Developing integrated nautical tourism products: Strategies & Tools

WORKSHOP

Julia Vera Prieto
Lisbon, October 2nd 2018
The first marketplace for marine ecotourism activities in Europe

www.wildsea.eu
Coastal & maritime tourism in Europe

€183.000 million
Over 50% of hotel capacity in Europe

Source: A European Strategy for more Growth and Jobs in Coastal and Maritime Tourism (European Commission, 2015)
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

Source: A European Strategy for more Growth and Jobs in Coastal and Maritime Tourism (European Commission, 2015)
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?
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
- Break seasonality, supporting strategic marketing & commercialization
- Increase expenditure at destination
- 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

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

**Quality vs. quantity**

Increase expenditure at destination
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 catalysts of sustainable, nautical ecotourism.
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

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## Natural & Cultural Resources and Attractions
- Natural.
- Man-made.
- Customs and traditions.
- Infrastructure.

## Event Related
- Fairs & exhibitions.
- Congresses & conventions.
- Festivals & special events.

## Site Related
- Natural.
- Man-made.
- Customs and traditions.
- Infrastructure.

## Accommodation
- Hotel & SPA.
- Hotel Resort.
- Hotel Business Centre.
- Hostel.
- B&Bs.
- Camping.
- Thematic hotels.

## Food & Drinks
- Restaurants.
- Bars & cafés.
- Fast food.
- Family restaurants.
- Banquet salons.
- Coffee shops.

## Recreation
- Sports.
- Concerts & shows.
- Entertainment.

## Complementary Activities
- Local tours.
- Trips & excursions.

## Access
- Allow transport to/from/within destination.
- Flights.
- Trains.
- Ferries.
- Rental cars.
Integrated tourism product

A combination of material and intangible elements designed to meet the needs and expectations of the consumer.

**Attractions**
- Motivate and guide tourism flows.
  - Site related.
  - Event related.
    - Natural.
    - Man-made.
    - Customs and traditions.
    - Infrastructure.

**Facilities**
- Facilitate longer stays and tourism activity.
  - Accommodation
    - Hotels.
    - Hostels.
    - B&Bs.
    - Camping.
    - Thematic hotels.
  - Food & drinks.
    - Restaurants.
    - Bars & cafés.
    - Fast food.
    - Family restaurants.
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  - Recreation.
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    - Entertainment.
  - Complementary activities.
    - Local tours.
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  - Transport.
    - Flights.
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**Access**
- Allow transport to/from/within destination.
### Tourism Industry

#### Accommodation
- Hotels
- Hostel
- B&Bs
- Camping

#### Restaurant

#### Convention centers

#### Pubs, discos

#### Shops

#### Tourism attractions
- Nature
- Sun & beaches
- Culture

#### Nautical activities
- Boat tours
- Wind sports
- Underwater
- ...

#### Non-nautical activities
- Yoga
- Golf
- Trekking
- ...

### Channel

#### Off Line
- Generalist tourism agencies
- Specialized tourism agencies
- ...

#### Tour operators & wholesalers

### Motivation & profile

#### Holidays
- Family
- Professional

#### Meetings & congresses
- Couples
- Senior
- Gay
- ...

#### Break away
The value chain of the nautical tourism sector

**Motivation & profile**
- Holidays
  - Family
  - Professional
- Meetings & congresses
  - Sports
  - Senior
- Break away
  - Gay
  - Couples

**Channel**
- Off Line
  - Tour operators & wholesalers
    - Generalist tourism agencies
    - Specialized tourism agencies
    - OTAs
    - Service providers
    - Travel suppliers
    - Travel content sites
    - Search engines

**Tourism industry**
- Accommodation
  - Hotels.
  - Hostel.
  - B&Bs
  - Camping.

- Nautical activities
  - Boat tours.
  - Wind sports.
  - Underwater.
  - ...

- Restaurants
- Convention centers
- Pubs, discos
- Travel agencies at destination

**Tourism attractions**
- Nature
- Gastronomy
- Sun & beaches
- Rives & lakes
- Culture
- ...

**Auxiliary services**
- Nature
- Gastronomy
- Sun & beaches
- Rives & lakes
- Culture
- ...

**Nautical activities**
- Boat tours.
- Wind sports.
- Underwater.
- ...

**Non-nautical activities**
- Yoga.
- Golf.
- Trekking.
- ...

**Additional activities**
- Yoga.
- Golf.
- Trekking.
- ...

**Restaurants**

**Convention centers**

**Pubs, discos**

**Auxiliary services**
Factors that define tourists’ needs & expectations

- What motivates their trip?
  - Meetings
  - Summer holidays
  - Weekend break-away
  - Spring break
  - Wedding
  - ...

- What are they looking for?
  - Sun & beach
  - Nature
  - Culture
  - Gastronomy
  - Underwater landscapes
  - Sports
  - ...

- Who are they? Who do they travel with?
  - Family
  - Single
  - Couple
  - Gay
  - Senior
  - Sportsman / woman
  - ...

Market segments
Strategic segments of nautical tourism: The Spanish Case
Nautical Stations in Spain: Identifying market segments

What motivates their trip?
- Meetings
- Summer holidays
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Who are they?
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- Senior
- Sportsman / woman
- ...

Market segments
Nautical Stations in Spain: Identifying market segments

Nautical Stations in Spain: Identifying market segments

Nautical Stations in Spain: Identifying market segments

**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

**Consumer behavior:**
70% buys at destination (spontaneous purchase).
Main motivation is sun & beach but looks for additional experiences to “spice” up their holidays.

**Consumer behavior:**
Buys at origin. Does not play an active role in the booking process, but just defines a “concept”. The channel is the main prescribing agent (i.e. MICE companies).
Nautical Stations in Spain: Identifying market segments

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.

**Source:** Mapeo de los segmentos estratégicos del turismo náutico en España. Cluster Development (2014)
Nautical Stations in Spain: Prioritizing market segments

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

**Situation at the time of analysis**
- High seasonality.
- Sun & beach.
- International tourist.
- Focus on activity.

**Strategic actions for sustainable growth**
- Low seasonality.
- Sporties & groups.
- Local tourist.
- Focus on integrated, higher value added products & commercialization.

*Source: Mapeo de los segmentos estratégicos del turismo náutico en España. Cluster Development (2014)*
Strategic segments of nautical tourism: The Spanish Case
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

High season

Sporties

Low season

Sun & beach (others?)

Groups & MICE
Let’s group up for this exercise!
DEVELOPING INTEGRATED TOURISM PRODUCTS:
STRATEGIES & TOOLS
Developing tourism products: Methodology

1. Analysis (existing offer)
2. Research (existing demand)
3. Developing ideas & alternatives
4. Product concept design
5. Implementation & review
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
- 
Transport
- 
Restaurants
- 
Nature & culture
- 

Nautical activities
- 

Other, non-nautical activities
- Yoga
- Golf
- Trekking
- Bird watching
- Climbing
- ...

Museums & attractions
- Maritime museums
- Local history museums
- ...

- Natural monuments
- Festivals
- ...

### Product map | Existing nautical product offer

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

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<th>Charter de embarcaciones</th>
<th>Rutas marítimas</th>
<th>Vela</th>
<th>Buceo</th>
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<th>Multiactividad náutica</th>
<th>Pesca deportiva</th>
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**TOTAL GENERAL**

**TOTAL FACTURACIÓN ACTIVIDADES NÁUTICAS**

**Nº EMPRESAS**

**Nº de Empresas Facturación % sobre el total (actividad náutica)**

**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 €)

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#### ALCUDIA-MALLORCA

**CHARTER DE EMBARCACIONES**

- **Ibiza**
- **Sant Antoni i Sant Josep**

#### RUTAS MARÍTIMAS

- **Excursiones diarias**

**Nautilus Ibiza**

Facturación: 127 €

**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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Mapeo de los segmentos estratégicos del turismo náutico en España. Cluster Development (2014)
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<tr>
<th><strong>+ OPPORTUNITIES</strong></th>
<th><strong>- THREATS</strong></th>
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| **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. | **External elements of the tourism market that can raise new challenges for the destination.**  
I.e: Emerging competition from low cost destinations. |

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<tr>
<th><strong>+ STRENGTHS</strong></th>
<th><strong>- WEAKNESSES</strong></th>
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| **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. | **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

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<th>Importancia</th>
<th>Desempeño</th>
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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.
### Análisis Cuantitativo - Deportes náuticos por Estación Náutica (en miles de €)

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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
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

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* Limited potential
** Moderate to good potential
*** High potential

Example – data not representative of market reality
3. Ideas & alternatives

- Initial ideas
  Mind map

- Selection of best options
  Stakeholder consultation
Mind map | Developing alternatives

- Attributes
- Added value
- Alliances
- Competition
- Target customer
- Benefits
- Services

Product A
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
An egg + An emotional story = An emotional egg. Premium effect +30% price.

- Freedom.
- Animal welfare.
- The good ol’ times.
- Rural romanticism.
- Etc.
Product concept design

Customer

Product characteristics

Functional benefits

Emotional benefits (perception)

EXPERIENCE
Product concept design | Products vs. Experiences

Activity + Seduction + WOW! effect = Memorability = EXPERIENCE

POSITIVE EMOTIONAL STATES

Easy to copy | Very difficult to copy

WE ARE IN THE BUSINESS OF HAPPINESS!
Product concept design | Products vs. Experiences

- **Type of Offer**
  - Differentiated offer
  - Indifferentiated offer

- **Price**
  - Very considered
  - Consumer needs
  - Not considered

- **Build Products**
- **Provide Services**
- **Deliver Experiences**
- **Commoditization**
- **Personalization**

- **Steps**
  1. Sell Resources
  2. Build Products
  3. Provide Services
  4. Deliver 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.
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 Custeau for a day!
Calderón común *Globicephala melas*

**Nombre en latín:** *Globicephala melas*
**Castellano:** Calderón común
**Frances:** Globicephale commun
**Ingles:** 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.

© wikifuna
Creative Commons

**DISTRIBUCIÓN**
Demarcación marina: Estrecho y Alborán/ Levantino-balear

**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.
Other Hot Topics to Discuss with Your Clients

04 Other hot topics to discuss with your clients

04.04 Marine litter, plastic pollution

- Around 80% of marine litter originates on land, being mostly of 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 are 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 as it is 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.

04.05 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 slow 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 sea is altering water chemistry and affecting the life cycles of many marine organisms. The ocean absorbs CO₂ through natural processes, but at the same time, we are pumping it into the atmosphere, the ocean's pH balance is dropping to the point where life within the ocean is becoming problematic. 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 adapt. This more acidic environment has a dramatic effect on calcifying species, including sponges, corals, sea urchins, shallow-water corals, deep-sea corals, and coralline planktonic algae, and when shellfish 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 90% more acidic than now, resulting in a pH that the sponges haven't experienced for more than 30 million years.

04.06 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.
- Over 20% of the world's fish stocks are either overexploited or depleted, and another 25% 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 fish have disappeared from the world's oceans in the past half century, the devastating result of industrial fishing. Big fish are most affected, and only 5% of all large fish, both open ocean species including tuna, swordfish, marlin, and the large groundfish such as cod, halibut, skate and flounders are left in the sea.
- 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.

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 to 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 in our oceans to maintain some semblance of balance. Though protected areas are a powerful tool to harness 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 de-facination disaster of the magnitude observed on land.
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 live 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.
Functional benefits
- No need to bring nor rent means of transport.
- Diving hours are compatible with family time.
- Meals made easy while allowing free choice + including one special local specialty lunch.
- Includes great things to do with the family.
- Additional cultural activity to enjoy together.
- Discover natural landmarks of destination.

Emotional benefits
- Removes anxiety of getting to key locations.
- Hassle free!!
- Quality time with your family.
- Everyone enjoys a part of the adventure!
- Educational!
- Treat your family to the adventure of exploring a unique cave.

Added value
- Early breakfast for divers + hotel rooms have balconies equipped to dry diving suit.
- Possibility to rent quality diving material.

Channels
- Nautical station
- Specialized travel agencies
- OTAs
- ...?

Target customer & buyer persona
Casual sport divers traveling with family.

Product concept design | Diving & Family Adventure in Portugal

Services
- Main & secondary
  - Airport transfer
  - Diving & excursion transfers

- 6 nights
  - Half-pension
  - *** OR ****

- 4 dives
  - Air & weights included
  - Insurance included

- Breakfast & dinner
  - 1 special family lunch at Benagil

- Family trip to Benagil Cave Snorkel Tour
  - Family ticket entrance to local maritime museum

- Services
  - Nautical station
  - Specialized travel agencies
  - OTAs
  - ...?

- Target customer & buyer persona
  - Casual sport divers traveling with family.

Product identity
- Product name & tag line.

Diving & Family Adventure in Portugal
The Family Friendly Diving Holiday You Deserve
### Product concept design | Diving & Family Adventure in Portugal

<table>
<thead>
<tr>
<th>Services Main &amp; secondary</th>
<th>Functional benefits</th>
<th>Emotional benefits</th>
<th>Added value</th>
<th>Channels</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>6 nights</strong></td>
<td>No need to bring nor rent means of transport.</td>
<td>Removes anxiety of getting to key locations.</td>
<td>Early breakfast for divers + hotel rooms have balconies equipped to dry diving suit.</td>
<td>Nautical station</td>
</tr>
<tr>
<td><strong>4 dives</strong></td>
<td>Sleep in a convenient hotel near diving center.</td>
<td>Hassle free!!</td>
<td>Possibility to rent quality diving material.</td>
<td>Specialized travel agencies</td>
</tr>
<tr>
<td><strong>Breakfast &amp; dinner</strong></td>
<td>Diving hours are compatible with family time.</td>
<td>Great times for the whole family!!</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>1 special family lunch at Benagil</strong></td>
<td>Meals made easy while allowing free choice + including one special local specialty lunch.</td>
<td>Quality time with your family.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

- **Airport transfer**
- **Diving & excursion transfers**

**Target customer & buyer persona**

Casual sport divers traveling with family.

**Product identity**

Product name & tag line.

**Diving & Family Adventure in Portugal**

The Family Friendly Diving Holiday You Deserve

- **4 dives**
  - Air & weights included

- **6 nights**
  - Half-pension *** OR ****

- **Breakfast & dinner**
- **1 special family lunch at Benagil**

- **Family trip to Benagil Cave Snorkel Tour**
- **Family ticket entrance to local maritime museum**

- **Airport transfer**
- **Diving & excursion transfers**

**Main & secondary services**

- **4 dives**
  - Air & weights included

- **6 nights**
  - Half-pension *** OR ****

**Additional benefits**

- Includes great things to do with the family.
- Additional cultural activity to enjoy together.

- Treat your family to the adventure of exploring a unique cave.
- Educational!
- The visit can be by boat or by SUP board with local Guide who is informative about the local geological conditions and wildlife.

**Product concept design**

- **Main & secondary services**
- **Functional benefits**
- **Emotional benefits**
- **Added value**
- **Channels**
- **Target customer & buyer persona**

**Product identity**

Product name & tag line.

**Diving & Family Adventure in Portugal**

The Family Friendly Diving Holiday You Deserve
Semanas Azules en las Estaciones Náuticas

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

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 multactividad)
    - 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).
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

<table>
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</thead>
</table>
| 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! | | • Nautical clubs  
• Schools  
• ...? |
| 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. | |

### School holidays do not disrupt professional commitments.

The kids learn to live together with other boys & girls.

The best education possible!

All rooms are 4-bedded to encourage socialization.

### The kids have time to play & enjoy other activities.

Fun & educational!

### Activities revolve around learning about local environment and culture.
Product concept design

- 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?
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
Marmitako Tour

Subida por la ría en velero

Pintxo pote en velero por la ría

Avistamiento de aves desde el mar

Nautic Gourmet

Marmitako Tour

El Bote Tours
Become a Skipper

Cata en velero PREMIUM

Navega hasta San Juan de Gaztelugatxe

Fin de semana en velero PREMIUM

La costa en velero

Aprendiendo a ser patrón

Getxo Aquarium
- 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

NAUTICAL STATION

Including commercialization!
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.
- **Accessibility**: 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.
- **Courtesey**: 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!

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!

- Attributes
- Added value
- Alliances
- Target customer
- Benefits
- Services
- Competition

Product X
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 2\textsuperscript{nd} 2018