

Gran Canaria 2021-2025 Strategic Tourism Plan and Tourism Marketing Plan

EXECUTIVE SUMMARY



The 2025 vision for Gran Canaria as a tourist destination

The 2025 vision

“By 2025, Gran Canaria will have consolidated itself as a quality tourist destination, as a year-round benchmark destination in Europe, growing in an ever more sustainable and competitive manner”

The Mission and Vision of the “Gran Canaria Tourism” organism

The ‘GCT’ Mission

“To contribute to the consolidation of Gran Canaria as a European holiday destination, by following a sustainable growth model, and by raising the competitiveness of its Tourism System as a promotional entity and as the industry’s coordinator for the island”.

The ‘GCT’ Vision for 2025

“Gran Canaria Tourism will be a benchmark in the promotion of the Tourism System in Gran Canaria, having worked in a collaborative manner and gained the confidence of the tourism industry, as well as having strengthened its competitive conditions in order to achieve the destination’s Vision”.

The main advantages

“An **exceptional tourism Experience**, together with the **best climate in Europe**, at **any time of the year**”

The five competitive assets

1. A diverse range of landscapes, all within a short distance of each other

It is no coincidence that some call the island a “miniature continent”. It is possible to walk along the warm coastline, cross a sand dune desert, explore subtropical valleys and woodland, climb up to the summit and experience the local outdoor culture, all in a single day.

2. A unique lifestyle with its own cultural expressions

Gran Canaria boasts a unique character, in which its lifestyle can be savoured anywhere,

as can the way local residents enjoy their life, combining a relaxed but festive pace of life.

3. An extensive range of products that complement the “Sun and Beach” model

Gran Canaria offers many different types of activities and experiences, including: nautical, adventure, well-being, gastronomy, sports, rural, urban, leisure and entertainment, even astronomical, to name just a few.

4. Hospitality and safety, in their widest sense

Gran Canaria offers a consolidated, highly

experienced and hospitable tourism industry. Furthermore, it is a safe destination in every regard, in both socio-political and health terms.

5. Connections and infrastructures

The destination offers great connectivity with its source markets as well as hotel infrastructures that offer tourists a comfortable and pleasant experience.

Commitment to a sustainable growth model

1

Greater Spending

The strategy will prioritise **qualitative growth**, based on a growth in tourist spending. A quality and highly experienced tourism offer will attract tourists who have a **greater purchasing power** and will provide them with reasons **to stay longer**.

2

Diversification

The strategy will drive **diversified growth**, both in **source markets** and **distribution channels**. The destination will become more resilient to adverse economic and political situations by reducing its dependence on tour operators and on its four main markets.

3

Decentralisation

The strategy will promote a **better spread of tourist presence around the island**. Gran Canaria offers tourist attractions all over the island and, to this end, initiatives will be developed to promote the areas to the north and the interior of the island that are currently less exploited in terms of tourism.

4

Sustainable Tourism

The strategy will foster a **sustainable growth model** in line with the 2030 Sustainable Development Goals (SDGs), in order to **generate value**, not only for tourists but also **for the natural and cultural environment, for people and for businesses**.

In order to achieve these four major goals for Gran Canaria, three prioritisation processes have been implemented



**Source
Markets**



**Tourist
Products**



**Consumer
Segments**

Gran Canaria has four strategic markets, six high priority markets, and three potential markets to be explored

Strategic



Maintain competitiveness

Major source countries for Gran Canaria, the goal for which is to maintain results in current segments and to grow in new segments.

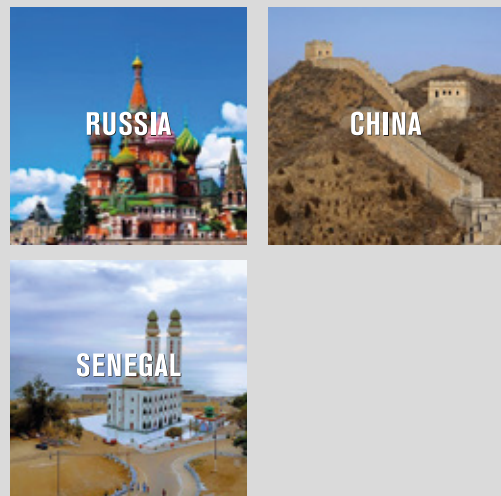
High priority



Significant growth

Markets that have currently become significant for Gran Canaria, offering significant growth opportunities in new and current segments.

Mid-low priority



Explore opportunities

Markets with a lower relevance for Gran Canaria, but that offer qualities that mean they should be given an opportunity and be explored.

General goals depending on the market



Strategic Markets

a. Gran Canaria’s competitive position

These are the leading source markets for Gran Canaria, countries with a long history of positioning the destination’s tourist brand, and for whom the island is well known as a sun and beach destination, mainly for relaxation and unwinding. Nevertheless, the challenge is to attract new demand segments in order to achieve increased activity and mobility around the island.

b. Main goals

Increase understanding of the destination	
Increase number of arrivals	
Improve air connectivity	
Increase daily spending	
Increase average length of stay	
Contribute to the geographical dispersion around the island	
Build client loyalty (in current and new segments)	



High Priority Markets

a. Gran Canaria’s competitive position

These are markets that the destination has been working on for several years and which have become significant for the island. All of them offer great growth opportunities and require a further considerable effort to be made. There is still much room for improvement in brand awareness, so the positioning needs to be strengthened. Air connectivity issues need to be addressed for certain markets.

b. Main goals

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Increase number of arrivals	
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Contribute to the geographical dispersion around the island	
Build client loyalty (in current and new segments)	

Strategic priorities depending on the market



Strategic Markets

a. Tourist products to be promoted



Sun and beach
(relaxation)



Sun and beach
(discovery)



Active



Nature and
rural



Nautical



Gastronomy



Golf



b. High-demand segments to be targeted



Revitalising
A restful break



Sun and beach
(discovery)



Active



High Priority Markets

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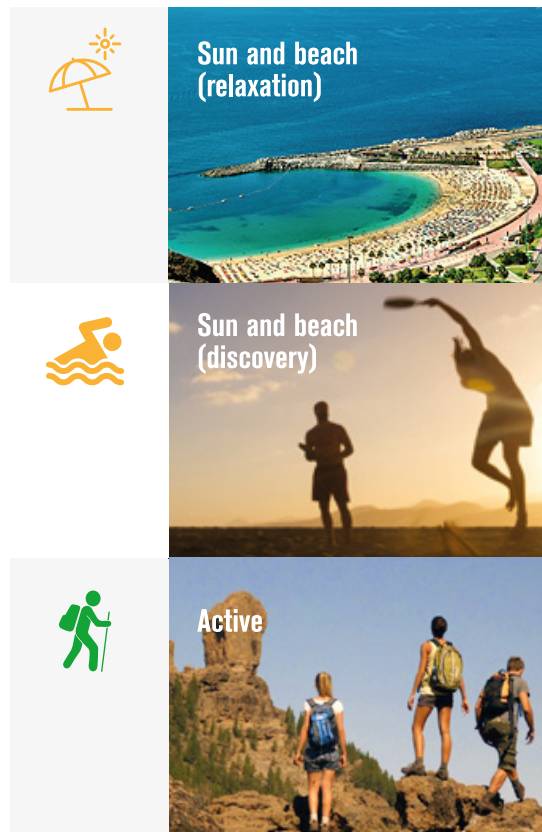
Importance: Very high



Low

Gran Canaria has three strategic products, four high priority products and a further four for exploring their potential

Three strategic products



Five products to scale up



Four products to explore



**Maintain its power
of attraction**



Promote strongly



**Explore
its potential**

Gran Canaria has one strategic segment, two high priority segments, and one segment to explore

Strategic



Maintain and build customer loyalty

A segment in which Gran Canaria is already competitive and is highly attractive, due to the large numbers of travellers who are part of it.

High Priority



Increase competitiveness

Segments that are attractive due to the potential they have for geographically decentralising tourism, and that can become strategies requiring little effort by Gran Canaria to improve its competitiveness.

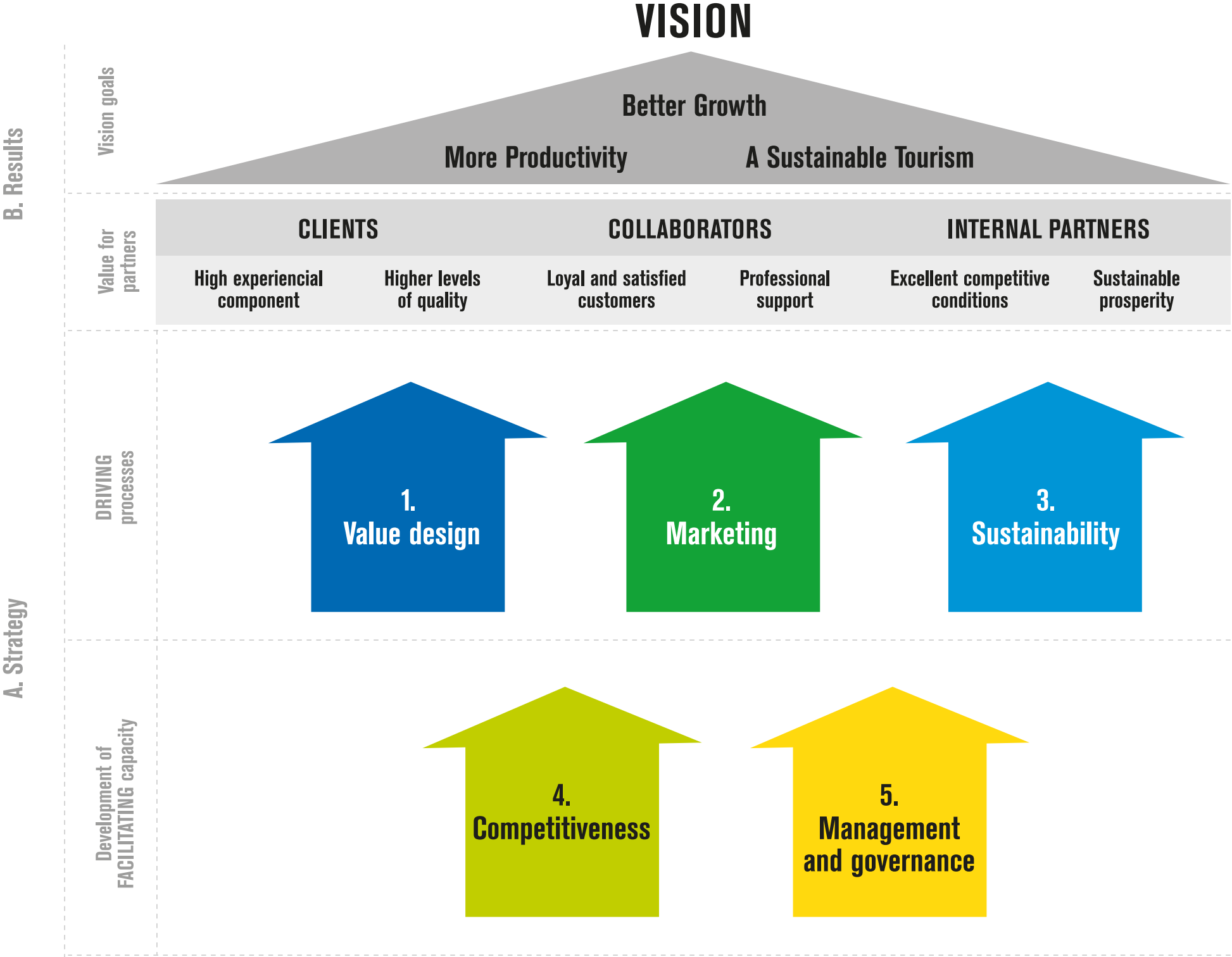
To be explored



Exploring opportunities

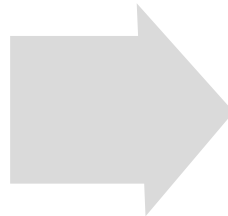
Long-term traveller segment, attractive due to the growth it has experienced over the last few years and especially in the wake of the COVID-19 pandemic. It is a segment in which Gran Canaria could be quite competitive.

Gran Canaria 2021-2025 Strategy Map



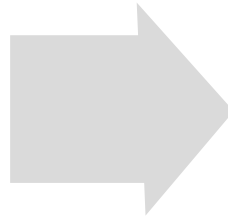
We will highlight the tourism offer of our great destination

1. By having a system of experiences that highlights the value of the island's distinctive tourist resources, thus enriching its offer



To increase the number of visits to outstanding tourist attractions located in less frequented areas

2. By boosting the development an offer in accordance with segments we are looking to grow in, achieving a greater balance of client mix



To increase the proportion of tourists in the 31 to 45-year age range and families

Value Design Initiatives



- We will offer a **wider variety of tourist experiences and activities**
- We will develop, alongside the industry, a **range of tourist packages with a high experiential component**
- We will enhance **useful tools for journey planning and enjoyment**
- We will continue with the **transformation of tourist information offices**



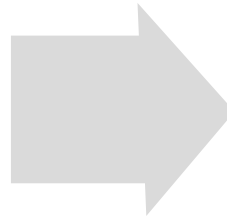
- We will promote a **tourism that offers more activities and discovery**
- We will boost **events aimed at segments with other age ranges** throughout the year
- We will identify and drive **establishments that have an attractive leisure offer for these segments**



- We will develop and communicate **the seal for the differentiation and the categorisation of the family tourism offer**
- We will work with **trade, DMCs and family attractions** to package the offers

Branding: we will increase the power of our brand

3. Increasing the power of our brand in strategic and high priority markets, fostering the destination's differentiating qualities through a series of messages that will be transmitted consistently and over long periods of time



To increase the stature and/or strength of the brand in accordance with market requirements

Branding Initiatives



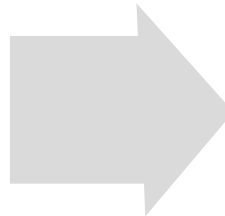
- We will define **Brand Architecture**
- We will carry out a **brand study** at the main source markets
- We will design a **brand identity** and its message ecosystem
- We will work **together** with municipal and regional brands



- We will manage a single **publishing calendar** for all departments
- We will identify the sources of **collaborative content**
We will organise a **content inventory**
- We will outsource part of our **content production**

Communication: We will raise the profile of our destination

4. Evolving a system of communication aimed at the acquisition of new segments



To raise the profile and understanding of the destination among the new segments to be attracted

Communication Initiatives



- We will implement the adjustments suggested for the **current proprietary resource structure** (website, micro-sites, landing pages, app and social media)
- We will optimise the **performance of the main website and maintenance of the micro-sites**
- We will manage our **social media** with formulas to boost their reach and above all their engagement



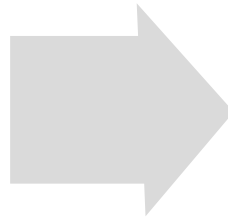
- We will design and execute annually an **action plan with execution targets** by market and by product
- We will widen the **network of generalist and specialised media** by market
- We will make strategic use of **influencers' reach**



- We will have a **centralised plan of brand campaigns and tactical campaigns in markets**
- We will invest in **digital media advertising**
- We will implement a **sponsorship evaluation system** to align them with the strategy

Customer Retention: We will build customer loyalty

5. Advancing towards a customer relationship model that will make it possible to achieve more from it and to increase their loyalty levels even further



To increase tourist spending in Gran Canaria and their loyalty with the destination (both in current segments and in new ones)

Client Retention Initiatives



- We will select and implement the **CRM tool** in order to cover Gran Canaria Tourism's needs
- We will establish the **appropriate channels for lead generation**
- We will define a **lead plan by audience type**
- We will extend the **use of CRM to B2B audiences**

1st phase
EMAILING TOOL

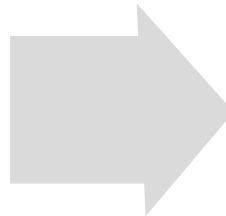


2nd phase
CRM IMPLEMENTATION



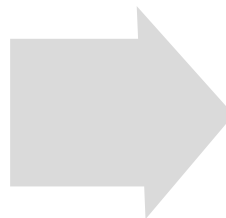
Sales System: We will diversify our growth

6. Continuing a process of market diversification in order to reduce risk and to broaden business opportunities



To grow in high priority markets

7. Promoting a more balanced sales system, promoting direct selling and the presence of Gran Canaria's offers in OTAs

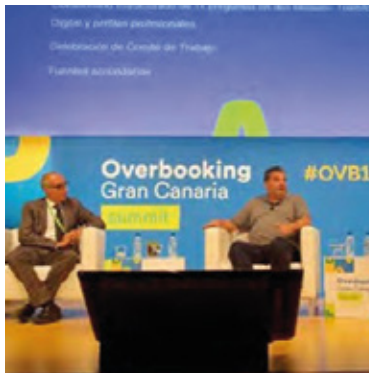


To reduce tour operator share in hotel sales

Sales System Initiatives



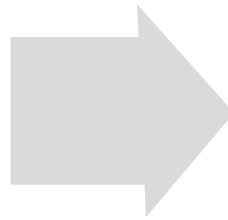
- We will promote the **development of high priority markets and continue to manage strategic markets**
- We will boost **connectivity through new routes and frequencies**
- We will increase and optimise **co-marketing agreements with airlines and travel trade**



- We will promote a **greater number of bookings by OTAs and direct selling with businessmen**
- We will execute **promotional campaigns aimed at FIT**
- We will expand the **distribution/commercialisation networks in markets**
- We will establish a **correct measurement for the destination's sales channels**

Marketing Organisation and Management: We will improve our marketing performance

8. Establishing more efficient models
for the management of markets,
products, partners and the measurement
of marketing effectiveness

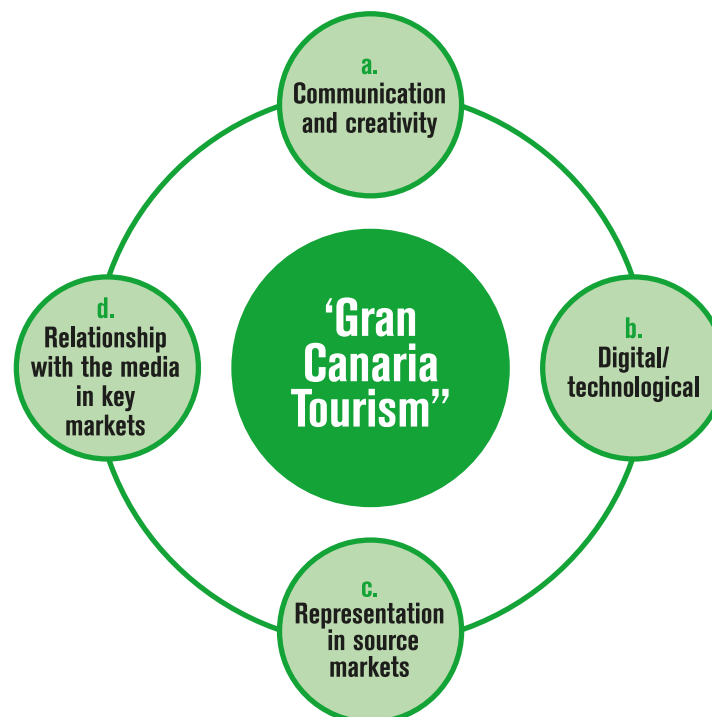


To improve marketing
performance KPIs

Marketing Organisation and Management Initiative

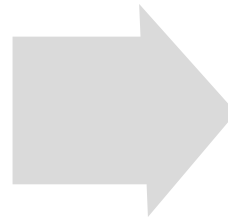


- We will implement **the market development and representation model**
- We will review the **product category structure and its management model**
- We will establish a **more effective supplier system**
- We will have a **marketing indicator monitoring system**



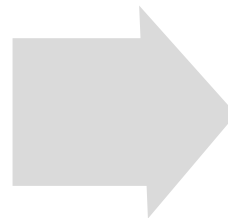
Taking sustainability as a cross-cutting element in our growth

9. Achieving a sustainable growth model at the destination, aligned with the SDGs, that benefits the local community, tourists, investment / companies and the environment



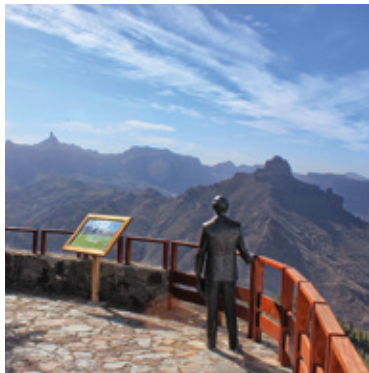
To generate prosperity for companies and citizens while at the same time contributing to a memorable experience for tourists.

10. Driving the conservation of natural spaces and the environment



To reduce the environmental impact of tourism at the destination

Sustainability Initiatives



- We will promote mechanisms in order to **generate a positive effect of tourism on society**
 - We will drive the **development of the MiPymes project for the sector's SMEs**
 - We will promote **sustainable tourism among tourists**
 - We will deploy a **sustainable tourism management system** in Gran Canaria
 - We will work together with Historic Heritage to **implement the sustainable tourism strategy at the World Heritage Site of 'The Risco Caído Cultural Landscape and the Sacred Spaces of Montaña'**
-



- We will promote the adoption of **environmental best practices** in companies
 - We will inform and raise awareness among companies, society and tourists with respect to **the importance of environmental sustainability**
-

Being an ever more competitive destination, by means of standardised quality and digitisation of the industry

11. Fostering digital transformation of the public and private tourism industry



To accelerate digital transformation at the destination

12. Promoting the quality of Gran Canaria's tourist products and services



To increase the quality level of products and services offered by Gran Canaria

13. Having a system that strengthens the relationship with the local tourism industry



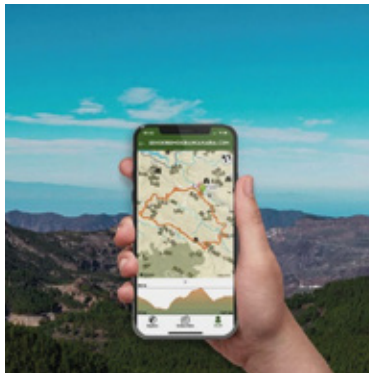
To improve the perception and awareness of the role of 'Gran Canaria Tourism' and the services it provides to the local industry

14. Making the "Market Intelligence" produced by 'Gran Canaria Tourism' available to the industry for decision-making



To expand Tourism Intelligence through new reports and indicators that are useful to the industry

Competitiveness Initiatives



- We will promote the **development of Gran Canaria as a DTI**
 - We will provide **support to the agents responsible for the implementation Smart Destination initiatives**
 - We will consolidate the participation of Gran Canaria in **the most relevant DTI transformation programmes**
-



- We will provide **continuity to the SICTED programme**
 - We will expand the **collaboration with the Chamber of Commerce** for actions targeting the industry
 - We will engage in a **more active participation at the Quality Tourism Round Table**
 - We will monitor the **quality of the destination by means of OTAs ratings and opinion websites**
-

Competitive Initiatives



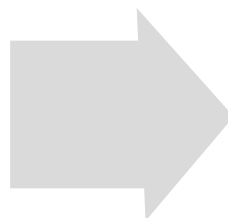
- We will foster **relationship mechanisms with the industry**
 - We will develop a **portfolio of co-marketing opportunities** aimed at both large companies and SMEs in Gran Canaria
 - We will advise smaller companies through the **Innovation Cluster**
-



- We will structure the **available tourist intelligence**
 - We will promote the management of **reports by market** to improve decision-making
 - We will formalise the **Gran Canaria Tourism Observatory**
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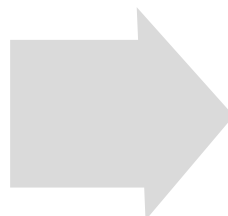
With an organisation aligned with the strategy and with close public-private collaboration

15. Being a key player in public-public and private-public cooperation



To increase the involvement of the whole industry in common goals

16. Facilitating the overhaul and development of tourist infrastructures



To promote the improvement of tourist infrastructures and prevent the destination from falling into decay

17. Equipping the team with the necessary capacity and resources



To ensure the efficient operation of 'Gran Canaria Tourism'

Management and Governance Initiatives



- We will foster a **greater public-private participation**
- We will promote **collaboration between public administrations** at all levels
- We will undertake an **active role within the Maspalomas Tourist Consortium**



- We will analyse **success stories** of how other destinations have addressed the renewal and/or development process of tourist infrastructures
- We will prepare a **study for the creation of an entity responsible for the refurbishment of tourist destinations** (renewal of tourist infrastructures, development of new projects, etc.).



- We will optimise the **organisational chart** of 'Gran Canaria Tourism'
- We will define and implement **processes and procedures**
- We will design and implement an **internal training programme**

In short... Gran Canaria 2025

4 major goals

Greater spending

Decentralisation

Diversification

Sustainable Tourism

5 major issues

1.
Value Design

2.
Marketing

3.
Sustainability

4.
Competitiveness

5.
Management
and Governance

21 initiatives to be implemented

