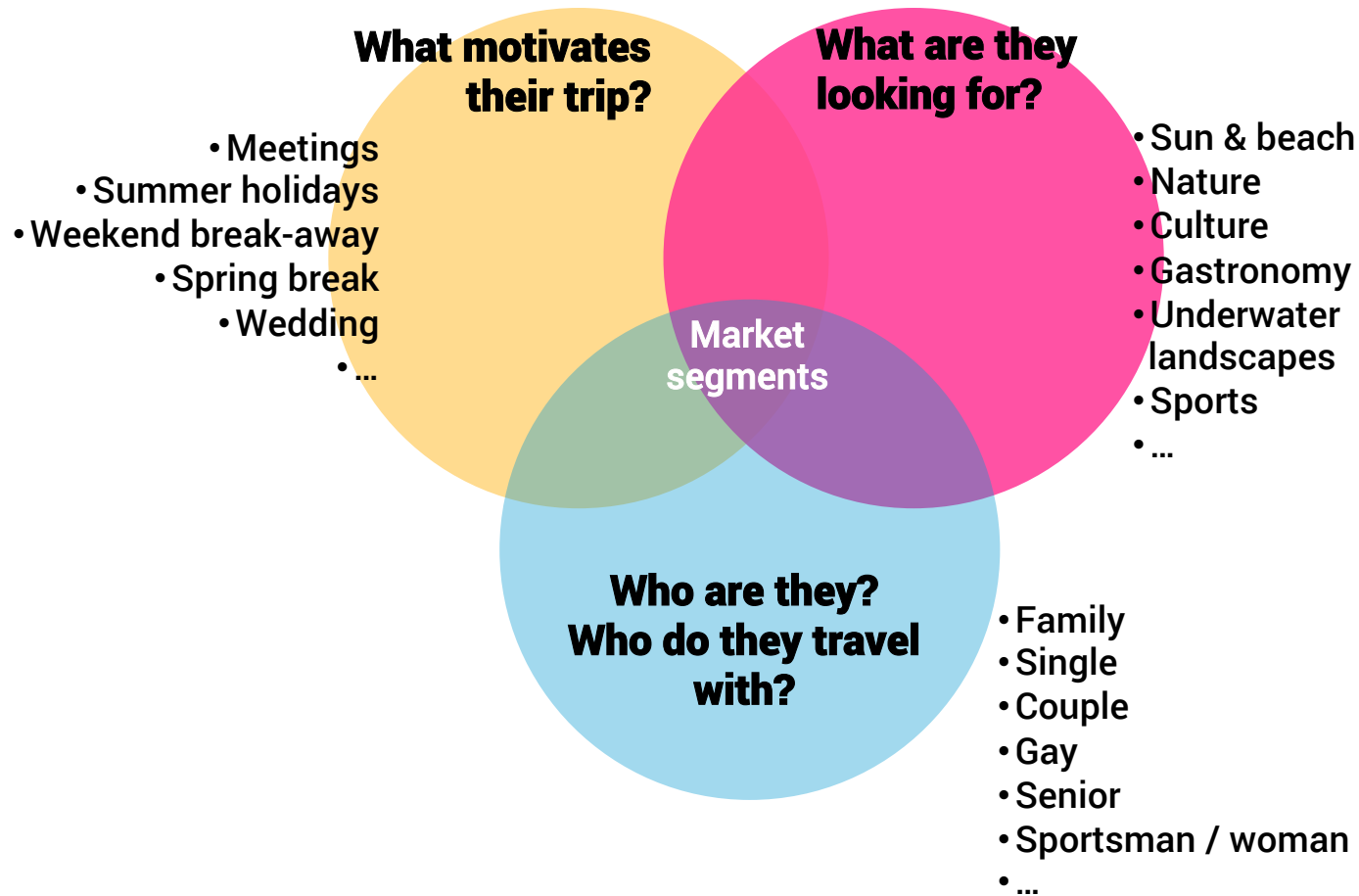


Strategic segments of nautical tourism: The Spanish Case



Estaciones Náuticas
BEST NAUTICAL DESTINATIONS IN SPAIN

Nautical Stations in Spain: Identifying market segments



Nautical Stations in Spain: Identifying market segments

En Temporada Alta

Temporada Baja

SPORTIES

SUN& BEACH HOLIDAYS

GROUP COASTAL
ACTIVITIES



Nautical Stations in Spain: Identifying market segments

En Temporada Alta

Temporada Baja

Buceo	
Surfers (surfistas, kites, windsurfistas, etc.)	
Vela	
Kayak	
Pesca Deportiva	
Otros (...)	
Familiar	Sénior Activo
	Escuelas
Parejas sin hijos	Corporativos
Grupos de jóvenes	Clubs deportivos
...	
	Otros



Nautical Stations in Spain: Identifying market segments

En Temporada Alta

Temporada Baja

SPORTIES: Turismo cuya principal motivación es la realización de un deporte acuático ya sea para su período de vacaciones estival. Como para una escapada individual o en grupo.

- **ACTITUD RESERVA:** Reservará su actividad con antelación y desde su hogar ya sea o bien directamente o a través de una agencia especializada (dependiendo del tipo de trayecto en avión).
- **COMPETENCIA:** Todos los destinos del mundo donde se pueda realizar dicho deporte en el momento del año específico compiten entre sí para captar al cliente.
- **PRESCRIPCIÓN:** Tiendas de su deporte especializadas, comunidades online, boca oreja de compañeros, etc.



Consumer behavior:

80% buy at **origin** through specialized agencies or on-line. Goes from one nautical destination to the next, as main motivation is the practice of nautical sports.

Nautical Stations in Spain: Identifying market segments

En Temporada Alta

Temporada Baja

Consumer behavior:

70% buys at destination (spontaneous purchase).

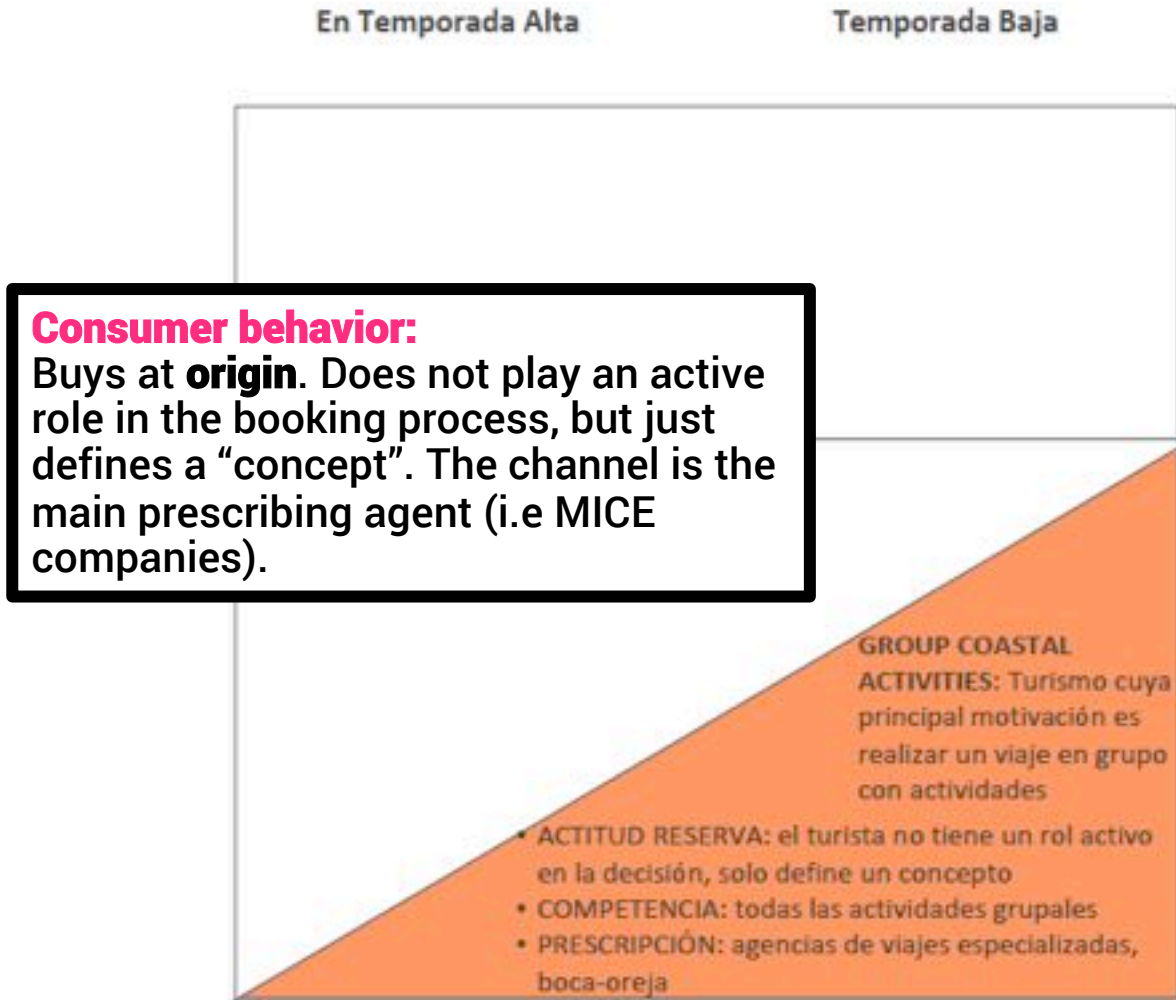
Main motivation is sun & beach but looks for additional experiences to “spice” up their holidays.

SUN&BEACH HOLIDAYS: Turismo vacacional cuyo objetivo vacacional es disfrutar del sol y la playa así como de actividades náuticas

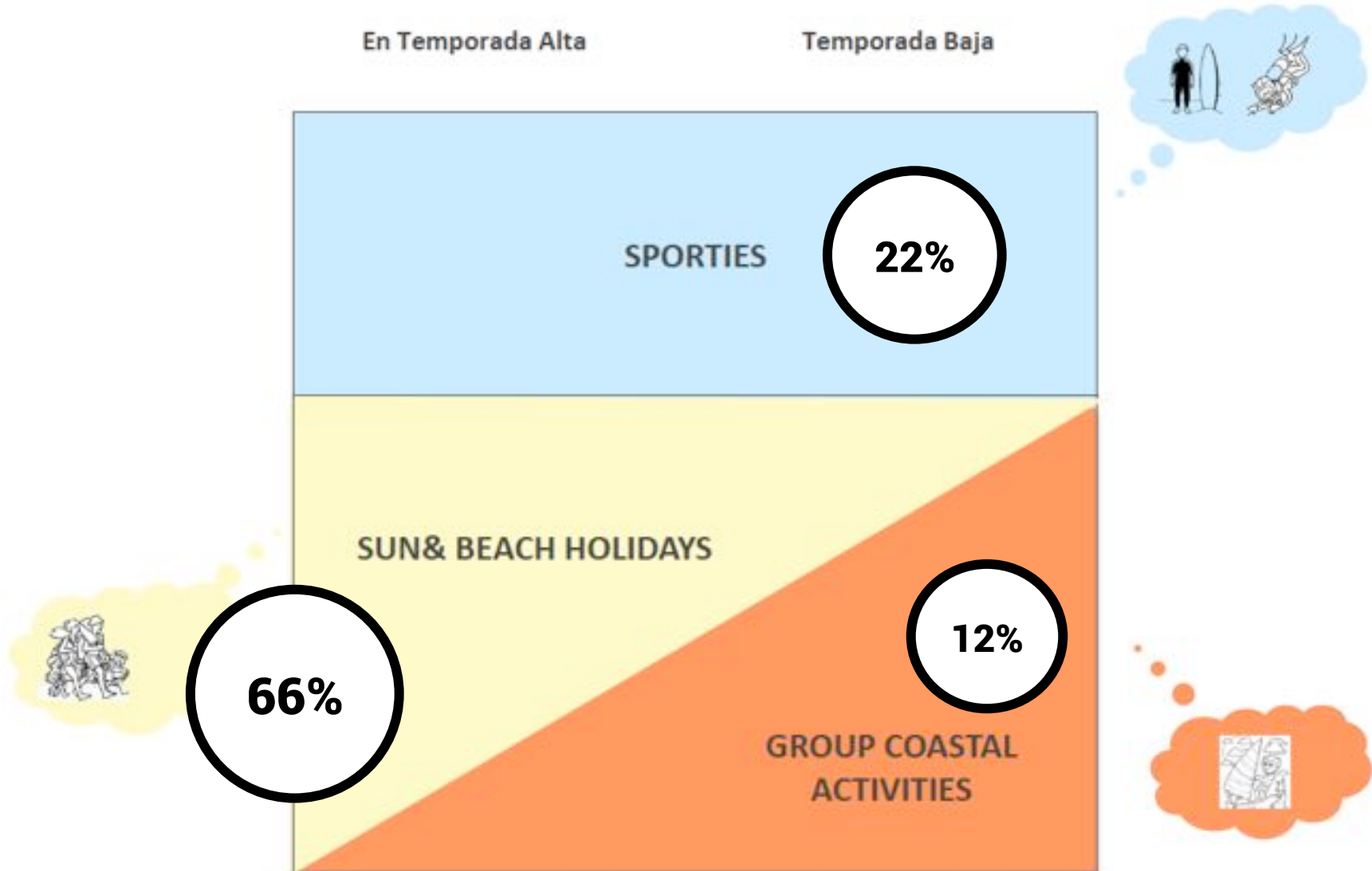
- **ACTITUD RESERVA:** Reservará su actividad en destino y con poca anticipación. Compra por impulso.
- **COMPETENCIA:** todas las actividades de ocio
- **PRESCRIPCIÓN:** touroperadores, alojamiento y guías de viajes



Nautical Stations in Spain: Identifying market segments



Nautical Stations in Spain: Identifying market segments

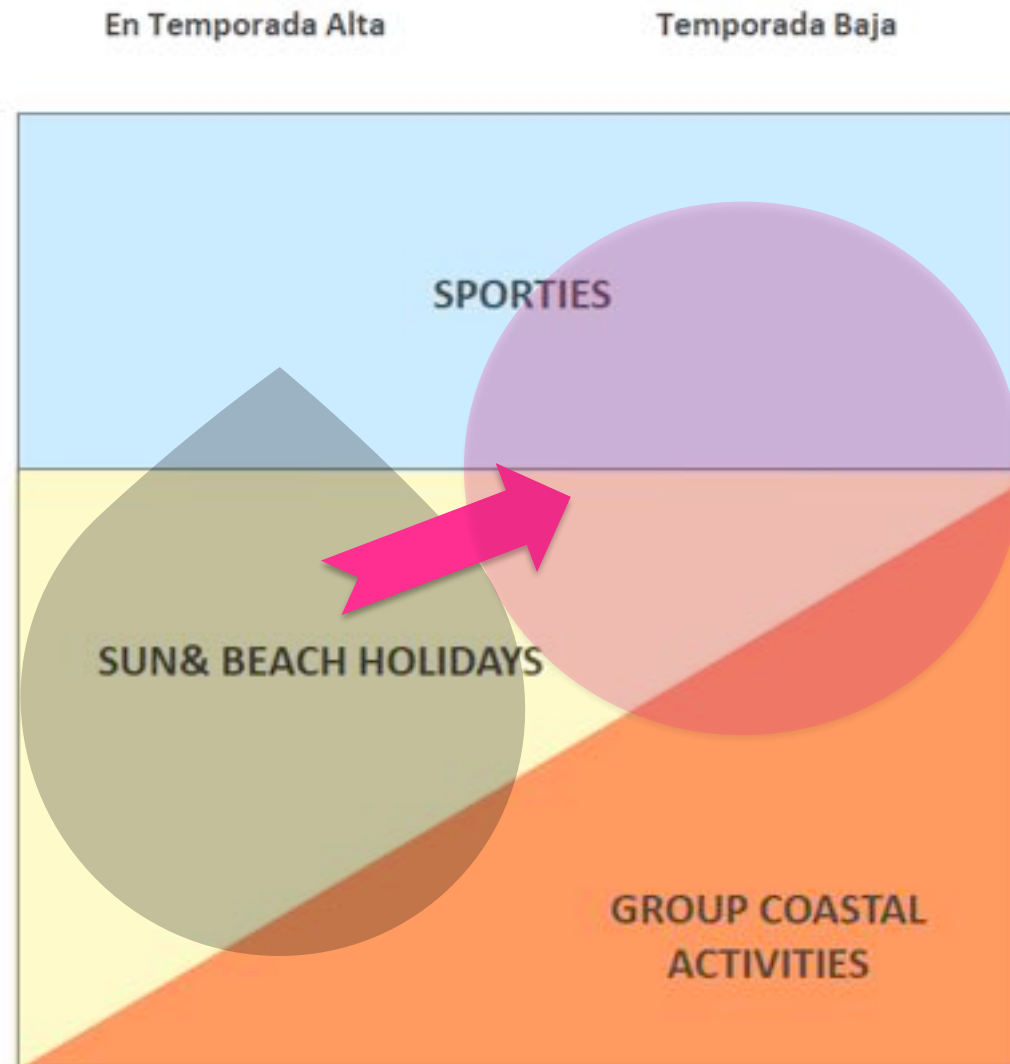


Nautical Stations in Spain: Prioritizing market segments

Segmentos	MASA CRÍTICA		CAPACIDAD DE OPTIMIZACIÓN	FACTIBILIDAD DE INCREMENTO DE LAS VTAS.
	Facturación	Nº EN (*)		
SPORTY	€	9	★ ★ ★	★ ★
COLECTIVOS	€	11	★ ★ ★	★ ★ ★
TURISMO de SOL Y PLAYA	€	16	★	★

The segments “**SPORTY**” and “**GROUPS**” were prioritized after evaluating each strategic segment according to (1) the penetration of companies serving each segment in all nautical stations, (2) the optimization capacity and (3) the potential for increasing sales.

Nautical Stations in Spain: Prioritizing market segments



Nautical Stations in Spain: Resulting conclusions & actions from identification of market segments



Strategic segments of nautical tourism: The Spanish Case



www.estacionesnauticas.info



Some important questions that we need to ask ourselves before designing nautical tourism products

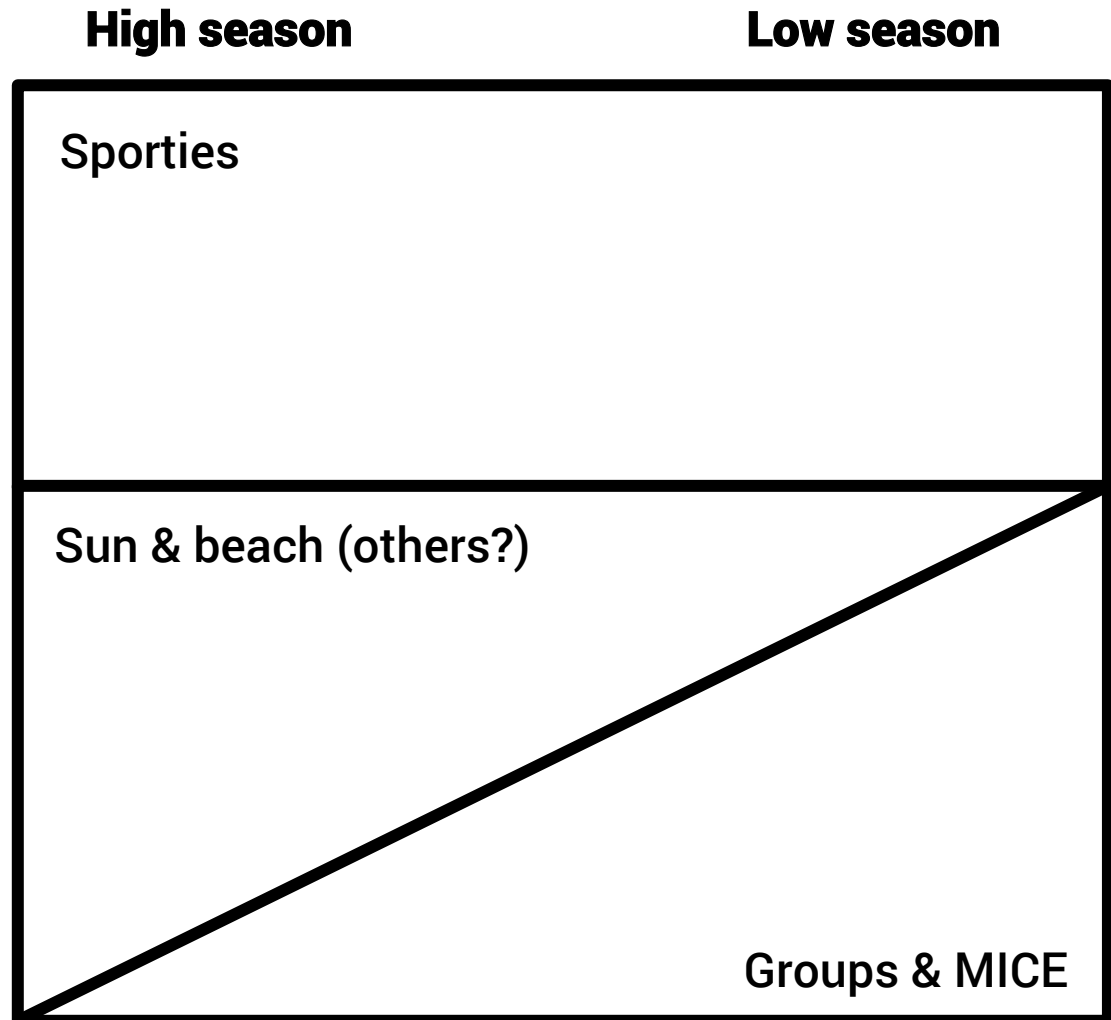
- What **strategic segments** are currently present in your (future) Nautical Station?
- What is their specific **weight**?
- What strategic segments can best contribute to **optimize** current **capacity** (increase number of customers) without requiring additional investments?
- What strategic segments can potentially contribute to **increase sales**, taking into consideration the level of maturity of each market and its competitive situation?
- What **strategic objectives** do you wish to prioritize and support through your product?



Reflection time: Where are you? Where would you like to be?

Who are your customers?
Who do they travel with?
What motivates their trip?
What are they looking for?

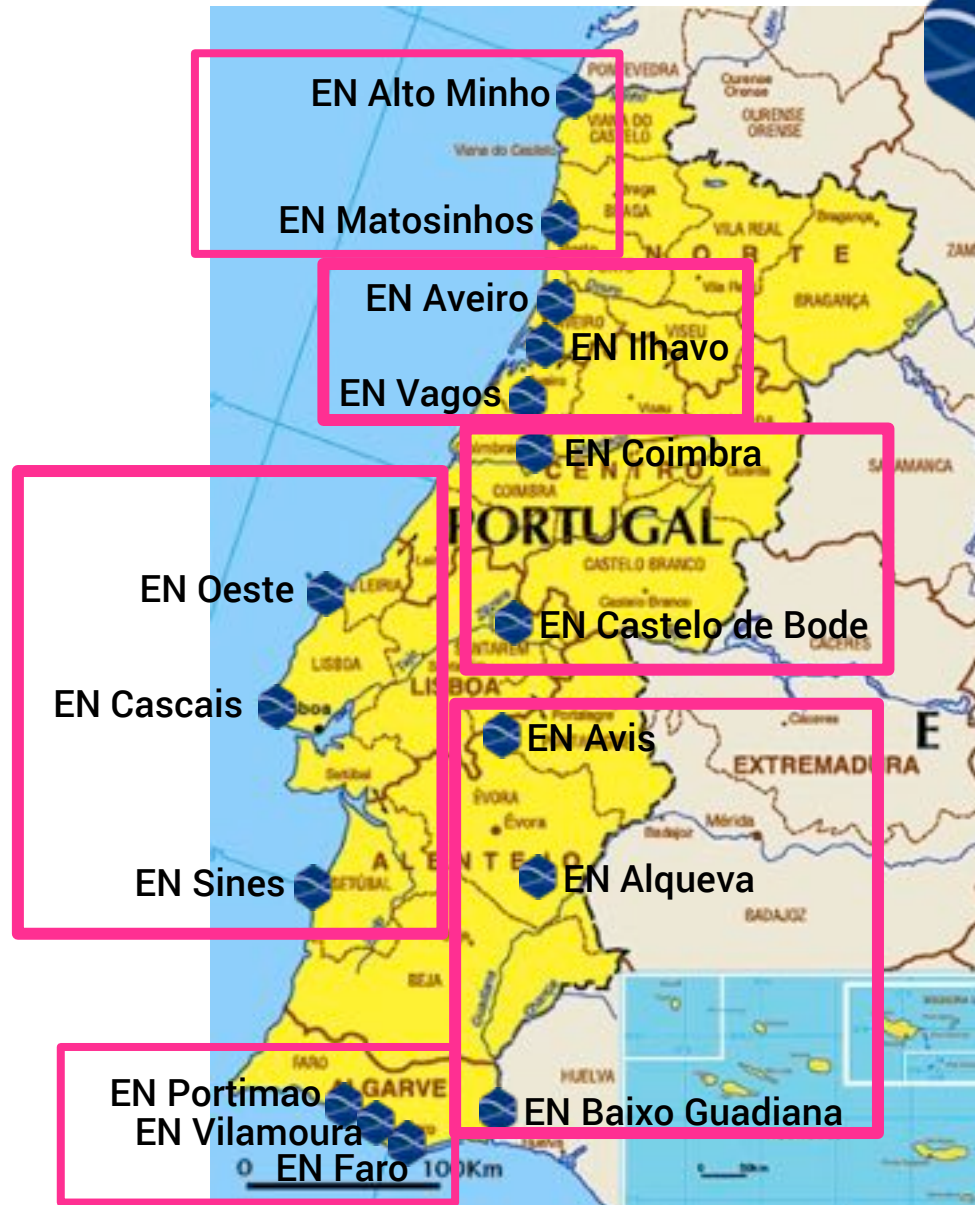
Current situation
Desired situation



Let's group up for this exercise!

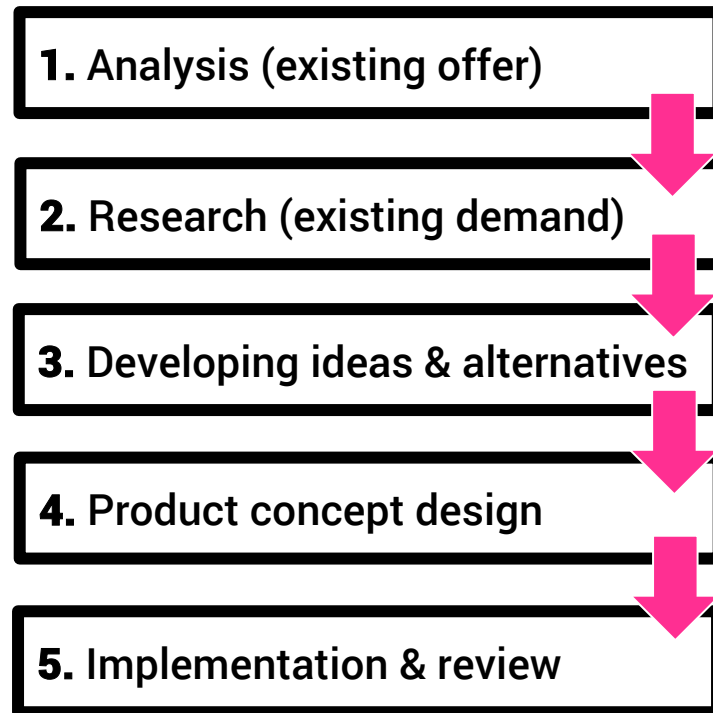


**ESTAÇÕES
NÁUTICAS
PORTUGAL**



**DEVELOPING
INTEGRATED TOURISM
PRODUCTS:
STRATEGIES & TOOLS**

Developing tourism products: Methodology



1. Analysis (existing offer)

- What resources do we have?
Inventory of resources & infrastructures
- What is the existing nautical offer at destination?
Product map
- What is our competitive position?
SWOT analysis
- What objectives do we want to reach through the product? What product strategy is the most adequate for our destination?



Product map | Existing product offer

Activities

Accommodation



Nautical activities



Other, non-nautical activities

- Yoga
- Bird watching
- Golf
- Climbing
- Trekking
- ...

Museums & attractions

- Maritime museums
- Local history museums
- ...

Transport



Restaurants



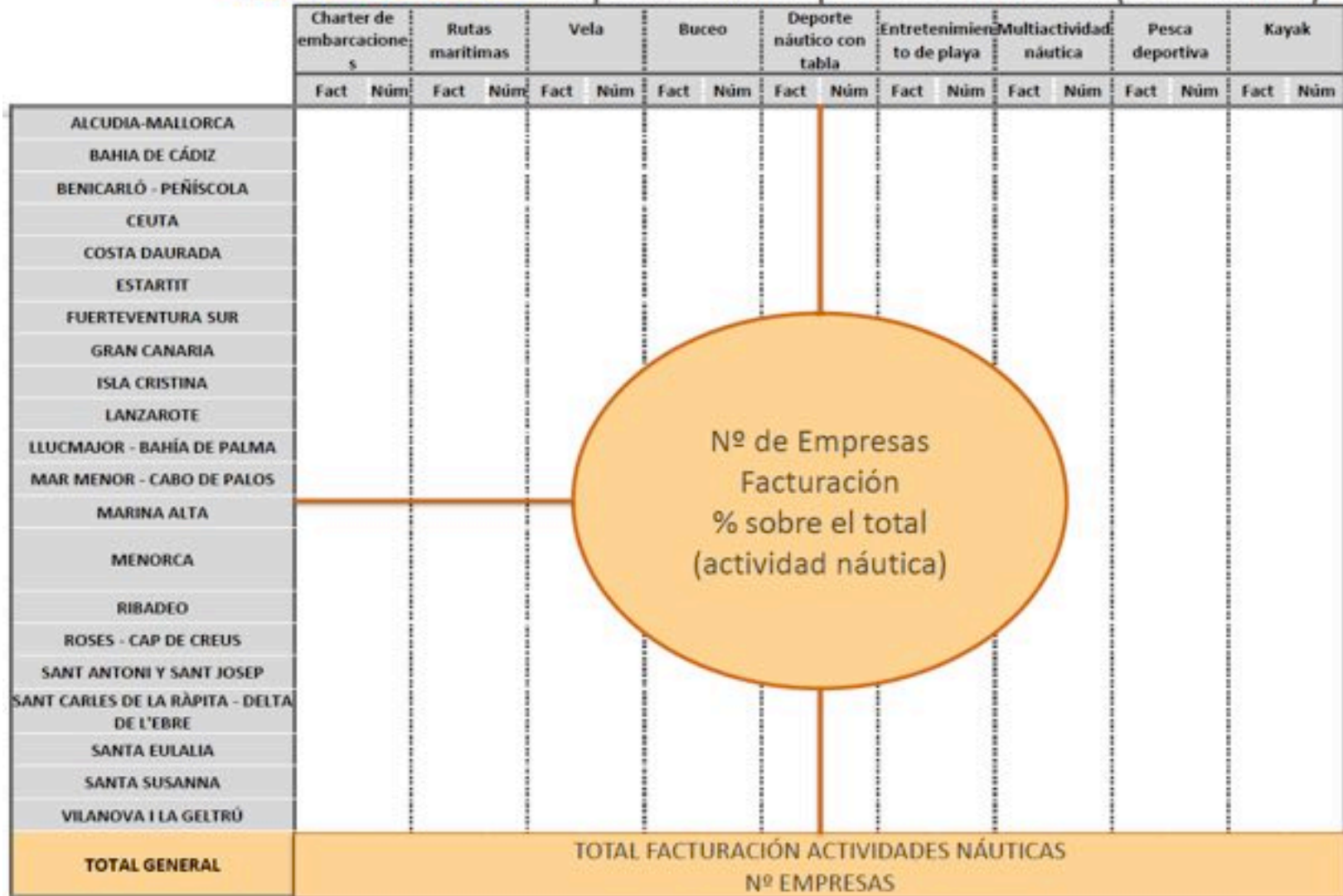
Nature & culture



- Natural monuments
- Festivals
- ...

Product map | Existing nautical product offer

Análisis Cuantitativo - Deportes náuticos por Estación Náutica (en miles de €)



Product map | Existing nautical product offer

Análisis Cuantitativo - Deportes náuticos por Estación Náutica (en miles de €)

[illegible]

Source: Mapeo de los segmentos estratégicos del turismo náutico en España. Cluster Development (2014)

Product map | Existing nautical product offer

Análisis Cuantitativo - Deportes náuticos por Estación Náutica (en miles de €)

	Charter de embarcaciones		Rutas marítimas		Vela		Buceo		Deporte náutico con tabla		Entretenimiento de playa		Multiactividad náutica		Pesca deportiva		Kayak	
	Fact	Núm	Fact	Núm	Fact	Núm	Fact	Núm	Fact	Núm	Fact	Núm	Fact	Núm	Fact	Núm	Fact	Núm
ALCUDIA-MALLORCA																		
VELA ALCUDIA-MALLORCA																		
Menorca BAHIA DE CÁDIZ																		
BUCEO Estartit																		
BUCEO Estartit																		
Minorca Sailing																		
Medaqua																		
Unisub																		
Minorca Sailing Facturación:																		
SANT ANTONI Y SANT JOSEP																		
SANTA SUSANNA																		
VILANOVA I LA GELTRÚ																		
TOTAL GENERAL																		
TOTAL FACTURACIÓN ACTIVIDADES NÁUTICAS																		
Nº EMPRESAS																		

Source: Mapeo de los segmentos estratégicos del turismo náutico en España. Cluster Development (2014)

Product map | Existing nautical product offer

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	Fact	Núm	Fact	Núm	Fact	Núm	Fact	Núm	Fact	Núm	Fact	Núm	Fact	Núm	Fact	Núm	Fact	Núm
ALCUDIA-MALLORCA																		
ALCUDIA-MALLORCA			135 €	1	137 €	1	100 €	2	15 €	1	254 €	2	100 €	1				
DEPORTE NÁUTICO CON TABLA			135 €	1	844 €	8	400 €	2	100 €	1								
Forteventura			748 €	1	140 €	1	182 €	1	100 €	1								
BENICARLO-PENÍNSULA																		
																		
Rene Egli			130 €	1	462 €	1												
Facturación:																		
VILANOVA I LA GELTRÚ																		
																		
Luis Molina Sports											100 €	1						
Facturación:																		
TOTAL FACTURACIÓN ACTIVIDADES NÁUTICAS																		
Nº EMPRESAS																		
TOTAL GENERAL																		

Product map | Existing nautical product offer

Análisis Cuantitativo - Deportes náuticos por Estación Náutica (en miles de €)

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	Fact	Núm	Fact	Núm	Fact	Núm	Fact	Núm	Fact	Núm	Fact	Núm	Fact	Núm	Fact	Núm	Fact	Núm
ALCUDIA-MALLORCA			5 €		€		€		€		€		€					
BAHIA DE CÁDIZ			€		€		€		€		€		€					
BENICARLÓ - PEÑISCOLA			€		€		€		€									
CEUTA			€		€		€											
COSTA DAURADA	15%	3	€		€				€		€		€		21%			
ESTARTIT		3	4 €		€						€						€	
FUERTEVENTURA SUR			€				450 €		73%				€		€			
GRAN CANARIA			€		€		€				46%				€			
ISLA CRISTINA					€				€						€			
LLUCMAJOR - BAHÍA DE PALMA	5 €		€		€		€				€		€		€			
MAR MENOR - CABO DE PALOS			€		€		€		€		€		€				€	
MARINA ALTA	20%		€	1	€		€				€				€			
MENORCA	117 €		12%	4	26%		€						35%				€	
RIBADEO					€						€							
ROSES - CAP DE CREUS	€			1	€		€				€						€	
SANT ANTONI Y SANT JOSEP	10 €		18%	3	€													
SANT CARLES DE LA RÀPITA - DELTA DE L'EBRE				1	€		€		€						€			
SANTA EULALIA	18%		1 €	1	€		€				€							
SANTA SUSANNA											€	1						
VILANOVA I LA GELTRÚ	€				€													
TOTAL GENERAL																		

SWOT Analysis | Competitive situation of destination

+ OPPORTUNITIES

External opportunities that can result in tourism growth in terms of number of tourists or tourist expenditure.

I.e: Increasing popularity of diving in Europe.

- THREATS

External elements of the tourism market that can raise new challenges for the destination.

I.e: Emerging competition from low cost destinations.

+ STRENGTHS

Internal characteristics of destination that have a special attractiveness for tourists, representing an **advantage** against other destinations.

I.e: In Sesimbra you can dive all year round & plenty of diving opportunities for technical divers.

- WEAKNESSES

Internal characteristics of destination that place it in a situation of **disadvantage** against other tourism destinations.

I.e: In Sesimbra only a few diving centers provide re-breathers (equipment) for technical divers.

SWOT Analysis | Competitive situation of destination

+ STRENGTHS

- WEAKNESSES

Desempeño Importancia		Bajo					Alto				
		1	2	3	4	5	6	7	8	9	10
Alta	10 9 8 7 6	A. Concentrarse aquí					B. Mantener el buen nivel de trabajo				
Baja	5 4 3 2 1	C. Baja prioridad					D. Posible exceso				

Fuente: Según el método de Kotler, Hamlin, Rein and Haider (2002).¹

Product strategy | Flagship product vs. multiproduct

- **Flagship product strategy:**
Focus on most successful product to attract specific market segments and build additional, complementary offer around it to spread the geographical impact of tourism.
- **Multi-product strategy:**
Create a combination of tourism products that appeals to different market segments, reducing dependency from just a few markets and segments.

Product strategy | Flagship product vs. multiproduct

Análisis Cuantitativo - Deportes náuticos por Estación Náutica (en miles de €)

	Charter de embarcaciones		Rutas marítimas		Vela		Buceo		Deporte náutico con tabla		Entretenimiento de playa		Multiactividad náutica		Pesca deportiva		Kayak	
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ALCUDIA-MALLORCA																		
BAHIA DE CÁDIZ																		
BENICARLÓ - PEÑÍSCOLA																		
CEUTA																		
COSTA DAURADA																		
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ISLA CRISTINA																		
LLUCMAJOR - BAHÍA DE PALMA																		
MAR MENOR - CABO DE PALOS																		
MARINA ALTA																		
MENORCA																		
RIBADEO																		
ROSES - CAP DE CREUS																		
SANT ANTONI Y SANT JOSEP																		
SANT CARLES DE LA RÀPITA - DELTA DE L'EBRE																		
SANTA EULALIA																		
SANTA SUSANNA																		
VILANOVA I LA GELTRÚ																		
TOTAL GENERAL																		



Product strategy | **Flagship product** vs. multiproduct



EL SELLO DE L'ESTARTIT

Situado a solo una milla de la playa de L'Estartit, el archipiélago de las Islas Medes forma parte del Parque Natural del Montgrí, las Islas Medes y el Baix Ter.

El archipiélago de las Medes cuenta con siete islotes y tiene una extensión aproximada de 23 hectáreas. En la actualidad, estas islas constituyen una de las reservas de flora y fauna marinas más importantes del Mediterráneo occidental, así como uno de los destinos más apreciados para los amantes del submarinismo. Veinte años de protección han posibilitado una recuperación espectacular de la riqueza de su fondo marino, del medio acuático y del medio terrestre.

Diferentes empresas de actividades proponen atractivos viajes a bordo de barcos con fondo de cristal en torno a las islas así como por la costa del Montgrí, también de impactante belleza. Las propuestas de actividades náuticas y subacuáticas son variadas y siempre respetuosas con las normativas que han hecho posible la preservación de este espacio natural.



Product strategy | **Flagship product** vs. multiproduct



Product strategy | Flagship product vs. multiproduct



Product strategy | Flagship product vs. **multiproduct**



Product map | Existing nautical product offer

The screenshot displays the website for MENORCA Estació Nàutica. The header includes navigation links: Inicio, Testimonios, Cómo reservar, Garantías, Pago Seguro, Preguntas frecuentes, and a search bar. A contact box shows the phone number (+34) 971 59 48 27 and the operating hours (Lunes a viernes de 8:00h a 15:00h). The main navigation bar features: Actividades, Cursos y Titulaciones, Alojamiento, and Otros servicios. Below this is a search bar with filters for date (29/09/18), time (10:00), and number of people (1 persona), followed by a 'Buscar' button. A row of icons represents various activities: boat, bicycle, horse, sailboat, motorboat, jet ski, sailboat, windsurfing, and another sailboat. The main menu includes: Descubre, Disfruta, Vive, Planes (highlighted), Recomendaciones, Empresas, and Blog. The 'Planes' dropdown menu lists: Fiesta del Mar, Romántico, Aventura, Familiar, Deportivo, Bienestar, Naturaleza, Acuático, Infantil, and Tradicional. The 'Localizar en el mapa' section shows a map of Menorca with markers for Ciudadela de Menorca, Cala en Bosch, and Maó Mahón. The 'Filtrar por' section includes filters for Price (11 € - 100 €), Level (Iniciación (3), Intermedia (0), Avanzado (0)), and Discover (El Mar (23), El Cielo (1), La Playa (20), La Naturaleza (21), La Costa (22), La Ciudad (1)). The main content area displays a list of activities under the heading '23 de Planes Familiar en Menorca'. The first two activities are: 'Vuelta en barco por el puerto de Mahón' (Starting at 10,80 € per person) and 'Vuelta completa al puerto de Mahón con comentario histórico y visión submarina' (Starting at 12,50 € per person). Both have 'Reservar' buttons. The footer contains a cookie notice and a 'Más información' link.

Inicio / Testimonios / Cómo reservar / Garantías / Pago Seguro / Preguntas frecuentes / ¿qué estás buscando?

MENORCA
Estació Nàutica

CONTACTO (+34) 971 59 48 27
Lunes a viernes de 8:00h a 15:00h

Actividades / Cursos y Titulaciones / Alojamiento / Otros servicios

¿Qué actividad quieres hacer? 29/09/18 10:00 1 persona **Buscar**

Descubre / Disfruta / Vive / **Planes** / Recomendaciones / Empresas / Blog

Estás en Inicio > Planes > Familiar

Localizar en el mapa

Ciudadela de Menorca
Cala en Bosch
Menorca
Maó Mahón

Google Maps Datos de mapas Términos de uso

Filtrar por

Precio 11 € - 100 €

Nivel

☐ Iniciación (3)
☐ Intermedia (0)
☐ Avanzado (0)

Descubre

☐ El Mar (23)
☐ El Cielo (1)
☐ La Playa (20)
☐ La Naturaleza (21)
☐ La Costa (22)
☐ La Ciudad (1)

23 de Planes Familiar en Menorca

Ordenar por precio

Vuelta en barco por el puerto de Mahón

Desde 10,80 € por persona **Reservar**

Vuelta completa al puerto de Mahón con comentario histórico y visión submarina

Desde 12,50 € por persona **Reservar**

Las cookies nos permiten ofrecer nuestros servicios. Al utilizar nuestros servicios, aceptas el uso que hacemos de las cookies. **Aceptar** Más información

2. Research (demand)

- What is the size of the market? Who are our target customers?
Market research
- What needs and expectations do our customers have?
Interviews & focus groups



Matching current offer with market demand

Product \ Market	International		National	Regional
	Package	Independent		
Boat charter	*	***	**	*
Boat tours	**	***	**	*
Diving	***	*	***	***
Fishing	*	*	*	***
Multi-activity	*	<div>Example – data not representative of market reality</div>		**
Sailing	**			***
Sea kayaking	***	***	*	*
Snorkeling	*	***	***	*
Surfing & SUP	***	*	**	***
Whale & dolphin watching	**	***	**	*
Wind & kyte surfing	*	***	*	***

* Limited potential

** Moderate to good potential

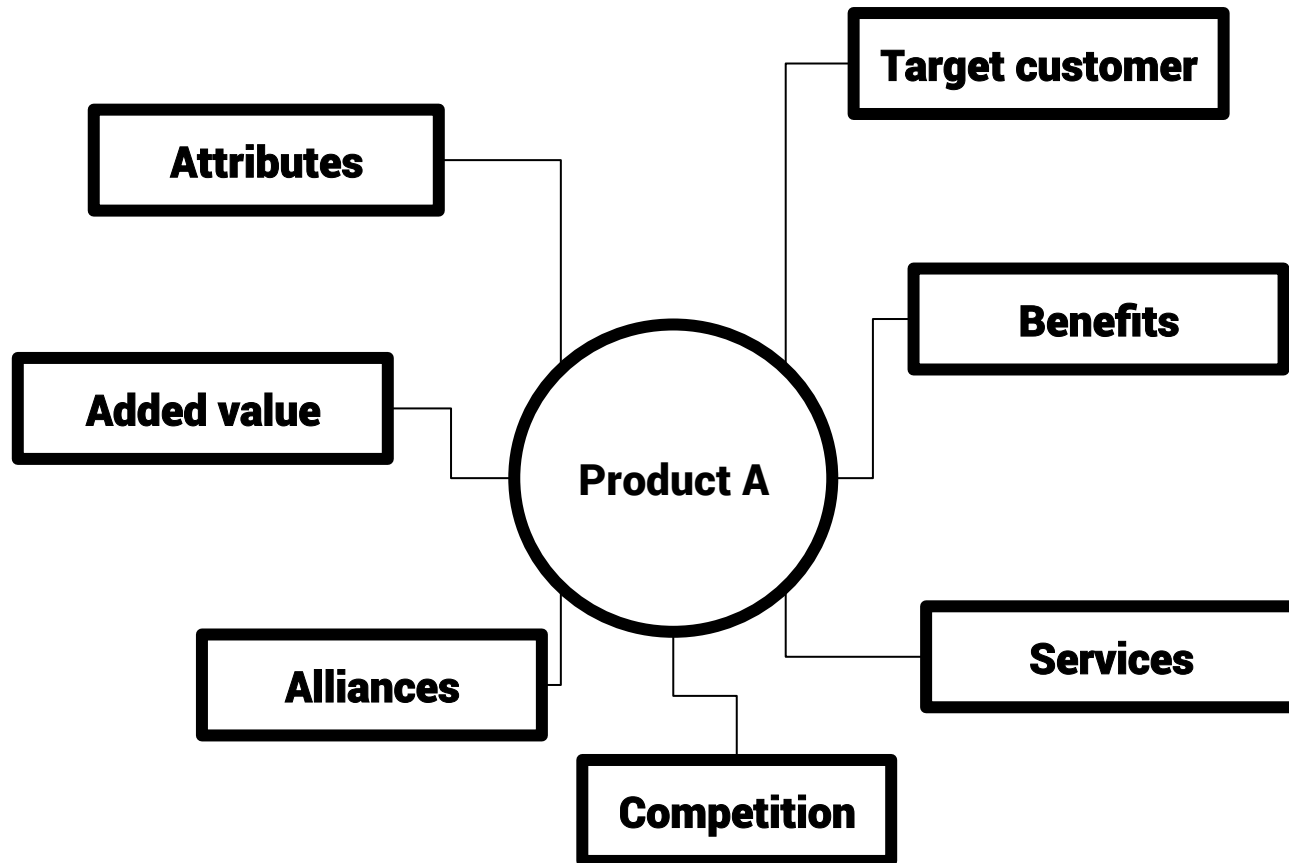
*** High potential

3. Ideas & alternatives

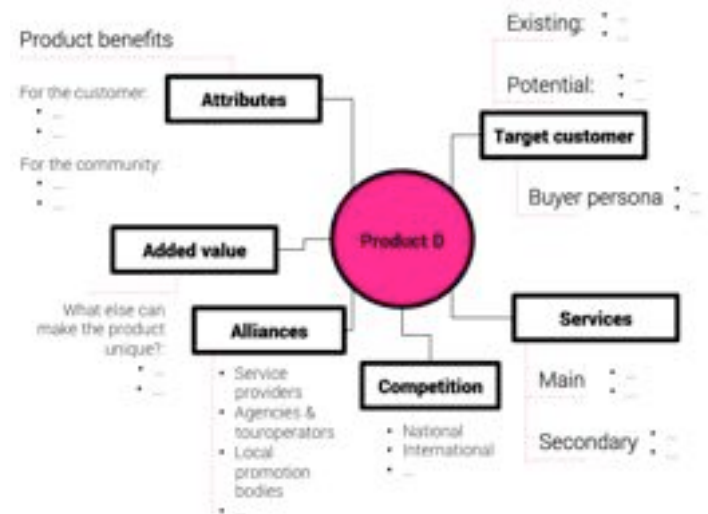
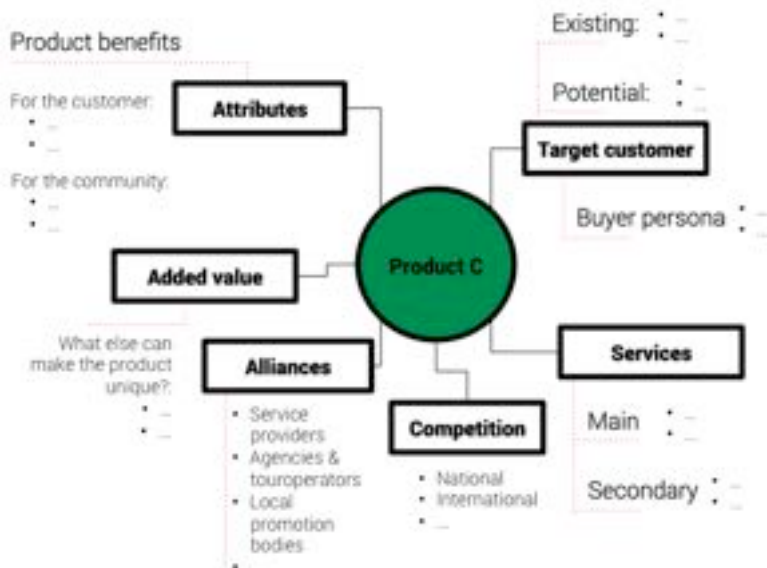
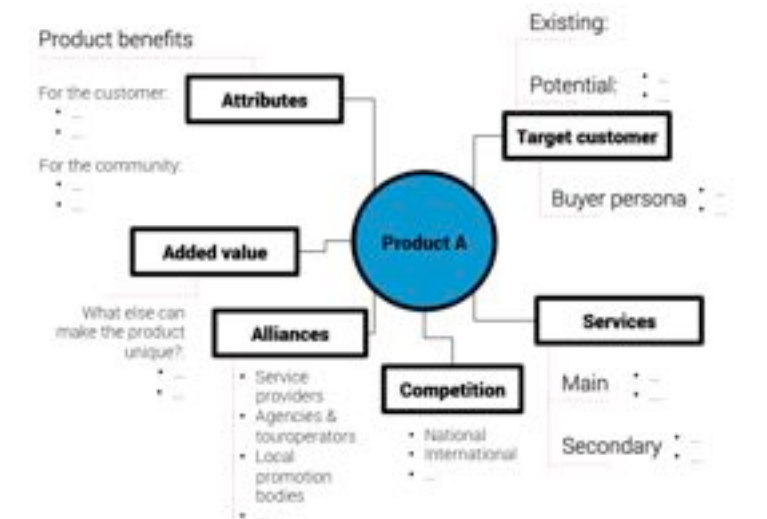
- Initial ideas
Mind map
- Selection of best options
Stakeholder consultation



Mind map | Developing alternatives



Mind map | Developing alternatives



4. Conceptual design

- **Product definition**
Characteristics/Benefits
Functional benefits/Experience
Services & added value
Identity / naming & claim
- **Business model**
Canvass model
- **Negotiation**
Conditions (suppliers)
Pricing (net & final)
Distribution channels



Product concept design | Products vs. Experiences

An egg



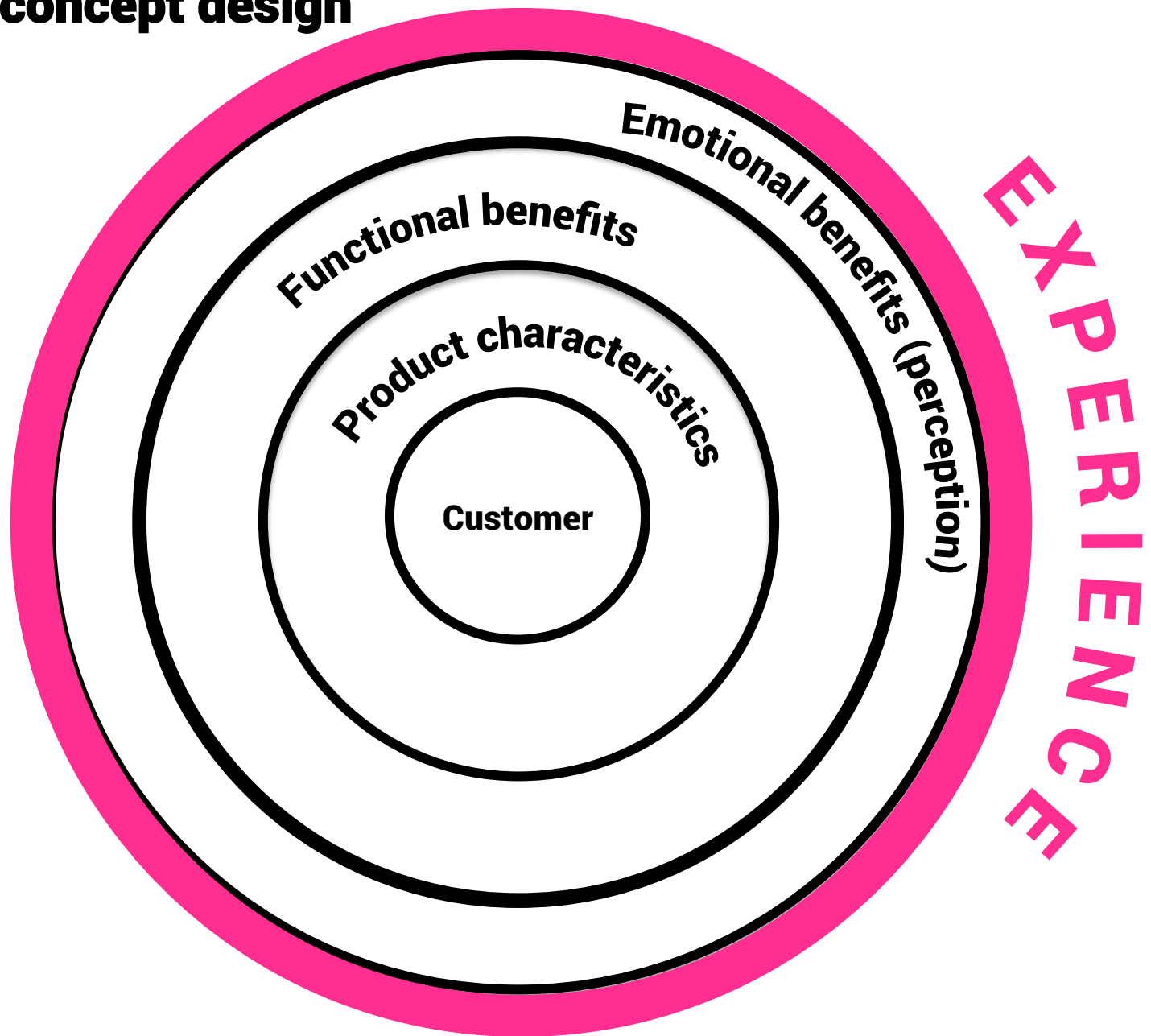
+ An emotional story

- Freedom.
- Animal welfare.
- The good ol' times.
- Rural romanticism.
- Etc.

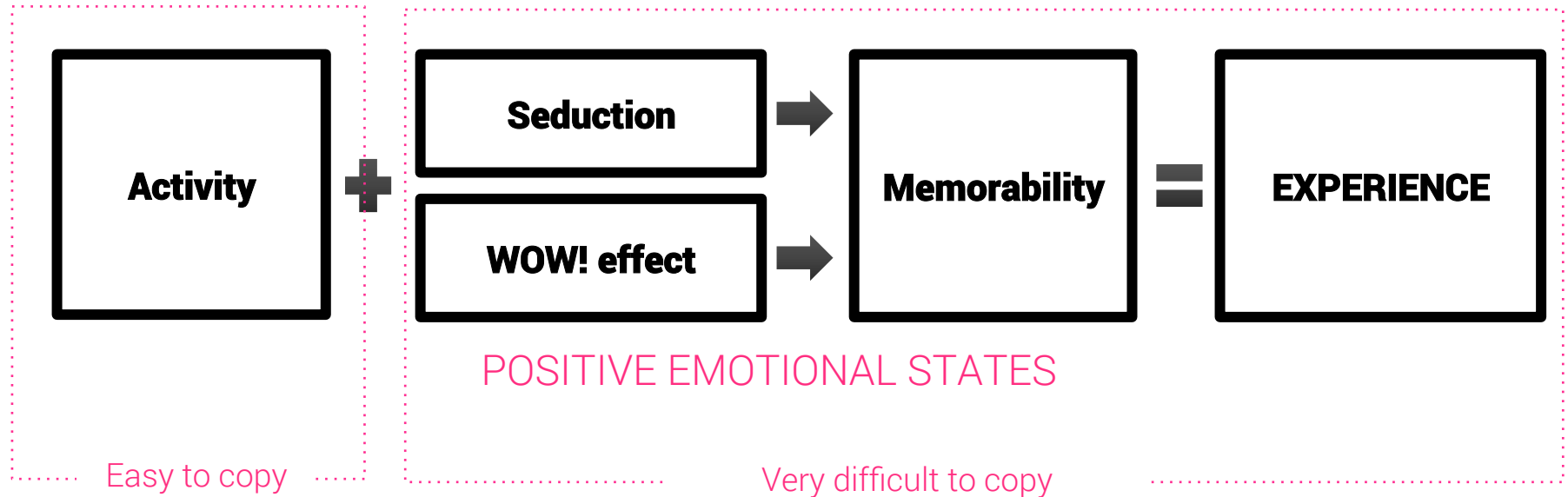


= An emotional egg. Premium effect: +30% price.

Product concept design

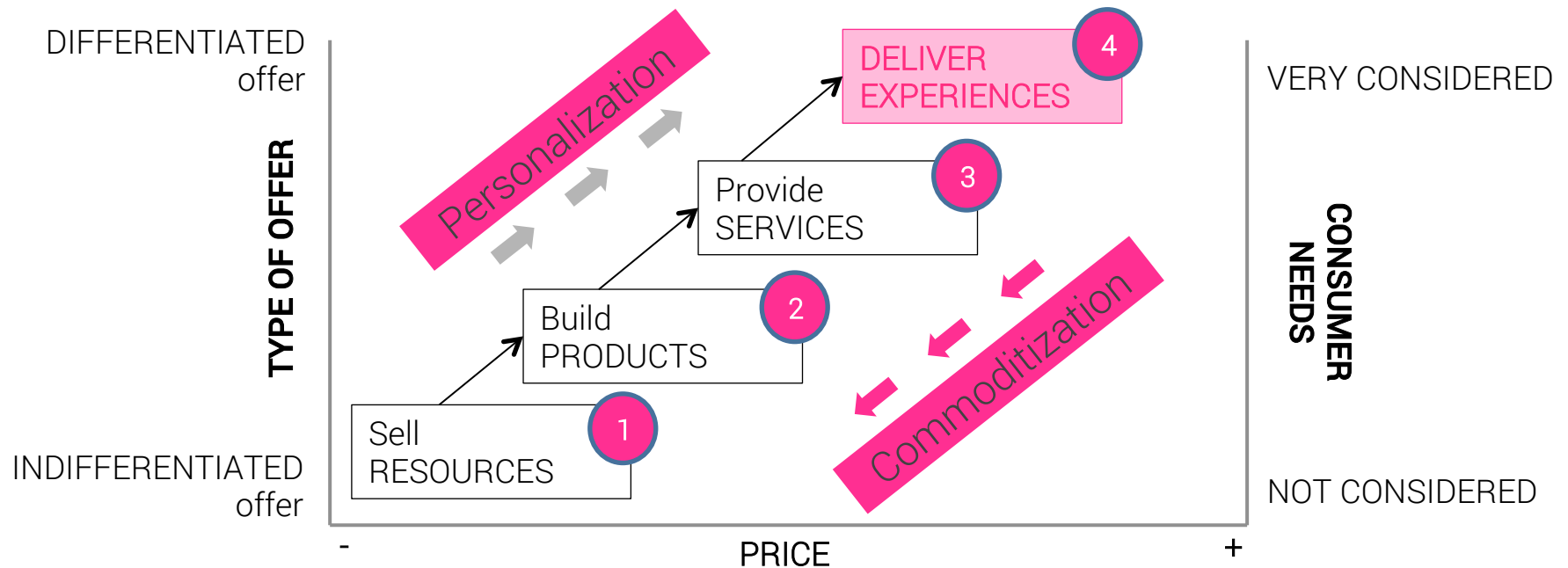


Product concept design | Products vs. Experiences



WE ARE IN THE BUSINESS OF HAPPINESS !

Product concept design | Products vs. Experiences



Product concept design | Products vs. Experiences

Family trip to Portugal



+ An emotional story

- Dive while your family slowly starts the day.
- Explore amazing natural treasures with your family.
- Enjoy the local gastronomy.
- Learn about local maritime traditions.

= Diving & family adventure in Portugal. Premium effect: +30% price.





Product concept design | Products vs. Experiences

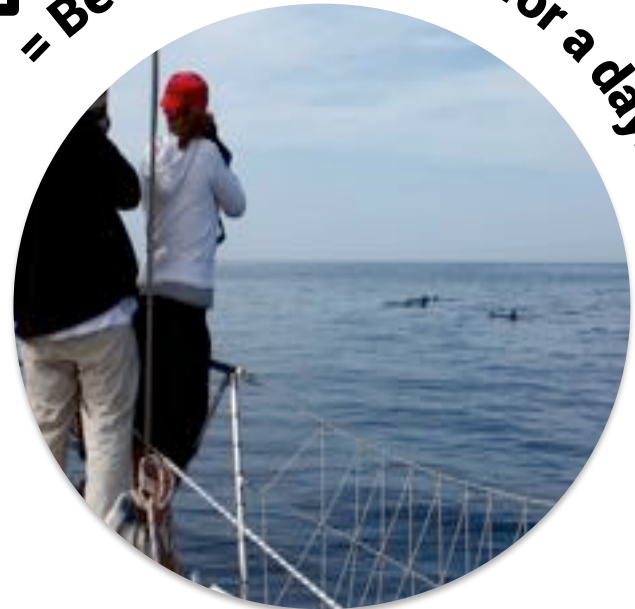
Charter a Boat



**+ A marine biologist
Tour Guide**

- Explore the sea!
- Learn about marine wildlife.
- Contribute to marine research.
- Be part of the adventure!

= Be Jaques Cустeau for a day!



Calderón común *Globicephala melas*

Nombre en latín:

Globicephala melas

Castellano:

Calderón común

Francés:

Globicephale commun

Inglés:

Long-finned pilot whale

Otros:

Ballena piloto de aleta larga

DESCRIPCIÓN E IDENTIFICACIÓN

Calderón de tamaño grande, con todo el cuerpo de color negro excepto la parte ventral, que es de color blanco. Su aleta dorsal es grande, baja, caída hacia atrás y está situada en el centro, siendo más grande en los machos adultos.

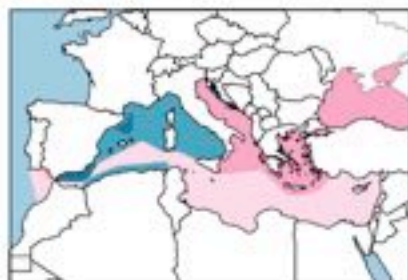
Miden entre unos 4-6,5 m y pesa entre 1,8-3,5 toneladas. Cuando nacen, miden casi 2 m y pesan unos 75 Kg. Esta especie no presenta un melón tan acusado.

Normalmente forman grupos pequeños, de unos 5 a 50 individuos, pero en ocasiones pueden llegar a centenares.



© wikiFauna
Creative Commons

DISTRIBUCIÓN



Demarcación marina: Estrecho y Alborán/ Levantino-balear
© Reeves, Randall & Notarbartolo di Sciara, Giuseppe. Workshop Report: The Status and Distribution of Cetaceans in the Black Sea and Mediterranean Sea. Monaco 5-7 March 2006.

Regular
Presente
Escaso o ausente
Sin datos



Foto: © SUBMON

AMENAZAS Y ESTADO DE CONSERVACIÓN

- Catalogado como **Data Deficiente** per la Lista Roja de la UICN.
- Especie Vulnerable en el Catálogo Español de Especies Amenazadas.

¿SABÍAS QUÉ?



Son de los pocos cetáceos del Mediterráneo que realizan el "spyhopping", consistente en sacar la cabeza del agua como si de una actividad de "espionaje" se tratara.

04 OTHER HOT TOPICS TO DISCUSS WITH YOUR CLIENTS

04.04 Marine litter, plastic pollution

➤ Around 80% of marine litter originates on land, being most of it plastic. This plastic that pollutes our oceans has severe impacts, not only in our environment, but also in our health and our economy.

➤ Marine species are eating marine plastic pollution and dying from choking, intestinal blockage and starvation. The long-term impacts of toxic pollutants absorbed, transported, and consumed by fish and other marine life are being investigated, as well as the potential effects on human health. Plastic pollution is a global threat that affects every sea and ocean in the World. When we damage our water systems, we're putting our own well-being at risk. This

pollution also has huge costs for taxpayers and local governments that must clean this trash off of beaches and streets to protect public health, prevent flooding from trash-blocked storm drains, and avoid lost tourism revenue from filthy beaches.

➤ The best way of stopping plastic pollution in the ocean is to make sure it never reaches the water. We need to stop littering and we need to reduce waste, recycling as much of it as possible. We can all start to make a difference as well by picking up trash at our local beach. A few hours of your time can make a big difference.



04 OTHER HOT TOPICS TO DISCUSS WITH YOUR CLIENTS

04.05 Overfishing

➤ Overfishing means catching too many fish, this is, fishing so much that the fish cannot sustain their population. There are fewer and fewer fish, until finally there are none to catch.

and only 10% of all large fish: both open ocean species including tuna, swordfish, marlin, and the large ground-fish such as cod, halibut, skates and flounders - are left in the sea.

➤ Over 25% of the entire world's fish stocks are either overexploited or depleted, and another 52% is fully exploited and in imminent danger of overexploitation and collapse. Thus, almost 80% of the world's fisheries are fully- to over-exploited, depleted, or in a state of collapse. 90% of all large fishes have disappeared from the world's oceans in the past half century, the devastating result of industrial fishing. Big fish are most affected.



➤ Overfishing is a non-sustainable use of the oceans, and we have to keep in mind that, while this is a global problem, every local situation is different. The effects of overfishing are still reversible; that is, if we act now and act strongly.

Over a decade ago many people started buying dolphin friendly tuna. Now the time has come to buy ocean-friendly fish. Be informed, know what you eat and spread the word!



04 OTHER HOT TOPICS TO DISCUSS WITH YOUR CLIENTS

04.03 Ocean Acidification

➤ Half of the man-made carbon dioxide (CO₂) - stemming mainly through burning fossil fuels - has been absorbed over time by the oceans. This has helped slowing the climate change that these emissions would have instigated if they had remained in the air. But the introduction of such massive amounts of CO₂ into the seas is altering water chemistry and affecting the life cycles of many marine organisms. The ocean absorbs CO₂ through natural processes, but at the rate at which we're pumping it into the atmosphere, the ocean's pH balance is dropping to the point where life within the ocean is having trouble coping. When CO₂ dissolves in the ocean, carbonic acid is formed, leading to higher acidity.



➤ At some point in time, there is a tipping point where the oceans become too acidic to support life that can't quickly adjust. This more acidic environment has a dramatic effect on calcifying species, including oysters, clams, sea urchins, shallow water corals, deep-sea corals, and calcareous plankton, and when shelled organisms are at risk, the entire food web may also be at risk. Estimates of future carbon dioxide indicate that by the end of this century the surface waters of the ocean could be nearly 100% more acidic than now, resulting in a pH that the oceans haven't experienced for more than 20 million years.



04 OTHER HOT TOPICS TO DISCUSS WITH YOUR CLIENTS

04.02 Lack of large animals/predators

➤ Large marine vertebrates such as sharks, cetaceans, sea turtles, sea birds and penguins are disappearing from the Ocean. Sharks are killed in the tens of millions each year by the fishing industry, mainly for their fins. Besides the direct catch of sharks, the main threat that marine mammals, sea birds and sea turtles face is bycatch, the incidental capture of non-target species during fishing activities.

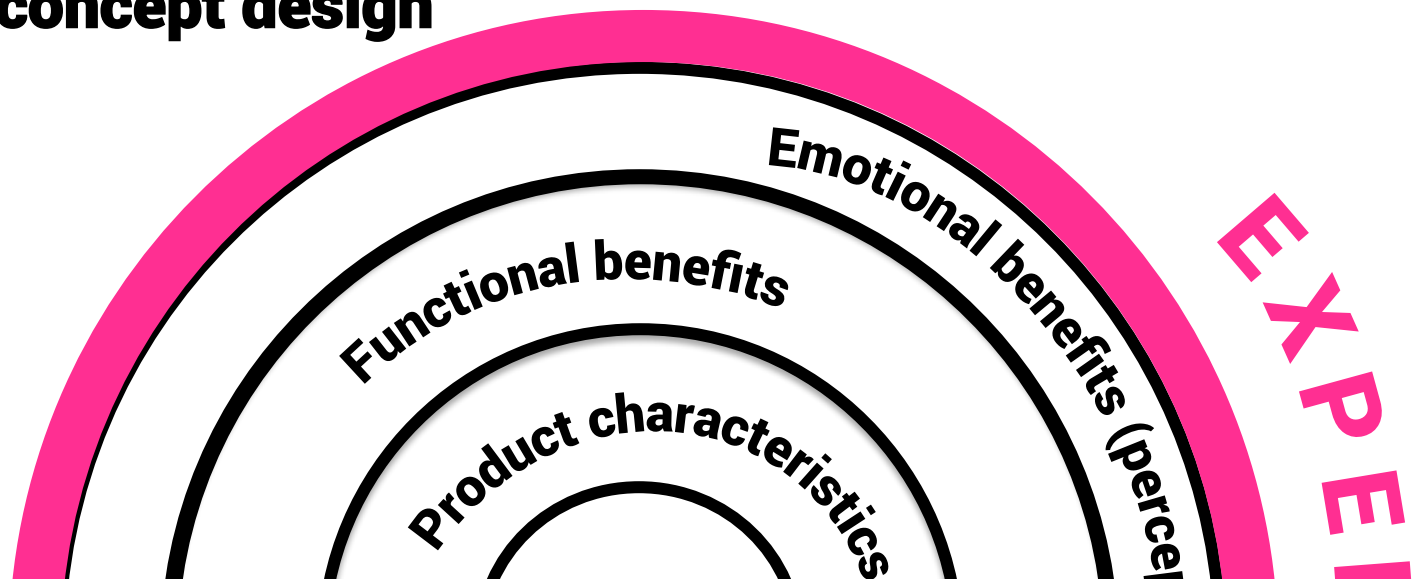
➤ Most of these animals are top-of-the-food-chain predators, a status that helps regulate the numbers of other species: when a major predator is taken out of the loop, species that

are lower down the food chain usually start to overpopulate their habitat, creating a destructive downward spiral of the ecosystem.

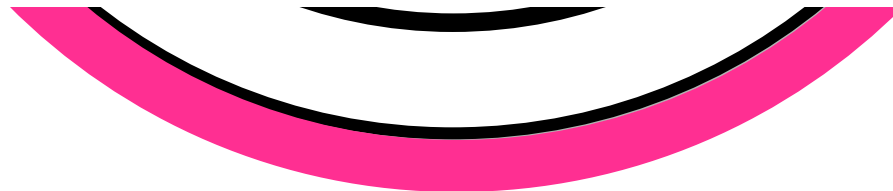
➤ Regulations are needed if our oceans are to maintain some semblance of balance. Though protected areas are a powerful tool to foster ocean productivity, additional management strategies are required. Overall, habitat degradation is likely to intensify as a major driver of marine wildlife loss. Proactive intervention can avert a marine devastation disaster of the magnitude observed on land.



Product concept design

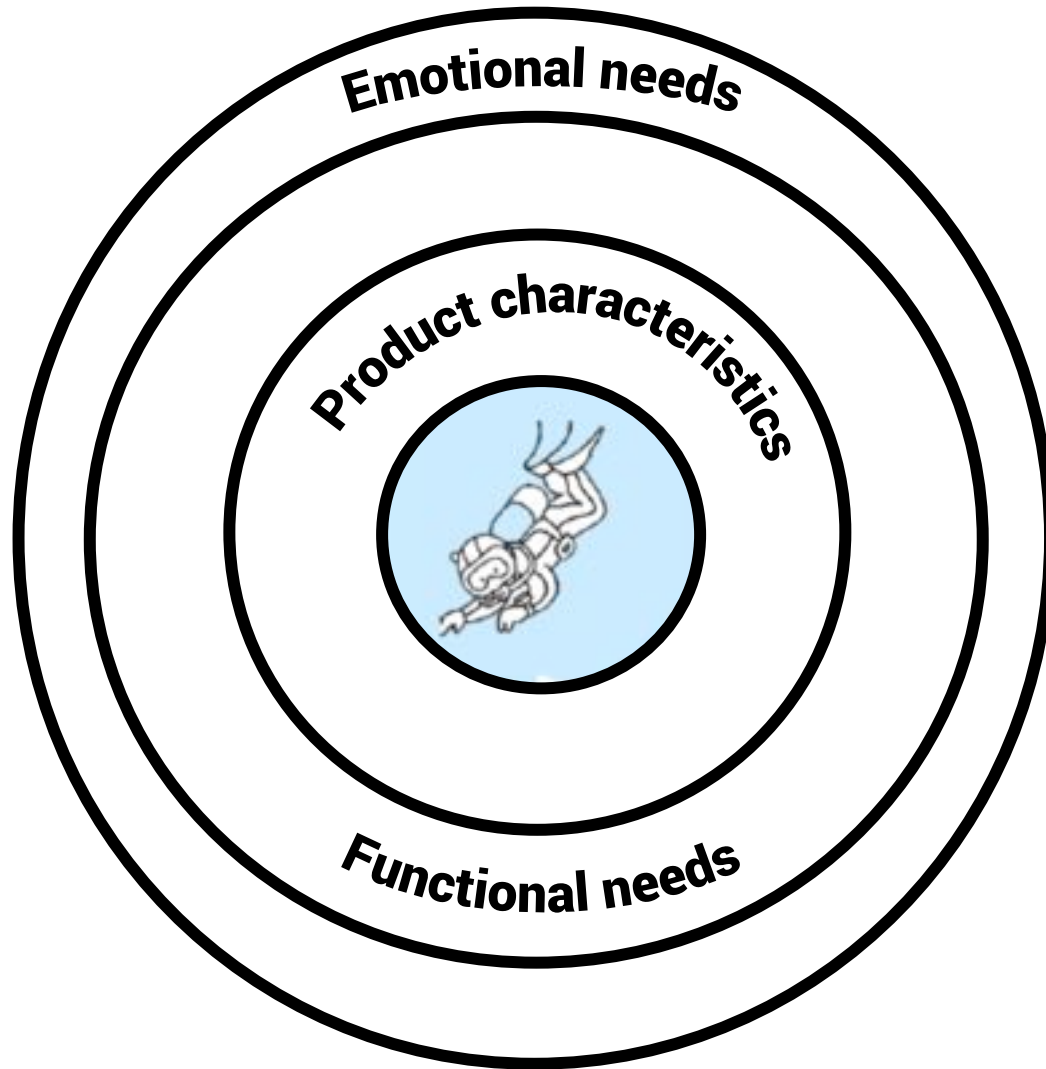


Different markets segments, different target customers with different needs & expectations!



Product concept design | Example

Diving Package for “Sporties”



Target market

SPORTIE. Market Segment A:

Casual sport divers traveling with family.

Buyer persona

General information:

Mary Smith, 41 years-old. Lives with her husband and 2 sons in Cornwall. She's a dentist.



Interests:




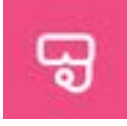




Fan of healthy living, she is a runner and loves to dive, but her family and professional life limits her possibilities. She normally travels abroad for 1 week during her holidays at least once a year with his husband (who does not dive) and 6 & 8 year-old sons.

She likes to dive at least 2-3 times per year and normally uses her own equipment.









Internet use: accesses through all possible devices, and uses hobby-related apps such as Runtastic. Is active on Facebook, Twitter and Instagram, where she also shares info from her trips.

Purchase habits: She buys mostly anything online, from consumer goods to trips, tickets, electronic supplies, books, etc.

Product concept design | Diving & Family Adventure in Portugal

Services Main & secondary	Functional benefits	Emotional benefits	Added value	Channels	Target customer & buyer persona
 <ul style="list-style-type: none"> Airport transfer Diving & excursion transfers 	No need to bring nor rent means of transport.	Removes anxiety of getting to key locations.		<ul style="list-style-type: none"> Nautical station Specialized travel agencies OTAs ...? 	<p>Casual sport divers traveling with family.</p> <div>  </div> <p>Product identity Product name & tag line.</p> <p>Diving & Family Adventure in Portugal The Family Friendly Diving Holiday You Deserve</p>
 <p>6 nights Half-pension *** OR ****</p>	Sleep in a convenient hotel near diving center.	Hassle free!!	Early breakfast for divers + hotel rooms have balconies equipped to dry diving suit.		
 <p>4 dives Air & weights included Insurance included</p>	Diving hours are compatible with family time.	Great times for the whole family!!	Possibility to rent quality diving material.		
 <ul style="list-style-type: none"> Breakfast & dinner 1 special family lunch at Benagil 	Meals made easy while allowing free choice + including one special local specialty lunch.	Quality time with your family.			
 <p>Family trip to Benagil Cave Snorkel Tour</p>	Includes great things to do with the family.	Everyone enjoys a part of the adventure!	The visit can be by boat or by SUP board with local Guide who is informative about the local geological conditions and wildlife.		
 <ul style="list-style-type: none"> Family ticket entrance to local maritime museum 	Additional cultural activity to enjoy together.	Educational!			
	Discover natural landmarks of destination.	Treat your family to the adventure of exploring a unique cave.			

Product concept design | Diving & Family Adventure in Portugal

Services Main & secondary	Functional benefits	Emotional benefits	Added value	Channels	Target customer & buyer persona
 <ul style="list-style-type: none">• Airport transfer• Diving & excursion transfers	No need to bring nor rent means of transport.	Removes anxiety of getting to key locations.		<ul style="list-style-type: none">• Nautical station• Specialized travel agencies• OTAs...?	<p>Casual sport divers traveling with family.</p> <div><p>Buyer persona</p></div>
 <p>6 nights Half-pension *** OR ****</p>	Sleep in a convenient hotel near diving center.	Hassle free!!	Early breakfast for divers + hotel rooms have balconies equipped to dry diving suit.		
 <p>4 dives Air & weights included</p>	Diving hours are compatible with family time.	Great times for the whole family!!	Possibility to rent quality diving material.		
 <ul style="list-style-type: none">• Breakfast & dinner• 1 special family lunch at Benagil	Meals made easy while allowing free choice + including one special local specialty lunch.	Quality time with your family.			
 <p>Family trip to Benagil Cave Snorkel Tour</p>	Includes great things to do with the family.	Everyone enjoys a part of the adventure!	The visit can be by boat or by SUP board with local Guide who is informative about the local geological conditions and wildlife.		
 <ul style="list-style-type: none">• Family ticket entrance to local maritime museum	Additional cultural activity to enjoy together.	Educational!			
	Discover natural landmarks of destination.	Treat your family to the adventure of exploring a unique cave.			

Product identity
Product name & tag line.

Diving & Family Adventure in Portugal
The Family Friendly Diving Holiday You Deserve



Estaciones Náuticas
BEST NAUTICAL DESTINATIONS IN SPAIN

Semanas **Azules**

en las Estaciones Náuticas

Estancias activas junto al mar para grupos
de escolares de primaria y secundaria



**PARA
NIÑOS Y
JOVENES
DE 8 A
17
AÑOS**

www.estacionesnauticas.info

Una opción excelente para actividades extra escolares



Deportes náuticos y vida sana

Iniciación a deportes náuticos: vela ligera, windsurf, piragüismo, surf, snorkel...

Otras actividades deportivas: caminatas, juegos en la playa...



Contacto con la naturaleza y respeto por el medio ambiente

Aulas medioambientales: fauna marina, ciclo del agua, ornitología y observación de aves, energías renovables...



Aulas de cultura del mar

Pesca, navegación, oficios tradicionales, faros, salinas, patrimonio histórico...

Convivencia

Trabajo en equipo, respeto mutuo, buena comunicación...

Alojamiento

Hoteles, apartamentos, residencias juveniles, albergues o casas rurales... cualquier opción de alojamiento es buena para pasar unos días divertidos con los compañeros aprendiendo y compartiendo aficiones.



Escapada Náutica

Un respiro durante el curso.

Las Escapadas Náuticas son estancias cortas de cuatro días y tres noches pensadas para facilitar la familiarización de los escolares y jóvenes con los deportes náuticos y la cultura del mar. Pueden estar enfocadas a un solo deporte náutico o ser multiactividad. Por su corta duración se pueden integrar en diferentes momentos del año escolar.





¿Qué servicios incluyen?

Las Semanas Azules y las Escapadas Náuticas se venden como paquetes todo incluido para grupos a partir de 20 personas e incluyen:

• Un completo programa de actividades:

- Una actividad de bienvenida
- Actividades diarias matinales y por la tarde de las cuales:
 - Al menos una actividad náutica diaria (3 deportes diferentes como mínimo en los programas multiactividad)
 - Al menos una actividad relacionada con la cultura del mar
 - Al menos una actividad medioambiental
- Otras actividades deportivas y lúdicas: caminatas, juegos en la playa...
- Animación después de la cena
- Una fiesta de despedida

Todas las actividades están animadas y supervisadas por personal especializado y se realizan con todas las medidas de seguridad, y de acuerdo a las normas vigentes.

• Equipos y materiales necesarios para la práctica deportiva.

• Alojamiento en pensión completa, con todas las comidas incluidas.

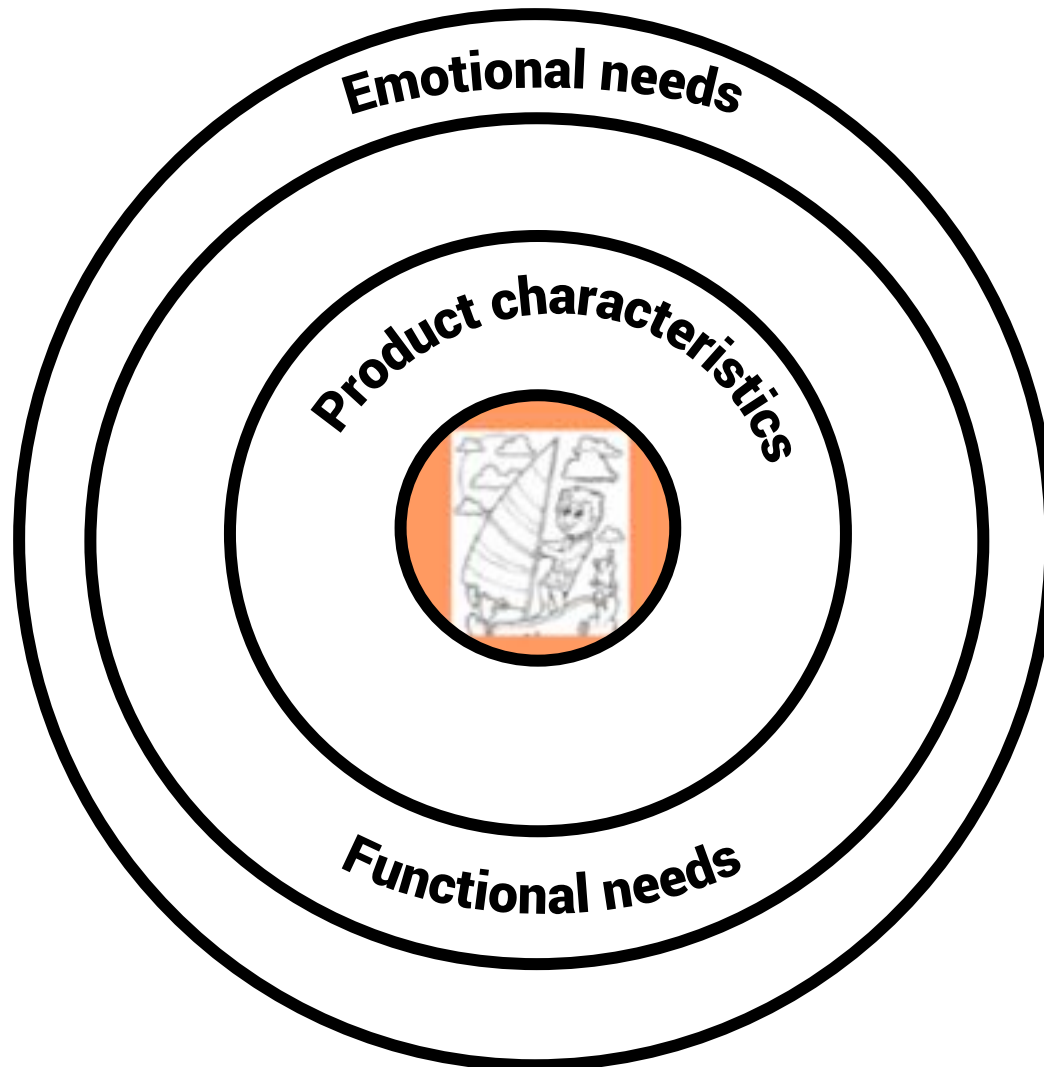
• Seguro.

• Transporte (opcional).



Product concept design | Example

Blue Week at L'Ametlla de Mar



Target market

GROUPS. Market Segment A:
Schools and student groups.

Buyer persona

General information:

Jordi Sanchez, 45 years-old. Lives with his wife, 1 son and 1 daughter in L'Ametlla de Mar (Tarragona). He is an architect and owns his own studio.








Interests:

Fan of the outdoors and sailing specially, which he practices often with his family and friends during the weekends at the local nautical club. He is the President of the Parents Association of the School that his children attend. He believes sports are a key ingredient of a solid education and he is very keen on introducing his children to nautical sports.

Internet use: Although a PC is his main working tool, he prefers mobile or tablet for personal navigation.

Purchase habits: He buys trips and tickets for the movies or theater on-line.








Product concept design

Services Main & secondary	Functional benefits	Emotional benefits	Added value	Channels	Target customer & buyer persona
 4 days of nautical activities (option between multi-activity or focus activity)	The kids will be active while the learn practical skills.	The best education possible!		<ul style="list-style-type: none"> • Nautical clubs • Schools • ...? 	<div data-bbox="1503 315 1821 836"> <p>Target market</p> <p>GROUPS: Market Segment A: Schools and student groups.</p> <p>Buyer persona</p> <p>General information: Jordi Sanchez, 45 years-old. Lives with his wife, 1 son and 1 daughter in L'Ametlla de Mar (Tarragona). He is an architect and owns his own studio.</p> <p>Interests: Fan of the outdoors and sailing specially, which he practices often with his family and friends during the weekends at the local nautical club. He is the President of the Parents Association of the School that his children attend. He believes sports are a key ingredient of a solid education and he is very keen on introducing his children to nautical sports.</p> <p>Internet use: Although a PC is his main working tool, he prefers mobile or tablet for personal navigation.</p> <p>Purchase habits: He buys trips and tickets for the movies or theater on-line.</p> </div>
 3 nights Full Board (OPTIONAL)	School holidays do not disrupt professional commitments.	The kids learn to live together with other boys & girls.	All rooms are 4-bedded to encourage socialization.		
 • Specialized personnel.		The kids are always safe and supervised.			
 • Daily transfers to activities.	No need to worry about logistics.	The kids are always safe and supervised.			
 • Welcome activity • Beach activities & games • Good-bye fiesta	The kids have time to play & enjoy other activities.	Fun & educational!	Activities revolve around learning about local environment and culture.		

Product identity
Product name & tag line.

**Blue Week in
l'Ametlla de Mar**
Hoist the sails for
school break!

Product concept design

Services Main & secondary	Functional benefits	Emotional benefits	Added value	Channels	Target customer & buyer persona
      	<ul style="list-style-type: none">▪ How do we combine all the resources available at destination to deliver a great experience to our target market?▪ What key ingredients need to be added to convey clear functional & emotional benefits to our target market?▪ What other “added value” components can make the experience unique?▪ How do we work together to ensure similar service & quality levels regardless of which operator delivers each component?				<div>Target customer & buyer persona</div> <div>Product identity Product name & tag line.</div>



Getxo
bizi ezara

Turismo
Turismo

Sunset on the Deck



Travesía en velero



Puesta de sol en cubierta



Una puesta de sol desde la costa

Sailing Weekend Break Away



Bordeando acantilados



Día en velero



Fin de semana en velero



Getxo
bizi ezazu

Turismo
Turismo



Subida por la ría en velero



Pintxo pote en velero por la ría



Avistamiento de aves desde el mar

Marmitako Tour



Nautic Gourmet



Marmitako Tour



El Bote Tours



Getxo
bizi ezara

Turismo
Turismo



Cata en velero PREMIUM



Navega hasta San Juan de Gaztelugatxe



Fin de semana en velero PREMIUM

Become a Skipper



La costa en velero



Aprendiendo a ser patrón



Getxo Aquarium



Getxo
bizi ezazu

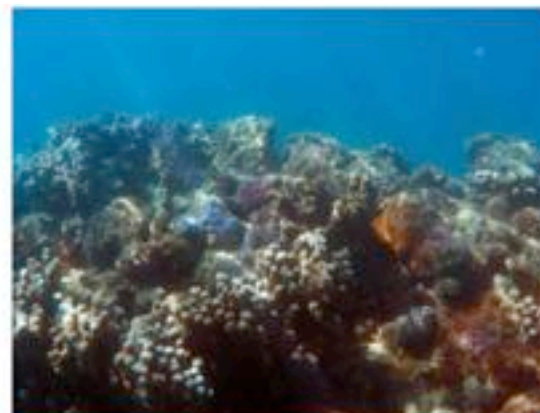
Turismo
Turismo



Surfeando en Getxo



Aprendiendo a navegar



Paseo por el fondo marino



Conoce la costa haciendo SUP



Conoce la costa en piragua



Getxo

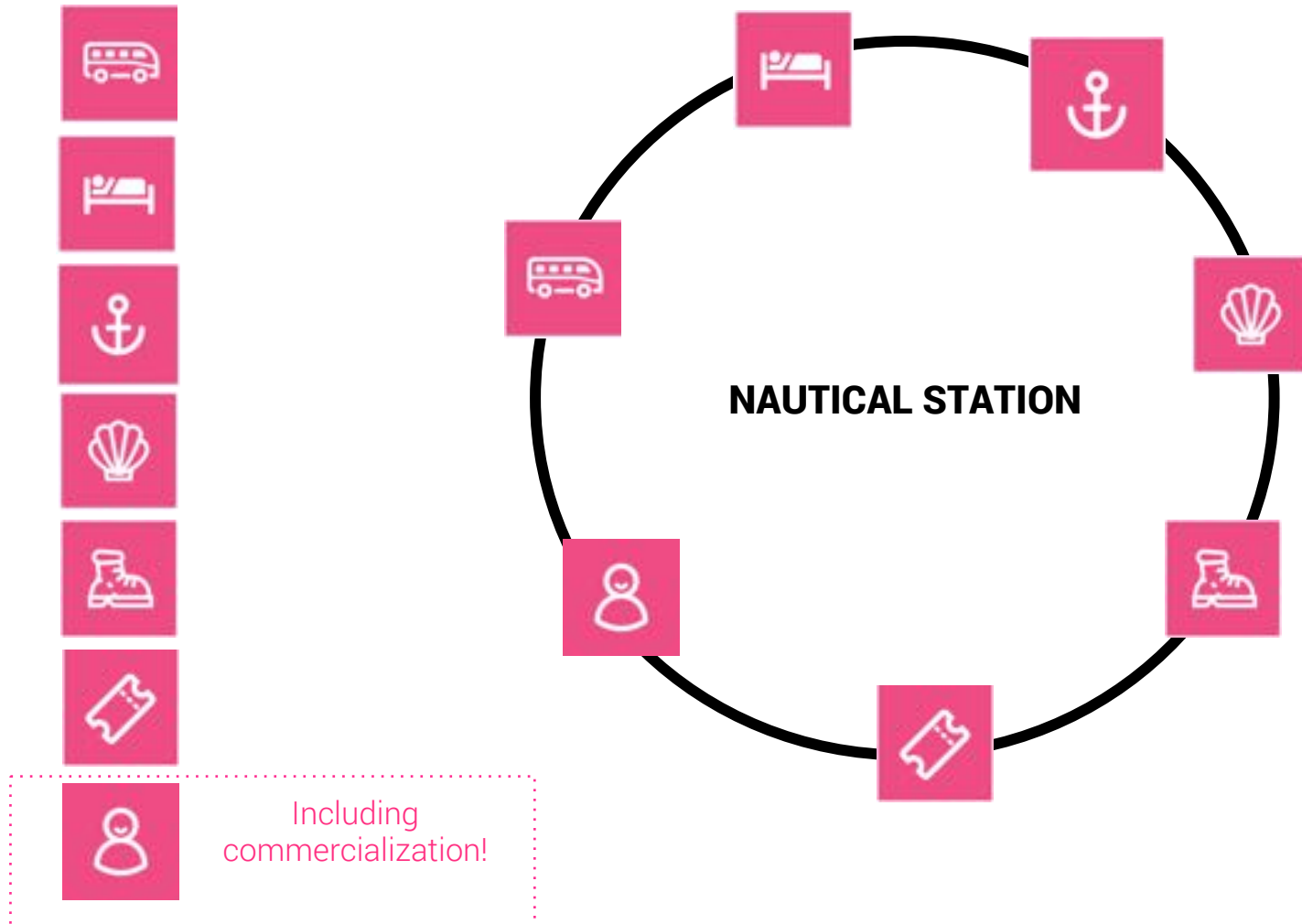
bizi ezara

Turismo
Turismo

- **All products are commercialized by the municipality's Tourism Office and can be found on-line.**
- **Activities are sometimes connected to one single operator (if very specialized), sometimes to several different ones (all companies that can deliver the service).**
- **Companies organize themselves and take shifts to service customers to guarantee availability.**
- **When delivering their activities to customers, all companies use a shared dress-code.**
- **The municipality provides quality assurance.**










Product concept design | Negotiation

Services Main & secondary



Product concept design | Business model

DEFINING THE BUSINESS MODEL FOR A TOURISM PRODUCT

Key Partners 	Key Activities  <small>What value do we deliver to our customers?</small>	Value Propositions  <small>What value do we deliver to our customers?</small>	Customer Relationships  <small>What type of relationship does each of our Customer Segments expect us to establish and maintain with them?</small>	Customer Segments 
	Key Resources 		Channels  <small>Through which channels will we reach our segments?</small>	
Cost Structure 			Revenue Streams 	

Agreed and aligned service level across the product cycle



Factors that define quality in a tourism product

- **Fiability:** The service is correctly delivered.
- **Personalization:** Flexibility to adapt to customer needs & expectations.
- **Accesibility:** Difference service dimensions are available: different options for quality, categories, etc.
- **Safety:** Absence (perceived or real) of risks or dangers.
- **Diligence:** Reduction of waiting times is highly appreciated.
- **Disposition:** Clear willingness to support customer and respond to his/her needs and expectations.
- **Cortesly:** Great customer service along the whole consumption process (pre-during-post experience).
- **Communication:** Easiness with which customer can be in touch with service provider at all times.
- **Credibility:** Reliability and honesty of service provider.
- **Knowledge of customer:** Increases empathy and availability to respond to customer expectations.

4. Implementation & commercialization

- Product test
- Market launch
- Test & feedback



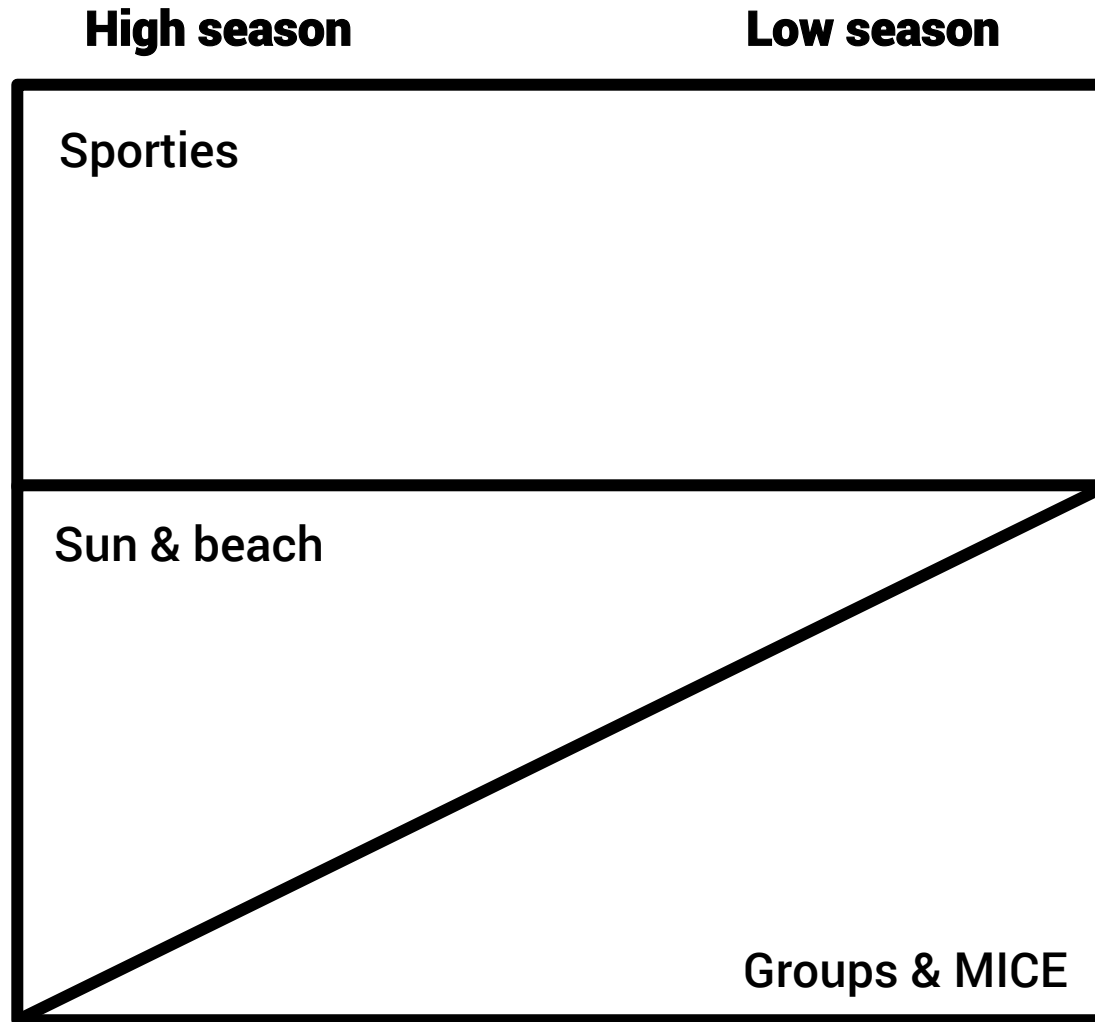
Hands-on!

The best way of
predicting the future
is inventing it.

Alan Key



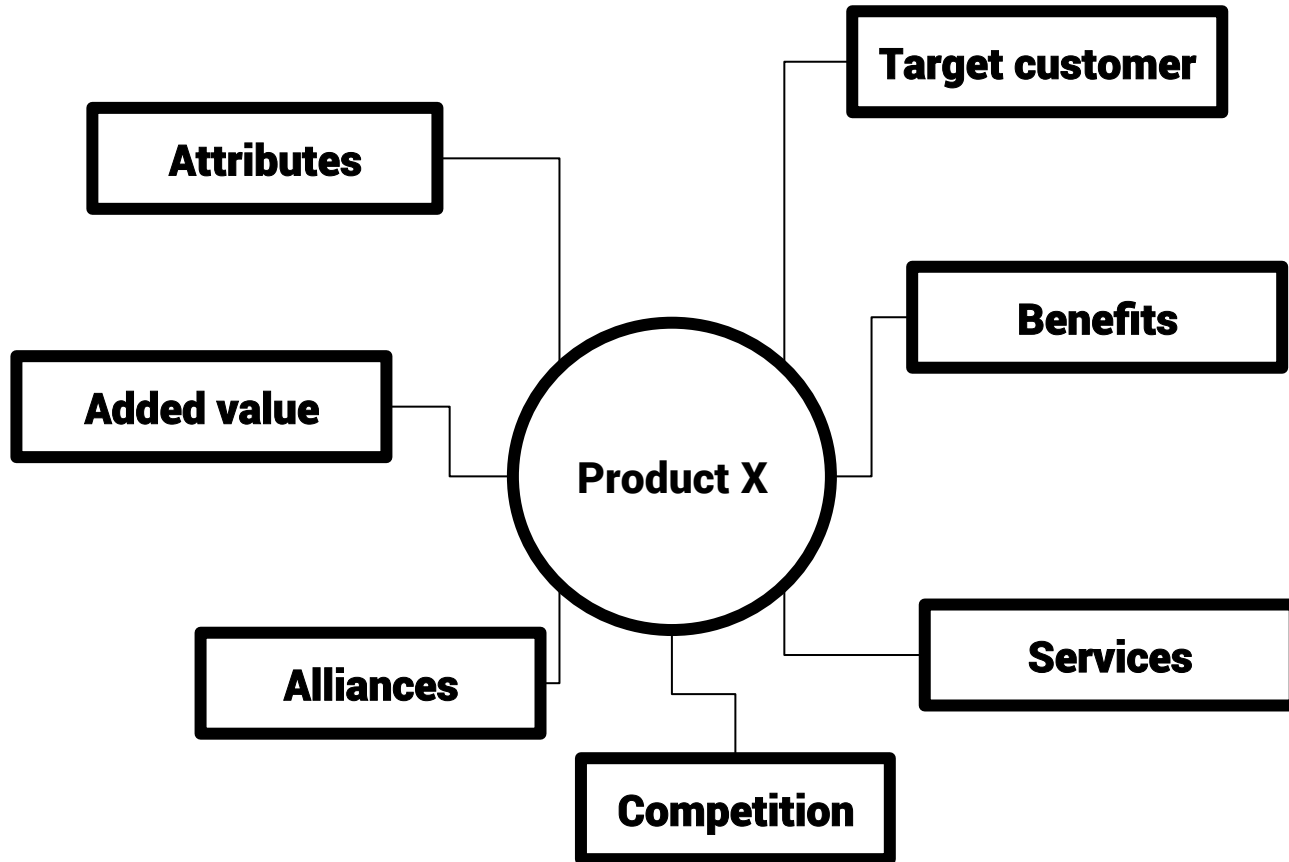
Hands-on!



Hands-on!

- 1. Develop 2 different nautical tourism products, each for a different market segment.**
- 2. For each product:**
 - 1. Develop a profile for your “buyer persona”.**
 - 2. Lay-out its main components (target customer, benefits, attributes, added value, services, competition & alliances).**
 - 3. Hang your result on the wall and choose a spoke person to present your products and the reasons behind each proposal.**

Hands-on!



Workshop Objectives

1. Understanding the **strategic implications** of product development.
2. Delivering **ideas, tools and methods** to develop integrated nautical tourism products.
3. **Inspire** existing and future nautical stations to develop new integrated nautical tourism products by providing examples of successful initiatives carried out in other nautical destinations.

OBRIGADA!

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Developing integrated nautical tourism products: **Strategies & Tools**

WORKSHOP

Julia Vera Prieto

Lisbon, October 2nd 2018