

# Presentation of the Lloret de Mar Strategic Tourism Plan 2010-2014



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- Why a Strategic Tourism Plan?
- Methodology and structure of the Plan
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- Noteworthy aspects of the tourism diagnosis
- Reflections on the strategic model
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- **Why a Strategic Tourism Plan?**
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# Why a Strategic Plan?

- **INTELLIGENT territories and destinations compete in the era of globalisation and changing environment.**

## Daily quality of life

**Sustainability of our ecosystems and cultural heritage**



**Competitiveness of economic activities**

**Solidarity and social cohesion**

**Those who face up to the collective challenge of developing and directing their future**

## Why a Strategic Plan?

- Only **territories** that have a **project**, that know where they are headed, can be **competitive**
- **Lloret de Mar** began its transformation **a decade ago**, adapting to a changing environment and procuring the **necessary tools for the management of its territory**
- The **Strategic Tourism Plan** brings together all the efforts made in different areas, **generating a common forward-looking project** for all those who **live, work and carry out their activity in Lloret de Mar**

The Strategic Tourism Plan is **the instrument** that makes it possible to design this **future** and have the necessary tools in place to **construct** and **manage it**

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# Methodology of the Plan

## General structure of the LLORET DE MAR STRATEGIC TOURISM PLAN 2010-2014

### TOURISM VISION

The objective is to identify hubs of competitiveness in tourism activity for the purpose of generating tourism planning and development strategies in line with the current tourism scenario and its capacities

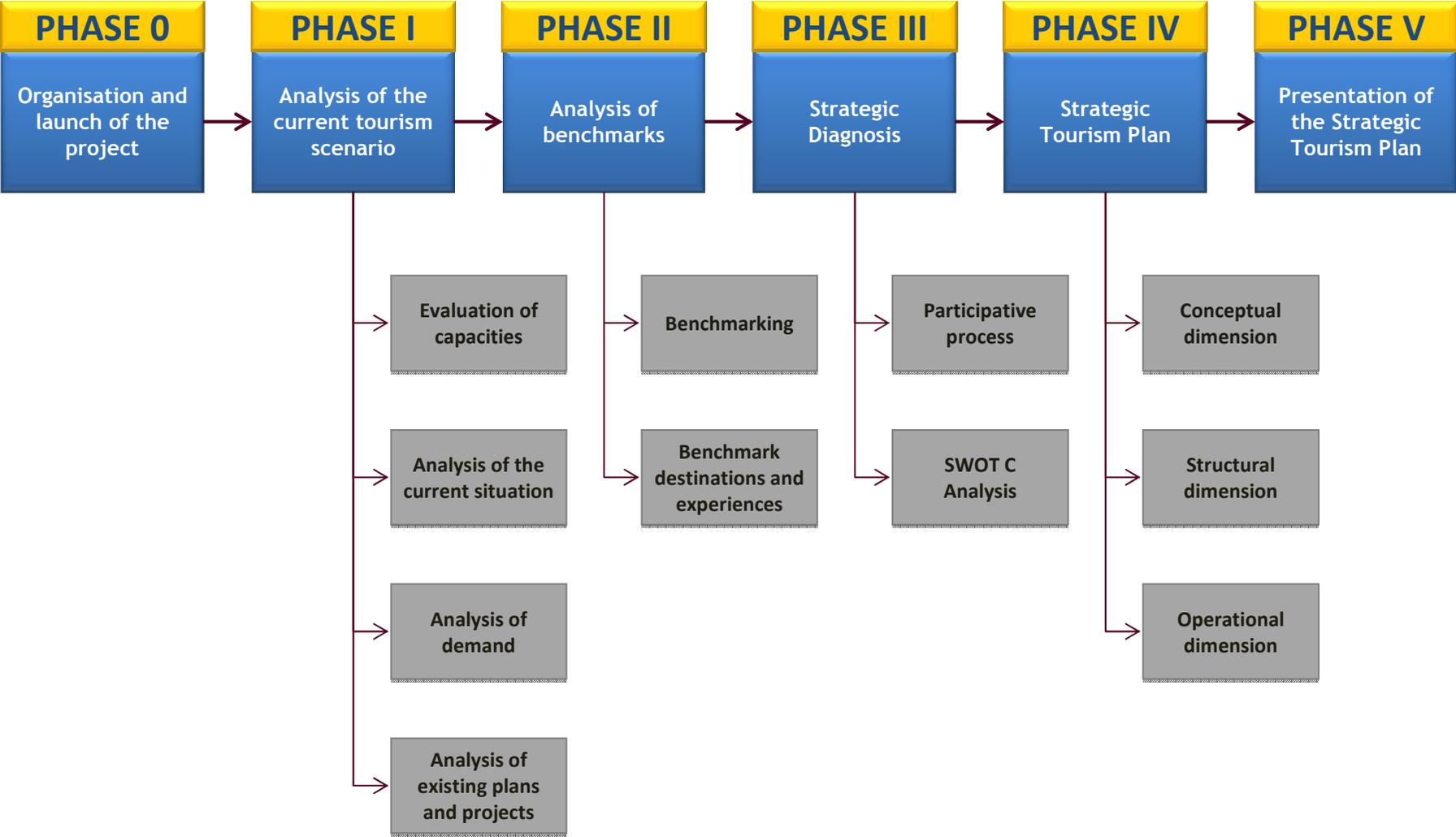
### SUSTAINABLE VISION

To identify attitudes and operating methods that add value to companies and to the territory, enabling them to stand out through a responsible attitude to the environment and to people

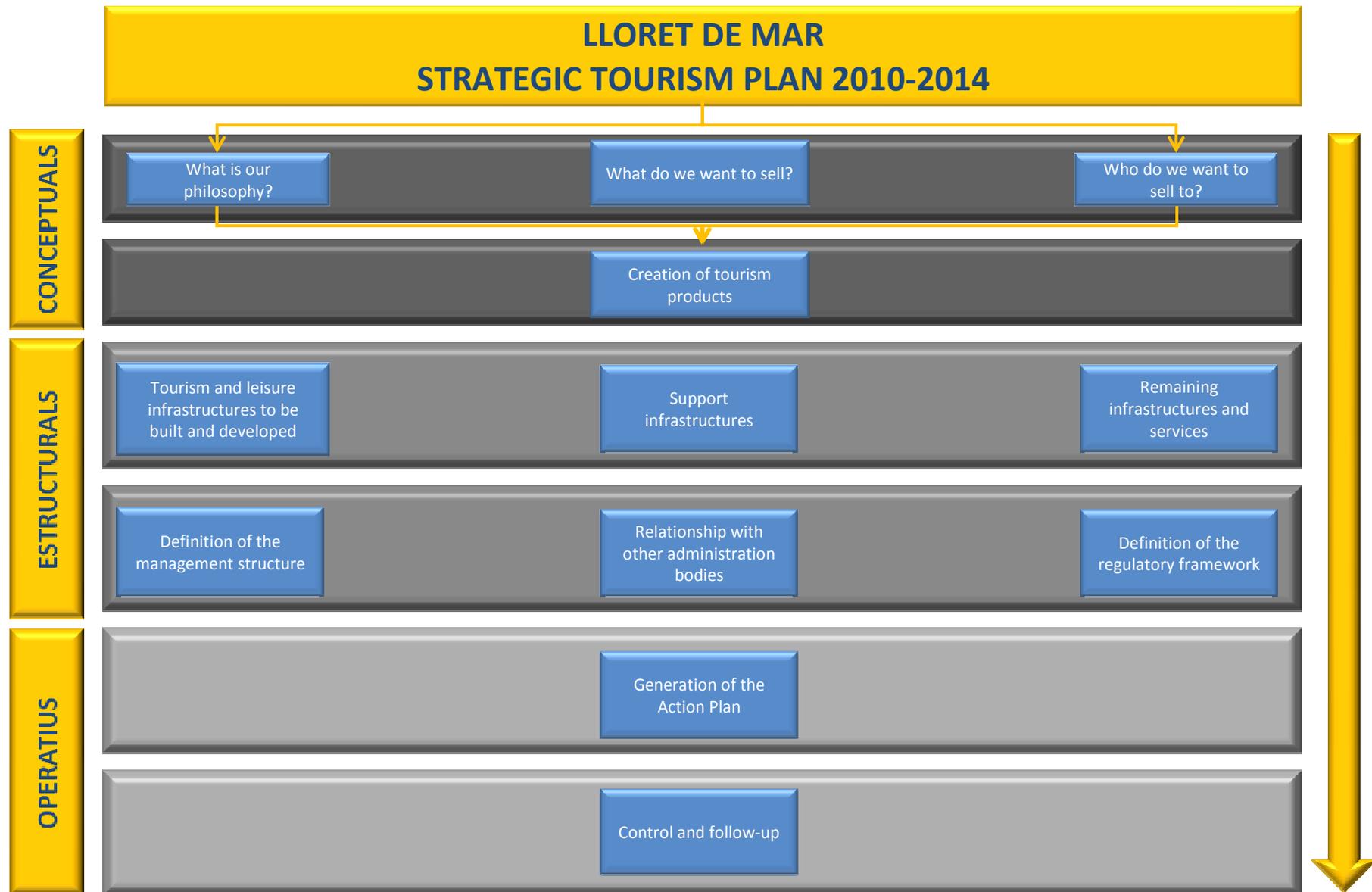
### TERRITORIAL VISION

The objective is to distinguish territorial elements that have strategic value for tourism, in other words, those with the power to boost or limit the development of tourism activity

# Structure of the Plan



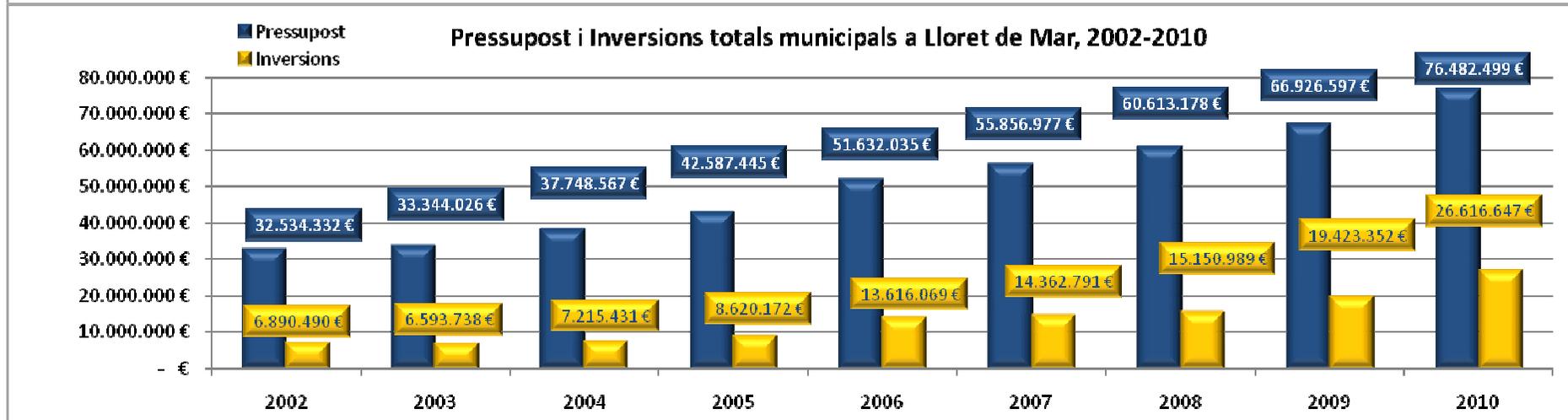
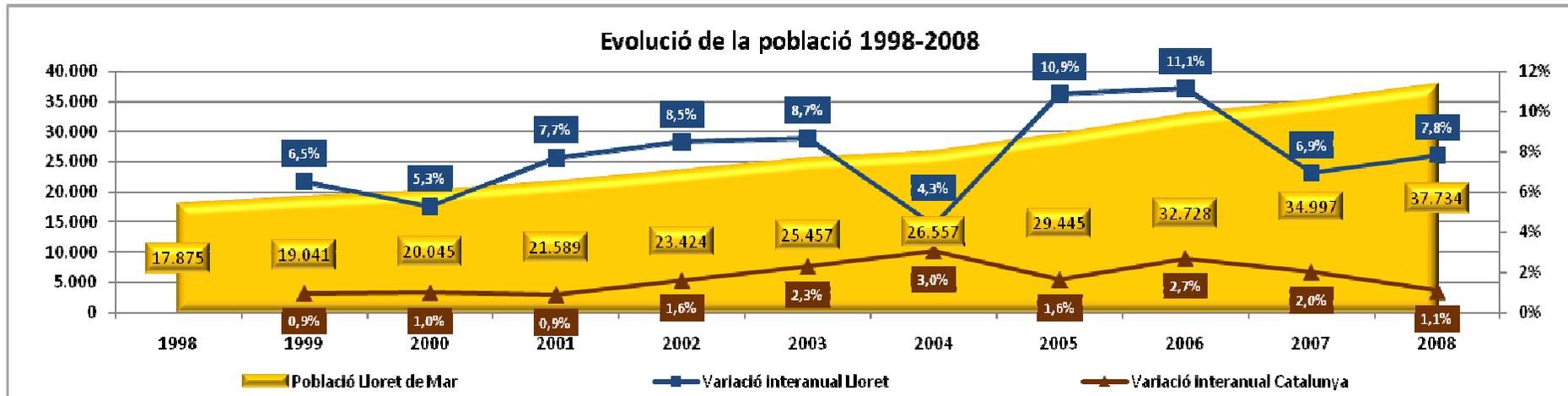
# Structure of the Strategic Plan model



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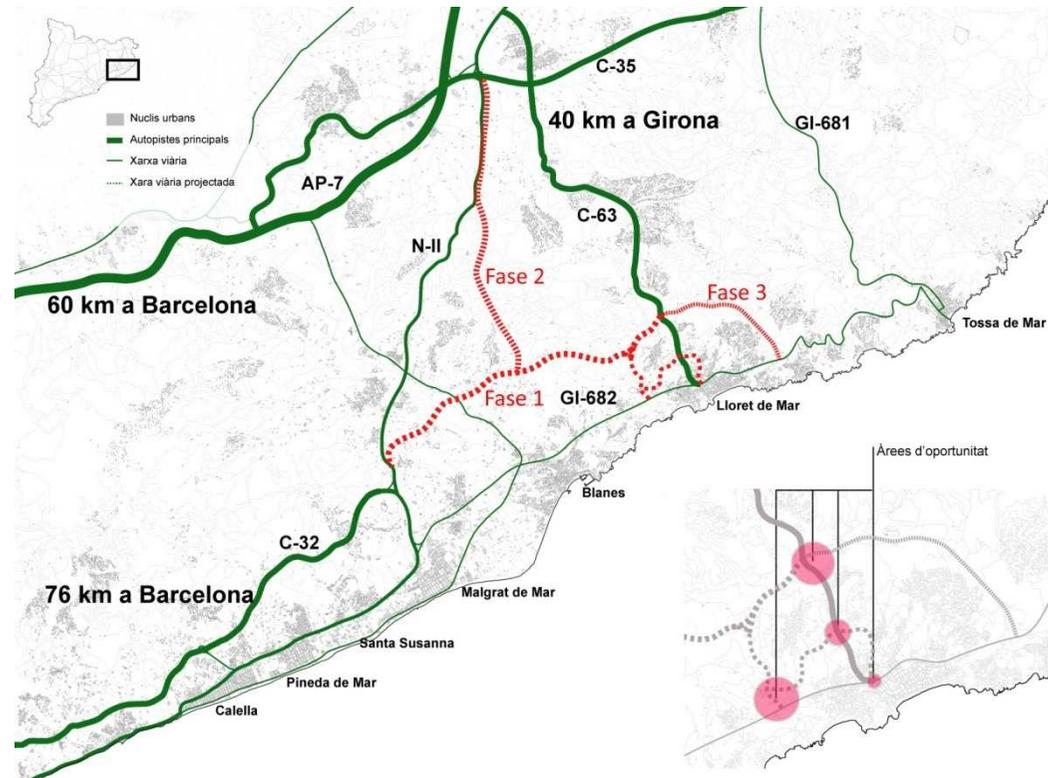
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# Noteworthy aspects of the territorial diagnosis



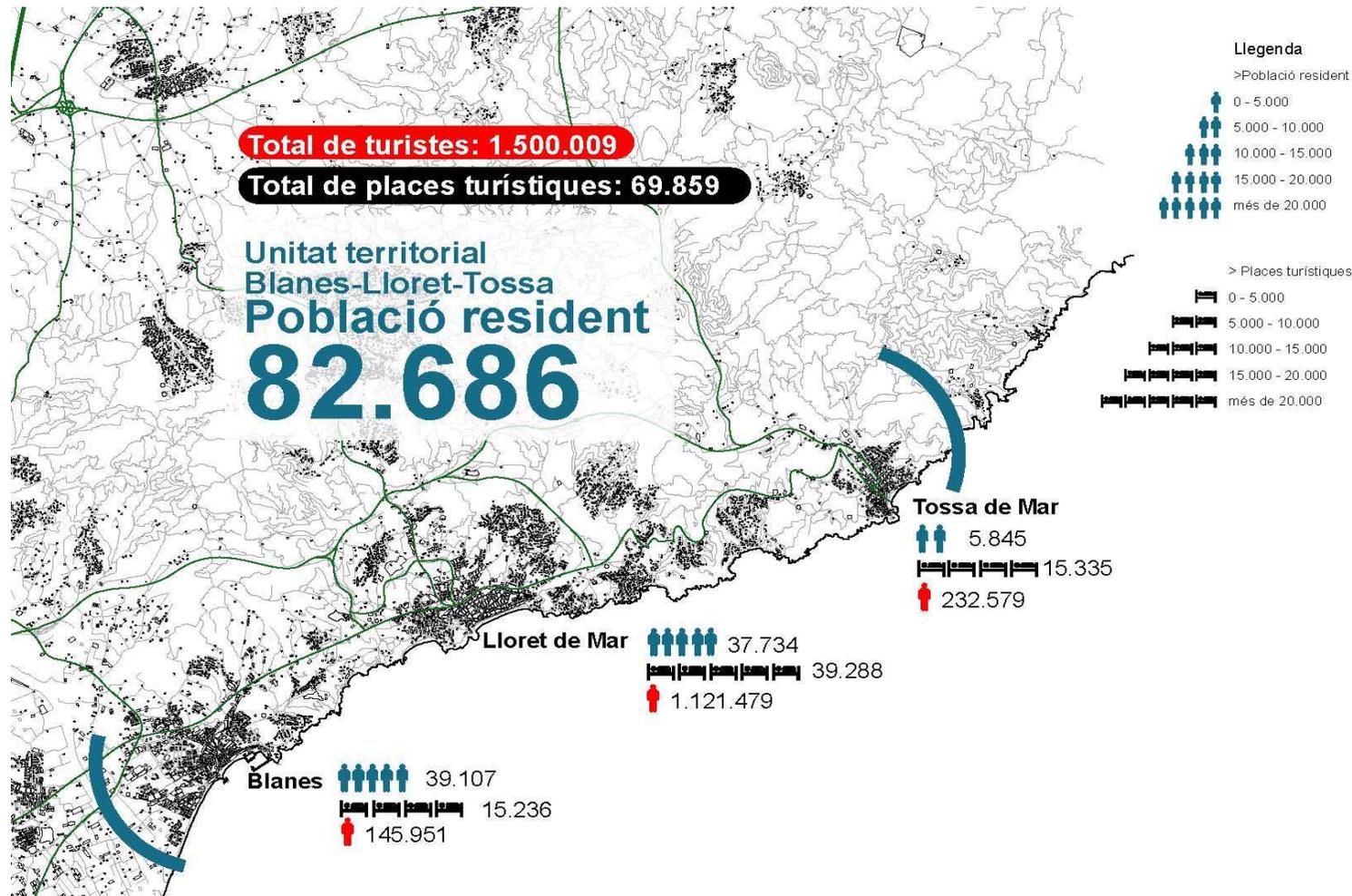
In recent years Lloret de Mar has undergone a **transformation** from a coastal **tourism town** into a **tourism city**.

# Noteworthy aspects of the territorial diagnosis



Despite its **excellent geo-strategic position** Lloret is the only city with over 30,000 inhabitants in Catalonia and among Spain's main tourist spots **that does not have a motorway or highway connection or other essential infrastructures for its development.**

# Noteworthy aspects of the territorial diagnosis



Lloret de Mar forms part of a territorial and tourism unit with more than **80,000 residents** that receives over **1,500,000 tourists**

# Noteworthy aspects of the territorial diagnosis

- Lloret de Mar now possesses important **planning and development tools and instruments** in all areas of **municipal management**

## URBAN DEVELOPMENT

Lloret de Mar POUM (Municipal Urban Development Plan)  
PGOU (General Urban Development Plan) Annual report  
NATURE, ENVIRONMENT AND MOBILITY  
PALS (Local Action Plan for Sustainability) Report, Proposals (Local Agenda 21)  
PORNP (Natural and Scenic Resource Planning), Environmental Audit  
Lloret Natura: conclusions and projects  
Inventory of forest roads and tracks  
General environmental overview  
Beach regulations 2005-2008  
List of green zones  
Beaches of Lloret Environmental Declaration 2009  
Gardens of Lloret Declaration 2008  
SPECIAL INTERIOR REFORM PLAN (PERI)  
AVANT 2009 PROJECT, TERRITORIAL PLAN OF THE COUNTIES OF GIRONA  
LLORET DE MAR ACCOMMODATION SIGNAGE PLAN

## CULTURAL HERITAGE

MOLL (Open Museum of Lloret) Guide  
Track record of heritage expenditure-investment (2003-2007)  
Costa Brava Museum Marketing Plan  
Maritime Museum  
Study on the economic and employment potential of the development of cultural tourism attractions in Lloret de Mar  
Strategic Plan for Heritage Interpretation in Lloret de Mar  
Strategic Plan of the Network of *Indiano* Towns  
Subsidies requested (investments 2003-2007)  
Castle Visit Study (2006)  
Gardens Visit Study (2006)

## ECONOMIC AND TRADE PROMOTION

POEC (Trade Facilities Development Plan) of Lloret de Mar  
Report on street display permits and infringement proceedings  
Report on the image of trade and street displays  
Strategic Plan for Trade 2009-2013 - LLORET TRADERS' ASSOCIATION

## SPORTS

Map of sports facilities (MIEM) in Lloret de Mar: Analysis and diagnosis of the sports system, proposals and conclusions  
Study of sports habits 2007 (MIEM)  
Extension and improvement of athletics tracks  
Improvement of multi-sports court  
Improvement of athletics tracks changing rooms  
Project for new Pompeu Fabra School sports pavilion  
Swimming pool project

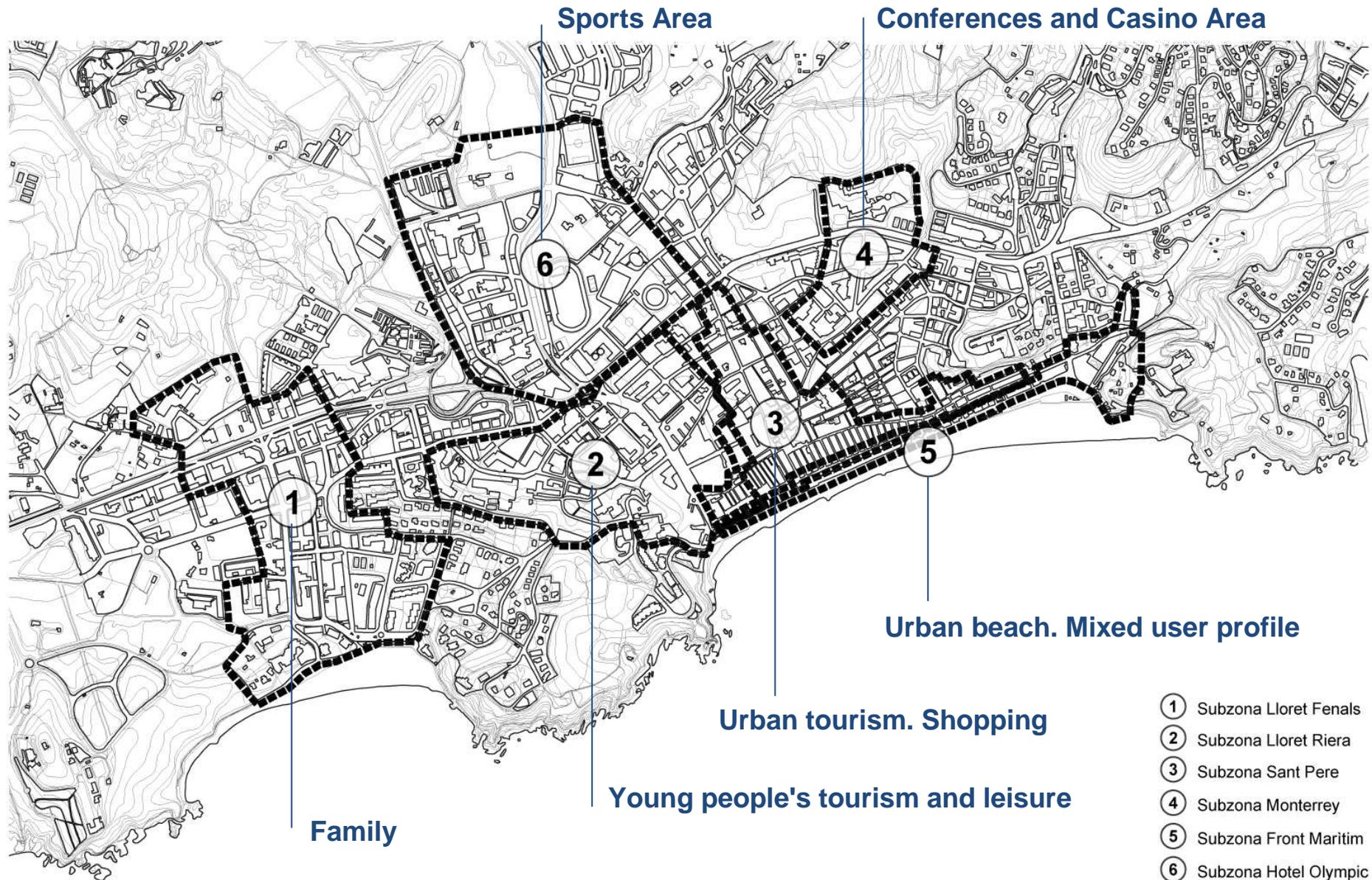
## TOURISM

Lloret Turisme action plan 2009, Website and Online Marketing 2010  
Lloret de Mar press dossier 2008  
Lloret Turisme 2007  
Lloret de Mar press dossier, Sports Tourism Destination  
Presentation of Sports Tourism Days 2007  
Beach Project 2008  
Lloret de Mar plan of excellence 2001  
Nordic Walking Project  
Data on tourism policy improvement 2007  
Products/proposals brochure of La Selva County Council 2009  
People assisted at tourism offices 2008  
Tourism demand studies 2003, 2005 and 2007  
Track Record of the Hotel Sector in Lloret  
Lloret occupancy report Jan-Dec 2008  
INE-CRIIT comparative study on occupancy 2008-2009  
Lloret occupancy report June and August 2009  
Study on sports tourism demand 2007  
Sports statistics 2006-2007  
Studies on the profile of low cost flight users at Girona Airport 2003-2005  
Study on the expenditure and characteristics of tourists arriving on the Costa Brava through Girona-Costa Brava Airport 2006-2007  
Residential tourism 2005 Exceltur  
UAB (Autonomous University of Barcelona) Index of Tourism Activity 2008  
Meetings tourism in Lloret de Mar 2003

## Noteworthy aspects of the territorial diagnosis

- **The compact city** occupies 14% of the land already developed or designated for development.
- In half of the compact city, **specifically in 6 sub-zones, 80% of economic activities are concentrated**, representing **6.6% of the city's built-up area**.
- Each sub-zone features a **tourism product**, a **segment** and a **specific character**.
- It is not about structuring products into zones but rather **a question of highlighting a specific tourism character** for the location and the services predominantly provided there.

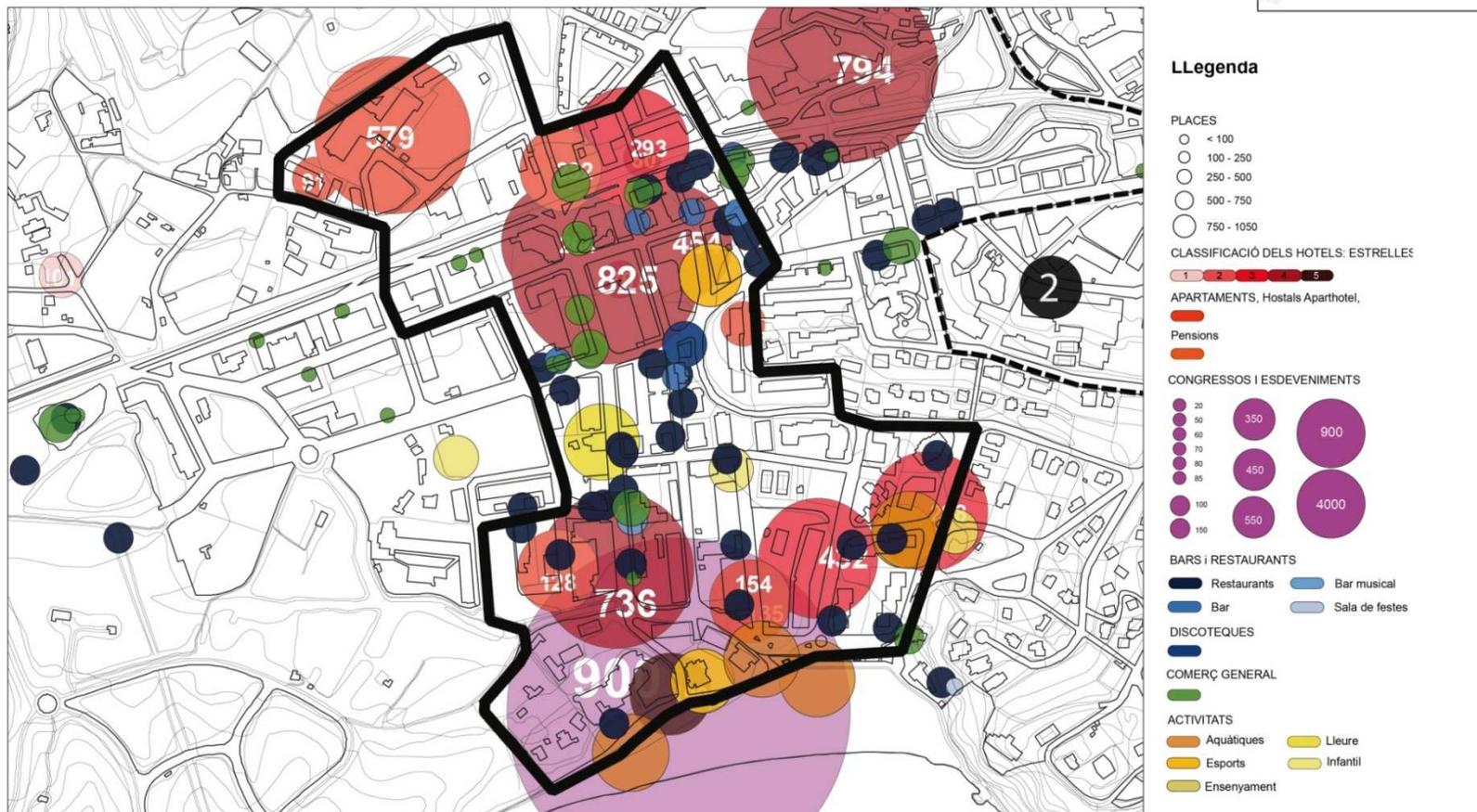
# Noteworthy aspects of the territorial diagnosis



# Noteworthy aspects of the territorial diagnosis

- Example of locating offer according to type

## Subzona 1 | Fenals



# Noteworthy aspects of the territorial diagnosis

## STRENGTHS

- ✘ Favourable geo-strategic location (on the Costa Brava, 70 km from Barcelona and 40 km from Girona)
- ✘ **Outstanding location in the Barcelona/Lloret/Girona triangle.**
- ✘ Proximity and complementarity to Blanes
- ✘ Mediterranean climate and sea temperature that ensure a long bathing season
- ✘ High environmental quality of the water and sand of beaches (awarded the blue flag of the European Union)
- ✘ Large accessible beaches with great natural attractions
- ✘ High quality of beach maintenance and services
- ✘ Location of the Old Quarter on the seafront
- ✘ **Consolidated urban structure**
- ✘ Extensive urban redevelopment over the last ten years (120 million euros of municipal investment in the last 9 years)
- ✘ **76.14% of the population is concentrated in 2.13 km<sup>2</sup>**
- ✘ Availability of large pockets of land (POUM)
- ✘ Most of the destination can be covered on foot due to its orography

## WEAKNESSES

- ✘ Lack of motorway connection
- ✘ **Being the only tourist spot in Spain and the only town with more than 30,000 inhabitants in Catalonia with no direct motorway access.**
- ✘ Poor road access
- ✘ **Lack of rail link**
- ✘ The location of parking facilities within the city
- ✘ Difficulties in reaching many hotels in public or collective transport
- ✘ Limited tradition of inter-institutional collaboration
- ✘ Agglomeration of hotels with less than 100 beds and of poor quality in a small area within the city centre
- ✘ Nightlife offer highly concentrated in a delimited area
- ✘ Presence of 42 low density housing estates scattered around the city and without facilities (residential monocultures), some of which are of poor quality and are used for non-regulated tourism, occupying 56% of the city's developed land.

# Noteworthy aspects of the territorial diagnosis

## OPPORTUNITIES

- ✘ The city has doubled its population in the last 10 years (1999: 19,41 inhab. / 2008: 37,734 inhab.) and boasts a young and very demographically balanced population
- ✘ **Lloret de Mar forms part of an urban territorial unit comprising Blanes/Lloret de Mar/Tossa de Mar. This unit has 82,686 inhabitants in total, constituting the second largest population unit in the entire province.**
- ✘ Lloret de Mar forms part of a tourism territorial unit that stretches from Calella to Tossa de Mar and that includes a total of 2,291,821 tourists
- ✘ There is a wide-ranging complementary offer less than an hour away
- ✘ **80% of the city's economic activities are concentrated in 6.6% of the territory (coastal strip)**
- ✘ 347 ha of land classified by the PDUSC (Urban Development Master Plan for the Coastal System)
- ✘ 75% of the territory of the city of Lloret is classified as green space. (27,000 ha of woodland)
- ✘ Presence of 66.25 km of paths (routes and trails)
- ✘ Agenda 21 for Lloret
- ✘ **New areas of opportunity based on the future development of transport infrastructures**
- ✘ Recent drawing up of the PERI (Special Interior Reform Plan)
- ✘ Imminent partial execution of the Lloret ring road layout
- ✘ **Existence of architectural and urban planning projects that will offer new development opportunities**
- ✘ Extensive geo-reference database compiled over the last 14 years.

## THREATS

- ✘ Persevering with a model involving the extensive use of the territory (housing estates)
- ✘ Not distributing the development model between the built-up area and rest of the city
- ✘ Not paying attention to implementing services necessary for housing estates
- ✘ Conflicts arising from the location of night spots next to the old quarter
- ✘ **Not diversifying the economic base of the city**

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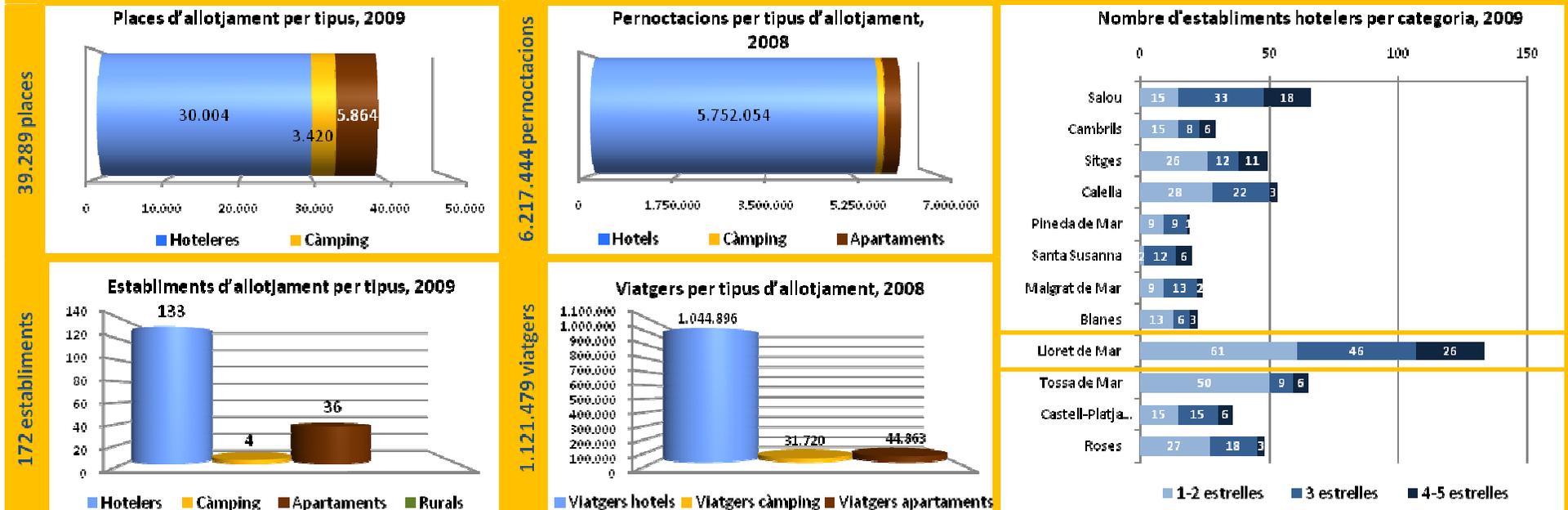
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# Noteworthy aspects of the tourism diagnosis

- Lloret de Mar is the **top destination in Catalonia<sup>1</sup>** in terms of the number of **hotel beds and overnight stays in hotel establishments**
- Lloret de Mar is ranked Spain's **fifth largest sun and sand destination** in terms of the number of hotel beds
- In comparative terms, **Lloret's hotel offer** represents a **third** of the hotel beds of **Cuba** and a third of the overnight stays in hotel accommodation in **Croatia**

<sup>1</sup> Except for the city of Barcelona

Data of the Official Registry of the Directorate General for Tourism in Catalonia 2009, of the National Statistics Institute (INE), 2008, and of other official statistics institutes



# Noteworthy aspects of the tourism diagnosis

## ESPORTS

- **INSTAL·LACIONS EN PROJECTE**  
Piscina olímpica de 50 m, pavelló esportiu Indro, pista de gel, ampliació camp de golf,...
- **ESDEVENIMENTS ESPORTIUS**

## NEGOCIS

- **LLORET CONVENTION BUREAU**  
Organització d'esdeveniments MICE
- **NOVES INSTAL·LACIONS EN PROJECTE**  
Teatre Municipal de Lloret de Mar  
Gran Casino Costa Brava

## CULTURA

- **MUSEU OBERT DE LLORET**  
Museu a l'aire lliure que integra tot el patrimoni cultural
- **ESDEVENIMENTS CULTURALS**

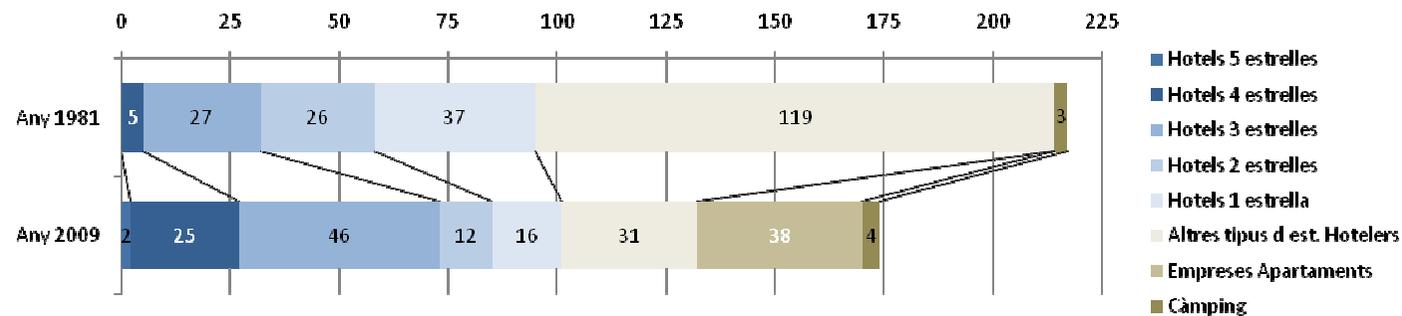


Thanks to **joint efforts**, Lloret de Mar is already **involved in a process of transformation** towards a **tourism model involving greater diversification and specialisation**, while maintaining competitiveness

# Noteworthy aspects of the tourism diagnosis

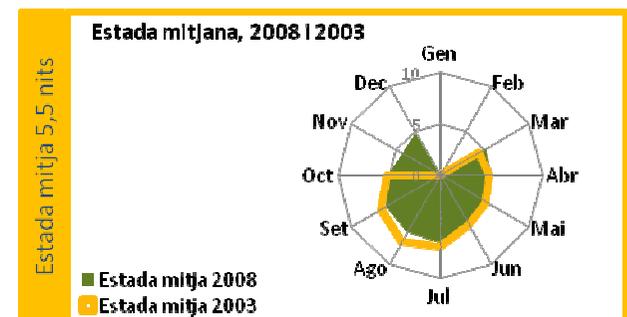
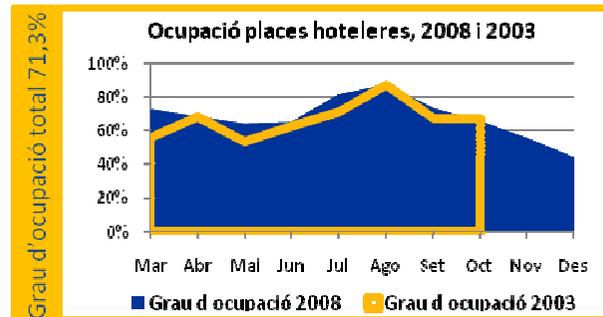
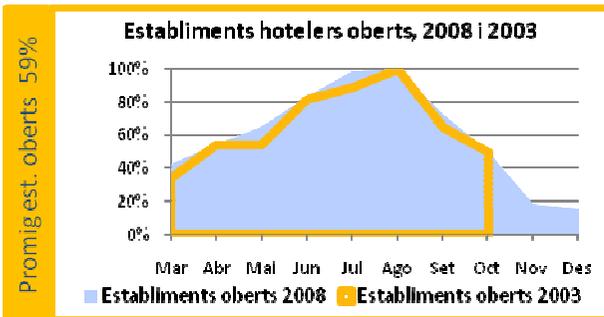
## TOURISM INFRASTRUCTURES

Evolució de tipologies i categories d'establiments d'allotjament 1981-2009

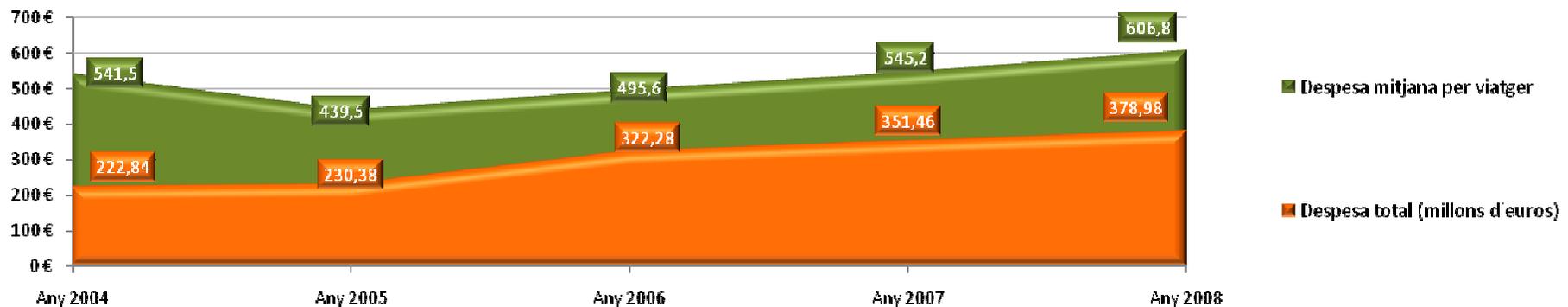


The **investment** made in recent years by **businesses**, geared towards the **refurbishment of hotel accommodation facilities**, has led to a significant increase in the offer of **4 and 5-star hotels**

# Noteworthy aspects of the tourism diagnosis



Despesa total i despesa mitjana per viatger dels viatgers internacionals 2004-2008



- According to the data provided by Egatur, the **total expenditure** of visitors to Lloret de Mar is estimated at **430 million euros per annum**
- Lloret de Mar has managed to **lengthen the season**, maintain the **average stay** and **increase the average expenditure** per visitor

# Noteworthy aspects of the tourism diagnosis

## STRENGTHS

- ✘ **Established leading sun and sand destination in Catalonia**
- ✘ Nationally and internationally renowned and established brand
- ✘ Diverse geographical origin of customers
- ✘ Powerful business sector (hotel, inbound, transport, trade and nightlife)
- ✘ Highly experienced business sector
- ✘ Large number of accommodation beds
- ✘ Wide variety of accommodation
- ✘ Large number of owners of hotels and other accommodation establishments
- ✘ **In recent years the city has successfully lengthened the season, maintained occupancy and average stay levels, and increased the average daily expenditure**
- ✘ It has an established management and promotion body
- ✘ Fluid public-private collaboration
- ✘ Existence of a structured portfolio of tourism products
- ✘ Lloret is certified as a "Sports Tourism Destination" and is in the process of being certified as a "Family Tourism Destination" in Catalonia
- ✘ **Investment made in showcasing the value of tourism resources and in structuring them into tourism products**
- ✘ **Significant investment in recent years in the refurbishment of hotels**
- ✘ Extensive offer of sports facilities
- ✘ Large number of conference room facilities
- ✘ Significant number of 4 and 5-star hotel beds
- ✘ Nightlife offer can be reached on foot from many accommodation establishments

## WEAKNESSES

- ✘ **Mature destination that does not stand out particularly**
- ✘ Image of Lloret de Mar as a cheap/low cost destination associated with alcohol consumption
- ✘ Offer highly concentrated in small number of demand segments (young people/nightlife, seniors...)
- ✘ Lack of coordination and collaboration in terms of business initiatives
- ✘ Lack of market intelligence in decision taking
- ✘ **Some hotel establishments are very dated, with little extensive refurbishment taking place**
- ✘ Lack of national and/or international brands of hotels and hotel chains
- ✘ **Very few new hotels opened in recent years**
- ✘ Extensive offer of non-regulated tourist apartments
- ✘ Little control exercised by hoteliers over customer type, due to the way in which their beds are marketed
- ✘ **Strong price competition between different tourism businesses**
- ✘ Poor daytime leisure offer, lack of innovative business initiatives
- ✘ Cheap nightlife offer with different quality levels
- ✘ Lack of tourism facilities for nautical products (sports port) and poor offer of golf facilities
- ✘ Lack of prestigious brands in shopping offer

# Noteworthy aspects of the tourism diagnosis

## OPPORTUNITIES

- ✘ In Spain as a whole, the development model of mature sun and sand destinations needs to be redefined
- ✘ **Existence of state funding for the reconversion and improvement of the tourism offer of mature destinations, as set forth in the *Horizon 2020 Spanish Tourism Plan***
- ✘ Existing innovation-related initiatives promoted by the *Office of the Secretary of State for Tourism*
- ✘ Recognition by institutions and part of the private sector of the need to reposition the destination
- ✘ Recent setting-up of the Lloret Convention Bureau
- ✘ New technologies applied to tourism activity offer all sorts of development opportunities
- ✘ **Using the urban nature of Lloret de Mar as an element to differentiate the destination.**
- ✘ Making the most of new opportunities to gain access to segments of special tourism interest
- ✘ **Capacity to attract investment that is complementary to tourism activity**
- ✘ Activation of new productive sectors
- ✘ Imminent opening of the Gran Casino Costa Brava and the Municipal Theatre of Lloret de Mar
- ✘ Project and imminent construction of the Olympic swimming pool
- ✘ Project and imminent construction of the 18-hole golf course

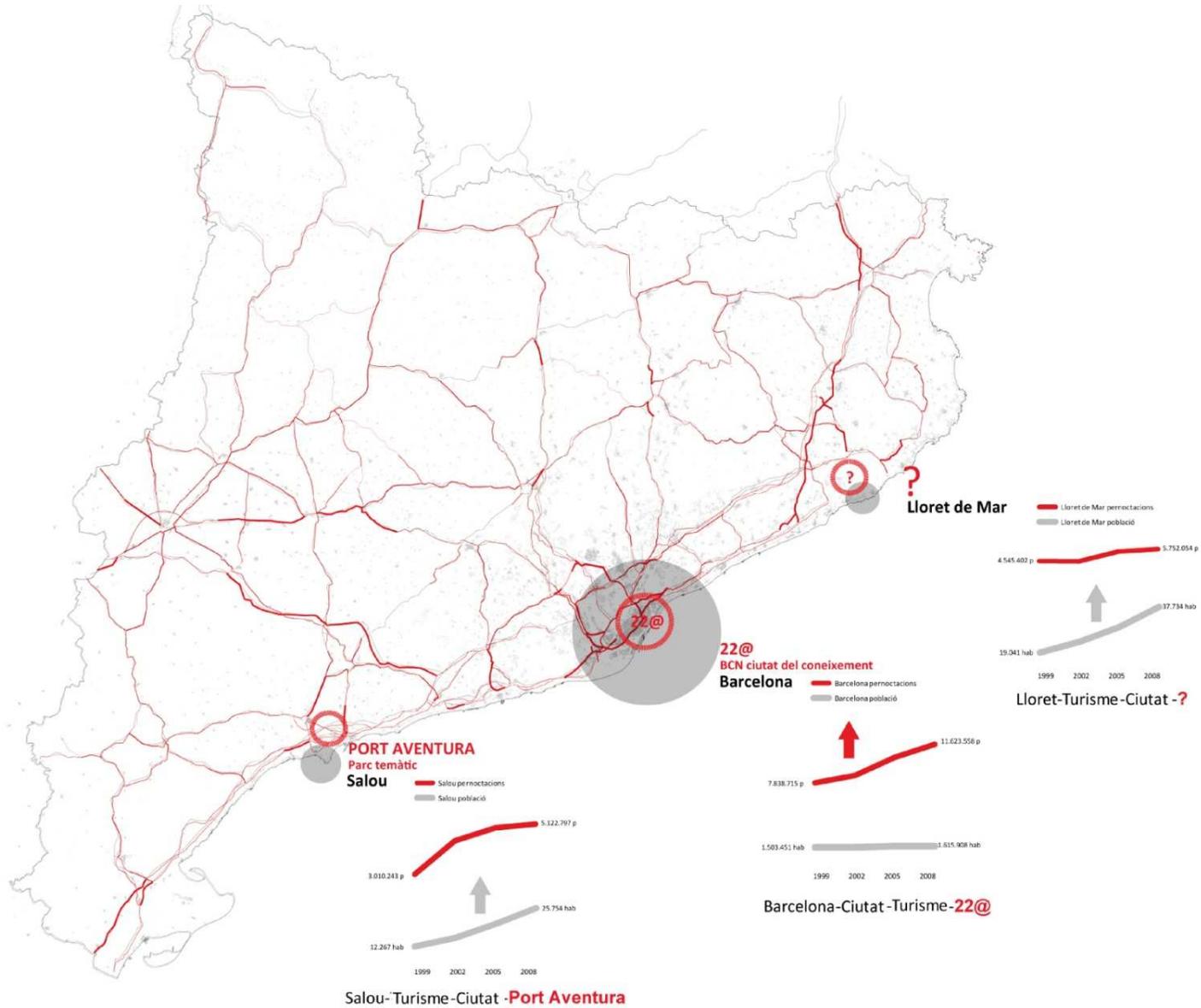
## THREATS

- ✘ Not managing to stand out from among other sun and sand destinations
- ✘ **Reluctance to implement structural changes to the model**
- ✘ Not incorporating sustainability measures in companies and in the destination
- ✘ Increasingly restrictive legislation regarding the development of tourism destinations
- ✘ Not resolving the conflict between the nightlife and family segments
- ✘ Intensification of the price war
- ✘ Spread of the all-inclusive model
- ✘ Not making the most of changes made in the destination in recent years in terms of communication and repositioning
- ✘ **Not obtaining the funding necessary for modernising the destination**
- ✘ Cheapening and uniformity of the city's shopping offer

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# Reflections on the strategic model



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# Mission of the Lloret de Mar Strategic Tourism Plan

1. **Relaunching the life cycle** of the destination
2. **Generating a sustainable tourism development model** for Lloret de Mar involving the public and private sectors
3. **Establishing Lloret de Mar** as an **ambitious leading destination** in the international arena
4. **Improving the all-round competitiveness** of Lloret as a tourism destination
5. **Raising the local population's awareness** of the importance of tourism

# Vision of the Lloret de Mar Strategic Tourism Plan

**Tourism** must continue to be the **main economic activity sector** in Lloret de Mar,

which must be perceived as a **standout tourism destination**, with **its own personality**, based on **urban beach** tourism and the development of **all its possibilities**,

with **innovative urban development and landscaping** that is well **maintained**, of **high quality** and **integrated** within its **territorial** context, taking advantage of this context to consolidate a **first-rate centre of demographic, economic and tourism activity** in Catalonia as a whole,

boosting the **development** of tourism and leisure-related **investment and advanced economic activities**,

and **incorporating environmental, economic and social sustainability criteria** in all tourism-related initiatives,

strengthening **collaboration, cooperation and coordination** between the various strata of the public sector and between the public and private sectors,

with the **support of civil society**.

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# Programmes

1. Destination management programme
2. Programme for the all-round improvement of the destination
3. Programme for the development and consolidation of strategic tourism products
4. Marketing, promotion and sales programme
5. Programme for the improvement of the competitiveness of business activity
6. Tourism intelligence programme
7. Sustainability and accessibility programme
8. Programme for the consolidation of the relationship with the territory
9. Programme for attracting investment and for the development of strategic projects
10. Communication and awareness-raising programme targeted at the local population

# Operational action plan

## 1. Destination management programme

The execution of the Lloret de Mar Strategic Tourism Plan 2010-2014 on the basis of the work, effort and public/private investment of recent years gives the destination a competitive advantage over other destinations with similar characteristics since it facilitates the consolidation of a tourism development model agreed on the basis of core values but capable of adapting to a changing environment.

To achieve the objectives set by the Plan, through the application of the ten proposed action programmes, the necessary management structure must be in place, in line with the Plan's budgetary ambition and with the scope of actions to be implemented.

The tasks involved in the tourism management of a tourism city like Lloret de Mar require efforts to be geared towards areas of action, such as the consolidation of the Lloret Turisme public-private body, so that it can drive forward the actions of the Plan that fall within its leadership remit and for whose implementation it is responsible. The involvement of the corresponding City Council departments and the private sector is also necessary to achieve consensus in the management of public and private spaces, the improvement of mobility and the management of tourism flows, coexistence between visitors and residents, or regulations and their fulfilment. These are essential tasks for generating economic growth within a long-term sustainable model in a destination with tourism magnitudes of the level registered in Lloret de Mar.

Due to the current situation regarding tourism activity in Lloret and its characteristics, it is also considered crucial to include specific actions in this programme that enable the search for the necessary economic resources to tackle the reconversion of the destination and relaunch its life cycle.

All of this effort must be accompanied by the management and strengthening of the Lloret de Mar brand, one of the destination's main assets today thanks to its international recognition.

# Operational action plan

## 1. Destination management programme

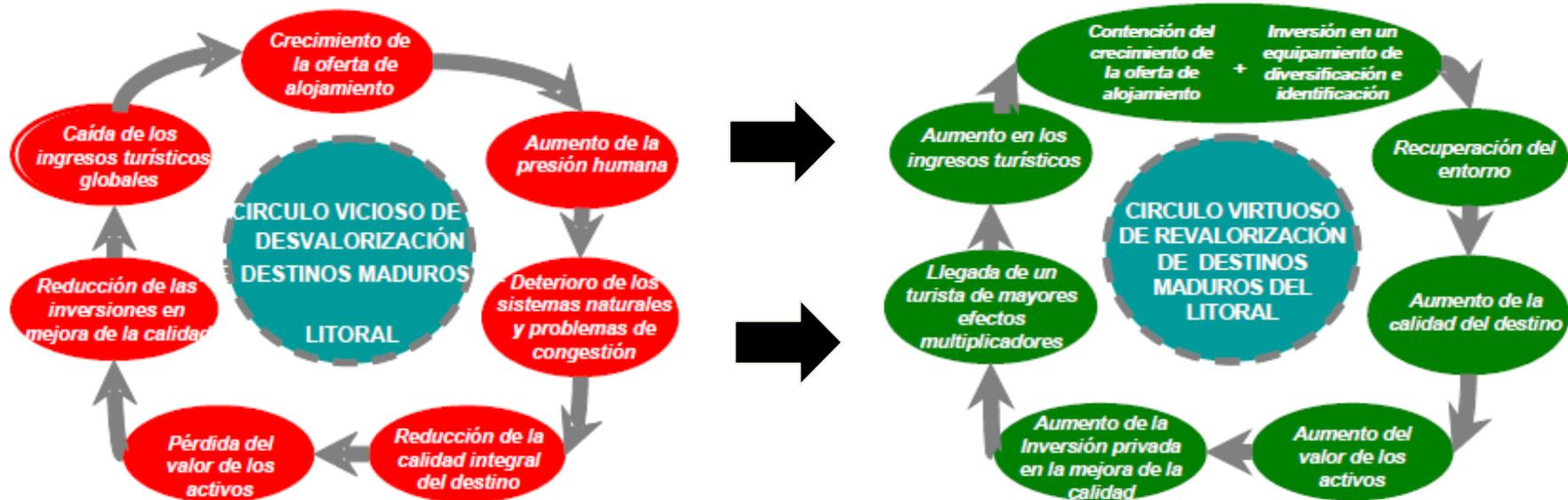


- 1.1. Consolidation of Lloret Turisme
- 1.2. Lloret, a destination managed 24 hours a day
- 1.3. Strengthening of tourist-resident coexistence
- 1.4. Generation of regulations for the use of public space
- 1.5. Strengthening of the use of the Lloret de Mar brand image in all promotional media
- 1.6. Holding of seminars and workshops
- 1.7. Preparation of a dossier to opt for a reconversion plan for mature destinations

# Operational action plan

## 1. Destination management programme

### 1.7. Preparation of a dossier to opt for a reconversion plan for mature destinations



# Operational action plan

## 1. Destination management programme

### 1. Destination management programme

#### 1.7. Preparation of a dossier to opt for a reconversion plan for mature destinations

##### *Justification*

The city of Lloret de Mar is a mature tourism destination. This model faces structural and sustainability problems in the long term that the City Council will be unable to solve alone.

For the sustainability of the Spanish tourism model, one of the programmes incorporated in the Horizon 2020 Spanish Tourism Plan is the plan for the reclassification of mature tourism destinations. This programme includes projects for the extraordinary reclassification of destinations and involves the reconversion and comprehensive modernisation of mature destinations with an international profile and a powerful demonstration effect, jointly promoted, developed and funded by the competent administration bodies and with the participation of the private sector, in order to implement a forward-looking tourism model. The first three projects of this programme are: Platja de Palma, Western Costa del Sol and San Bartolomé de Tirajana. The possibility of including Benidorm and Calvià has recently been discussed.

For Lloret de Mar to remain an internationally renowned competitive tourism destination, the city needs the support of public administration bodies for its restructuring and comprehensive reconversion. Lloret de Mar has already invested heavily in the improvement of its infrastructures and in its tourism development but the city now finds itself at a point where structural changes are necessary, even from an urban development perspective, if the city's shortcomings are to be resolved. The plans for the reclassification of mature destinations of the Office of the Secretary of State for Tourism represent a real opportunity for the city and the aim of this action is precisely to prepare documentation and carry out the necessary actions to ensure that Lloret de Mar is included in this strategic programme of the Office of the Secretary of State.

##### *Related objectives*

- To consolidate Lloret de Mar's position of leadership as a standout tourism destination in Catalonia
- To position Lloret de Mar as a balanced, modern, dynamic and innovative destination in the local, national and international markets
- To foster the improvement of the destination and investment related to tourism and advanced tourism services in Lloret de Mar
- To achieve collaboration and generate resources to implement the most ambitious directives of the Plan

##### *Related actions*

2. Programme for the all-round improvement of the destination
9. Programme for attracting investment and for the development of strategic projects

# Operational action plan

## 1. Destination management programme

### 1.7. Preparation of a dossier to opt for a reconversion plan for mature destinations II.

|   |   |                      |                      |                      |                      |
|---|---|----------------------|----------------------|----------------------|----------------------|
| <p><i>Actions to be carried out</i></p> | <ul style="list-style-type: none"> <li>• Drawing up of a dossier for the Office of the Secretary of State for Tourism, for the Catalan Government and for Girona Provincial Council, which will present Lloret de Mar's current situation, its needs in terms of restructuring, environmental and urban recovery, the regeneration of its business model and the boosting of its capacities for the future.</li> <li>• This dossier must emphasize the opportunity represented by the comprehensive reclassification plan for boosting and promoting the competitiveness of the destination and initiating a new cycle of sustainable tourism growth from three perspectives (social, economic and environmental) but also in order for Lloret to continue to operate as the main engine of socio-economic development of the Costa Brava and as one of the linchpins of the Catalan tourism sector in terms of both visitor numbers and image.</li> <li>• The dossier must include the methodology that will be used to implement the aforementioned plan in order to provide the city of Lloret de Mar with a long-term vision (up to 20 years), with a series of urban development, tourism, environmental, social and technological strategies and objectives, and with a series of lines of action. The funding required for the implementation of the Plan will also be identified.</li> <li>• The necessary actions will be carried out from a legal and administrative perspective to make this Plan viable.</li> </ul> |                      |                      |                      |                      |
| <p><i>Bodies involved</i></p>           | <ul style="list-style-type: none"> <li>• <b>Lloret de Mar City Council</b></li> <li>• Catalan Government</li> <li>• Provincial Council of Girona</li> <li>• Office of the Secretary of State for Tourism</li> <li>• Lloret Turisme.</li> <li>• Businesspeople and their associations</li> </ul>   |                      |                      |                      |                      |
| <p><i>Schedule of execution</i></p>     | <p>2010</p> <p>☑</p>  | <p>2011</p> <p>☑</p> | <p>2012</p> <p>☑</p> | <p>2013</p> <p>☑</p> | <p>2014</p> <p>☑</p> |
| <p><i>Cost estimate</i></p>             |   |                      |                      |                      |                      |

# Operational action plan

## 1. Destination management programme

| 1.7. Preparation of a dossier to opt for a reconversion plan for mature destinations III. |   |              |              |              |                    |           |                    |           |             |                                     |  |  |  |  |  |  |  |
|---|---|--------------|--------------|--------------|--------------------|-----------|--------------------|-----------|-------------|-------------------------------------|--|--|--|--|--|--|--|
| <i>Follow-up system</i>   | <ul style="list-style-type: none"> <li>• Generation of the necessary support, both regarding Catalan public administration bodies and the private business sector of the destination and province</li> <li>• Declaration by the public authorities that Lloret de Mar will benefit from a comprehensive reclassification plan for mature destinations</li> <li>• Setting up of a mixed consortium, following the example of other destinations that already have a similar plan. This is a management tool that enables the destination to be reclassified in a coordinated and efficient manner on the basis of consensus</li> </ul> |              |              |              |                    |           |                    |           |             |                                     |  |  |  |  |  |  |  |
| <i>Special impact on city zones</i>   | <table border="1"> <thead> <tr> <th>All</th> <th>Zone 1</th> <th>Zone 2</th> <th>Zone 3</th> <th>Zone 4</th> <th>Zone 5</th> <th>Zone 6</th> <th>Other zones</th> </tr> </thead> <tbody> <tr> <td><input checked="" type="checkbox"/></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>  | All          | Zone 1       | Zone 2       | Zone 3             | Zone 4    | Zone 5             | Zone 6    | Other zones | <input checked="" type="checkbox"/> |  |  |  |  |  |  |  |
| All   | Zone 1  | Zone 2       | Zone 3       | Zone 4       | Zone 5             | Zone 6    | Other zones        |           |             |                                     |  |  |  |  |  |  |  |
| <input checked="" type="checkbox"/>   |   |              |              |              |                    |           |                    |           |             |                                     |  |  |  |  |  |  |  |
| <i>Special impact on strategic products</i>   | <table border="1"> <thead> <tr> <th>All</th> <th>Sun and sand</th> <th>Nightlife</th> <th>Sports</th> <th>Events</th> <th>MICE</th> <th>Others</th> <th>Others</th> </tr> </thead> <tbody> <tr> <td><input checked="" type="checkbox"/></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>  | All          | Sun and sand | Nightlife    | Sports             | Events    | MICE               | Others    | Others      | <input checked="" type="checkbox"/> |  |  |  |  |  |  |  |
| All   | Sun and sand  | Nightlife    | Sports       | Events       | MICE               | Others    | Others             |           |             |                                     |  |  |  |  |  |  |  |
| <input checked="" type="checkbox"/>   |   |              |              |              |                    |           |                    |           |             |                                     |  |  |  |  |  |  |  |
| <i>Special impact on strategic segments</i>   | <table border="1"> <thead> <tr> <th>All</th> <th>Families</th> <th>Young people</th> <th>Couples</th> <th>Seniors</th> <th>Sports enthusiasts</th> <th>Companies</th> <th>Others</th> </tr> </thead> <tbody> <tr> <td><input checked="" type="checkbox"/></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>  | All          | Families     | Young people | Couples            | Seniors   | Sports enthusiasts | Companies | Others      | <input checked="" type="checkbox"/> |  |  |  |  |  |  |  |
| All   | Families  | Young people | Couples      | Seniors      | Sports enthusiasts | Companies | Others             |           |             |                                     |  |  |  |  |  |  |  |
| <input checked="" type="checkbox"/>   |   |              |              |              |                    |           |                    |           |             |                                     |  |  |  |  |  |  |  |

# Operational action plan

## 2. Programme for the all-round improvement of the destination

This programme is linked to the territory, as well as to the infrastructures and mobility that must be incorporated therein, applying an all-round vision and constantly ensuring the quality and competitiveness of the destination and all its components.

On the one hand, actions are proposed that are related to quality and to the improvement of public spaces, as well as to internal and external mobility, i.e. that generated to reach the destination and that generated by the movement of visitors and residents within it. The present and future treatment of the urban landscape is considered a key element of competitiveness for the destination and must therefore be one of the main focus areas.

On the other hand, this programme aims to raise the overall level of the tourism accommodation level. The main lines of action involve the ongoing commitment of the business community to the continuous improvement of their establishments in respect of physical infrastructures and their refurbishment, but also in terms of the provision of services with recognised seals of quality which, as part of a quality system, enable the harmonisation of standards and the strengthening of the business sector and its competitiveness.

# Operational action plan

## 2. Programme for the all-round improvement of the destination

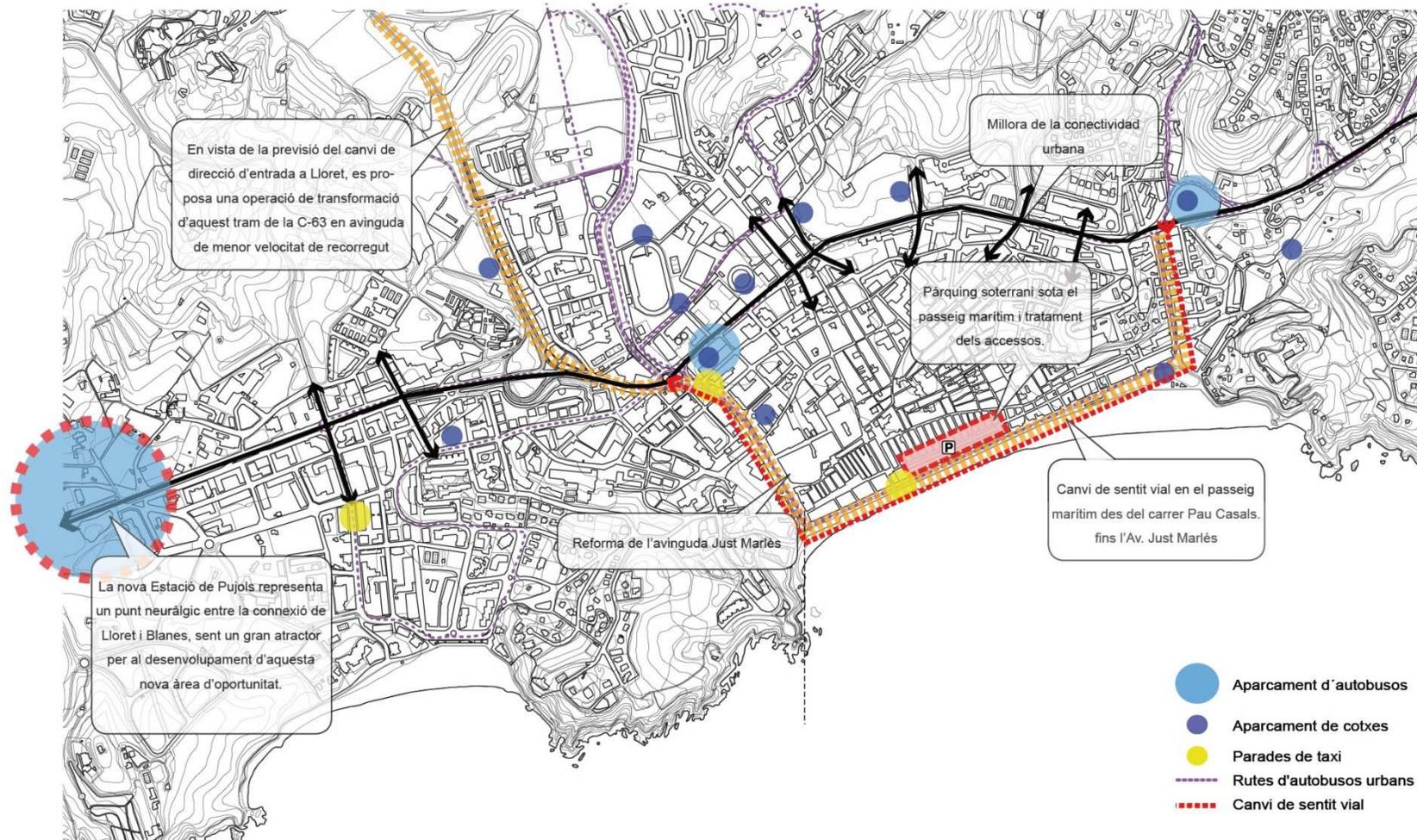


- 2.1. Reconversion of accommodation facilities
- 2.2. Improving the landscape and the urban structure
- 2.3. Support for tourism activity: improving mobility and parking facilities
- 2.4. Brands and quality systems for the destination

# Operational action plan

## 2. Programme for the all-round improvement of the destination

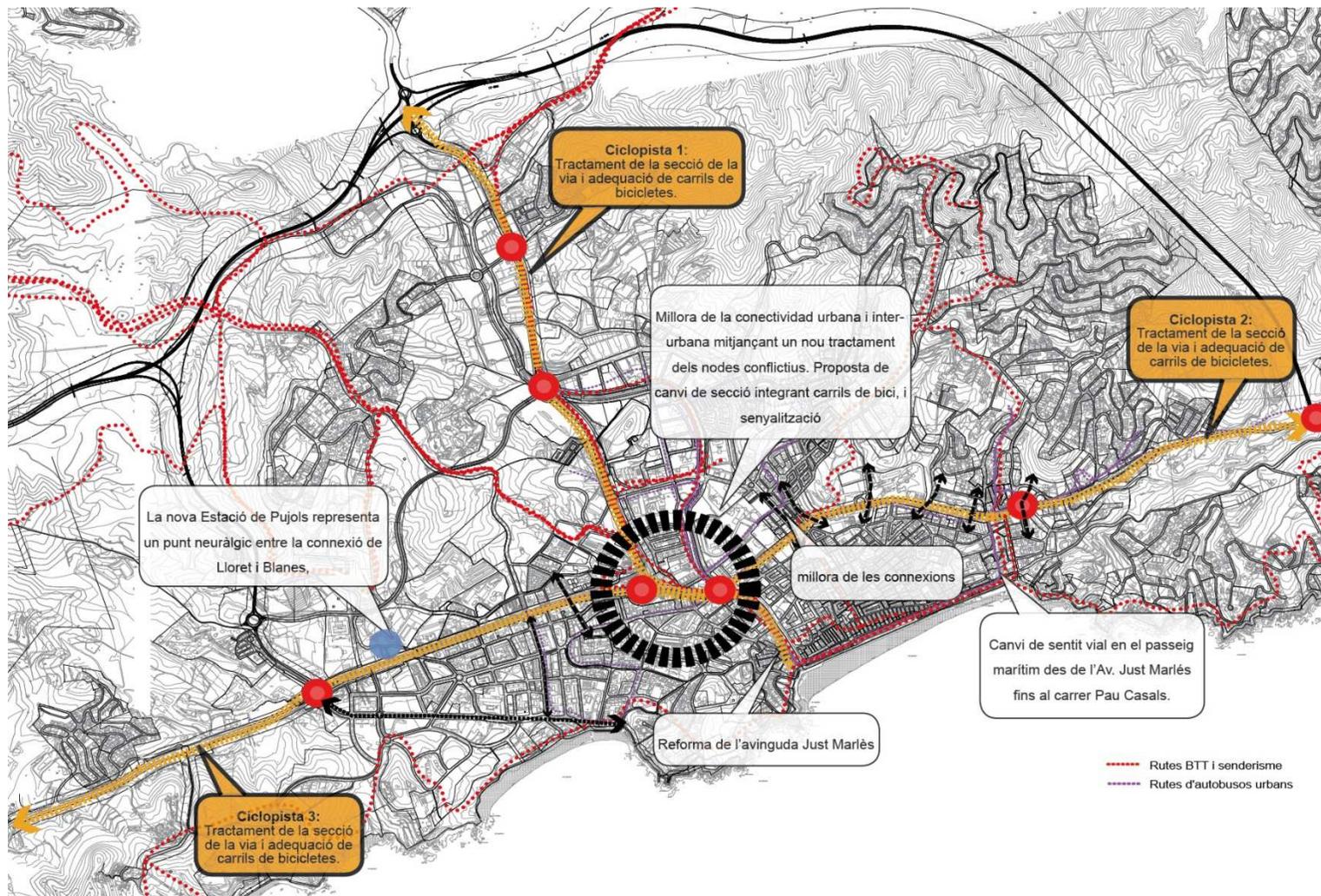
### 2.3. Support for tourism activity: improving mobility and parking facilities



# Operational action plan

## 2. Programme for the all-round improvement of the destination

### 2.3. Support for tourism activity: improving mobility and parking facilities



# Operational action plan

## 3. Programme for the development and consolidation of strategic tourism products

One of the linchpins of this Plan is the commitment to five strategic products that give Lloret de Mar the chance to compete internationally.

The five products are defined on the basis of the prior analysis and diagnosis and specific actions are proposed to consolidate these products and make them internationally competitive.

The defined strategic products (“urban beach”, “leisure”, “conferences and meetings”, “sports” and “events”) now form part of Lloret de Mar's product portfolio. Furthermore, the need has been recognised to focus on future development in greater detail from the perspective of management formulas, the need to showcase resources or the construction and adaptation of infrastructures and facilities, along with their promotion and specialised marketing, all with the objective of adapting products to the preferences of the demand segments for which they are intended.

Opting for five products while at the same time developing complementary products will lead to the specialisation of the destination in the medium term, relaunching its life cycle and penetrating new segments and markets of demand. The urban beach product is the star strategic component of this Plan, which includes innovative actions to adapt the destination to families' needs so that it becomes a benchmark in this segment.

# Operational action plan

## 3. Programme for the development and consolidation of strategic tourism products



- 3.1. Specialising the destination
- 3.2. Lloret all-round destination: Lloret Family Resort
- 3.3. New leisure facilities
- 3.4. Showcasing natural spaces: Trails
- 3.5. Showcasing intangible elements
- 3.6. Analysis of the nightlife product

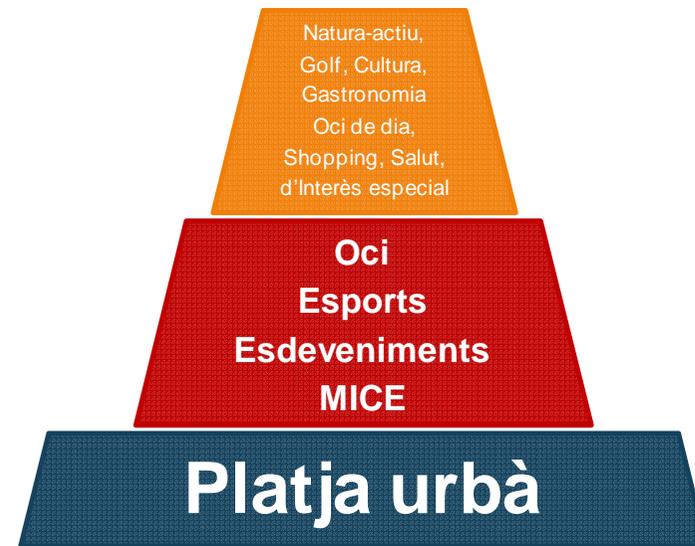
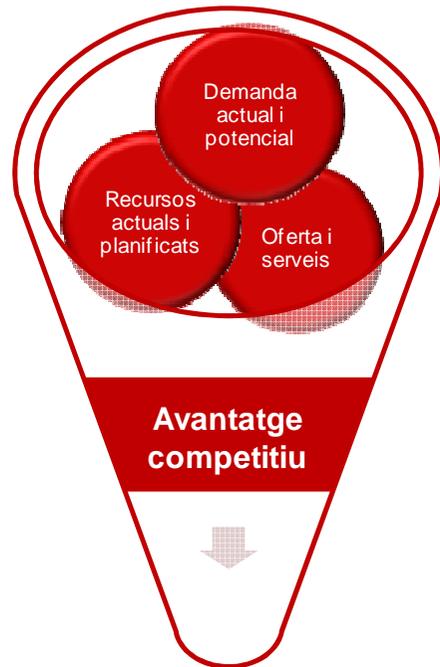
# Operational action plan

## 3. Programme for the development and consolidation of strategic tourism products

### 3. Programme for the development and consolidation of strategic tourism products

#### 3.1. Specialising the destination I.

Justification



Estructura de productes

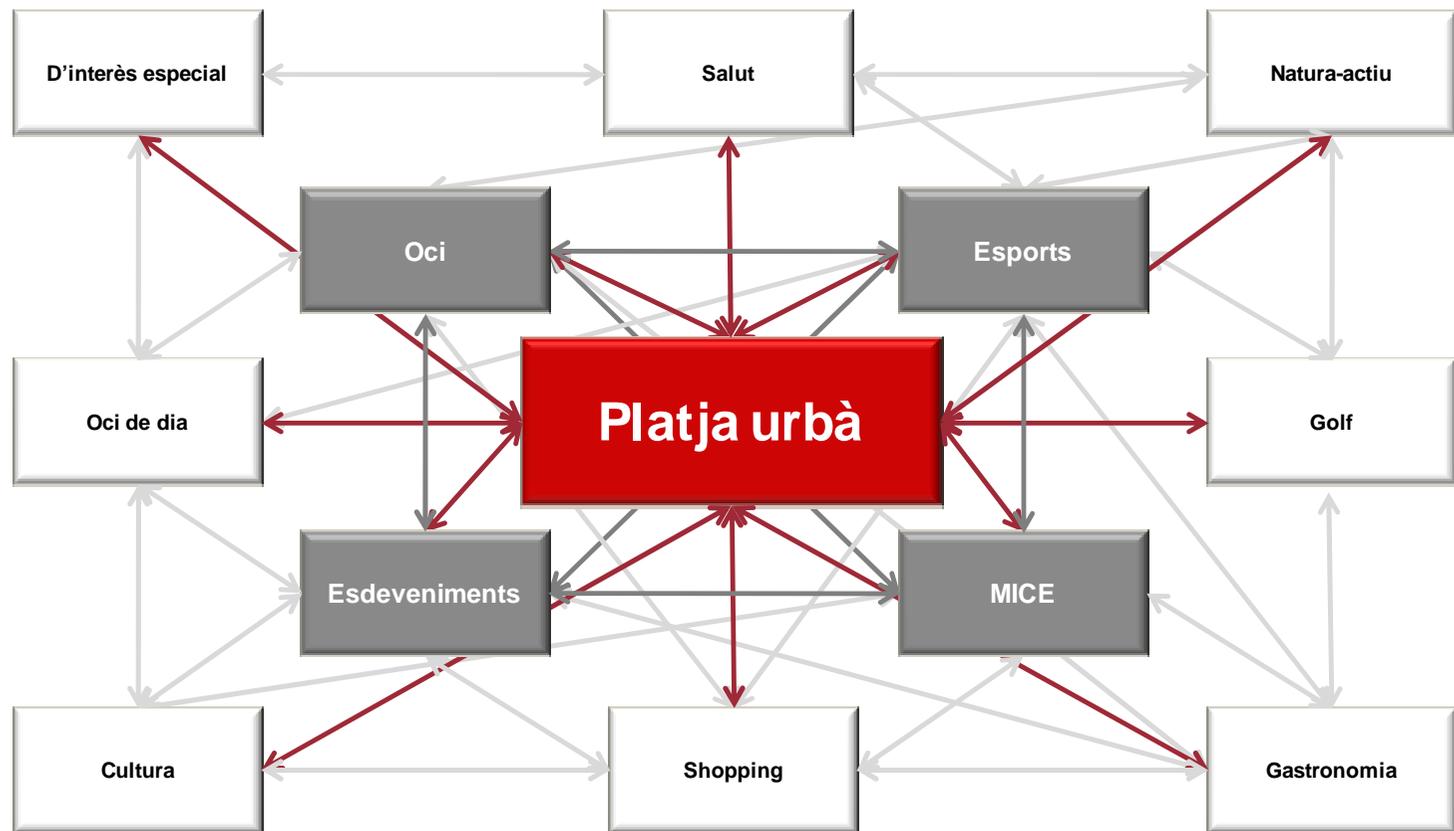
# Operational action plan

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Justification

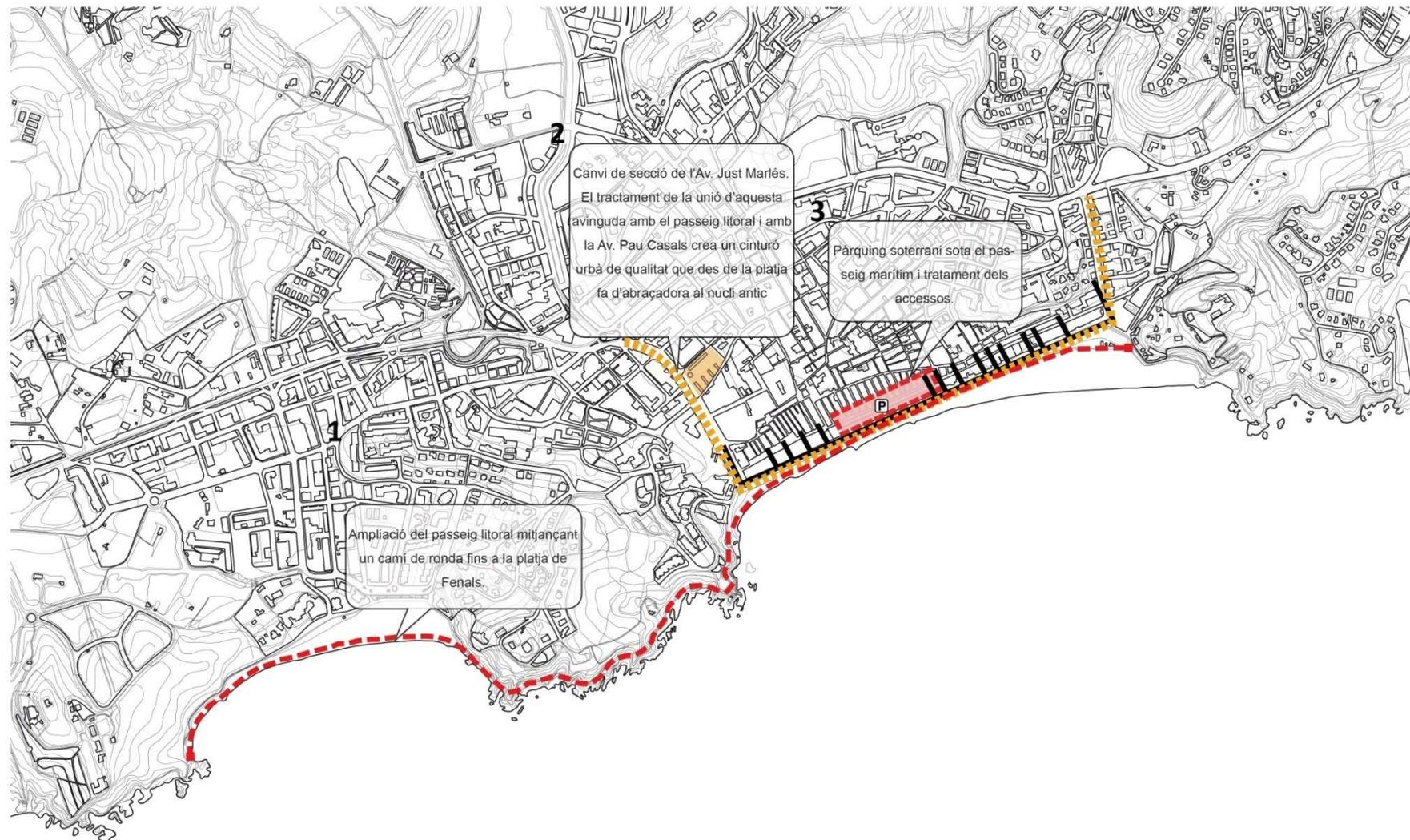


# Operational action plan

## 3. Programme for the development and consolidation of strategic tourism

### 3.1.1

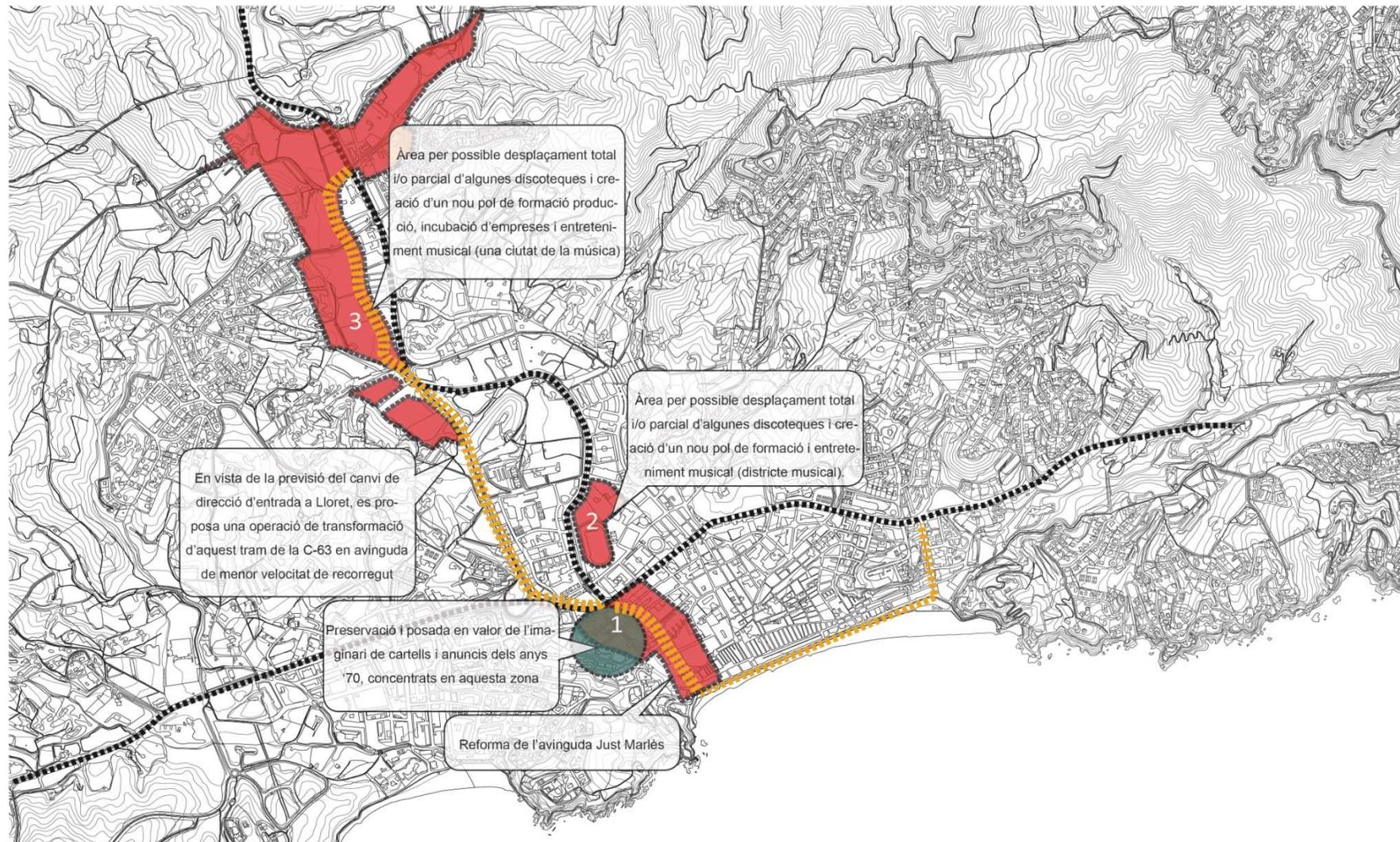
### Specialising the destination URBAN BEACH



# Operational action plan

## 3. Programme for the development and consolidation of strategic tourism

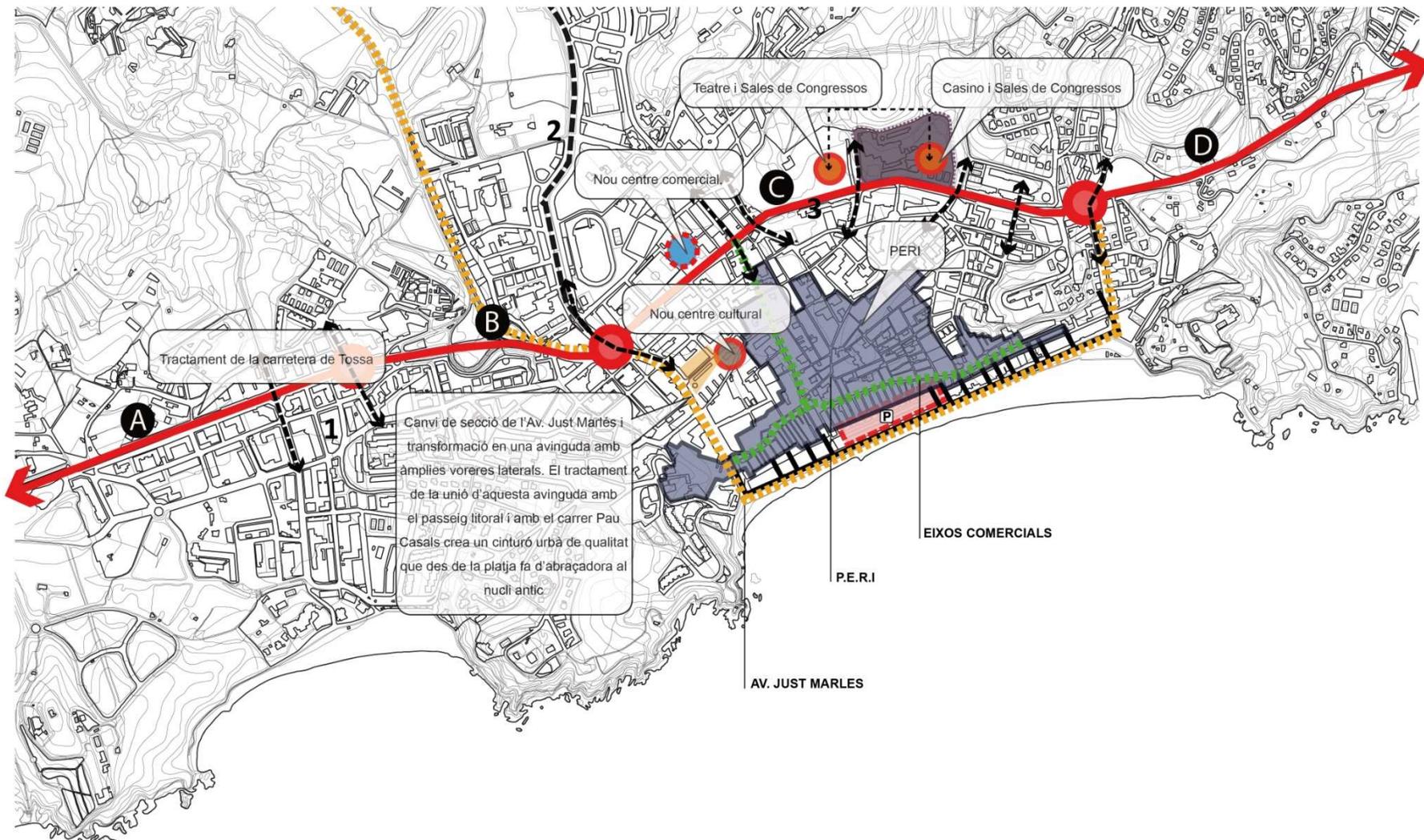
### 3.1.2 Specialising the destination LEISURE



# Operational action plan

## 3. Programme for the development and consolidation of strategic tourism

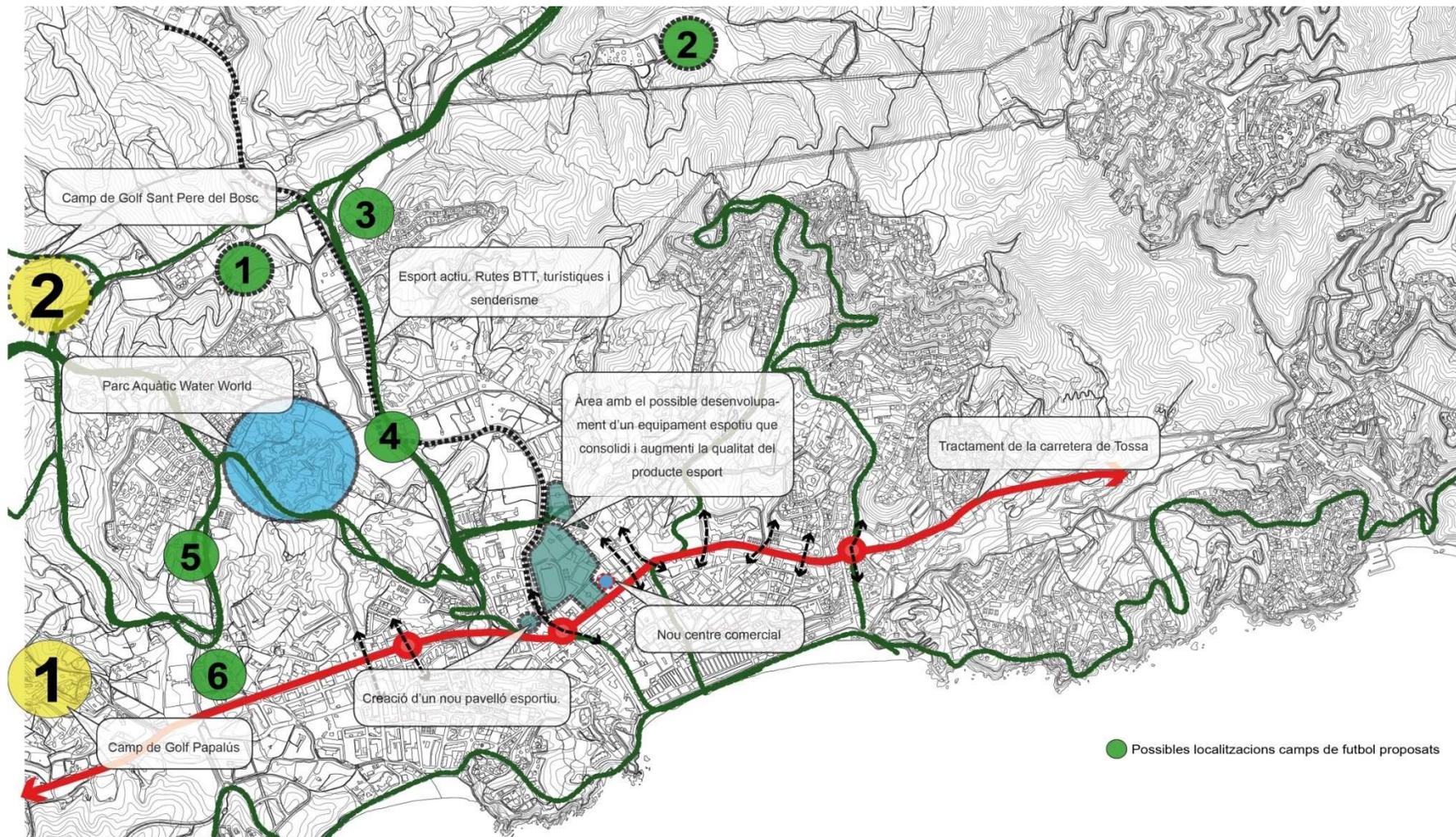
### 3.1.3 Specialising the destination MICE (conferences, trade, culture)



# Operational action plan

## 3. Programme for the development and consolidation of strategic tourism

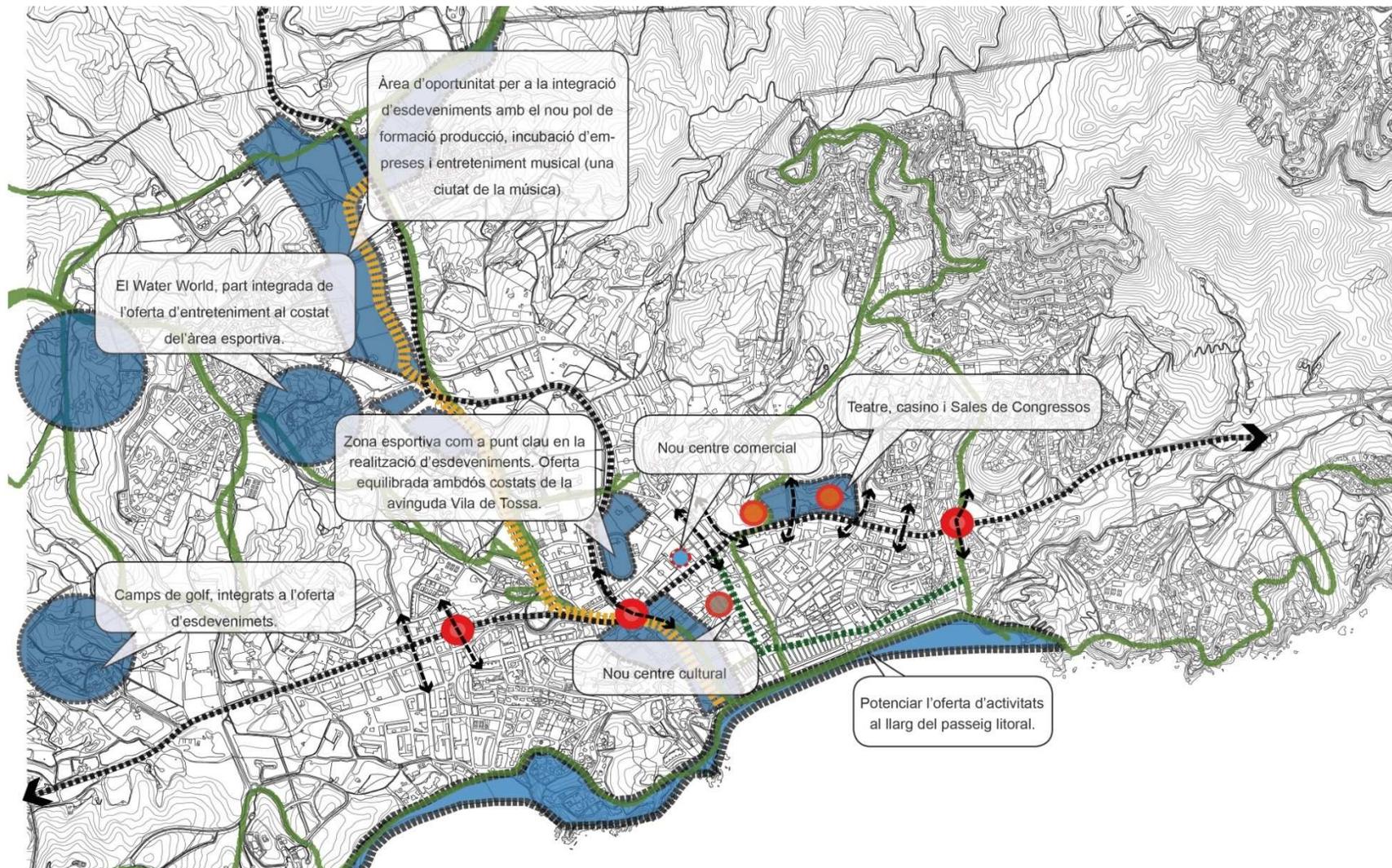
### 3.1.4 Specialising the destination SPORTS



# Operational action plan

## 3. Programme for the development and consolidation of strategic tourism

### 3.1.5 Specialising the destination EVENTS



# Operational action plan

## 4. Marketing, promotion and sales programme

The programme is conceived as a strategic marketing direction for the coming years, a strategy based on making the destination stand out from among its competitors in the medium term, and related to products, markets and segments, an objective defined in the Lloret de Mar Strategic Marketing Plan.

The marketing strategies that have been developed aim to position Lloret de Mar as a balanced, modern, dynamic and innovative destination in the local, national and international markets.

The proposals of this programme are aimed at achieving specific targets through the use of marketing, promotion and sales tools that are explained in detail in the proposed lines of action. The main challenges include the development of specific strategies for each of the defined strategic products by using formulas of public-private collaboration suitable for each product, an ambitious commitment to online sales and marketing, communication initiatives to accompany the transformation process of the destination and a sponsorship programme, among others.

# Operational action plan

## 4. Marketing, promotion and sales programme

- 4.1. Making the destination stand out
- 4.2. Positioning and brand
- 4.3. Lloret quality brand
- 4.4. Boosting the Lloret de Mar brand within the destination
- 4.5. Strategic marketing plan
- 4.6. Promotion
- 4.7. Advertising
- 4.8. Communication and publicity
- 4.9. Welcoming visitors
- 4.10. Online presence of Lloret de Mar
- 4.11. Sales and marketing support
- 4.12. Strategic sponsors and partners



# Operational action plan

## 5. Programme for the improvement of the competitiveness of business activity

The goal of this programme is to foster a stronger and more competitive business sector capable of taking advantage of external changes related to the offer and demand of tourism services, with the aim of maintaining competitiveness and leadership on an international level.

Through the proposed lines of action the programme aims to boost the commitment of businesspeople to the reconversion and specialisation of their establishments and companies, and to foster the firm commitment to incorporating new technologies and quality systems in all the processes and links of the chain of value of tourism service provision.

It is considered essential to foster the training of businesspeople and workers of the sector at all levels in order to increase the capacity of the sector and to deal with the far-reaching changes that are taking place in several areas, such as in the management, marketing and sale of tourism services and their adaptation to the needs of current demand.

A further aim is to support the strengthening of collaboration among businesspeople, to foster the membership of associations, and to facilitate cohesion and agreements between companies as a way forward for developing innovative joint initiatives. This is perceived as one of the basic requirements for the balanced development of the destination, taking into account that the tourism sector goes far beyond accommodation, and that collaboration and joint planning among sub-sectors is a key element today for the survival and all-round competitiveness of destinations.

# Operational action plan

## 5. Programme for the improvement of the competitiveness of business activity



5.1. Fostering training

5.2. Fostering the membership of associations and collaboration

5.3. Incorporation of companies in quality brands

5.4. Incorporation of new technologies in companies

5.5. Online incorporation of companies

# Operational action plan

## 6. Tourism intelligence programme

The compilation, analysis and transmission of information on markets and tourism activity to turn it into knowledge for Lloret's tourism sector is one of the tasks that is necessary in order for product innovation to take place and in order for planning and business or promotional decision taking to be based on reliable information concerning the status of the market, the destination and the trends of outbound markets.

To meet this need Lloret Turisme is proposing the development of a standardised system of studies and statistics that generate periodical or on-demand reports geared towards business activity.

Noteworthy components of this programme include the drawing up of a specific analysis of the chain of intermediaries and price structuring, key elements of competitiveness on which there is a lack of information today, along with the implementation of a permanent and systematic process for the identification of examples of "good practice", serving as benchmarks for learning and for stimulating continuous innovation in the development of the destination and of tourism companies in Lloret.

# Operational action plan

## 6. Tourism intelligence programme



6.1. Standardised system of studies and statistics

6.2. Analysis of the chain of intermediaries and price structuring

6.3. Research into outbound markets

6.4. Benchmarking

# Operational action plan

## 7. Sustainability and accessibility programme

Successfully turning a destination into a true example of responsible tourism involves the adoption of measures by all the agents involved. The main objective of these actions is to gear Lloret de Mar's tourism activity towards sustainability and eco-efficiency, to ensure that the smallest possible environmental impact takes place, that the quality of life of the local population improves and that business activity, and in consequence its socio-economic exercise, becomes more efficient.

The specific actions proposed for this programme are concerned with raising awareness and fostering the adoption of more innovative measures and participation in programmes and agreements related to sustainability and environmental, social and economic responsibility on a global level, as well as fostering the obtaining of environmental certificates with an international profile that are recognised by Lloret de Mar's visitors and citizens alike.

Being a responsible destination involves facilitating access to everything for everyone. This is the definition of universal accessibility. Calculations show that the potential demand of accessible tourism in Europe may reach up to fifty million people. Given the territorial characteristics of Lloret and its strategic interest in the family and senior segments, we understand that the city holds great potential for the comprehensive development of accessible tourism.

To develop this kind of tourism, a Plan for the improvement of universal accessibility must be drawn up and actions must be undertaken to foster the adaptation of the resources and products of the tourism and complementary offer to the needs of this segment.

# Operational action plan

## 7. Sustainability and accessibility programme



- 7.1. Lloret de Mar, responsible tourism destination
- 7.2. Generation of innovative regulations in sustainability
- 7.3. Fostering the adoption of environmental certification schemes
- 7.4. Lloret de Mar, accessible destination
- 7.5. Plan for the improvement of accessibility for all

# Operational action plan

## 8. Programme for the consolidation of the relationship with the territory

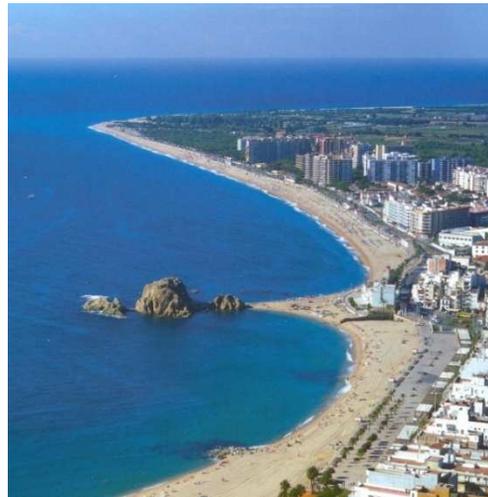
Lloret de Mar forms part of a territorial and tourism unit that comprises the cities of Blanes, Lloret de Mar and Tossa de Mar, which together represent a population of more than 80,000 inhabitants and welcome more than 1,500,000 tourists every year.

Furthermore, the population profiles of these cities (urban profiles and those related to economic and tourism activity) complement each other rather well, as do their facilities. It is considered strategically important to work towards generating a vision of what a joint scenario might look like and how synergies and multiplying effects could be created, not only in terms of tourism but also within economic activity sectors as a whole.

It is necessary to make the most of this opportunity and for the cities to lend their support, on the one hand through a political decision and, on the other hand, through the involvement of business initiatives, with the purpose of setting up a group to follow-up and strengthen their joint position, which is much stronger than that of any of the cities separately.

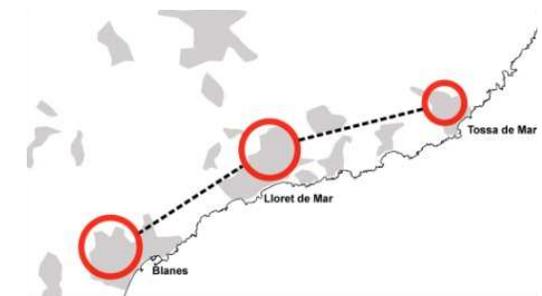
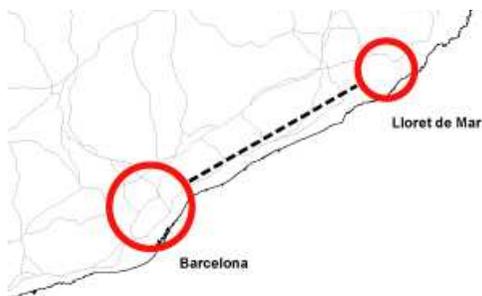
# Operational action plan

## 8. Programme for the consolidation of the relationship with the territory



### 8.1. Generating a Lloret-Blanes joint vision

### 8.2. Creation of a lobby for developing the territory



# Operational action plan

## 9. Programme for attracting investment and for the development of strategic projects

The long-term future of a destination does not lie in the resources allocated to promotion but rather in those devoted to attracting investment and generating cycles of economic growth.

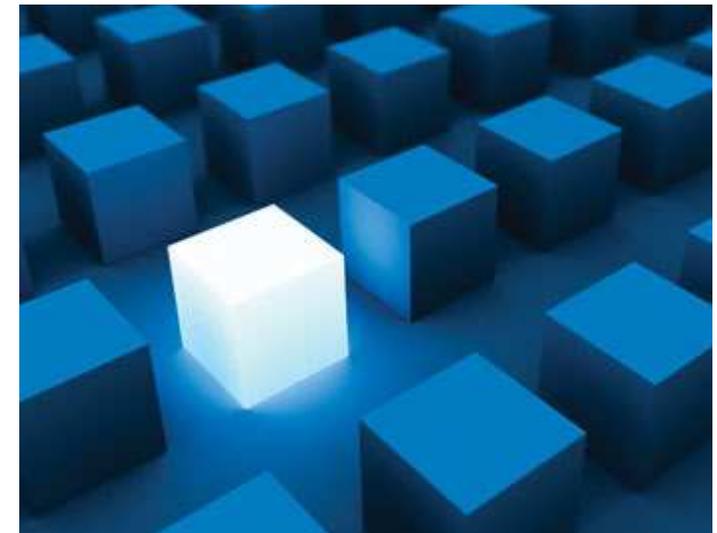
The tourism potential of Lloret de Mar, linked to its growth dynamics and territorial development, the planning of new infrastructures and the pioneering role of leadership that it has played in the development of tourism in Catalonia, mean that opportunities exist for territorial development on the basis of strategic projects.

The lines of action of this programme focus on the need for ongoing initiatives related to the development of large infrastructure projects, as well as on the use of new areas of opportunity detected in the territory, where there are pockets of available land and possibilities exist for attracting new economic activity projects and fresh investment. To make the most of this factor, actions must be well organised and structured, with clearly explained objectives.

One of the opportunities that has been detected involves committing to a model geared towards differentiating Lloret's productive sectors and economic promotion, creating a centre for promotion and tourism intelligence that operates as technological base for the incubation of innovative tourism companies.

# Operational action plan

## 9. Programme for attracting investment and for the development of strategic projects



9.1. Large infrastructure projects

9.2. Strategic projects for economic diversification

9.3. Areas of opportunity. Tourism-territory projects

9.4. Drawing up of the Lloret de Mar Investor's Portfolio

# Operational action plan

## 10. Communication and awareness-raising programme targeted at the local population

The conclusions of the analysis show that it is necessary to carry out actions targeted at the local population with the aim of achieving the strengthening of the feeling of belonging to a modern, dynamic, innovative city that enjoys a position of national and international leadership and whose main activities are based on high quality responsible tourism that is respectful towards the territory and to those who live or carry out their activity there.

It is essential to carry out specific actions to transmit the changes that are taking place in the tourism development model of Lloret de Mar first and foremost to its citizens, since it is they who support their city's tourism activity on a daily basis.

# Operational action plan

## 10. Communication and awareness-raising programme targeted at the local population

10.1. Repositioning of the destination

10.2. Internal marketing plan



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- Why a Strategic Tourism Plan?
- Methodology and structure of the Plan
- Noteworthy aspects of the territorial diagnosis
- Noteworthy aspects of the tourism diagnosis
- Reflections on the strategic model
- Mission and vision of the Plan
- Operational action plan
- **Conclusions**

# Conclusions



# Conclusions

- Lloret de Mar is an **open, dynamic tourism and residential city** that constitutes an **economic engine of the area** based on tourism activity and the activities of complementary services
- As a city and tourism destination, Lloret de Mar **is planning, on a consensual basis**, the continuation of its transformation towards a **sustainable tourism city model from a social, economic, environmental and emotional perspective**.
- Lloret de Mar has a **professionalised public-private tourism management structure** in place with a **high capacity for collaboration and joining forces** to carry out innovative and ambitious projects
- Lloret de Mar will continue to gear its **urban planning and territorial management** towards a model that guarantees **harmonious visitor-resident coexistence** to the greatest extent possible
- Lloret de Mar **is consolidating its commitment to five strategic products** and will continue to develop in the areas of investment, management, promotion and marketing to become a **diversified, specialised and highly competitive destination** in the markets and market segments that it considers strategic.

# Conclusions

- Lloret de Mar will study its **internal and external demand in greater depth** to guarantee the **satisfaction and real enjoyment** of all the residents and visitors who use private and public services related to tourism activity
- Lloret de Mar is devising its model from the perspective of **the integration of its relations with other neighbouring territories**
- Lloret de Mar considers that its **city-tourism destination model** has the capacity to attract **investment** linked to **innovative activities** associated with tourism and other complementary sectors
- Lloret de Mar understands that its **population and all those who carry out their activity in the territory** are the people who **add value to its project** and wants them to be part of it
- Lloret de Mar will seek out the **funding that is essential** for making the necessary public and private investments, and for maintaining the national and international competitiveness of the destination