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COMUNICATION PLAN FOR CLUB MED PORTUGAL –A VACATION RESORTS COMPANY

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Master Project

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Abstract

This master project concerns the development of a communication plan for Club Med Portugal, the Portuguese division of Club Med an international 'all-inclusive' vacation resorts company.

The current socio-economic situation lived in Portugal, alongside with technological developments, have forced companies to rethink its communication strategy and adapt to the changing consumer's needs and expectations. Club Med Portugal wants to be in the frontline of this new shift in the way companies reach and communicate with consumers, and therefore proposed the development of this communication plan. Club Med Portugal's low brand knowledge and awareness (mostly brand recall), were another reason why the company proposed this communication plan.

This master project analyzes the external and internal factors that influence the company and affect its communications effectiveness. In order to have a better insight on the problems faced by Club Med Portugal was done an interview to David Delgado (Marketing Manager at Club Med Portugal). It was also done a study regarding Club Med Portugal target customers (vacation purchase habits, preferences, Club Med Portugal's communication effectiveness, brand awareness and knowledge) in order to develop marketing activities and actions, to this target, in a more effective way.

This master project will therefore, consist of the development of a coherent and realistic communication plan that takes into account the new trends in marketing communications (i.e. emergence of internet and interactive marketing). At the same time, it also expects to be innovative, meet Club Med Portugal's objectives (increase brand awareness and knowledge), and consumers' needs and expectations.

Key Words: Marketing Communications, Hospitality Marketing, Communications Plan, Club Med Portugal

JEL: L83, M31

Resumo

Este projecto de mestrado consiste no desenvolvimento de um plano de comunicação para o Club Med Portugal, a divisão Portuguesa do Club Med, uma cadeia internacional de resorts 'tudo-incluído'.

A situação socioeconómica vivida actualmente em Portugal, assim como as novas tendências no campo do marketing e desenvolvimentos tecnológicos, têm forçado as empresas a repensar as suas estratégias de comunicação e a adaptarem-se às mudanças nas necessidades e expectativas dos consumidores. O Club Med quer estar à frente desta mudança, e por essa razão propôs o desenvolvimento deste plano de comunicação. A baixa notoriedade (principalmente *brand recall)* e conhecimento que os consumidores alvo têm sobre a marca, também levaram o Club Med a propor este plano.

Neste projecto de mestrado são analisados os factores externos e internos que influenciam a empresa e a eficácia da sua comunicação. De forma a obter um melhor conhecimento sobre a realidade da empresa foi feita um entrevista a David Delgado (Director de Marketing do Club Med Portugal). Também foi feito um estudo ao consumidor alvo do Club Med (comportamento de compra, preferências, notoriedade e conhecimento sobre o Club Med), de forma a desenvolver actividades e acções para este consumidor alvo, de uma forma mais eficaz.

Consequentemente, este Project de mestrado consistirá no desenvolvimento de um plano de comunicação que tenha em conta as novas tendências no campo do "marketing (i.e. emergência do marketing online e interactivo). Ao mesmo tempo, espera conciliar os objectivos do Club Med (aumentar o conhecimento e notoriedade da marca) com aquilo que os seus consumidores alvo querem.

Palavras-chave: Marketing, Comunicação, Marketing Turístico, Plano de Comunicação, Club Med Portugal

JEL: L83, M31

Table of Contents

Index of Figures

Index of Table

Executive Summary

This thesis covers the subject of Marketing Communications. More precisely, this thesis is project based and aims to propose a communication plan for Club Med Portugal, a company operating in the challenging and competitive hospitality market. The main objectives of this communication plan are to increase brand knowledge and awareness. Indirectly, this communication plan is also expected to help Club Med Portugal to increase purchase intention and a positive attitude and image.

The first part of the thesis concerns the identification and exploration of topics addressed, such as communications process and planning, hospitality marketing, brand knowledge and awareness. In a next phase was done a comprehensive analysis of all the external (tourism market, Portuguese tourist, competitors) and internal factors (company presentation, communication strategy, target customer and SWOT) that influence or could influence the Club Med Portugal. In order to have the best insight possible was decided that it was in this project best interest to perform a study on Club Med target customers. The objective of this study was to provide primary data regarding, their vacation buying habits and preferences, levels of awareness, knowledge about the company and Club Med Portugal's communications effectiveness. In order to have and internal perspective about the challenges Club Med faces, was also done an interview to David Delgado (Marketing Manager at Club Med Portugal).

The approach followed throughout the development of this master project allowed for the development of a communication plan that meets both Club Med Portugal's objectives and consumer's expectations. This communication plan takes advantage of the company's strengths and opportunities, but also tries to find ways to overcome its weaknesses and threats by developing alternative and innovative ways to communicate with consumers.

This communication plan doesn't focus only in improving Club Med Portugal's existing communication activities and actions, but also to develop new and innovative ways for the company to reach and engage with its target customers. Although this project focuses specifically in the case of Club Med Portugal, the challenges and problems its faces are similar to the ones other companies are facing. Therefore, companies can use

this project and its communication plan as a guideline for the development of their own communication strategy.

Chapter 1- Introduction

In this first chapter will be discussed the purpose and reasons for the creation of this master thesis (a communication plan for Club Med Portugal). It will also be presented the problem and main objectives. The last part of this chapter will explain the methodology followed throughout the development of this thesis.

1.1. Problem Identification

Portugal has been experiencing a severe crisis, which had a tremendous effect not only at the economic level, but also at the social level. Due to this crisis, consumers purchasing power was reduced, which made them become more rigorous and cautious about how they spend their money. This change in consumer's buying habits had a great impact on companies, which saw their sales drop, while at the same time their marketing budget reduced. If in the past it was already difficult for companies to advertise and promote its products and/or services, the current situation lived in Portugal, elevated this challenge even more. Companies can't continue using traditional and uncreative communication tools. Instead, they have to think about new, innovative and more effective ways to reach and attract consumers. The constant technological developments and new trends in marketing communications are also one of the reasons for the proposal of this communication plan (i.e. internet and interactive marketing). When operating in the challenging and competitive hospitality market, companies have to take into account another disadvantage- this disadvantage is the fact that hospitality and tourism are considered to be a superfluous activity and in times of economic hardship this type of activities are the first to be cut down by consumers.

Besides all the facts referred above, Club Med Portugal (Portuguese section of Club Med International), struggles with some internal challenges, mostly concerning its communication effort. Club Med Portugal believes its recent communications plans are not being completely effective at reaching and attracting consumers, resulting in low levels of brand awareness. Club Med Portugal's brand knowledge is also considered to be very low, in part as a consequence of the company's name- 'Club Med', which can be incorrectly related with a medicine company or health care industry. Besides this fact, is important to refer that companies operating in the hospitality sector, have to deal

with the problems of intangibility, and the impact this characteristic has in resort companies' communications. The feeling that its communications strategy could still be improved, lead the company to propose the development of a new and innovative communication plan for Club Med Portugal.

1.2. Thesis Objectives

This thesis, which can be included in the marketing communications domain, aims to achieve the following objectives:

- To make an analysis of the tourism and hospitality sector, in order to position Club Med Portugal in a national and international context.
- To understand the unique features and importance of communications in the specific case of the hospitality sector (where Club Med Portugal operates).
- To do an internal analyze of Club Med Portugal, its communication strategy, and its direct competitors.
- To study the level of knowledge and awareness consumers have about Club Med Portugal, as well as how they inform themselves, decide and buy their vacations.
- To elaborate a communication plan for Club Med Portugal for the year 2013 based on the analysis of the company, external factors and other studies.
- To increase Club Med Portugal's brand awareness and knowledge, through the proposal of a coherent and realistic communication plan, which at the same time could be innovative, meet Club Med Portugal's values, and consumers' expectations about the company.

1.3. Methodology and Information Sources

The methodology followed in this thesis, took into account the general goal of presenting a communication plan for Club Med Portugal, a company operating in the competitive tourism and hospitality market.

Both primary and secondary sources were used. The secondary data was taken from reliable internet sources such as the UNWTO, *Banco de Portugal*, *Turismo de Portugal*, or from Club Med Portugal. The primary sources consisted of a structured interview with David Delgado (Marketing Manager of Club Med Portugal), and the elaboration of an online survey to Club Med target customers.

The first step consisted of doing a review of the most important concepts covered in this thesis, namely: brand communications, communication planning process, hospitality marketing and brand awareness and knowledge. In order to do it, were studied the most relevant and recent marketing textbooks, scientific articles and papers. In a second step was analyzed the current state of tourism and hospitality, with the characterization of the sector and analysis of Club Med Portugal's direct competitors. After, is done an internal analysis, encompassing the presentation of Club Med (international) and Club Med Portugal, but also the examination of the company's recent communications effort. In order to have a better insight about the problems Club Med Portugal faces, was conducted an online study. The objective of this study was to provide primary data regarding Club Med Portugal's target consumers, communications effectiveness and levels of awareness and knowledge about the company.

The analysis of the study, plus all the previous steps, allowed to identify new opportunities and aspects where Club Med Portugal's communications could be improved. Resulting in the formulation of a communication plan that takes into account both Club Med Portugal's objectives and consumers' expectations.

Chapter 2- Literature Review

The main purpose of this master thesis is to propose a communication plan for Club Med Portugal, a company operating in the challenging tourism and hospitality sector. It is therefore important to understand the diversity and complexity of the different concepts and domains addressed throughout the development of this thesis. The literature review will start by presenting the concepts, unique features, and recent trends of tourism and hospitality. Later, will be explored the domain of communication, communication planning, communication mix and the way they all relate with the previous concepts (tourism and hospitality). The literature review will end with a discussion about brand awareness and knowledge- main objectives of this thesis' communication plan

2.1. Tourism and Hospitality Contextualization

Factors such as the process of globalization and technological development, turned tourism into a driving force of socio-economic progress with growing importance and impact in countries' economies (Cooper *et all*, 2005). Wall and Mathieson (2005) describe tourism as the sum of the relationships arising out of the activities of persons travelling to and staying in places outside their usual environment for not more than one consecutive year for leisure, business and other purposes. However there are other definitions of tourism, mostly depending on the perspective from which it is being analyzed. Shoemaker *et all* (2007: 227) present a more business oriented perspective, where tourism is defined as "the processes, activities, and outcomes arising from the relationships and interactions among tourists, tourism suppliers, host government, host communities, and surrounding environments". As the authors also refer, the definition suggests that tourism is made of tangible and intangible components. They also say that those components are highly interrelated and are very sensitive to changes in macro and micro environmental trends, concluding that any small change that influences one component will probably have an influence on all the others.

In a supply perspective, tourism compromises a number of elements described as 'principals'. The principals identified are: transport services, accommodation providers, visitor attractions, tour operators and travel agencies. McCabe (2009) refers that this model is somewhat limited in the way that there are also a range of ancillary services connected to the tourism activity, such as, insurance companies, building and construction and public sector services.

Hospitality could be described as the provision of accommodation, lodging, food and/ or services to people outside of their place of residence (Woods, 1989). Shoemaker *et all* (2007) identify four components of the hospitality product. The first is the 'physical product', which is the tangible component of the service, such as beds, food, amenities, air conditioning, TV's, furnishing, etc. More precisely, everything that businesses have direct or almost direct control, and consequently can be accounted and inventoried. The 'service environment' is the "physical environment in which the service is delivered" (Zeithaml and Bitner, 1996:518). This second component is comprised by the 'ambient condition', 'special layout', and 'symbols & signs'. They work together in order to enrich the customer service experience, and are central to the hospitality product that is

being marketed (Shoemaker *et all*, 2007). The third component of the hospitality product is the 'service product', which is basically the actual service or core performance the customer purchased. The fourth component is the 'service delivery'. Characterized by Shoemaker *et all* (2007) as the 'moment of truth', which is when the service product that the customer paid for is performed, and when his expectations meets what the host offers.

The hospitality industry is made of a very large number of small and micro-operations, but also a small number of large and powerful organizations (McCabe, 2009). Kotler *et all* (2010) refer that while previously the hospitality market consisted basically of individually owned hotels, the entrance of corporate giants changed it into an industry dominated by chains. These chains operate in a very aggressive and competitive way, focusing a lot in the marketing effort as a way to win customers.

2.2. Tourism and Hospitality as Services

Tourism and hospitality, in the context of marketing, are included in the area of service marketing. This is important because marketing communication in this sector is extremely influenced by these particular features, and consequently can influence the way a company will be able to reach consumers (McCabe, 2009). Researchers have identified four unique characteristics of services, such as, 'intangibility', 'heterogeneity' (non-standardization), 'inseparability', and 'perishability'. The intangibility characteristic is referred universally as the fundamental difference between services and products (Zeithaml *et all*, 1985).

Kotler and Keller (2006: 405), explains that services are 'intangible', because "unlike physical products, services cannot be seen, tasted, heard or smelt before they are bought". The authors say that they are also 'inseparable', because they are normally produced and consumed at the same time. Services are 'heterogeneous' because of the high variety in the way they can be performed. The quality and the 'experience' of the service can be influenced by who produces it, the customer to whom the service is offered, or even the date or place where the service takes place (Zeithaml *et all*, 1985). The forth characteristic of services is that they are 'perishable', meaning that they cannot be stored (Kotler and Keller, 2006). To explain this characteristic is presented

the example of 'hotel rooms not occupied', that cannot be reclaimed, and are ultimately lost. (Zeithaml *et all*, 1985).

2.3. Communication Trends in Hospitality Marketing

The communication process of an organization can be more difficult due to the specific features of tourism and hospitality as services. Mittal and Baker (2002) concentrate on the implications of intangibility and present four challenges that this limitation brings to organizations. 'Abstractness' refers to the difficulty in communicating abstract concepts of services. 'Generality', relates to the challenge of transmitting the differences between one company's services from another. 'Non-searchability', means the difficulty of a customer to search the credentials of an organization, or test the service before buying the service, implying that the customer will have to trust in the provider of the service. 'Mental impalpability', refers to the difficulty in being able to imagine a physical experience (Mittal, 1999; McCabe, 2009)

Due to the challenges that intangibility implicates, the role of visual imagery becomes very important, since tourism and hospitality companies often rely on visual communications (Yuksel & Akgul, 2007). According to Nicoletta and Servidio (2012), the power of images comes from their ability to influence tourists' behavior by stimulating multiple creative activities and experiences. Experiences, as Schmitt (1999: 57) argues- "provide sensory, emotional, cognitive, behavioral, and relational values that replace functional values". This fact is especially important in hospitality industry, due to the sector's specific characteristics as services. According to the author, one important concept of experiential marketing is the 'Strategic Experiential Module' (SEM), which comprises five domains: 'sense' (sensory experience), 'feel' (affective experiences), 'think' (creative cognitive experiences), 'act' (physical experiences, behaviors and lifestyles, and 'relate' (social-identity experiences that result from relating to a reference group or culture) (Schmitt, 1999).

According to Tajeddini and Trueman (2012) for companies operating in this challenging environment to achieve a positive impact upon financial and marketing performance they should focus on innovation. It is also stated that innovation does not necessarily means the development of new ideas or technologies, but also the implementation of ideas developed elsewhere (Tajeddinia and Truemanc, 2012). According to Oh *et all*

(2004), new technological developments will force researchers to rethink and develop new marketing theories., which will consequently lead to the fragmentation of traditional advertising media and the emergence of new, non-traditional media, promotion, creating new challenges for marketers (Keller, 2001). One of the emerging non-traditional media is social media (Kaplan and Haenlein, 2009). According to Barnes & Barnes (2009), companies can't afford to ignore the impact social networking can have on their activities. The same authors refer that "if companies are not involved and aware of the latest tendencies in social media, may be losing the opportunity to attract a new and 'connected' public" (Bráulio & Rebelo, 2011: 3).

A concept that is frequently related with social media is Web 2.0, "a term that was first used in 2004 to describe a new way in which software developers and end-users started to utilize the World Wide Web; that is, as a platform whereby content and applications are no longer created and published by individuals, but instead are continuously modified by all users in a participatory and collaborative fashion" (Kaplan and Haenlein, 2010: 60-61) Web 2.0 represents a change of power and value production from the companies to the individual and the collective (Berthon *et all*, 2012).

Online social blogs, such as travel blogs, have been growing and gaining popularity recently (Banyai, 2012), becoming an attractive way to perform Word-of-Mouth (WoM) marketing (Li and Du, 2011). For companies to apply this tool in an efficient way becomes imperative to identify the most relevant opinion leaders in such networks (Li and Du, 2011). These opinion leaders "are important individuals in social networks because of their ability to informally influence the attitudes or behavior of others in a desired way with relatively high frequency" (Li and Du, 2011: 190). They are also able to influence consumer's acknowledgement or adoption of products, technologies (Cho *et all*, 2012), or even hospitality services (Litvin *et all*, 2008), by providing recommendations, give personal comments, and supplement professional knowledge to help a company promote its products and services (Li and Du, 2011).

Recent trends in hospitality marketing point out to the increasing importance of a close relationship between companies and society. According to Line and Runyan (2012: 483) "public relations issues such as green marketing and corporate social responsibility appear to have experienced growth, perhaps owing to the recent shift in the overall business climate towards more sustainable and socially responsible behavior".

2.4. Marketing and Brand Communication

According to Kotler and Keller (2012), marketing is more than just developing good products, pricing them attractively, and make them available. The authors emphasize that brands also have to use communication as a way to reach target and potential customers. This fact lead to the definition provided by Keller (2001:819), he defines marketing communications as "the means by which firms attempt to inform, persuade, incite, and remind consumers – directly or indirectly - about the brands they sell". Buil *et all* (2000) referred that the way companies decide to communicate with consumers will have different impacts on several brand equity dimensions- brand awareness, perceived quality, brand associations, and brand loyalty. Kotler and Keller (2012) present a detailed model of the communication process, with all the nine key elements (Annex 1). Two of the elements represent the major parties in the communication process- sender and receiver. Other two elements represent the major communication tools- message and media. Encoding, decoding, response and feedback represent the four major communication functions. The last element is noise- defined as the extraneous factors that can distort or interfere with the reception of the message, throughout the communication process (Belch & Belch, 2004).

According to Keller (200: 819) "marketers must understand what various marketing communication options have to offer and how they should be combined to optimize their marketing communications programs". These facts lead to the formulation of the concept of integrated marketing communications (IMC), which according to Belch & Belch (2004), consists of the coordination between the various promotional elements and other marketing activities, that companies use to communicate with its target audience. Rossiter & Percy (1996) argue that there are tree principles inherent to IMC; selection integration- the manager should think about its target audience and then decide on witch different forms of advertising and promotion will be the best to reach its target audience; positioning integration- the message transmitted in all the IMC activities should be consistent with the brand's positioning; customer timeline integration- "activities must be timed to follow a logical decision-influencing sequence from the consumer or consumer's viewpoint" (Rossiter & Percy, 1996 :327).

2.4.1. Effective Communications Planning

According to Kotler & Keller (2006), companies should follow a number of steps in order to develop an effective communication strategy. The only difference for tourism and hospitality companies is that they have to adapt these steps to the particular characteristics of the services they offer- intangibility, perishability, heterogeneity and inseparability.

Identify Target Audience- The process should start with the identification of a clear target audience. Different target audiences will have different influence in the organizations' decision to communicate what to say, when to say, where to say and whom to say. Kotler & Keller (2012) identified as the most common methods of segmentation the demographic, geographical, behavioral and psychographic approaches. After identifying its market segmentation opportunities, the company will have to choose how many and which ones to target.

Definition of Communication Objectives: According to Rossiter and Percy (1996) those objectives can be separated into 4 fields: 'category need', 'brand awareness', 'brand knowledge' and 'brand purchase intention' It is important to notice that this division does not imply that a company should aim to achieve only one of the objectives with its communication, since most effective communications can succeed in achieving multiple objectives (Kotler & Keller, 2006).

Design Communication: To develop communications that meet the intended results, is essential to solve three problems; "what to say (message strategy), how to say it (creative strategy), and who should say it (message source)" (Kotler and Keller, 2012:506). According to the same authors, in the 'message strategy', a company "searches for appeals, themes or ideas that will tie into the brand positioning and help to establish points-of-parity or points-of-difference" (Kotler and Keller, 2012:506). The 'creative strategy' could be described as the way marketers transform their message into a specific communication. Companies should take into account that the success of its communications depends on how well the message and its content are being transmitted. The 'message source' also plays a relevant role, since it influences how communication is received (Belch & Belch, 2004). According to Kotler and Keller (2006), while some companies don't use communication sources besides themselves, other companies prefer to use known or unknown sources. Famous sources "can achieve

higher attention and recall, which is why advertisers often use celebrities or spokespeople" (Kotler and Keller, 2012:507). The communication design plays an important in the specific case of tourism and hospitality sector, mostly because of the difficulty in communicating the characteristics and benefits of intangible products.

Select Channels: According to Kotler & Keller (2006) there are two channels a company can use to communicate with consumers- 'non-personal communication channel' and 'personal communication channel'. The authors refer that the non-personal channels encompasses communications intended for one or more persons, which comprises media, sales promotion, events and publicity. On the other hand, the personal channel "involve two or more persons communicating directly face-to-face, person-to-audience, over the phone, or through e-mail"(Kotler and Keller, 2006:551). In this channel companies try to identify influential individuals, create opinion leaders, work directly with communities, build online forums, or even developing viral marketing campaigns, with the objective to create a sense of proximity between the brand and consumers, and at the same time promoting discussion and Word-of-Mouth (WoM) (Kotler and Keller, 2006). However, these channels don't need to be used separately and instead are advised to be used together, maximizing its benefits (Rossiter and Percy, 1996).

Establish budget: The establishment of a communication budget is a very complicated process (Rossiter and Percy, 1996), with the budget allocated for marketing varying a lot depending on the type of industries and companies (Kotler & Keller, 2006). Due to the complexity of budget setting, Rossiter and Percy (1996) recommend managers to think of the entire budget initially in terms of general advertising expenditure and to allow for a flexible implementation of the budget. Contrary to usual marketing budgeting practices, studies suggest that "firms should do more advertising when the market share drops than when it is high" (Prasad and Sethi, 2009: 607)

Decide on media mix[1]: Depending on the type of company, communication objectives, target audience, or budget, companies will have to decide on witch media mix to use. This decision is however a difficult challenge due to the diverse means and choices of communications marketers have at their disposal (Keller, 2001). Besides these factors, there are others that have to be taken into account when deciding on the media mix,

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[1] This step is further developed in the chapter "Major Modes of the Communication Mix

those are: type of product market - consumer market (B2C) or business market (B2B), buyer-readiness stage, product life-cycle stage (Kotler & Keller, 2006). Lindon *et all* (2004) identified six media referred as 'above-the-line' communications: cinema, outdoors, press, radio, television and internet. The authors also identified 6 other communication tools referred as 'below-the-line': relationship marketing, sponsoring and patronage, public relations, promotions, fairs / trade shows and internet.

Measure results: According to Kotler & Keller (2006) after implementing the communications plan, managers should measure its effectiveness on the target audience. However, this is not always the case, since most campaigns are not tracked properly (Belch & Belch, 2004). Instead, managers tend to use sales performance before and during the campaign to see whether it is performing successfully (Rossiter & Percy, 1996). Although it is understandable that due to financial restrictions companies may not be able to perform proper campaign evaluation or tracking research, this situation might lead to unrealistic and misleading conclusions about the communications performance.

2.4.2. Major Modes of Communication Mix

Kotler & Keller (2006), identify the following major modes of a communication mix, each of these modes of a communications mix, encompassing several different activities and actions, from which marketers can choose (Annex 2).

Advertising – Is described as any "paid form of non-personal presentation and promotion of ideas, goods, or services by an identified sponsor" (Kotler & Keller, 2006: 536). This mode of the communication mix is many times referred to as 'above-the-line' communications. This designation aimed to separate investments in advertisements from other types of investments, which became known as 'below-the-line' communications (Lindon *et all*, 2004).

Sales Promotion – could be defined a any type of temporary incentives to encourage the trial or purchase of a product or service (DelVecchio *et all*, 2006).

Events and Experiences – are "company-sponsored activities and programs designed to create daily or special brand-related interactions"(Kotler & Keller, 2006: 536).

<u>Public Relations and Publicity</u> – is described as "a variety of programs designed to promote or protect a company's image or its individual products" (Kotler & Keller, 2006: 536).

<u>Personal Selling</u> – is any type of "face-to-face interaction with one or more prospective purchasers for the purpose of making presentations, answering questions, and procuring orders"(Kotler & Keller, 2006: 536).

<u>Direct Marketing</u> – is the "use of mail, telephone, fax, e-mail, to communicate directly with or solicit response or dialogue from specific customers and prospects" (Kotler & Keller, 2006: 536).

<u>Interactive/Internet Marketing-</u> The evolution and increasing importance of the internet as a way for companies to communicate with consumers, led companies to identify it as a new major mode of the communication mix (Belch & Belch, 2004; Kotler and Keller, 2012). These advances in the internet, alongside with the constant technological developments, were also responsible for the emergence of another concept- interactivity (Belch and Belch, 2004). According to Dionísio *et all* (2009) the internet provides consumers and companies with opportunities for greater interaction and personalization. Now, companies can develop tailored messages to engage consumers, by reflecting their special interest and behavior (Kotler and Keller, 2012), develop contents and technologies to promote interaction, establish a relationship with consumers and/or build customers loyalty (Dionísio *et all*, 2009).

2.5. Brand Awareness and Knowledge

It's widely acknowledged that brand awareness is a very important goal of the marketing communication strategy of a brand (MacDonald and Sharp, 2003). Kotler and Keller (2006), describes brand awareness as the consumer's ability to identify a brand under different conditions, in sufficient detail to make a purchase. Brand awareness can appear in two forms, through recognition or through recall (Romaniuk *et all*, 2004). Brand recognition refers to whether consumers are able to recognize a given brand, while brand recall is the ability of consumers to link a brand with its sector or product category (Huang and Sarigollu, 2012). Rossiter and Percy (1996) give a good explanation of how essential brand awareness is to the marketing communication effort. They argue that brand awareness precedes all other steps in the process, and without it,

no other effects can occur. This can be seen in the figure taken from Kotler *et all* (2010), that clearly shows brand awareness as the firth stage in a customer buying process.

Figure 1: Buyer Readiness States- adapted from Kotler *et all* (2010)

Rossiter and Percy (1996) go to the extent of saying that for a consumer to buy a certain brand they must first be aware of it. MacDonald and Sharp (2003) are not so dramatic and instead defend that a brand is more likely to be considered if consumers have some level of awareness about it, instead of a brand that consumers are unaware of. As the previous authors refer brand awareness affects, in some way, the process of decision making of consumers, this happens because it influences which brands enter the individual's consideration set, and consequently which brand is selected from that consideration set (Macdonald and Sharp, 2000). This consideration set can be defined as the small number of brands that a consumer pays serious attention while trying to buy a product or service (Howard & Sheth, 1969; Narayana & Markin, 1975).

Brand awareness is one of the first steps businesses should take into account in their marketing communication effort because that's the moment when consumers start do build a web of associations that are attached to the brand in memory (Macdonald and Sharp, 1993). After this web of associations is created, other information about the brand will be placed in it (Aaker 1991). The objective of businesses shouldn't just be create brand awareness, but also built it. Macdonald and Sharp (2003: 2), demonstrate the importance of building brand awareness, through what he calls top-of-mind awareness –"the higher the position of the brand in the individual's mind, the higher the purchase intention and the higher the relative purchase of that brand."

Directly linked with brand awareness is brand knowledge- the second step in buyer readiness states, (see figure 1). According to Kotler and Keller (2006), consumers can have brand awareness regarding a certain brand but know anything more about that same brand. Brand knowledge, could be therefore considered as all the thoughts, feelings, images, experiences, beliefs, and so on that become associated with a brand. These brands have to create strong, positive and distinctive associations with customers

in order to distinguish themselves from other companies (i.e. Volvo- safety, or Harley-Davidson- adventure). The way these associations are organized and implemented in consumer's memory, will influence the information that can be recalled about a brand.

According to Kotler and Keller (2006), in a brand equity perspective, the resources spent in marketing and communications has to been seen as an investment in consumer brand knowledge. Keller (1993:17) defines brand equity as "the differential effect of brand knowledge on consumer response to the marketing of the brand". The same author, also referred that brand knowledge in combination with brand awareness and brand associations, will effect customer's perceptions, preferences, behavior, and choices.

Chapter 3- Tourism and Hospitality Market Background

Chapter 3 aims to provide an overview of the external factors influencing Club Med Portugal. Since Club Med Portugal is the Portuguese division of Club Med (international), becomes important to start this analysis by presenting tourism and hospitality at an international level. In a second phase, is done a more direct approach, with the analysis of the Portuguese tourism and hospitality sector, and of the Portuguese tourist. In the last part of this chapter is performed an analysis of Club Med Portugal's direct competitors- it will be possible to know who the competitors are, what they are doing (in terms of communication, destination offer, among others), and how Club Med Portugal can differentiate from them.

3.1. Global Perspective of World Tourism

Factors such as the process of globalization and technological development, alongside with the increasing number and investment in tourism development has turned tourism into a driving force of socio-economic progress, contributing with the creation of jobs and enterprises, development of infrastructures, and generator of economic growth. According to data provided by UNWTO[2] (World Tourism Organization), while in 1950 the number of international tourist arrivals was 25 million, in 2005 this number of already 805 million, corresponding to an average annual growth of 6,5%. Tourism

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[2] http://www.unwto.org/facts/menu.html

receipts grew from US$ 2,1 billion in 1950, to an impressive US$ 682,7 billion in 2005 (548,7 billion Euros). This massive growth clearly marked tourism as one of the most remarkable economic and social phenomena of the past century.

In an export perspective, tourism is only behind fuels, chemicals and automobile products, representing 30% of the world's exports of commercial services and 6% of overall exports of goods and services. The total export income of inbound tourism accounting also with passenger transport, surpassed 1 trillion dollars in 2010[3]. Despite the economic uncertainty, the political changes in the Middle East and North Africa and natural disasters in Japan, 2011 was a good year for the tourism sector. This fact was referred by Taled Rifai[4] (Secretary-General of UNWTO), when he claimed that, despite the challenging conditions, international tourism achieved new records in 2011.One of the most important figures to support this positive trend is the increase in the number of touristic arrivals to 980 million in 2011. As for the perspectives for 2012, and according to the reports of the UNWTO, Tourism is expected to continue growing, although at a slower rate than in 2011. Arrivals are expected to reach the historic one billion mark by the end of the year, growing 3% to 4% in 2012, with the emerging economies leading its growth. The Middle East is expected to start recover its growth in 2012 (Annex 3).

3.2. Portuguese Tourism and Hospitality Market Overview

The socio-economic situation lived in Portugal in recent years has been very delicate. The country is in an economic crisis, and probably will continue like this in the next years. Due to its sensitivity to changes in the macro and micro environment, tourism in Portugal was obviously also affected by the severe economic crisis. According to data provided by *Turismo de Portugal* (Tourism of Portugal) it will be presented a description of the Portuguese tourism market. Tourism in Portugal has become an important part of the country's socio-economic panorama, with contributions to the country's employment rates, GDP (representing 9,2% in 2010- see Annex 4), among others.

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[3] http://mkt.unwto.org/sites/all/files/docpdf/unwtohighlights11enlr.pdf

[4] http://media.unwto.org/en/press-release/2012-01-16/international-tourism-reach-one-billion-2012

The touristic receipts (8.1 billion Euros in 2011) have been increasing since 2009 along with other variables such as, touristic income (1,91 billion Euros), and number of guest (14 million). The total number of overnight stays was 39 million units in 2011. Data also showed that in 2011 there were about 2.034 touristic establishments in Portugal (873 were hotels), along with 128.682 rooms that accounted for 289.684 beds (Annex 4 to 10). According to the Portuguese National Bank (Banco de Portugal), the receipts of Tourism in Portugal were of 8,15 billion Euros in 2011, while expenditures registered 2,97 billion Euros, which ultimately meant a positive balance of 5,17 billion Euros (Annex 11).

3.3. Portuguese Tourist Analysis

While performing the external analysis it becomes also important to analyze the tourism and hospitality sector on the demand side, which in the case of this thesis is the Portuguese tourist. A good start point is the Portuguese confidence index (an index that measures consumers' optimism towards current economic conditions) which has been registering its lowest values ever (Annex 12). This fact clearly shows the difficult situation lived in Portugal, but also the people disbelieve in a fast and successfully economic recovery. A study performed in 2010 by Nielsen, also demonstrated the effects of the economic crisis on the consumers, with 51% of the respondents saying they changed their buying habits to save their money. In order to accomplish that objective respondents referred that one of the things they cut down was 'annual holidays' (43%) and 'holidays/short breaks' (37%) (Annex 13 and 14).

In terms of destination preferences, the great majority of trips done by Portuguese people were to places located inside Portugal. 'Trips for touristic purposes' registered the biggest percentage of trips outside Portugal (Annex 15). In terms of trips done by month of departure, trips for 'leisure and holidays' register a huge increase in number of departures during the summer period, while 'trips for visiting family and friends' register a big increase in New Year's Eve and Christmas period. The importance of these differences is that companies can use this information to implement specific marketing strategies. They can use it, for example, to fight seasonality by betting on business trips in the low season and betting on leisure and holidays in the summer (Annex 16).

A study performed in 2011 by IPDT[5] found out that most Portuguese people will spend their holidays near their place of residence. The majority of people who said they will spend less than in the previous year, pointed out that their decision to spend less was due to the economic crisis. Regarding the duration of the holidays, most said they expect to maintain the same number of days as in last year (Annex 17).

3.4. Competitor Analysis

As it was referred previously, the touristic market is very competitive. It is also a very segmented market where frequently more categories are created. The criteria for the segmentation vary a lot, some more related to the company (i.e. nationality of the social capital, global strategy, diversity of the brands and the offer); some more related to the concept (low cost, hostels, hotels, resort, etc.). The companies identified as Club Med Portugal's direct competitors, were, Iberostar, RIU, Meliã, Barceló and Pestana. In order to be considered direct competitors, these companies had to meet the following criteria: be present in the 'all-inclusive' vacation segment, had to be international chains of resorts; offer similar activities and sports; compete for the same destinations; offer similar vacation packages; focus on family vacations and have similar price rage.

3.4.1. Iberostar Hotels & Resorts

Figure 2: Iberostar Logo

The international chain Iberostar was founded by the family Fluxá in 1986 in Majorca (Spain). Since it was founded, Iberostar has grown into one of the biggest hotel chains in the world, being ranked number 40th in 2011 by Hotels magazine[6]. The company became known for offering top quality touristic accommodation in the main touristic locations in the world, and by offering the all-inclusive vacation concept. Resembling Club Med, Iberostar's hotels and resorts are prepared for any kind of clients, from families, to couples, to nature lovers, golf, nautical sports fans or others. Currently, the company has more than 100 hotels (77400 rooms) in 15 countries, divided in four geographic zones: Spain, Mediterranean & North Africa, Caribbean and Latin America.

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[5] IPDT- Instituto de Planeamento e Desenvolvimento do Turismo
[6] http://www.marketingandtechnology.com/repository/webFeatures/HOTELS/023_h1207_Special_Report _325_iPad.pdf

3.4.2. RIU Hotels & Resorts

RIU is an international chain founded in 1953 in Majorca (Spain) **Figure 3: RIU Logo**

has a small holiday business by family Riu. Currently RIU belongs

to TUI Group. RIU Hotels & Resorts counts 107 hotels in 19

countries, receives each year more than 3 million guests, and has

about 23,400 employees. At the present RIU is the 31th largest

hotel chain in the world (by Hotels magazine), one of the most

important in the Caribbean and the forth in Spain. Many of RIU's hotels and resorts

have the all-inclusive concept similar to Club Med. RIU is present in many of the

countries and locations where Club Med has its own Resorts, such as: Portugal,

Dominican Republic, United States, Mexico, Bahamas, Turkey, Tunisia and Morocco

(see the financial highlights in Annex 18).

3.4.3. Barceló Hotels and Resorts

Barceló Hotels & Resorts is a company owned by the Spanish **Figure 4: Barceló Logo**

Barceló Group. Barceló Group was founded more than 80

years ago, in Palma de Majorca (Spain), and until now has

become one of the most important tourism groups, ranked

30th largest in the world by Hotel magazine. The company

has a portfolio of more than 160 hotels, accounting for about 43,000 rooms in 17

countries, and employs at the moment about 26,000 people. According to the group's

website, these figures make the company the third hotel chain in Spain, the leading

Spanish hotel chain in the USA and the UK, and the 26th in the world. Of the 17

countries where Barceló is present, many are located in exotic places, such as

Dominican Republic, Mexico, Turkey or Morocco; places were also Club Med as some

of its Resorts, and some offer the all-inclusive vacation package (see the financial

highlights in Annex 19).

3.4.4. Meliá Hotels and Resorts

Meliá Hotels & Resorts is a Spanish brand belonging to the company Meliá Hotels International.SA (formerly Sol Meliá). The company was founded in 1956 by Gabril Escarrer Juliá, and until today has grown into one of the

Figure 5: Meliá Logo

biggest hotel chains in the world, ranked number 16th in 2011 by Hotelsmag. The company has 350 hotels and resorts around the world accounting for 87000 rooms, and a total of about 35000 employees. The brand Meliá Hotels & Resorts offers in some cases the all-inclusive package, mostly in some of its more exotic locations, such as Indonesia, Cuba, Cape Verde, Dominican Republic, or Mexico (see the financial highlights in Annex 20).

3.4.5. Pestana Group

Pestana Group was founded in 1979 in Funchal (Portugal) and currently is the largest Portuguese tourism and leisure group. Internationally, the group was ranked the 122th largest hotel chain in the world by Hotel magazine in 2011, and has

Figure 6: Pestana Logo

been evaluated in 104 million Euros.The group owns; Pestana Hotels & Resorts, Pestana Residence, Pestana Golf & Resorts and Pousadas de Portugal, which all together account for 87 hotels and 9215 rooms. As for the number of employees, currently 6000 people work within the group.

Of the group's portfolio, it is Pestana Hotels & Resorts that can be seen as the direct competitor of Club Med, since each share a lot of similarities. Pestana Hotels & Resorts has 45 hotels around the world, 25 in Europe, 12 in South America and 8 in Africa, some located near Club Med's Resorts. However it is the concept of the resorts that make them direct competitors. Pestana Hotels & Resorts also offers the all inclusive system in its resorts in Algarve, Porto Santo and Madeira, alongside with similar infrastructures, a large range of activities and sports, for families, couples, groups of friends and others (see the financial highlights in Annex 21).

3.4.6. Competitor's Communication Analysis

It was decided to group in one sub-chapter the analysis of the competitors' communications, since they use mostly the same media. In general, the communications done by Club Med Portugal's direct competitors could be described as very poor and uncreative, with these companies preferring safe and traditional ways to reach its consumers, instead of betting on differentiation and innovation.

These companies don't use the mass media such as, TV, radio, cinema or outdoors, focusing more on the press- mostly specialized press such as travel magazines. Since one of their most important sales channels is the 'indirect channel' (sales done through travel agencies), these companies spend a lot of their effort in provide displays, catalogs, flyers, and so on, to travel agencies in order to achieve competitor advantage.

Another channel that has become more and more important, among resort companies is the 'online channel' (sales done through the internet). In order to take advantage of this emerging sales channel, resort companies have been dedicating more and more of its resources to use online media- advertise in websites, blogs, use online applications (i.e. tripadvisor), have newsletters, etc. Social Networks have also become one of the most important online communication tools for these companies, with most of them owning a facebook page where they promote their products/services, build consumer relationship and loyalty, create contests, etc (see Annexes 22 to 26).

Regarding the internet, both Club Med and its direct competitors are present in this emerging communication tool, sharing a lot of similarities among themselves. All companies have a Portuguese website, online booking system and an international facebook page. However, only Club Med and Iberostar have a facebook page specifically for the Portuguese market. Club Med is the company that registers the highest number of fans (in the international facebook page). However, taking into account the Portuguese facebook page, Club Med Portugal is only in third place behind Pestana and Iberostar. This situation is however not very bad, since Club Med is still in front of three direct competitors, and that Pestana's facebook page is a Portuguese/English hybrid, leaving only Iberostar has the more important facebook competitor (Annex 27).

There are however some examples of resort companies trying to be more proactive. Iberostar has recently hired Antonio Banderas to do an advertising campaign promoting the company (Annex 21.3). This campaign consists of several marketing activities such as video commercial s, banners, displays, posters, etc, where the famous actor appears promoting the company. Unfortunately this campaign has not yet been used in the Portuguese market. Pestana on the other hand has been trying to differentiate itself from the rest by creating a solidarity campaign to help underprivileged children [7], in a partnership with solidarity institutions and associations such as Acreditar, Crescer Ser, Criamar, among others (Annex 26.3.1.).

There are some differences between Club Med Portugal and its direct competitors. Although, some direct competitors have more resorts, the company manages to be the number one in number of countries, with a presence in a total of 25 countries (same as Meliá). Some of the companies identified don't have any resort located in Portugal and some don't have any resort located in Algarve (i.e. Ibersotar, Barceló and Meliá), where it is located Club Med's Resort- Da Balaia. This means that people only know about these companies through travel agencies, company's communication strategy, WoW, or personal experience. Since it is easier for people to know a brand if that brand is close to them, or if they can experience it, Club Med Portugal can use this situation to stand out from its competitors, by making use of its resort located in Algarve (Portugal) (Annex 28).

Chapter 4- Company Background

The objective of this chapter is to present the company, and more specifically Club Med Portugal. Taking into account the main purpose of this thesis (create a communication plan for Club Med Portugal), will be also analyzed the company's recent communication strategy and marketing activities. In the last part of this chapter will be presented a dynamic SWOT analysis, where the main conclusions of the external and internal analysis will be related to highlight the overall evaluation of Club Med Portugal's strengths, weaknesses, opportunities and threats.

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[7] http://www.pestana.com/pt/institucional/sustentabilidade/pages/campanhas.aspx

4.1. Club Med Presentation

Club Med is one of the leaders in 'all-inclusive'[8] family resorts segment, and one of the biggest hotel chains in the world, being ranked number 46th by Hotelmag in 2010. The company is present in 4

Figure 7: Club Med Logo

continents, and has about 80 Resorts around the world, located in some of the most important and exotic holiday destinations (Annex 29- to see the list of all Club Med resorts).

The company was created in 1950 by former Belgium water polo champion Gérard Blitz (and Gilbert Trigano). The objective was to create a new cheap holiday concept, focused on enjoying life, sports and parties. The first resorts were very simple, consisting of huts in front of the beach and communal washing facilities. While they might lack comfort and infrastructures, they compensated by offering customers a completely new holiday experience. The first Club Med resort opened in the island of Mallorca, Spain (1950), and was considered a huge success. In the following years the concept was expanded to Italy, Greece and Tahiti, and in 1956 was opened the first snow Resort in Leysin, Switzerland.

After the first decade, was possible to see that Club Med was going for a long lasting history of success. Club Med created the concept of resort, the buffet-style meals, the emblematic bar beads and the all-inclusive system (Annex 30), which made Club Med not only a success case, but also has an innovator and pioneer. When it started, Club Med main customers were singles and young couples, but as the company grew its vision and strategy changed, with the company shifting its focus to families. The opening of the first Mini Club Med® (1967), a space specially dedicated for children, was the first step in the company's attempt to become known as a vacation destination for families. In the 80's decade, the company went on an expansion rampage, opening resorts in Bora Bora, Malaysia, Brazil, Mexico, Bahamas, Saudi Arabia and Maldives, ulminating in 1989 with the inauguration of Club Med 1. The Company also developed new concepts of resorts such as the eco-nature resort of Cherating Beach[9]. Among other

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[8] "All-inclusive system is the application of a marketing cand pricing system in which all services such as breakfast, lunch, dinner, room services, local and import drinks, sport activities are covered under a fixed price package." (Çiftçi *et all*, 2007: 269)
[9] This Resort obtained the Green Globe certification for Sustainable Tourism.

projects, such as the Club Med Foundation and Club Med Sustainability Project (Annex 31), the company manage to demonstrate that it is not only interested in profit, but also wants to be a social-active, nature friendly and sustainable company. More recently, Club Med realized that they were missing a huge opportunity, and so decided to shift its strategy and focus on the upscale market. With this new strategy in mind, the company started closing its 2 and 3 trident resorts, and at the same time opened more 4 and 5 Tridents (Annex 32), and also some Luxury Villas, such as the Albion Villas.

Is interesting to notice that, even when it started many of Club Med's most known features were already present. The all-inclusive concept has been used since the opening of the first resort, although it suffered some changes along the years, but still, the core features were there: the inclusion of three meals (breakfast, lunch and dinner), travel from the country of residence to the resort and vice-versa, a selection of sports and activities, excursions, parties and entertainment, but also the G.Os (Gentils Organizateurs), one of the most important and famous features of Club Med, a team of people with the specific job of receiving and serving guest, and ensuring that they had the best possible holiday experience.

Regarding its finances, Club Med has been registering positive results, despite the challenges lived in the tourism industry, as was it was said in the company's 2011 Annual Report [10], by its chairman Henri Giscard: "In 2011, our upscale strategy and global geographical coverage allowed us to post higher business volumes and a very strong increase in profitability. This was achieved despite a difficult environment for the tourism industry, impacted by the events in North Africa, the Fukushima

Figure 8: Club Med Financial Highlights (2011)

(in € millions)	2009	2010	2011
Business Volume Villages (1)	1,380	1,375	1,461
Consolidated revenue			
Group - Reported (2)	1360	1353	1,423
Villages excluding currency effects	1,397	1,349	1,409
EBITDA Villages(3)	100	107	126
As a % of revenue	7.4%	8.0%	8.9%
Operating Income - Villages	**36**	**42**	**61**
Operating Income - Management of Assets	(29)	(14)	(24)
Other Operating Income and Expense	(27)	(15)	(11)
Operating Income	(20)	13	26
Net Income/(loss) before tax and non-recurring items	**(1)**	**8**	**33**
Net income/loss	(53)	(14)	2

Source: Club Med Annual Report

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[10] http://www.clubmed-corporate.com/wp-content/uploads/2012/02/Annual-report-2011.pdf

accident, and the financial crisis in Europe". Figure 8 shows that Club Med (international) registered revenue of 1,423 million in 2011. As for the net income, the company managed to achieve in 2011 a positive result of 2 millions, after two years of negative net income. Club Med employs around 12,974 people distributed among resorts and offices around the world.

4.2. Club Med Portugal Today

Club Med Portugal is the Portuguese division of Club Med (International) (Annex 33). It operates only in the Portuguese market selling Club Med resorts located all around the world. Club Med is present in the Portuguese market for a long time and has a long history (Annex 34). Club Med Portugal works not only as an intermediary between the head office in France and the Portuguese travel agencies, but also as Club Med own agency selling only its resorts.

Recently, Club Med Portugal has been struggling with the decrease in number of sales and profit. It is also believed that the company's communication effort has been ineffective, with Cub Med having low levels of brand knowledge and awareness among their target customers[11]. Nevertheless, this situation is understandable if taken into account that Portugal has been facing in recent years a severe economic crisis. Despite being one of the largest international chains of resorts, Club Med has only one open office in Lisbon (Portugal) and a resort in Algarve called Club Med da Balaia. Has for the number of employees, the Portuguese office has only 9 people working. The reduced number of employees in Portugal is a direct consequence of the small size of the Portuguese hospitality market.

4.2.1. Club Med Positioning and Mission

Club Med is a vacation resort company known for being the pioneer of the 'all-inclusive' system and for its specialized offer to the family vacation segment (although in recent years the company has been trying to expand to other segments).

Club Med doesn't want to be just the provider of a service (vacations packages). Instead, the company's mission is, to give its customers a unique and unforgettable

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[11] See chapter "Club Med Portugal's Target Customer Study"

experience. However, Club Med goes even further, and, in its recent communications, explores not only the concept of 'experience' (common to most of hotels and resort companies), but also a more basic and intimate concept- the concept of 'happiness' (Annex 36). Consequently, Club Med positions itself, not only as an 'all-inclusive' family vacations company who differentiates from its competitors by offering a rich and varied service ('all-inclusive' vacations, with large range of sports and activities included), but also as a company that offers 'happiness' to its clients.

4.2.2. Club Med Target Customer

In the interview with to David Delgado (Marketing Manager at Club Med Portugal) he identified the company's target customers according to the following variables (Annex 51.15):

Figure 9: Club Med Portugal Target Customer

Variables	Target
Age	35 to 55 years old
Gender	Both male and female
Educational Background	Highly educated
Profession	Medium/Superior job positions (white-collar jobs)
Number of Children	With or without children
Children Age	Babies, kids and teens
Civil Status	Any type of marital status
Income	Medium/High

Club Med target customers are adepts of the 'all-inclusive' package system, like to travel, enjoy their vacations and to have a large range of sports and activities at their disposal (i.e. spas, fitness and gyms, tennis, golf, water sports, etc.). Since its target customers have different preferences Club Med tries to offer something for everyone (i.e. beach, snow, culture, adventure, entertainment, and relaxation or nature vacations).

In order to captivate its target customers, Club Med has a large range of destination options, some in the most exotic locations in the world (Annex 29), offering adventure, entertainment, relaxation, nature, culture- something for everyone.

4.2.3. Club Med Portugal's Communication

This sub-chapter will describe the communication media that Club Med Portugal uses to reach its target consumers. The objective is to find if Club Med Portugal's

communication is lacking in some aspects, opportunities that have not been explored and improvements that could be done. Ultimately, all of these factors will be taken into account when proposing the communication plan in chapter 6.

Although in recent years, Club Med has been trying to create advertising campaigns that stand out and captivate consumers, the truth is that these campaigns haven't been passing a clear and direct message. One of the reasons is the company's effort to transmit the concept of 'happiness' in its communications. This abstract approach, had a negative impact on consumers, who started losing notion of what Club Med was really offering to them (vacation packages), and what were the company's differentiation factors ('all-inclusive' system, large range of sport and activities, etc.).

Figure 10: Campaign 'So many wonders remain to be discovered'

Figure 11: Campaign 'Where Happiness means the world' (2009)

- <u>Advertising:</u> It's interesting to notice that the company only uses two of the five above-the-line media (press and internet), identified by Lindon *et all* (2004). The company doesn't use television, radio, cinema or outdoors. As David Delgado (Club Med Portugal's Marketing Manager) said in a structured interview (administered in person) for this project, "besides being expensive, the presence in this type of media has to be massive and repetitive, and Club Med Portugal's marketing budget can't afford the presence in those media" -referring mostly to TV and radio (see the full interview in Annex 51).

- <u>Internet/Interactive Marketing:</u> The company prefers instead to use the press and internet. One of the reasons pointed out by David Delgado, regarding online media, was that it "allows for minute-to-minute miniaturization, and in case the campaign isn't working, it can be modified and adjusted immediately" – saving precious time and money for the company. Proving the increased importance of the internet, is the 2012 budget for this communication tool, that accounts for 40% of the total marketing budget, more 25% than in 2011. The company has a website fully

updated (including an online booking platform), launched its facebook page recently, and has been advertising online at an increased rate. Nevertheless, this doesn't mean that Club Med doesn't use other communication tools, since the company also uses below-the-line communications (i.e. direct marketing, personal selling, event and experiences, sales promotion and public relations) (see Annex 36).

- Direct Marketing: To communicate with is customers and prospects, Club Med Portugal uses a lot of direct marketing media, which include e-mailing, direct-mail, distribution of catalogues and SMS marketing (Annexes 36.2 and 36.5).

- Public Relations: Club Med Portugal doesn't only focus its communication effort to consumers. The company also tries to establish a close and friendly relationship with the news media and other entities, such as travel agencies (Annex 35). However, due to the economic situation of the country, Club Med had to cut back in the number of employee, and the public relation area was one of the most affected. While previously, Club Med Portugal was always available to inform the news media and travel agencies about the latest news, discounts, activities, events, and resort openings, now this type of relationship is less frequent. One of the activities Club Med Portugal continues to do is invite the news media and travel agencies to visit some of its resorts (normally done after resort renovations or openings) or whenever possible the Club Med 2 (cruise) (Annex 36.9).

- Sales Promotion: To promote its sales, Club Med Portugal creates contests and offers prizes, (normally consisting of free stays at Club Med resorts), however they don't do it very often (Annex 36.6)

- Personal Selling: Club Med Portugal also tries to develop face-to-face interactions with its consumers or with other entities (i.e. travel agencies). Presentations, training and incentive programs are sometimes performed by Club Med Portugal to increase the knowledge about the company and to motivate travel agencies.

- Event and Experiences: Besides, some sporadic events (i.e. Chakall cooking demonstration) (Annex 36.7.1). It can be said that the company lacks in the event and experiences organization department. In recent years there are very few if any,

recording of Club Med Portugal organizing street events, support solidarity causes or sponsoring any kind of happening (i.e. sport events, solidarity causes, etc.).

4.3. SWOT Analysis

In this dynamic SWOT analysis, are summarized the major conclusions of the external/internal analysis (chapter 3 and 4) and from 'Club Med Consumer Study' (chapter 5). The identification of Club Med main strengths, weaknesses, opportunities, threats and the relation between each one of them, will help provide a more clear image of how the company is doing and how its communication can be improved, ultimately allow the formulation of a more effective communication plan[12].

Table 1: Dynamic SWOT Analysis

	Strengths	**Weaknesses**
SWOT Analysis	- Pioneer in the 'all-inclusive' vacation system - One resort in Algarve (80 resorts in the world) - Innovation and diversity of the offer (i.e. clubs for children, sports & activities offer, partnerships with spas- Carita) - One of the few 'all-inclusive' vacation resort company with a Portuguese facebook page - Online booking system - Travel agencies selling Club Med vacations - Perceived as a quality company - Access to Club Med (international) resources (i.e. technology)	- Reduced number of staff in the Portuguese office - Pre-established marketing budget - Low brand knowledge and brand recall - Ineffective communications at reaching consumers - Doesn't advertise in TV, radio or outdoors. Only advertises in the press and internet. - Expensive prices - Difficulty to know how travel agencies are selling Club Med - Dependence of Club Med (international) - Difficulty in communicating the abstract concept of 'happiness'
Opportunities		
- Increasing importance of the internet in consumer's life - Preference for beach and cultural vacations (by Club	Continue to advertise; the 'all-inclusive' vacation system , family vacations, and sports & activities for children	- Create Partnerships with companies such as Vogue,RTP or Fnac - Advertise in blogs,

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[12] See Chapter 3 "Club Med Portugal Communication Plan"

Med Portugal's target) • Club Med Portugal's target customer have children • Large range of partnerships possibilities for Club Med • Increasing importance of social responsible behavior • Technological developments (i.e. mobiles)	• Use the resort in Algarve to promote Club Med Portugal (i.e. Minimalistic Concerts) • Promote Club Med Portugal's cultural packages • Offer special packages (i.e. Henrique Sá Pessoa's cooking demonstration package) • Promote the online booking system (i.e. 5% discount on every online booking) • Launch Club Med applications in the Portuguese market	facebook, websites, etc. • Create events and campaigns to promote and inform about Club Med Portugal (i.e. visit to Club Med 2, street campaigns) • Support a solidarity cause (i.e. Club Med Foundation) • Use of interactive technology (i.e. QR Code, interactive catalogs) • Re-focus on communicating Club Med's differentiation factors
Threats		
• Economic crisis and uncertainty • Changes in consumer's vacations habits • Saturated and competitive market • Seasonality Consumers are starting to Low cost and cheap hotels	• Contact companies and present Club Med business special offers • Participation in fairs (i.e. BTL) • Create discounts and packages with different price ranges • Invite the media to do press trips to some of Club Med's resorts • Create and send press kits to the media	• Use of below the line communications (i.e. sponsoring) • Create contests and other actions to catch consumers attention • Use deal-of-the-day websites (Groupon) • Use free Club Med stays as prizes and to reduce the cost of communication • Give training and incentives to travel agencies and tour operators • Give incentives to clients who get new clients to purchase Club Med

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Chapter 5- Study to Analyze the Target of Club Med Portugal

Since the external and internal analysis, were not enough to provide a complete picture of the problems and challenges affecting Club Med Portugal, it was necessary to perform a study focusing on the target customer of Club Med Portugal[13] and their understanding about the company.

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[13] See sub-chapter "Club Med Target Customer"

The objective of this study was to figure out Club Med Portugal's communications effectiveness, consumer's knowledge and awareness about the company, their vacations habits and preferences, and even better profile Club Med target customer. All the data collected in this study will provide valuable information on how to better communicate with Club Med Portugal's target customers. Ultimately, this study is expected to allow the formulation of a more effective and realistic communication plan for Club Med Portugal.

It was decided to use primary data, and since this study aimed to gather information about the biggest amount of respondents possible, it was decided that the best approach would be the quantitative approach. The choice to use primary data and a quantitative approach is also linked to the objective of getting the most precise perspective of how people perceive Club Med Portugal and what they know about the brand.

This study was performed in the form of online surveys. This choice took into account the advantages of this form of marketing research- speed with which a questionnaire can be created, distributed and the data retrieved, the low cost involved to perform all the necessary steps[14], the ability to reach a large number of people, among others.

The sampling method chosen for this online survey was the convenience sampling, a non-probability sampling method, where samples are drawn at the convenience of the interviewer. As Webb (1992) describes, the sources from which the research project is going to extract data have to be clearly identified and profiled. In this case the 'sources' were Club Med Portugal's target customers, between the ages of 35 to 55, who live mostly in urban areas, have some level of education, have children, have medium/high income, and belong to the medium/high social class (doctors, business people, professors, etc.)

According to the structure, the online survey was divided in two parts (see questionnaire in Annex 40). The first part of the questionnaire aims to profile the respondents according to demographic, geographic, psychographic and behavioral characteristics. The second and final part of the questionnaire aimed to know respondent's purchase behavior, vacations preferences, knowledge about the company, perception & image, awareness & share-of-mind and Club Med Portugal's communications effectiveness.

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[14] "Printing, mailing, keying, interviewer costs are eliminated" (Schmidt & Hollensen (2006)

The online survey consists of mostly closed-end questions, such as dichotomous, multiple choice questions, rating scale questions and a Likert scale (Kotler and Keller, 2006).

A pre-test was made in order to ensure that no ambiguous, bias, double barreled or vague questions were inserted in the survey. The pre-test of the online survey was made to 10 people. The feedback was positive, and only some small problems were revealed, that were immediately corrected.

Regarding the survey distribution and reception (annex 39.1), the self completed online surveys were distributed using e-mail. The online survey registered a total number of 58 respondents over a time period of approximately 3 weeks. The questionnaire was sent directly to about 150 people who were expected to answer and resend it to other contacts, over this time period. The low number of responses can be explained by the difficulty in reaching and persuading this age group, since the respondents had to be people with 35 to 50 years old.

5.1. Findings of the Study

As it was expected, this study provided valuable data that ultimately will help to improve and justify some of the choices done throughout the development of the communication plan (Chapter 6).

5.1.1. Respondents Characteristics

As it can be seem in the table below, the online survey respondents and Club Med's target customers share similar profiles- see the graphs from (annexes 39.2 to 39.5).

Table 2: Identification of the Respondents

Variables	Respondents Characteristics	Club Med target customers
Age	Approximately 46 years old	35 to 55 years old
Gender	55% female, and 45% male	Both male and female
Educational Background	Highly educated	Highly educated
Profession	Mostly Medium job positions	Medium/Superior job positions
Number of Children	At least one children	People with 1 or more children
Children Age	On average 16 years	Babies, kids and teens
Civil Status	The majority is married	Any type of marital status

A more comprehensive analysis allowed the identification of three different groups, taking into account the objectives of this thesis: 'people who don't know Club Med'(mostly increase brand awareness), 'people who know Club Med but have never been clients'(mostly increase brand knowledge), and 'people who were already Club Med Clients'(promote loyalty and incentive programs) (see the graphs from Annex 39.6.a to 39.18).

Table 3: Findings of the Study Summary (by group of respondents)

Respondents (general)	Don't know Club Med	Know but have never been clients	Club Med Clients
Purchase Behavior			
• Book 1 to 3 months in advance • Prefers to book in travel agencies • Uses the internet to book their vacations • Looks for vacation information mostly through friends & family, travel agencies and vacation websites	• Usually books 1 to 3 months in advance • Prefers to book in travel agencies • Frequently uses the internet to book their vacations • Looks for vacation information mostly in travel agencies and friends & family	• Usually books 1 to 3 months in advance • Prefers to book in online booking sites • Uses the internet to book their vacations • Looks for vacation information mostly through friends & family, travel agencies and vacation websites	• Books more than 3 months in advance • Prefers to book in travel agencies • Don't usually use the internet to book their vacations • Looks for vacation information mostly through friends & family, vacation websites and press / TV & other media
Vacations Preferences			
• Prefers the beach, cultural and relaxing vacations • Give special importance to location, price and establishment quality • Sport & Activities preferences: swimming pool and well-being activities	• Prefers beach, cultural and nature vacations • Give special importance to price, location and establishment quality • Sport & Activities preferences: swimming pool, well-being and gym/fitness	• Prefers cultural, beach and relaxing vacations • Give special importance to location, price and establishment quality • Sport & Activities preferences: swimming pool and well-being activities	• Prefers beach, cultural and countryside vacations • Give special importance to location, price, establishment quality and type of package • Sport & Activities preferences: swimming pool, well-being and diving
Company Perception & Image			
• Have an unclear knowledge about Club Med • Have a good opinion regarding	• Incorrectly assume that Club Med is a pharmacy or medicine related company	• Have an unclear opinion about what type of company is Club Med • Have a good overall	• Have a correct opinion about what type of company is Club Med

the company • Think the company is expensive	• Don't have an opinion regarding Club Med (since they don't know the company)	opinion regarding Club Med. • Think the company is expensive	• Have a good overall opinion regarding Club Med. • Think the company is somewhat expensive
Company Awareness & Share of Mind			
• Majority knows Club Med Portugal • Top favorite vacations resorts: Pestana and Melia	• Don't know Club Med • Top favorite vacations resorts: Pestana and Melia	• Know Club Med • Club Med is not their first choice regarding vacation resorts • Top favorite vacation resorts: Pestana, Melia	• Know Club Med • Club Med is their first choice regarding vacation resorts • Top favorite vacation resorts: RIU
Communications Effectiveness			
• First knew about Club Med through friends & family, Club Med publicity	• Don't know Club Med	• First knew about Club Med through friends & family, Club Med publicity and references to the company in the media	• First knew about Club Med through friends & family, travel agencies and tourism websites

5.1.2. Purchase Behavior

The fact that Club Med clients appear to prefer to book their vacations with more anticipation might suggest that they are aware of the early booking discounts companies usually offer (Annex 39.12.a). The majority of respondents ask their friends and family for information regarding their vacations, which clearly shows the importance of WoM-forcing companies to take it into account when designing their marketing strategies. Respondents also seem to prefer to look for information and book their vacations through travel agencies or through the internet (i.e. booking or deal-of-the-day websites[15]) (Annex 39.13.a and 39.14.a). Club Med Portugal should consequently try to develop more ways to promote its sales through the internet and continue to encourage travel agencies to sell Club Med. People who don't know Club Med clearly use travel agencies as their number one information source, which might point towards an ineffective coordination between the company and travel agencies, who may not be informing their clients about Club Med vacation packages (Annex 39.14.b).

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[15] See Liu Y., Sutanto, J. (2012). Buyers' purchasing time and herd behavior on deal-of-the-day group-buying websites. *Electron Markets*, 22, 83–93.

The analysis also shows the reduced importance the press, TV and other media have among consumers, showing that Club Med Portugal should try to reach its target using other ways. A possible solution is to increase its presence in internet (i.e. blogs or social networks), since is also one of the favorite places where, both 'people who don't know Club Med' and 'people who were never Club Med clients', inform and book their vacations (Annex 39.13.b and 39.14.b)

5.1.3. Vacations Preferences

'Beach' is respondent's favorite type of vacation, opportunity that the company can take advantage, since it has a large offer in this vacation segment. Surprisingly, 'snow vacations' (segment where Club Med has also a large offer) is not among respondent's top favorite types of vacations. 'Cultural vacation' is among the top favorite types of vacations, meaning that the company should focus on highlighting this specific component of vacations, in its communications (Annex 39.9.a). In general, respondents give more importance to the 'location' and 'price', when booking their vacation (Annex 39.15.a). Regarding respondents sports and activities preferences, the analysis suggests that, scuba diving, tennis and golf are the favorite sports, while both 'well-being activities' and 'swimming pool' are considered to be the most important variables when booking their vacations. Gym & fitness was also among the top preferences of respondents, which might suggest that Club Med should focus on promoting its well-being services offer (Annex 39.16.a).

5.1.4. Club Med Portugal's Perception & Image

Data shows that the company's name can mislead consumers and ultimately jeopardize the company's communication effort- many people related the name 'Club Med' with a medicine or health company. While some people may know Club Med, many of those people have an incorrect or lack of knowledge about the company (Annex 39.6.a and 39.6.b). In general Club Med has a positive image among its target. This is demonstrated by the data that shows that Club Med is perceived as being a quality company, even by people who were never Club Med clients. Although Club Med has a wide range of package prices, it is still considered to be somewhat expensive. Respondents also considered the company to be somewhat modern, entertaining and

with a highly professional staff _(Annex 39.17). Regarding Club Med offer, most respondents think the company offers a good range of vacation choices, highlighting the 'all-inclusive' system, 'exotic locations' and 'sun destinations' as their main reasons to buy Club Med (Annex 39.18). These facts demonstrate the company's constant effort to provide its customers with the best vacations experience possible.

5.1.5. Club Med Portugal's Brand Awareness and Knowledge

The study showed that Club Med Portugal's brand awareness is about 81% (Annex 39.7). However, this fact only concerns brand recognition. When considering brand recall, the analysis suggests that most respondents can't link Club Med Portugal with its sector or product category- vacation resorts (Annex 39.6.). When considering consumers' knowledge about Club Med, the analysis shows that only a few know the company well (figure 12). This situation reveals a lack of success in the company's communications effort, which is not being able to transmit more information about the company besides its name.

Figure 12: Knowledge About Club Med (Annex 39.9)
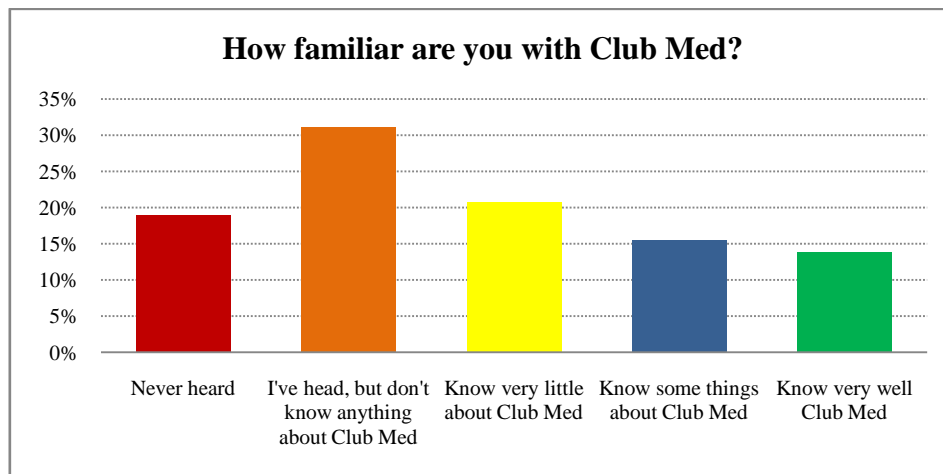
Club Med is not, in general, the first company consumers think about, when thinking about vacations resorts (Figure 13). This result shows that the company still as a long way in order to achieve an acceptable level of what Wilson (1981) describes as top-of-mind awareness. When comparing with its competitors, the analysis shows that Club Med Portugal has a lower top-of-mind awareness than 'Pestana' and 'Mélia'. Data also shows that **a** great number of respondents didn't have any preference regarding vacation

resorts, meaning that these companies are not being very effective at building consumer loyalty (Annex 39.11.a).

Figure 13: Club Med Portugal Top-of-Mind Awareness (38.13)
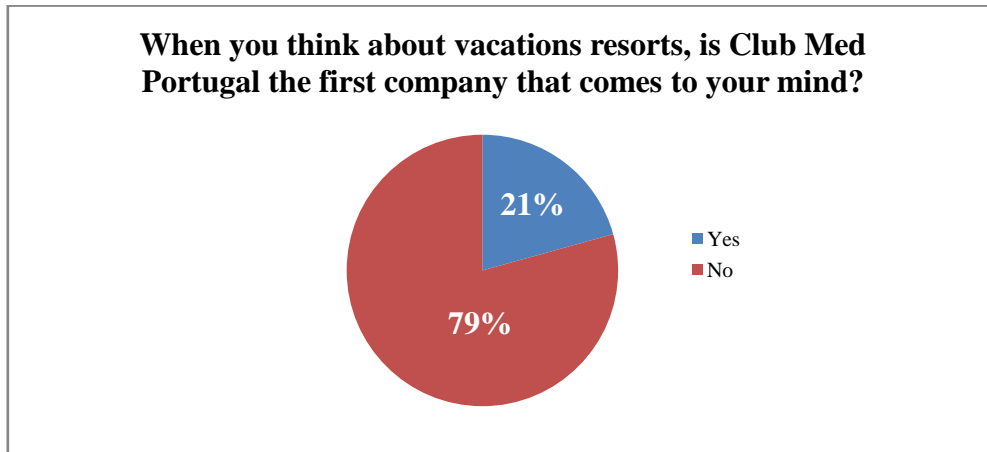
5.1.6. Communications Effectiveness

The importance of WoM in the hospitality industry is sustained by the large number of respondents who said they first knew about Club Med through friends and family (Annex 39.10.a). 'Club Med Portugal clients' learned about Club Med mostly through 'friends and family', 'travel agencies' and 'tourism websites'. The fact that this group didn't choose 'Club Med Portugal's advertising' reinforces the suggestion of an ineffective communications effort. Most 'people who were never Club Med clients', said they learned about Club Med through the 'company's advertising', however, since they never were Club Med clients this only shows that the company's communication is working not being able to captivate new customers (Annex 39.10.b).

Chapter 6- Club Med Portugal Communication Plan

The previous chapters helped, among other things to: clarify concepts and theoretical approaches to marketing communications, hospitality and brand awareness and knowledge. It was also possible to understand the internal and external environment that is currently affecting Club Med Portugal (i.e. economic crisis, seasonality, reduced resources, etc.). The study conducted in chapter 5 helped to better identify Club Med Portugal's target customers, their vacation buying habits, and perception about the

company and its communications. All these previous steps contributed significantly to achieve the main objective of this thesis- propose a communication plan for Club Med Portugal that helps the company increase its levels of brand awareness and knowledge among its target customers[16].The communication plan proposed in this master project will follow the following structure:

Table 4: Communication Plan Structure

1- Target Definition	*5.3. Events & Experiences*
2- Communication Plan Objectives	*5.4. Public Relations*
3- Communication Plan Budgeting	*5.5. Personal Selling*
4- Design Communications	*5.6. Direct Marketing*
5- Communication Plan Mix	*5.7. Interactive/internet Marketing*
5.1. Advertising	6- Measure and Manage IMC
5.2. Sales Promotion	

6.1. Communication Plan Target Definition

The communication plan will be directed to Club Med Portugal target customer, who can be described as:

- Main Target: male and female consumers, between 35 to 55 years old, with children. According their social and financial situation they belong to a medium or high social class, have mostly 'white-collar jobs' and a medium or high income[17]. Club Med target customers are also adepts of the 'all-inclusive' package system, like to travel, enjoy their vacations and to have a large range of sports and activities at their disposal.

Due to the objectives of this communication plan (increase brand knowledge and awareness), the actions and activities proposed will focus on reaching two groups among Club Med Portugal's target customers- 'people who don't know Club Med Portugal' and 'people who never been a Club Med Portugal client'[18]. As part of the objective to increase Club Med target's brand awareness and knowledge, were developed some actions to other parties who are also intimately connected with Club Med, since they indirectly complement Club Med's communication to consumers. Consequently, these other parties will be identified as 'indirect target':

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[16] See sub-chapter "Communication Plan Objectives"
[17] See sub-chapter "Club Med Trget Customer"
[18] See sub-chapter "Respondents Characteristics"

- Indirect Target: travel agencies and the news media.

The actions developed for the 'indirect target' took into account that both the news media and travel agencies inform and communicate with consumers about Club Med. This fact becomes even more relevant in the case of travel agencies who also promote and sell Club Med vacations packages, and therefore should be familiar with the company and motivated to both promote it and sell it to consumers.

6.2. Communication Plan Objectives

The objective of this communication plan is to help Club Med increase its brand awareness and also to increase the knowledge about the brand, mostly across its target audience. This communication plan also takes into account the implications of 'intangibility' and other specific features of the hospitality sector. After the analysis of the questionnaires was possible to understand that Club Med's communication effort was not being completely successful and so the need to develop a new and more efficient communication plan was put into practice.

According to Belch & Belch (2004) communication objectives must be measurable and realistic. Following this approach was determined that Club Med Portugal should set the following objectives for the end of 2013:

- Increase its brand awareness up to 85% - mostly through brand recall, since many people can identify Club Med (brand recognition), but can't relate it with vacation resorts[19] (brand recall).
- Increase target customers' brand knowledge up to 75% - increase to 32% 'people who know very little about the company', to 23% 'people who know something about the company' and to 20% 'people who know very well the company'.

Table 5: Communication Plan Objectives for 2013

Consumer's Brand Awareness about Club Med Portugal	2012	2013	Difference
Don't know the company	19%	**15%**	**-4%**
Know the company	81%	**85%**	**+4%**

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[19] See sub-chapter "Club Med Portugal Brand Awareness and Knowledge"

Total	100%	100%	

Consumer's Knowledge about Club Med Portugal (only people who know the company)	2012	2013	Difference
Only know the company's name	38%	**25%**	**-13**
Know very little about the company	26%	**32%**	**+6**
Know some things about the company	19%	**23%**	**+4**
Know very well the company	17%	**20%**	**+3**
Total	**100%**	**100%**	

Source: Study to Analyze the Target of Club Med Portugal (Annex 41)

Indirectly, this communication plan is expected to help the company, to achieve (in a lesser degree) other goals such as: improve its image, purchase intention, liking, preference, and conviction (Kotler & Keller, 2006).

6.3. Communication Plan Budgeting

Since Club Med Portugal works with a pre-established budget, the process of developing the communication plan follows what Belch & Belch (2004) describe as the affordable method (often referred as the 'all-you-can-afford-method'), which contrary to Kotler and Keller (2006) 'steps in developing effective communications'[20], forces the budgeting step to be anticipated and become the 3rd in the communications plan's steps hierarchy. Belch & Belch (2004), describe this as the top-down budgeting approach (Annex 40). Given that Club Med Portugal did not disclose the budg*et all*ocated to communication and marketing activities, it was necessary to work with an estimated budget. However, while developing this project and contacting with members of the company, was possible to understand that the company deals with a limited budget. Club Med Portugal's cutbacks in TV, radio and outdoor advertising, and recent focus in below the line communications (e.g. online platforms such as facebook), also demonstrate the company's struggle to manage an ever reducing budget. Therefore, and in order to develop a credible and realistic communication plan, it was decided that, throughout the whole development of the communication plan, will be assumed that Club Med Portugal has a budget to 60.000 Euros for the full year of 2013.

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[20] See chapter "Effective Communications Planning"

6.4. Design Communications

Club Med positions itself as an 'all-inclusive' family vacations company, which has recently focus on the concept of 'happiness'[21]. Although, the company's decision to communicate the concept of 'happiness'[22] could be seen as a good choice. The truth is that, this abstract concept seems to be difficult to communicate and for consumers to understand, which hasn't been helping the company to increase consumers' knowledge about Club Med. It is therefore recommended that the company should try to change its advertising campaigns, and re-focus more on transmitting Club Med's differentiation factors (i.e. 'all-inclusive' system, large range of sports and activities, etc.). By re-focusing on differentiation Club Med Portugal will also be able to transmit a clearer image to consumers of what the company does and what it offers- which will probably have a positive impact on its brand knowledge.

Club Med communication should be more clear and direct consisting more in the exhibition of happy families spending vacations in beautiful and exotic destinations; advertisement of its wide and varied offer of sports & activities; different packages; and its innovative all-inclusive system (in contrast with its the recent message and communication-Annex 36). The company should continue promoting these values, while at the same time taking into account the information gathered in the study analysis. According to those findings, Club Med Portugal should also try to give some emphasis in its communication message to the price, resort locations, offer of cultural and well-being activities, since they are among its target preferences.

As consequence of all the steps taken in the previous chapters, and also the target identified, objectives proposed and budget estimation of this communication plan, was possible to design the major lines that this communication plan will follow:

- Give more emphasis to below-the-line media and to emerging trends such as internet and interactivity marketing.
- Give more importance to Public Relations and Events (since the company has been putting them in a second plan)

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[21] See sub-chapter "Club Med Positioning and Mission"

[22] See sub-chapter "Club Med Portugal's Communication"

- Develop campaigns that create more buzz and WoW (by complementing and integrating them with other media, in order to achieve the maximum coverage possible).

- Re-think its advertising effort in order to direct it to its target consumers in a more effective way.

- Take more advantage of its resort (i.e. as prizes or counterpart for price reductions).

- Re-think its advertising message, and focus more on highlighting its differentiation factors and strengths.

6.5. Communication Plan Mix

The presentation of Club Med's communication plan will use Kotler & Keller (2006) major modes of communications mix: 'advertising', 'sales promotion', 'events and experiences', 'public relations and publicity', 'direct marketing', and the more recent mode of communication- 'interactive/internet marketing' (Belch and Belch, 2004; Kotler and Keller, 2012). In each mode, will be described the activities proposed for that specific mode of the marketing communications mix.

6.5.1. Advertising

Traditional advertising media are among the most expensive ways for companies to communicate. As it was previously referred, Club Med doesn't invest much in above-the-line media such as: TV, radio or outdoor advertising, mostly due to the high costs involved and difficulty to measure the success of its implementation. To overcome this situation, the company has to think of alternative and less costly ways to reach consumers.

6.5.1.1. Print Ads

The press is one of Club Med Portugal's major communication media. However the study performed in this thesis pointed out to a decreasing relevance of this medium among Club Med target customers. Thus, Club Med Portugal should advertise only the most relevant travel and tourism magazines (*Volta ao Mundo* e *Evações*) (Annex 41).

Club Med Portugal shouldn't remove completely its advertising through the press due to the fact that, individuals who have medium and superior job positions[23] are the target who consumes more the press (with a maximum coverage of 98,2%- according to *Bareme Imprensa* 2011- by Marktest) (Annex 42).

Table 6: Club Med Print Ads

Press	Period	Type	Insertions	Circulation	Publication	Price (1)
Volta ao Mundo	April and October	1/3 pg	1	12.498	Monthly	3.708
Evasões	June	1/3pg	1	8.698	Monthly	1.809
Total						**5.517**

Source(s): http://www.cofinamedia.xl.pt/publicidade/index.shtml, http://www.controlinveste.pt.
(1) Estimated 10% reduction after negotiation

6.5.1.2. Audiovisual Material & Videotapes

Every time a resort opens, Club Med Portugal should send a video to the media promoting it. The media could then create some news about that resort and show the promotional video to its viewers / readers creating some extra buzz. At the same time, Club Med Portugal should try to integrate it with other media (i.e. post the promotional videos on its facebook page). Club Med Portugal should also send the promotional videos to travel agencies so that they can display them to their clients.

Table 7: Audiovisual Material & Videotapes

Period	Target(s)	Price
During the whole year	Media, travel agencies, facebook fans, general audience	--- (1)

(1) Time spent by the person in charge of this task and other marginal costs.

6.5.1.3. Displays

As for display signs and POS displays, Club Med Portugal already has many located inside its office/store and also among several travel agencies across Portugal. The strategy would be to continue the implementation of the displays among other travel agencies. Due to budget limitation the use of billboards and other forms of outdoor advertising, was discarded in order to enable the investment in alternative and less expensive forms of communications.

Table 8: Displays'

Period	Target	Price
During the whole year	Travel Agencies	1.000 (1)

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[23] See sub-chapter "Club Med Target Customer"

(1) Printing, distribution and other costs

6.5.1.4. Flyers, Brochures, Posters and Postcards

Club Med Portugal flyers will be distributed in all communication activities and events. The content of the flyers will be simple, consisting mostly of a large image of a resort, Club Med logo, tag line, reference to early booking bonus, and contact information (telephone number, mail, website and facebook). As for brochures, Club Med Portugal should print and distribute them among its activities and events. The company should also try to create protocols with hospitals, private clinics or event air companies, in order to reach a bigger audience.

Club Med Portugal could take advantage of its iconic campaign "Verbs" (Annex 36.1) and print a large number of posters to be distributed in all the company's events and activities. To complement this idea the company could also print the 'Verbs' campaign in some postcards, send it to its clients and create protocols with cultural entities in order to have them available for free in some of its cultural establishments (i.e. *CCB*, *Serralves*, *Casa da Música*).

Table 9: Flyers, Brochures, Posters and Postcards Description and Costs

Type	Quantities	Specifications	Price
Flyers	7.500	105x148 (colors; doubled-sided)	73.35
Brochures	2.500	105x210 (colors; 4 pages)	68,98
Posters	2.500	420x594 (black; single-sided)	194,90
Postcards	5.000	105x148 (color; double-sided)	98,50
Total	**16.500**		**435,73**

Source: http://print24.com/pt/

6.5.1.5. Product Placement

Club Med should create a partnership with a television station (i.e. RTP) and negotiate the exhibition of a television tv show in its Algarve resort. A practical example of a TV show could be TopChef Portugal- a television cooking game show. This TV show focus on exquisite cuisine, perfection and attention to detail, values that Club Med also wants to transmit to its customers. Due to resort characteristics, this TV show would be perfect, since it doesn't required extraordinary logistics. As a counterpart for the provision of the resort for 1 episode of Top Chef, Club Med Portugal would negotiate a small reference to the resort and the presence of its logo on the background, where all the audience would be able to see it. Would also be negotiated, the appearance of Club Med Portugal has one of the sponsors at the end of the Tv Show.

Table 10: Product Placement Description and Costs

Tv Show	Period	Viewers	Price
Top Chef	September until December	488.000(1)	--- (2)

(1) Source: Marketest; (2) Minimal logistic costs

6.5.1.6. Call-to-Action Campaign (Fnac)

In order to promote and create some buzz around Club Med Portugal, the company should negotiate a partnership with the store Fnac. This would be a call-to-action campaign (in the book section of the stores), consisting of small cards inside severall books saying '*Já escolheu para que destino de sonho vai levar o seu livro?*' (Did you already chose to witch dream location you are going to bring your book?), and some information regarding Club Med Portugal and its early booking bonus. This campaign would be timed for June, since it's a time when consumers start to think about their vacations[24]. As a counterpart for this campaign, Club Med Portugal would provide a free stays at a Club Med resort, which Fnac could use as a prize in a contest. Fnac was chosen due to the fact that is a well known brand and has a large number of stores in Portugal.

Table 11: Partnership Fnac Description and Costs

Type	Period	Location	Quantities	Price
Partnership Fnac	June	Every Fnac store in Portugal	7.500 cards	73,35[1][2]

(1) Price of the cards (http://print24.com/pt/). (2) As a counterpart Club Med Portugal would provide a free stay at one of its resorts, to be used by Fnac for its own campaigns.

6.5.2. Sales Promotion

Although the major purpose of sales promotion is to create short-term incentives to encourage trial or purchase of a product or service (Kotler and Keller, 2006), it shouldn't be discarded its power to engage consumers and spread Word-of-Mouth (WoM), consequently helping the company to increase its brand awareness. Since Club Med is a vacation resort company, it has the possibility to create contest and offer as prizes free stays at its resorts (since vacations are a much appreciated prize by consumers). The company should also take advantage of sales promotions to captivate old clients, generate new clients by offering prizes, discounts and incentives.

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[24] See-sub chapter "Respondents Characteristics"

6.5.2.1. Facebook Contest

This contest would be specifically for facebook and its objective is to create a 'snowball effect' in order to attract more fans (and reach people who don't know Club Med). In this contest, contestants would have to invite friends to become fans of Club Med Portugal's facebook page. The person that manages to successfully invite more friends wins a 3 day free stay at any Club Med resort of its choice.

6.5.2.2. Vogue Contest (Partnership)

Club Med Portugal would propose to Vogue Portugal a partnership. Club Med would offer a stay at any Club Med resort, and Vogue Portugal would create a contest offering the free stay as the number 1 price. At the same time Vogue divulges the contest, Club Med Portugal would also divulge the contest in its own facebook page, newsletters, etc. With this partnership, Club Med Portugal would benefit from the extra exposure, connection with this premium and prestigious brand, and at the same time reach Vogue's exclusive customers.

6.5.2.3. Club Med Photo Contest

This would consist of a contest in facebook where people send their photos taken at any Club Med resort. The most funny and creative photo would win a free stay at Club Med da Balaia (Algarve).

Table 12: Contests Description and Costs

Name	Period	Responsible	Observation(s)	Price
Facebook Contest	May	Club Med Portugal and media agency	Creation of an application in the facebook page for the event	500(1)
Vogue Contest	February	Club Med Portugal and Vogue Portugal	--	---
Photo Contest	October	Club Med Portugal	--	--- (2)
Total				**500**

(1) Paid to 6AM- Club Med Portugl usual communication agency (http://www.6am.com/)
(2) Time spent by a member of the staff to choose the wining photo and to promote the contest.

6.5.2.4. Deal-of-the-Day Special Offer

As it was referred in the study analysis, some consumers are starting to use discount websites in its daily life. One interesting solution for Club Med Portugal to promote its

resorts is through a deal-of-the-day website, which would charge a service fees upon a successful group buying event (Liu & Sutanto, 2012). The deal-of-the-day website chosen was Groupon, since it is the most prestigious, known and trustworthy website of this type in Portugal.

Table 13: Club Med Special Offer (Groupon)

Company	Period	Special offer			Groupon	
		Quantity	Special Price	Description	Fee	Price
Groupon.pt	January	20 packages	200	2 people and 2 children to Club Med da Balaia-Algarve)	20%	800[1]

(1) Estimated price, plus managing and implementation costs

6.5.2.5. Client Discounts

Clients are some of the most important assets of a company. Therefore, is important to encourage them to continue purchasing Club Med vacations, or even to turn them into a powerful sales force. Club Med Portugal could achieve that by offering a 10% discount to every client who gets a new client to buy a stay at any Club Med resort. Another possibility is to create a membership program. However, since the company already uses one, it is only recommended that they should improve it. The membership program already offers some benefits, but doesn't offer attractive discounts. The company should offer 5% discount for every client with the 'silver membership' and 10% discount for every client with the 'gold membership'. Club Med Portugal, should also create a campaign to captivate new clients. This campaign could consist of a 15% discount given to every new client 1st purchase. In order to promote sales through the online booking platform Club Med should also create a discount for people who book through this sale channel. It has to be taken into account that Club Med Portugal already has some others discount programs such as the 'Early Booking Bonus' and the 'Last Minute Bonus'. All this discount programs will complement each other.

Table 14: Discounts List and Description

Activity	Period	Incentive	Price
Discount A	Whole year	10% discount to every client who gets a new customer to by Club Med	--- (2)
Discount B	Whole year	5% discount for every 'silver member' and 10% for every 'gold member'	--- (2)
Discount C	January and September	10% discount for every new client	--- (2)

Discount D	February and October	5% discount on every online booking	--- (2)
Early Booking Bonus	March to November	Up to 300 Euros (1st phase) and up to 200 Euros (2nd phase)	--- (2)
Last Minute Bonus	No specific date(1)	20 to 30% discount	---(2)
Total			**--- (2)**

(1) This discount program appear several times during the year, and depends on resort availability. (2) Time spent managing and implementing these programs.

6.5.2.6. Gifts and Merchandize

During each promotional action and activity (i.e. street campaigns, events, etc.), Club Med Portugal should have a range of different gifts and merchandise to offer to consumers.

Table 15: Gifts and Merchandise

Designation	Units	Price per unit	Price
Pen	1000	0,14	140
Beach Dart	1000	0,33	326
Anti-stress Heart	500	0,65	325
Notebook	1000	0,564	564
Total			**1.355**

Source(s): http://www.brindouro.com, http://www.publibranco.pt/

6.5.3. Events and Experiences

Companies that don't have physical products to show to their customers, face a number of difficult challenges due to the difficulty on communicating abstract concepts (Mittal and Baker, 2002). Consequently, events and experiences play an extremely important role since they can facilitate consumer's understanding about a particular service. Since it involves a direct contact between the company and consumers, it is easier for the company to explain what it does and what it offers, while at the same time, allows consumers to interact with the company (i.e. ask questions) or even try the products or services offered by the company.

6.5.3.1. Sponsoring Golf Tournaments

Sponsoring is a great way for companies to transmit their values and to position themselves. Consumer's perception about an event will also influence how they will perceive the company that it's sponsoring it. Using the specific example of Club Med Portugal, the company should create a partnership with a golf club, to sponsor some of

its golf tournaments. By doing this Club Med Portugal will use the golf club's prestigious image, and 'absorb' it into itself. People who presence or are informed about the event will consequently relate Club Med Portugal with the same values and perception of the golf club. To generate more media attention, Club Med could also invite some celebrities to participate in the event (as a counterpart for their appearance, Club Med could offer free stays). The 1st place would win a free stay in one Club Med resorts in the Caribbean, the 2nd place a free stay in one Club Med resorts in Morocco,and the 3rd place a free stay at Club Med da Balaia (Algarve).

Table 16: Sponsor Golf Tournaments Description and Costs

Action	Period	Nº of Tournaments	Location	Price
Sponsoring Golf Tournaments	March, May and September	3	Quinta da Marinha	--- (1)

(1) As a counterpart for the provision of the golf court, Club Med Portugal would provide the prizes

6.5.3.2. Support Club Med Foundation (Social Cause)

A study performed by Nielsen in 2012, suggests that 66% of consumers around the world prefer to buy or spend their money in companies that support social causes (Annex 43). In the Portuguese hospitality market there are already companies doing it, which is the case of Pestana hotels & resorts[25]. Club Med Portugal should also support a cause as a way to reach consumers and improve its image among consumers. Since Club Med already has a foundation (Club Méditerranée Foundation), all the money gathered in the campaign would revert to that same organization. Since the communication message done by famous sources achieves higher levels of consumers attention and recall (Kotler and Keller, 2012), Club Med Portugal should associate with Chakall, and make him the spokesperson of this cause. In this campaign Club Med Portugal would donate 1% of the total price of all purchased vacation packages- as long as done through the company's online booking system. This way Club Med Portugal would captivate attention to its online booking system, while diverting sales from travel agencies (and consequently avoiding paying services fees to those agencies- normally around 10 to 15%)

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[25] See sub-chapter "Competitors' Communication Channels"

Table 17: Support Club Med Description and Costs

Action	Period	Objective	Activity	Spokesperson	Price
Support a Club Med Foundation	January to June	Raise money for Club Med Foundation	Donate 1% of all online sales	Chakall	--- [1][2]

(1) Time spent managing and implementing this activity. (2) As a counterpart for the association with Chakall, would be given to him a free stay package at Club Med

6.5.3.3. Cooking Event

Similar to what Club Med Portugal already did with chef Chakall (Annex 37.7.1). It is proposed the organization of a 'gourmet' demonstration in its Portuguese resort (Da Balaia- Algarve), this time with chef Henrique Sá Pessoa. The demonstration would consist of a buffet with a variety of dishes prepared by the famous chef, alongside a real time cooking demonstration. The demonstration would be advertised mostly in the facebook page, newsletter, website, travel agencies and an announcement would be sent to the media to generate some buzz. A special package would be created to attract consumers and increase sales.

Table 18: Demonstration Event

Period	Location	Chef	Price
April and October	Algarve (Club Med da Balaia	Henrique Sá Pessoa	--- (1)

(1) As a counterpart, Club Med Portugal offers a free stay at one of its resorts.

6.5.3.4. Street Campaign A

In order to catch people's and media's attention, Club Med Portugal will develop a guerrilla marketing campaign. This campaign will consist of a number of people dressed in beach costumes walking in '*Vasco da Gama'* (Lisbon), '*Colombo*' (Lisbon) and '*Norteshopping*' (Oporto), distributing flyers promoting the Early Booking Bonus and other special discounts. There would be also a raffle for everyone who signs the Club Med Portugal newsletter. In this raffle, people could win a free stay at a Club Med resort for 2 people, plus 2 children. During the winter season Club Med Portugal would use this campaign again but this time with the winter theme.

Table 19: Street Campaign A

Activity	Period	Location	Price
Street Campaign A1 (Summer Theme)	1st Saturday (April)	Lisbon and Oporto (Colombo, Vasco da Gama and Norteshopping)	732 (1)
Street Campaign A2 (Winter Theme)	1st Saturday (November)	Lisbon and Oporto (Colombo, Vasco da Gama and Norteshopping)	732 (1)

Total			**1.464 (1)**

(1) Price including price of the promoters (9 Euros per hour) (Annex 44), promotional material and provision of the space to each shopping center (estimated).

6.5.3.5. Street Campaign B

To promote Club Med Portugal's relaxing vacation experience, another street campaign will be developed. This campaign will consist of a stand in shopping centers across Lisbon where 2 people will be giving free massages, while the other promotes Club Med Portugal, distributes promotional material and other things. There will be a computer in the stand where, each person could sign Club Med Portugal's newsletter or facebook page and consequently be able to win a prize (a free stay at Club Med da Balaia). During the first three days the campaign will be present in shopping centers near business areas[26] such as *Saldanha*, *Amoreiras* and *El Corte Inglês*, while on the last two days (weekend) the campaign will move to large shopping centers.

Table 20: Street Campaign B

Activity	Period	Location	Price
Street Campaign B	1st Wednesday to 1st Sunday (February)	Lisbon (Atrium Saldanha, Amoreiras, El Corte Inglês, Vasco da Gama and Colombo	950 (1)

(1) Price including price of the promoters (9 euros per hour) (Annex 44), promotional material, and rent of the space.

6.5.3.6. Street Campaign C

The study analysis suggested those Club Med target customers are very fond of cultural vacation. Therefore, to promote its diverse cultural offer the company should develop a campaign focus on this subject. This campaign would consist of several people dressed in typical costumes of exotic places (i.e. Egypt, Thailand, Hawaii, Brazil, etc.). These people would be walking in downtown Lisbon asking passing people if they ever visited some exotic famous locations (i.e. Pyramids, Petra, Amazonia, etc.) and giving them a card saying '*Com o Club Med pode desfrutar das suas ferias de sonho e ao mesmo tempo visitor alguns dos locais mais famosos do mundo*' ('With Club Med you can enjoy your dream vacations while t the same time visiting some of the most famous places in the world'). The flyer would also have information about the possibility to win a free stay at a Club Med in Marrocco (i.e. people would have to send an e-mail to Club Med with their information, in order to have the possibility to win the prize).

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[26] See sub-chapter "Communication Plan Target Definition"

Table 21: Street Campaign C

Activity	Period	Location	Price
Street Campaign C	1st Saturday (March)	Lisbon (Av. Liberdade, Rossio and Chiado)	550 (1)

(1) Price including price of the promoters (9 euros per hour) (Annex 44), promotional material, and rent of the space.

6.5.3.7. Club Med Minimalistic Concerts

Club Med should take advantage of its resort in Algarve to promote minimalistic concerts with known musicians (in accordance with Club Med Portugal's target profile). The entrance would be free of charge for clients staying at the resort at the time of the concert. A special package for the weekend of the concert would be created. The event would be advertised using mostly below-the-line media, such as internet (e-mailing to clients, facebook, newsletter, etc.) and through some displays and flyers, both in the office in Lisbon and travel agencies. An announcement of the concert would be also sent to all the media hoping to get some of their attention and create some buzz around the event.

Table 22: Club Med Minimalistic Concerts

Activity	Artist(1)	Location (2)	Period	Price (3)
Minimalistic Concerts A	Carminho	Club Med Resort: Da Balaia- Algarve	February	---
Minimalistic Concerts B	Aurea	Club Med Resort: Da Balaia- Algarve	April	---
Minimlistic Concerts C	Luisa Sobral	Club Med Resort: Da Balaia- Algarve	July	---
Total				**---**

(1) The name of the artist is given as an example. (2) Club Med Portugal owns the resorts. (3) Club Med Portugal offered as a counterpart a free stay at one of its resorts.

6.5.3.8. Visit to Club Med 2

Club Med owns an exclusive and luxury sailing ship called Club Med 2. This ship usually sails across the Mediterranean or the Caribbean's. However once per year the ship stops in Lisbon. Club Med Portugal should take advantage of this fact to promote a trip to this wonderful ship. In one of the times, the company should try to contact its clients and invite them to visit the ship, plus a number of non-clients (chosen from a facebook and newsletter small contests). In the second time, the company should invite the media to visit this resort (along with bloggers and other opinion leaders).

Table 23: Visit to Club Med 2

Activity	Location	Period	Price
Visit to Club Med 2	Lisbon (port)	May and October	---

(1) There are always other costs to be taken into account, such as time spent in managing and implementing these activities.

6.5.4. Public Relations

The promotion and protection of a company's image is an important aspect of the communication effort, because many times is not the company itself that communicates with consumers, instead there are a number of third parties who do this (i.e. news media, travel agencies)- which were called "indirect target"[27]. The better informed these third parties are, the better will be their communication with consumers, resulting in higher levels of brand knowledge and awareness.

6.5.4.1. Training Programs

The study about Club Med Portugal's target customer showed that the majority of people still use travel agencies both to book and to look for information regarding their vacations (even people who don't know Club Med). This fact could imply that travel agencies are not doing a good job at promotion and selling Club Med, or that they don't enough about the company. The solution for this situation could be through training programs. Members of Club Med Portugal would offer training to travel agencies, with the intention of best inform them about Club Med (e.g. vacations packages, destinations, prices, promotions and discounts, etc.). At each training program, Club Med Portugal would distribute a kit with a number of catalogs (with detailed information about each resort), brochures with the latest news (e.g. resort openings, renovations, and other relevant information), merchandizing, contact information (telephone number, e-mail, website, etc.) and displays. A trip to visit Club Med's cruise ship (Club Med 2), that sometimes ports in Lisbon, would be organized whenever possible.

Table 24: Training Programs

Activity	Period	Location(s)	Capacity	Price(1)
Training Programs	March, July and September	Lisbon, Porto and Coimbra	60 people	600(1)

(1) Estimated cost of renting the space and other costs such as transportation, etc.

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[27] See sub-chapter "Communication Plan Target Definition"

6.5.4.2. Press Kits and Press Releases

Club Med should develop a pack to the sent to the media. This pack would consist of three Club Med catalogs (resorts, excursions and cruises), and information regarding the latest openings and renovations, financial highlights, videos and photos of the resorts, etc. One of the innovations proposed for this specific case is the inclusion of 1 day-pass in each press kit. This way, members of the media will be able to experiment and later write about Club Med vacation experience.

Club Med should also regularly send press releases to the news media (tv channels, journals and magazines, bloggers, opinion leaders, etc.), informing about recent resort openings or marketing activities performed by the company, in order to generate the maximum buzz possible.

Table 25: Press Kits

Action	Delivery	Target	Content	Price
Press Kits	January, May and September	News media	Promotional material, catalogs, news & info and 1 day-pass(1)	---[2]
Press Releases	Whole year	News media	Information about resort openings and/or marketing activities undertaken by Club Med	----[2]

(1) Club Med Portugal owns the resorts. (2) Time spent and money spent managing this actions

6.5.4.3. Press Trips

Taking advantage of having a resort in Portugal, the company should invite the press to its resort (Club Med Da Balaia- Algarve). The visit should be done in the low season, and the press invited would stay for 2 nights in the resort, where they would experience the full extent of Club Med unique vacation experience. This procedure is already done by Club Med Portugal, however it only comprises what can be called as traditional press. Emergent influence leaders such as bloggers are still not included in these types of activities. However, according to Litvin *et all* (2008: 464) "hospitality and tourism companies might consider identifying popular bloggers that appeal to the demographics they wish to attract and inviting these folks for a destination visit". Consequently, it is proposed that Club Med should invite a group of some of the most important vacation bloggers in the national panorama to a trip to its Algarve's resort.

Table 26: Possible Press Trip Invitations

Blogs	Journals	Magazines	
A pipoca mais doce	Público (Fugas)	Vogue	Sábado
Big Viagens	Expresso (Escape)	Volta ao Mundo	Evasões

As nove no meu blog			Rotas & Destinos	Publituris

Source: http://blogometro.aventar.eu/

Table 27: Press Trip

Activity	Period	Location(s)	Invitations	Price
Press Trips	February and September	Recently inaugurated or renovated resorts	Newspapers, magazines and blogs	--- (1)

(1) Club Med Portugal owns the resorts. Partnerships with air companies for fight tickets (usual practice for Club Med)

6.5.5. *Personal Selling*

Face-to-face interaction allows companies to reach consumers at a more personal level. With this type of communications, companies are able to present and explain what products and/or services they have, answer questions on the spot and procuring orders (Kotler and Keller, 2006), which goes in accordance with the objective of increasing Club Med Portugal's brand knowledge. The importance of increasing brand knowledge is emphasized by the study about Club Med Portugal target customers [28], which suggested that, the knowledge about what Club Med does and what it offers is very limited.

6.5.5.1. *Business Presentations*

During the low season Club Med Portugal should try to develop new ways to captivate clients and fight seasonality[29]. The business segment appears to be solution to this problem, since business people fit the profile of Club Med Portugal's target customer, and contrary to particular consumers (whose trips are mostly done during the summer period), register a steady flow trips during the whole year. There is also higher tendency for 'people traveling for business purposes' to travel abroad (Annex 15) (which can be seen as a good opportunity, since Club Med has most of its resorts located outside Portugal). Club Med should therefore have a member of the staff dedicated to the business segment, with the task of contact, inform and if possible personally present the full range of Club Med Business offer. This would be done, through phone calls, e-mailings, mailing, skype, etc.

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[28] See sup-chapter "Club Med Portugal's Perception & Image"
[29] See sub-chapter "Portuguese Tourist Analysis"

Table 28: Business Presentations

Activity	Period	Price
Business Presentations	whole year (mostly during the low season)	--- [1]

(1) Time spent by member of Club Med Portugal staff in managing this activities and actions. Club Med (international) provides the promotional material.

6.5.5.2. Fairs and Trade Shows

Club Med Portugal should be present in BTL – '*Feira Internacional de Turismo'* (Annex 43) not only as a way to reach consumers who might be interest in Club Med resorts, but also has a way to show both the industry and consumers that the company is still an important player in the tourist industry. The absence from BTL could harm Club Med Portugal since it would show a company in troubles and without news or innovations. By being present in this Tourism Fair, Club Med Portugal will be able to show its latest and most innovative attractions. More precisely, this would be the case of the luxury snow resort of Valmorel, or the Luxury Villas of Bellek (Annex 29), among others. Consumers would be therefore informed about these new resorts, the industry would perceive Club Med as an innovative and fierce player, and the media would help spread the buzz around Club Med and its products.

Table 29: Presence in BTL- Feira Internacional de Turismo

Fairs and Trade Shows	Period	Space	Front	Background	Price
Feira Internacional de Turismo	27 Feb - 3 Mar	3x3 module (9m^2)	3m	3m	1.402,10

Source: http://www.btl.fil.pt

6.5.5.3. Travel Agencies Incentives

According to the study performed in this thesis, travel agencies are the favorite way for 'people who don't know Club Med' to book their vacations. To worsen this situation it also seems that travel agencies are not fully committed in selling Club Med packages. In order for the company to increase its brand awareness among that group, it should try to develop ways to stimulate travel companies to sell Club Med. Besides the commission travel agencies receive by selling Club Med packages, they are also rewarded by the number of sales (the top travel agencies to sell Club Med packages receive a 1 week stay at a Club Med resort). Since this method is somewhat unfair to smaller travel agencies, it is suggested that they should also reward travel agencies who manage to increase their Club Med packages sales for more than 5 years straight. This way smaller

travel agencies will be also motivated to sell and constantly increase their Club Med packages sales in order to receive the reward. With this measure Club Med Portugal expects to reach people who book through travel agencies but haven't yet bought or known Club Med. Due to the possibility of multiple winners the reward would be less tempting than one above, consisting of a 3 day stay at Club Med da Balaia for each winner.

Table 30: Travel Agencies Incentives

Incentive Programs	Period	Target	Prize	Price
Incentive A	Whole year	Large travel agencies	1 week stay at any Club Med resort	---(1)
Incentive B	Whole year	Small travel agencies	3 day stay at Club Med da Balaia	---(1)
Total				**---(1)**

(1) Time spent managing this incentive program.

6.5.6. Direct Marketing

Direct marketing is a marketing system, by with companies communicate directly with target customers, to generate a responses or transaction (Belch and Belch, 2004). This major mode of communication (Kotler and Keller, 2012), allows marketers to reach a large number of people, while at the same time reducing waste coverage (Belch and Belch, 2004), or even to personalize the communication message, taking into account each individuals' preferences and habits. Club Med Portugal already uses direct marketing media, however the company could still improve in this aspect (i.e. by customizing e-mails or direct-mail, according to each consumer). Club Med should also use direct marketing to support its other marketing actions and activities, integrating them, in order to achieve a higher optimization and coverage.

6.5.6.1. Printed Catalogs

Club Med Portugal launches two catalogs a year- one for the summer season and one for the winter season. The catalogs are printed and distributed among clients (mailing), travel agencies and Club Med Portugal's office in Lisbon. There are however, other possibilities that could be exploited by Club Med Portugal. One of those possibilities is the distribution of the catalogs among waiting rooms around Portugal. As an example, Club Med Portugal could create o protocols with hospitals and clinics across Portugal to

distribute its catalog among their waiting rooms, meaning that it would reach a bigger audience. Also, in the catalogs' contact information (located normally on the back cover), Club Med Portugal should include an icon referring to its facebook page and a QR Code redirecting to the company's website. By integrating these different communication media, Club Med Portugal will be able to increase its coverage and therefore optimize its communication effort.

Table 31: Printed Catalog

	Period	Nº of Catalogs	Unit price	Price
Catalog (paper)	January and September	10.000	1.60	16.000

Source: Club Med Portugal.

6.5.6.2. Direct-Mail and E-mailing

Club Med already uses direct-mail and e-mailing as part of its communication strategy. The company uses these media mostly to inform its subscribers and clients about the latest news and discounts. It is recommended that Club Med Portugal should continue with this strategy. However the company should also try to integrate these media with the overall communication plan. As an example, the company should promote its events and activities in both the emailing and mailing (i.e. the winners of contests, participations in events, etc.), but also the other way, by encouraging consumers who attend those events and activities to subscribe the newsletter, or provide their home address. Club Med should also try to develop customized messages to its target customers (i.e. if a newsletter subscriber 'clicks' often in golf resorts, then Club Med should start send him regular information about packages and discounts regarding this types of resorts, or about resorts that offer similar sports, such as golf). Regarding the direct-mail media, Club Med Portugal could also customize its communication, and in this case, send a postcard to every female client (with children) in mother's day and a postcard to every male client (with children) in father's day[30].

Table 32: E-Mailing

	Period	Nº e-mails	List size	Price (p/ month)	Price
E-mailing	whole year	unlimited	10.000	38	456

Source: http://www.e-goi.pt

Table 33: Direct Mail

	Period	List size	Price (p/ unit)	Price

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[30] Club Med Portugal hás this information on its system, so it would be easy to know this information.

Direct Mail 1	January, April, July and October	5.000	0,24 (20g-30g)	4.800
Direct Mail 2	19th of March and 1st Sunday of May an	--	---	---(2)

Source: http://www.ctt.pt. (1) Mother's and father's day postcard. (2) Included in the price above.

6.5.6.3. SMS Marketing

"Due to recent technological developments and widespread adoption of mobile handsets, the mobile medium has been transformed into an effective channel for brand communication" (Varnali, 2012: 2). This medium has also become attractive for companies since it enables personalization according to each consumer's profile, is easy to use and allows for a real time analysis and control of the communication's effectiveness. Club Med should continue to use this medium (Annex 46), however shouldn't use it more than a few times a year, since consumer get annoyed very quickly. As a result, it is recommended that Club Med Portugal should only send SMSs once per month to promote the Yearly Booking Bonus (summer and winter season), the subsequent phases, and other special promotions. In order to create a sense of proximity, Club Med Portugal could send to clients personalized SMSs, treating them by their own name (i.e. "*Boa tarde Sr. Rui Carvalho. O Club Med quer informa-lo…*").

Table 34: SMS Marketing

SMSs	Period	Nº of messages [1]	Cost per SMS	Price (monthly)	Price
Optimus SMS Pro	1 message each 2 months	2.000	0,006	120	1.440

Source: http://www.optimus.pt/corporate/produtosservicos/smspro. (1) Messages can be accumulated, meaning that every 2 months Club Med Portugal can send 4.000 messages.

6.5.7. Interactive/Internet Marketing

Recent trends in the field of marketing identify the internet as an emerging communication tool. This fact is showed by the increasing importance companies are giving to the internet, which is also the case of vacation resort companies- Club Med and its competitors[31]. The importance of the internet is also demonstrated in a report done by Nielsen, who shows that the internet is the communication tool with the highest increase (12,1%) in ad expenditure in 2012 (Annex 47). Data from the Club Med Target

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[31] See sub-chapter "Competitor's Analysis"

customer study, also suggests that if Club Med Portugal wants to reach new clients (such as, 'people who don't know Club Med' or 'people who were never Club Med Med clients') it should start to focus more in the online channel[32]. The concept of 'interactivity' became more and more important due constant technological developments and to consumers' increasing demand for innovation. The actions and activities proposed in this section, take into account all this factors, and aim to increase Club Med Portugal's brand awareness and knowledge, but also to promote the interaction and establish a closer relation between Club Med, its fans and clients, which might result in higher levels of brand loyalty, customer satisfaction, brand image and reputation, among others.

6.5.7.1. Online Advertising

The growing number of people with access to the internet (Annex 48) is one of the factors, of the emergence of the internet as a marketing tool. A study performed by Naik and Peters (2009: 290) refers that "the correlation between online ad awareness and purchase intent is 0.439, suggesting that online advertising builds attitudinal equity of a brand similar to traditional media. Thus, companies can build brands using online media". Club Med Portugal as to take into account the increasing importance of the internet and change its advertising from printed to online magazines and newspapers, but also to other online media such s facebook or blogs. The company will not only take advantage of these new trends in consumer's habits, but will also be able to control and analyze with more efficiency the implementation of its communications.

Table 35: Online Advertising

Online journals & magazines	Month	Period	Type	Visits (per day)	Price
Publico.pt	November	2 weeks	Mrec (300x250)	183.287	3.200
Vogue.pt	July	2 weeks	Buton (300x60)	4.194	2.850
Volta ao Mundo	May	2 weeks	Superior Banner	N/A	2.000
Total					**8.050**

Source(s):http://static.publico.pt/publicidade/online/,http://www.cofinamedia.xl.pt/publicidade, http://www.controlinveste.pt

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[32] See sub-chapter "Purchase Behavior"

6.5.7.2. Blog Advertising

Club Med Portugal already advertises in some online websites. However is still missing some opportunities in this department, particularly in what concerns to alternative and emerging online media, such as blogs. Club Med Portugal should approach these blogs and negotiate an advertisement contract. Since some of these blogs are owned by particulars Club Med Portugal may be able to negotiate an attractive contract that doesn't involves the high costs asked by companies.

Table 36: Blog Advertising

Blogs	Period	Type	Visits (total)	Visits (p/ day)	Price
Mini-saia	1 year	Banner 125x125	8718094	10.986	1.000[1][2]
As nove no meu blogue	1 year	Banner 125x125	4934734	5.068	300[1][2]
The Busy Woman and the Stripy Cat	1 year	Banner 125x125	330788	1.226	--- [2]
BESTCINE	1 year	Banner 125x125	1561986	1.042	---[2]
Saltos Altos Vermelhos	1 year	Banner 125x125	1074932	971	--- [2]
Total					**1.300**

Source(s):http://www.best-cine.com/publicidade/, http://blogometro.aventar.eu/. (1) Discount for a 1 year contract. (2) Price reduction due to the offer of a free stay at a Club Med resort. (3) Taking into account 0,019 Euros for each visit (p/ day).

6.5.7.3. Facebook Advertising

Club Med Portugal already uses facebook to communicate with consumers. The company has a facebook account were it interacts with its fans, but also uses facebook banner advertising. Club Med Portugal's banners focus mostly on promoting sales, with hyperlinks that take consumers directly to the company's online booking platform. Club Med Portugal's banners usually have catch lines that refer to family vacations, all-inclusive and discounts to captivate consumers. However, as this thesis study suggested, Club Med Portugal is not taking full advantage of the cultural tourism segment, and therefore should also try to implement some cultural references in its communication strategy. The use of online banners is supported by Drèze and Hussherr (2003), who argue that although the click-though rates might be low, in the long run the use of banners will increase brand awareness

Since Club Med already offers excursions, it is proposed the development of some banners promoting its large variety of excursions. Because consumers normally don't book vacations on impulse, is recommended that, instead of redirecting to its online booking platform, Club Med Portugal should redirect consumers to its facebook page, where they will get the chance to inform themselves, interact and ultimately purchase Club Med vacations packages.

Table 37: Facebook Advertising

Banners	Period	Type	Insertions	Price[1]
Facebook A	March	6 Banners	20.536.196 (1)	Until it reaches 2.000
Facebook B	June	6 Banners	20.536.196 (1)	Until it reaches 2.000
Facebook C	October	6 Banners	20.536.196 (1)	Until it reaches 2.000
Total			**61.608.588**	**6.000**

(1) Estimated taking into account data from a previous Club Med Portugal's campaign (Annex 49)

6.5.7.4. Facebook & Website Management

Since Club Med Portugal already has a Portuguese facebook account (Annex 37.3), its communication plan should focus on improving the consumer experience and develop new and attractive ways to captivate them. The competitor analysis showed that Club Med Portugal still has a long way in terms of improving its facebook page experience. Regarding its content, Club Med owns about 80 resorts around the world, however during the one and a half year of existence of its facebook page, has only created content for about 10 resorts. It is therefore recommended that the company should create more albums with photos and small description of the resorts. The company should continue posting regular updates (1 to 2 times a day), promoting its resorts, latest news, discounts and incentivizing the interaction between fans, though games, questionnaires, etc. Facebook recently launched an update to its platform that allows admins to schedule posts. It is recommended that Club Med Portugal should also start using this new feature. This way the company will be able to post even outside working hours or during the weekend.

Regarding the website (Annex 37.1), the company is already doing a good job at managing it, with regular updates, information, discounts. Nonetheless, there were identified some problems, consisting mostly of pages and links that don't exist and mixed texts written in Portuguese and English. Club Med Portugal should try to resolve this problems, while at the same time offering more content in the website, more

precisely the possibility to download applications for the mobile such as, the store locator and Club Med application, download the interactive catalog, among others.

6.5.7.5. Facebook Booking Application

Club Med is not taking full advantage of facebook capabilities. One particular example is the need for an application that allows consumers to directly book their vacations, without having to be redirected to Club Med Portugal online booking platform (in the website). By eliminating the number of steps required to successfully book vacations using the online booking platform, companies will increase their booking rates, due to the reduction of consumer who get 'lost' or lose interest will try to perform the booking.

6.5.7.6. Mobile Application

A few time ago, Club Med created a mobile app (Annex 50) for iPhone and iPad, however that app can only be acquired in Club Med's international website. As a result Club Med Portugal should take advantage of this existing app and launch it for the Portuguese market, by making it available on its website and facebook page for download.

6.5.7.7. Club Med Portugal Store Locator Application

As the study conducted in this thesis suggested travel agencies seem to be consumer's favorite method of booking vacations, specifically by people who don't know Club Med and by Club Med clients. Therefore, Club Med Portugal would be reaching two very important groups by developing an application that allows people to locate where all the stores that sell Club Med are. To create this application Club Med Portugal would contact a marketing communications agency. The identification of the stores and their address would be provided by Club Med Portugal. Ultimately, this application would offer a quick and easy way for consumers to find places that sell Club Med.

6.5.7.8. QR Code

QR Codes offer a great value in a marketing perspective because they are cheap, easy to create, trackable which opens up a world of limitless possibilities for consumer-product interactions[33]. Club Med Portugal should therefore create a QR Code that redirects to the company's website. The creating of the QR Code can be free of costs thanks to a number of websites that offer that service for free.

Figure 14: Club Med QR Code

Source: Kaywa

6.5.7.9. Interactive Catalogue

Another possibility could be to go interactive, and develop an interactive catalog (or if too costly, just a PDF version) that people could download directly in the company's website or in Club Med Portugal's facebook page. This way, the company could attract people who are more into the new technologies and internet, instead of old fashioned paper catalogs.

Table 38: Internet and Interctive Activities

Name	Provider		Price(1)
Facebook Management	Club Med Portugal		---
FB Booking Application	Marketing Communications Agency		2.500[2]
Mobile Application	Club Med (international)		---
Store Locator Application	Marketing Communication Agency		2.500[2]
QR Code	Club Med Portugal		---
Catalog (interactive)	Marketing Communication Agency		2.100[2]
Total			7.100

(1) There are always other costs to be taken into account, such as time spent in managing and implementing these activities. (2) Estimated value.

6.6. Measure and Manage IMC Activities

After the implementation of the communication plan it's important for Club Med Portugal to measure the impact it had on the target audience. Since Club Med Portugal lacks the resources to measure the impact of all marketing activities. One of the advantages of communicating in the internet is the possibility to easily measure and control the effectiveness each activity, while at the same time allowing make real-time adjustments (i.e. banners, facebook page, website, etc.). This fact is one of the reasons why the internet and all its tools are a big component of this communication plan.

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[33] http://mashable.com/2012/05/17/reasons-qr-codes-are-broken/#5183910-QR-Tombstone

It is proposed that the company should try to measure its communication effectiveness through questionnaires. In order to do that without incurring in large costs, Club Med Portugal could use its facebook page (or even the newsletter) to ask fans; how they learned about Club Med, what is their opinion about the company, and so on. The company could also try to negotiate with travel agencies to distribute the questionnaires or give them to everyone who goes to its own office/agency in Lisbon. The process of managing all the communication activities and actions is also one important element of a communication plan. Activities and actions must complement each other and be in line with the company's overall positioning, ultimately contributing to the creation of a more effective and coherent communication plan.

6.7. Communication Plan Summary and Costs

This table provides a summary of the communication activities and actions proposed in Club Med Portugal's communication plan for the year of 2013. Despite the large number of actions and activities the stipulated budget of 60.000 Euros was not exceeded. In some actions and activities were not attributed real values, since even though some of them may not affect the marketing budget, there are always marginal and other cost to be associated with almost all activities (i.e. time spend managing and implementing the activities, logistics, etc.). In other cases, to reduce or completely remove the costs of some activities and actions, was offered as a counterpart free stays at Club Med resorts (practice that is already used by Club Med Portugal, and is even more explored in this communication plan).

Each action and activity was timed in order to maximize Club Med Portugal's communication plan and to reach the intended audience in the best way possible. A higher importance was given to the months between April and July, since it's when people start to think about their vacations, with the development of several activities and actions to generate WoM, awareness and purchase intention. During the low season, the communication strategy consisted more in developing actions to inform, increase the knowledge, and maintain a steady flow of actions and activities to keep Club Med in the minds of its target customers. Christmas, New Year's Eve and Easter were dates also taken into account in this communication plan for the year 2013.

Table 39: Communication Plan Summary, Calendar and Costs for the year 2013

Actions & Activities	Year 2013												Price
	J	F	M	A	M	J	J	A	S	O	N	D	
Advertising													
Print Ads				■		■				■			**5.517**
Displays	■	■	■	■	■	■	■	■	■	■	■	■	**1.000**
Audiovisual material	■	■	■	■	■	■	■	■					---
Product Placement									■	■	■	■	---
Flyers, Brochures, Posters & Postcards	■	■	■	■	■	■	■	■	■	■	■	■	**436**
Call-to-action Campaign						■							**73**
Sales Promotion													
Facebook Contest					■								**500**
Vogue Contest		■											---
Photo Contest										■			---
Special Discounts Offer	■												**800**
Client Discount A	■	■	■	■	■	■	■	■	■	■	■	■	---
Client Discount B	■	■	■	■	■	■	■	■	■	■	■	■	---
Client Discount C	■								■				---
Client Discount D		■								■			---
Early Booking Bonus			■	■	■	■	■	■	■	■	■		---
Gifts and Merchandise	■	■	■	■	■	■	■	■	■	■	■	■	**1.355**
Events & Experiences													
Sponsor Golf Tournaments			■		■				■				---
Support Club Med Foundation	■	■	■	■	■	■							---
Cooking Event				■									
Street Campaign A1				■									**732**
Street Campaign A2											■		**732**
Street Campaign B		■											**950**
Street Campaign C			■										**550**
Press Trips		■							■				---
Minimalistic Concerts		■			■		■						---
Visit to Club Med 2					■					■			---
Public Relations & Publicity													
Training Programs			■				■			■			**600**
Press Kits	■				■				■				---
Press Releases	■	■	■	■	■	■	■	■	■	■	■	■	---
Personal Selling													
Business Presentations	■	■	■	■	■				■	■	■		---
Fairs & Trade Shows		■	■	■									**1.402**
Travel Agency incentives	■	■	■	■	■	■	■	■	■	■	■	■	---

Direct Marketing													
Printed Catalogs													16.000
Direct-Mail 1													4.800
Direct-Mail 2													---
E-mailing													456
SMS marketing													1.440
Internet/Interactive Marketing													
Online Ads													8.050
Blog Ads													1.300
Facebook Ads													6.000
Facebook & Website Management													---
FB Booking Application													2.500
Mobile Application													---
Store Locator Application													2.500
QR Code													---
Interactive Catalog													2.100
Total													59.793

Chapter 7- Conclusions

This final chapter presents the main conclusions taken from the development of this master project. More specifically, the conclusions from the development of a communication plan (year 2013) for Club Med Portugal- company operating in the Portuguese hospitality market. In this chapter will also be addressed the thesis limitations and contributions to the company, but also to the scientific fields of marketing communications and hospitality marketing.

7.1. Main Aspects of This Project

In this thesis was showed that marketing communications in the hospitality sector is different than marketing communications in other sectors. This fact is a consequence of this sector's specific features as service (i.e. intangibility). The hospitality sector faces many challenges, particularly in the Portuguese market due to the country's socio-economic crisis. Ultimately, this situation led to changes in consumers' habits such as purchase behavior. In the case of Club Med Portugal and since vacations are not an

essential goods, it becomes even more relevant, given that one of the first things to be cut down in times of crises is the spending in vacations.

Communications by both Club Med Portugal and its direct competitors could be described as very poor and uncreative, with these companies preferring safe and traditional ways to reach its consumers, instead of betting on differentiation and innovation. In the case of Club Med Portugal communication strategy, were identified some aspect that the company should change or take into account. Ultimately these aspects were included in the proposal of this communication plan for 2013, and help the company to achieve its goal of increasing its brand awareness (mostly brand recall) and brand knowledge:

- Give more importance to Public Relations and Events (since the company has been putting in a second plan)
- Develop campaigns that create more buzz and WoW (by complementing and integrating them with other media, in order to achieve the maximum coverage possible).
- Give more emphasis to below-the-line media and less to above-the-line media (i.e. print press).
- Re-think its advertising effort in order to direct it to its target consumers in a more effective way.
- Intensify the use of the internet and interactive marketing media.
- Take more advantage of its resort (i.e. as prizes or counterpart for price reductions).
- Re-think its advertising message, and focus more on highlighting its differentiation factors and strengths.

As it was expected, the online survey performed in this thesis[34], showed that the actual communication strategy has been ineffective at increasing the knowledge consumers have about the company. In fact, it was interesting to see that people related the name 'Club Med' with a medicine company or heath care industry. The study showed that Club Med Portugal's brand awareness was not as bad as it was believed to be with many consumers saying they knew the company. However, further analysis

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[34] See chapter 5- "Study to Analyze the Target of Club Med Portugal"

demonstrated that when considering brand recall percentages were very low. This fact demonstrated that although many consumers knew the name 'Club Med' (brand recognition), many couldn't link it with the product category - vacation resorts (brand recall).

In the communication plan, all the facts referred above were taken into account, which is suggested, as an example, by the importance given to the online communication media and below-the-line communication. One of the concerns of this communication plan was also to promote a two-way communication between the company and consumers (or even other entities such as travel agencies). It is believed that the higher the contact and interaction between Club Med Portugal and consumers, the higher will be their levels of brand awareness (recognition and recall) and knowledge.

While some actions and activities (that Club med already used) were improved (i.e. client discounts, cooking event, press trips, online advertising, SMS marketing, direct-mail, etc.), others were completely new (street campaigns, deal-of-the-day special offer, minimalistic concerts, support a solidarity cause, partnerships with Fnac, Vogue, RTP, creation of a store locator application, development of new discount programs, contest, etc.). In this communication plan was also given a high importance to the integration between each of the media used by Club Med Portugal in its communication. Contrary to Club Med Portugal's recent communication and message strategy (which was unclear for consumers to understand), this communication plan, suggests that Club Med Portugal should try to be more clear and direct in its message, focusing more in highlighting its differentiation factors ('all-inclusive' system, sports and activities offer, family vacations, etc.).

In conclusion, this thesis allowed for the creation of a communication plan for Club Med Portugal that met both the company's objectives and consumers' expectations. It is expected that by following this communication plan, Club Med Portugal will not only increase its brand awareness and knowledge, but also help the company to improve its image, purchase intention, liking, preference, conviction and even number of sales.

7.2. Project Limitations

Throughout its development, this master thesis had to face many limitations. One of these limitations was related with the online survey distributed among Club Med

Portugal's target consumer. Although the sample's profile was considered to be similar to Club Med's (in demographic, psychographic and behavioral terms), its overall size was still very small, and therefore couldn't be considered to be totally reliable. It is important to refer that this study was not this thesis' main purpose. Serving more as a justification to some of the decisions and strategies developed in Club Med Portugal's communication plan.

Although some of the findings and conclusions could be used by other companies, it has to be taken into account that this communication plan was focused only on Club Med Portugal, with the communication actions and activities focusing on resolving the company's own problems and challenges. During the development of the communication plan there were several activities and actions that couldn't be included due to their elevated costs, or because their inclusion would exceed the stipulated budget (i.e. mobile friendly website). It was not possible to measure the implementation of the actions and activities proposed in this communication plan. Some costs had to be estimated, due to information limitation (i.e. cost of creating a store locator application). The company provided a lot of information regarding its marketing strategy and communication tools (i.e. advertising, sales promotion, personal selling, etc.), however, due to schedule restrictions it was only possible to do a structured interview (administered in person) to David Delgado (Marketing Manager at Club Med Portugal) covering mostly the company's online marketing and strategy.

7.3. Perspectives and Future Research

It is believed that, the constant technological developments and process of globalization justify more research done in the fields of hospitality marketing. It is also believed that, in the field of hospitality much attention is given to the concept of service and hospitality 'experience'. While on the other hand, little importance is given to the process of communications in hospitality, more precisely in the specific case of hotel and resort companies. It is recommended that more research should be done in the fields of internet/interactive marketing, and its possible implications in the hospitality market. It is also believed that further studies regarding brand awareness and knowledge should be conducted. It would be particularly interesting to undertake a study regarding the effects brand awareness and knowledge have in influencing consumers purchasing

decision in the hospitality market, and how brand awareness and knowledge could positively affect companies in times of socio-economic distress.

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Annexes

Chapter 2- Literature Review

Annex 1: Elements in the Communications process
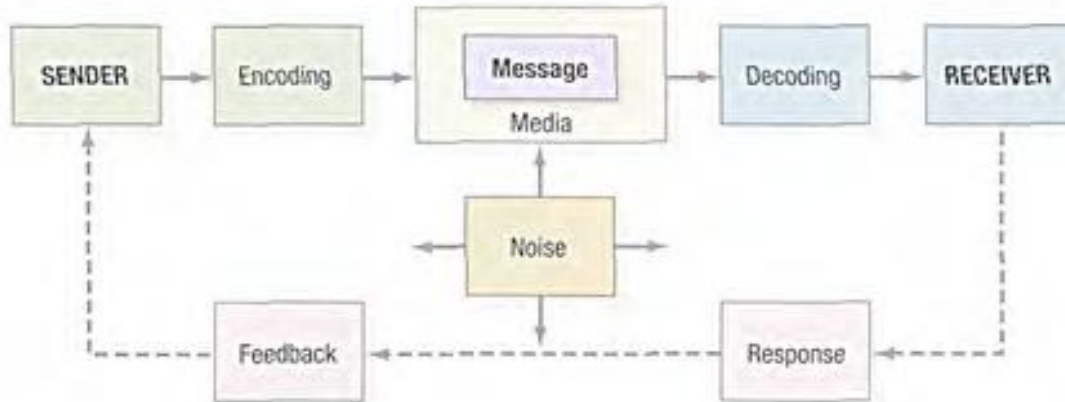
Source: UNWTO- World Tourism Organization

Annex 2: Major modes of communications mix

This table provides an extensive enumeration of the possibilities presented to marketers, when devising a communication plan.

Advertising	Sales Promotion	Event & Experiences	Public Relations	Personal Selling	Direct Marketing
Print and broadcast ads	Contest, games, sweepstakes, lotteries	Sports	Press kits	Sales presentations	Catalogs
Packaging-outer	Premiums and gifts	Entertainment	Speeches	Sales meetings	Mailing
Packaging inserts	Sampling	Festivals	Seminars	Incentive programs	Telemarketing
Motion pictures	Fairs and trade shows	Arts	Annual reports	Samples	Electronic
Brochures and booklets	Exhibits	Causes	Charitable donations	Fairs and trade shows	TV shopping
Posters and leaflets	Demonstrations	Factory tours	Publications		Fax mail
Directories	Coupons	Company museums	Community relations		E-mail
Reprints of ads	Rebates	Street activities	Lobbying		Voice mail
Billboards	Low-interest financing		Identity media		
Display signs	Entertainment		Company magazine		
Point-of-purchase displays	Trade-in allowances				
Audiovisual material	Continuity programs				
Symbols and logos	Tie-ins				
Videotapes					

Source: Adapted from Kotler &Keller (2006).

Chapter 3- Tourism and Hospitality Market Background

Annex 3: Tourist Arrivals 2011 and 2012 Projection (millions)

Region	Number of Tourists Arrivals	2011	2012 Projection
World	980	4.4%	3% to 4%
Europe	503	6.0%	2% to 4%
Asia and Pacific	216	5.6%	4% to 6%
Americas	156	4.2%	2% to 4%
Africa	50	0.0%	4% to 6%
Middle East	55	-8.0%	0% to 5%

Source: UNWTO- World Tourism Organization

Annex 4: Tourism Contribution to Portugal's GDP (2000 – 2010)
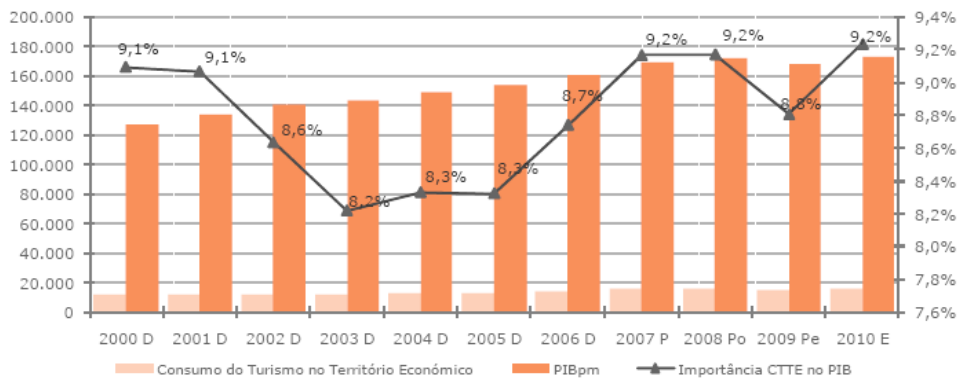
Source: Tourism of Portugal

Annex 5: Portuguese Touristic Income, 2011 (billion Euros)

Tipologias	Set	Out	Nov	Dez	Total	Pos
						Euros
Hotéis	159.902.006	128.468.356	71.007.088	61.446.231	1.355.776.426	1
5*	53.374.159	44.934.461	24.983.695	19.483.599	449.572.248	3
4*	70.717.989	55.145.657	30.414.228	26.679.373	596.163.690	2
3*	27.556.066	21.956.776	11.540.384	11.393.639	236.242.820	4
2* e 1*	8.253.792	6.431.462	4.068.781	3.889.620	73.797.668	8
Hotéis Apart.	26.866.464	17.105.201	8.728.720	7.925.010	218.588.079	5
Pousadas	3.814.691	2.951.115	1.442.966	1.916.645	32.393.389	10
Aldeamentos	9.138.617	4.332.238	1.840.494	1.486.866	68.507.220	9
Apartamentos	11.041.574	6.235.307	2.055.042	1.883.846	92.291.215	7
Outros	16.056.327	11.375.530	7.095.150	6.698.152	142.606.083	6
Total Global	226.819.679	170.467.747	92.169.460	81.356.750	1.910.162.412	

Source: Turismo de Portugal

Annex 6: Number of Guests, 2011

Tipologias	Set	Out	Nov	Dez	Total	Pos
Hotéis	1.045.311	918.915	556.024	539.971	9.753.988	1
5*	166.430	151.915	90.279	76.864	1.498.769	3
4*	464.869	400.629	238.662	232.255	4.316.444	1
3*	289.037	256.041	154.915	153.532	2.736.099	2
2* e 1*	124.975	110.330	72.168	77.320	1.202.676	4
Hotéis Apart.	155.013	126.051	60.365	60.307	1.374.364	3
Pousadas	29.886	24.061	13.251	16.443	262.599	6
Aldeamentos	43.117	28.633	10.469	12.202	319.696	5
Apartamentos	86.649	54.579	18.092	20.487	710.950	4
Outros	159.146	117.216	81.584	80.429	1.571.769	2
Total Global	1.519.122	1.269.455	739.785	729.839	13.992.782	

Source: Turismo de Portugal

Annex 7: Number of Overnight Stays, 2001

Tipologias	2008	2009	2010
Hotéis	21.689.824	20.384.570	21.846.374
Hotéis Apart.	6.183.820	5.565.252	5.728.545
Pousadas	405.700	399.213	413.409
Aldeamentos	1.722.680	1.623.603	1.630.617
Apartamentos	4.329.782	3.980.890	3.759.178
Outros	4.896.132	4.503.541	4.013.168
Total Global	39.227.938	36.457.069	37.391.291

Source: Turismo de Portugal

Annex 8: Touristic Establishments, 2001

Tipologias	Total
Hotéis	873
5*	73
4*	294
3*	306
2* e 1*	200
Hotéis Apart.	144
Pousadas	39
Aldeamentos	40
Apartamentos	184
Outros	739
Total Global	2.019

Source: Turismo de Portugal

Annex 9: Number of Rooms and Beds, 2001

Tipologias		Nº quartos	
		Total	Posição
Hotéis		76.698	1
	5*	12.998	3
	4*	34.051	1
	3*	21.038	2
	2* e 1*	8.611	4
Hotéis Apart.		14.926	3
Pousadas		1.269	6
Aldeamentos		6.110	5
Apartamentos		11.742	4
Outros		17.591	2
Total Global		128.336	

Source: Turismo de Portugal

Annex 10: Number of Beds, 2001

Tipologias		Nº camas	
		Total	Posição
Hotéis		160.981	1
	5*	27.450	3
	4*	71.861	1
	3*	43.501	2
	2* e 1*	18.169	4
Hotéis Apart.		40.499	2
Pousadas		2.583	6
Aldeamentos		15.500	5
Apartamentos		32.855	4
Outros		36.689	3
Total Global		289.107	

Source: Turismo de Portugal

Annex 11: Portuguese Touristic Balance, 2001 (billion Euros)

Year	Receipts	Expenditures	Balance
2009	6,91	2,71	4,20
2010	7,60	2,95	4,65
2011	8,15	2,97	5,17

Source: Banco de Portugal

Annex 12. Consumers' Confidence Index
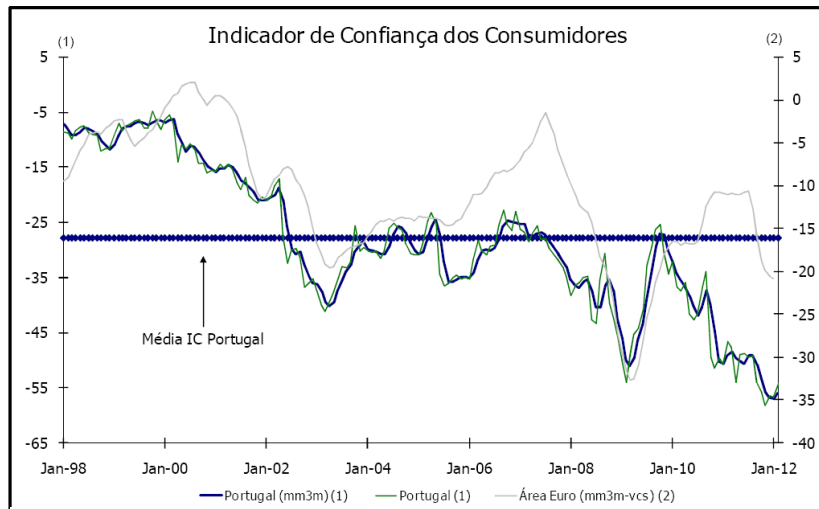
Source: INE- Instituto Nacional de Estatística

Annex 13. Comparing to last year, do you think you are changing your buying habits?
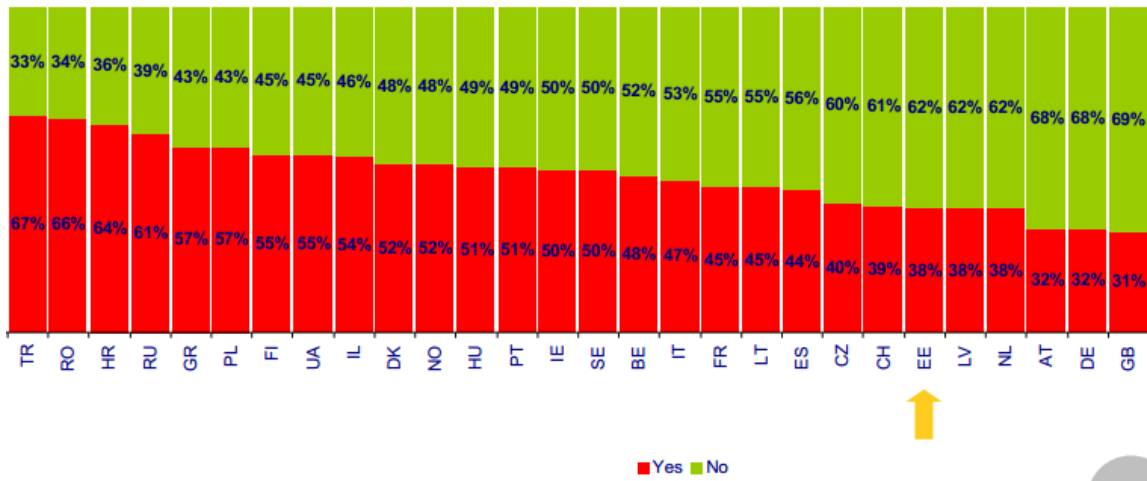
Source: Nielsen

Annex 14. Comparing to last year, which of these action have you done to save in your monthly expenses?

Action	Percentage
Cut down on take-away meals	67%
Spend less on new clothes	62%
Switch to cheaper grocery brands	59%
Cut down on out-of-home entertainment	59%
Try to save on gas and electricity	54%
Delay upgrading technology, eg. PC, Mobile etc	50%
Cut out annual holiday	43%
Cut down on telephone expenses	38%
Cut down on holidays/short breaks	37%
Use my car less often	37%
Delay the replacement of major household items	32%
I have taken other actions not listed above	22%
Cut down on at-home entertainment	21%
Look for better deals on home loans, insurance, credit cards etc	20%
Cut down on or buy cheaper brands of alcohol	20%
Cut down on smoking	17%

Source: Nielsen

Annex 15. Trips according to their purpose, by month of departure (2010)
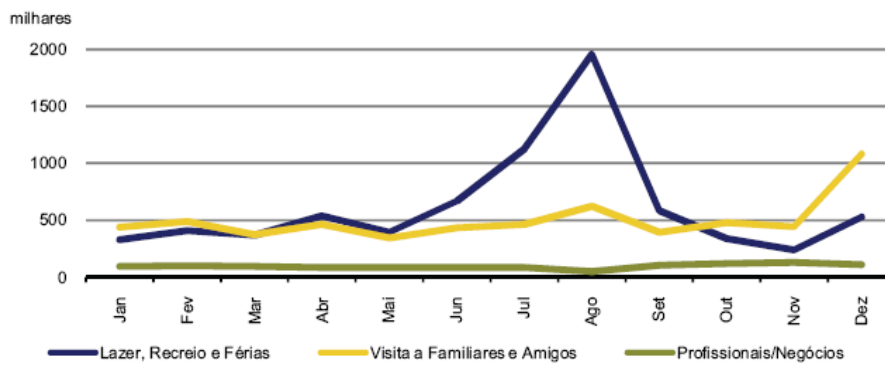
Source: INE- Instituto Nacional de Estatística

Annex 16. Trips according its purpose, by destination (2010)
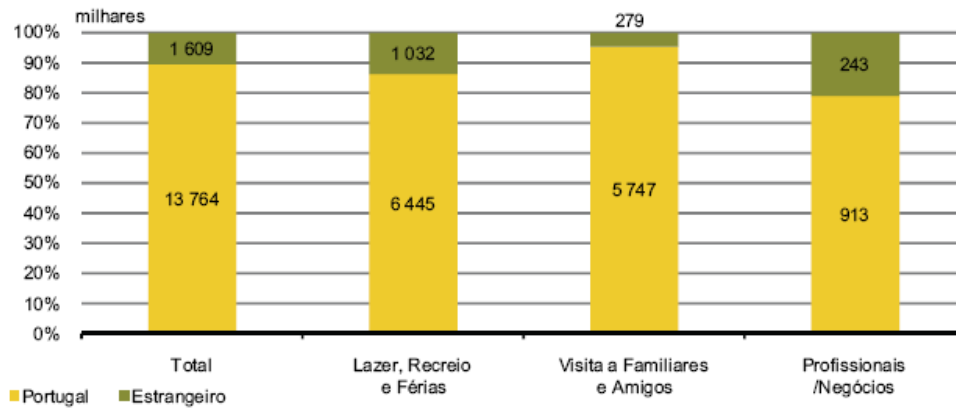
Source: INE- Instituto Nacional de Estatística

Annex 17. Portuguese Vacation Intentions Outside Place of Residence
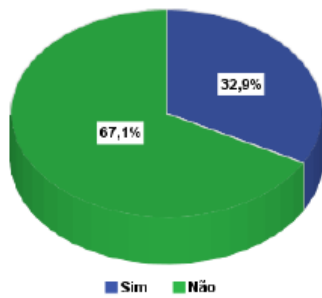
Quanto pensa gastar	
Categorias	%
Menos que em 2011	31,4%
O mesmo que em 2011	60,2%
Mais do que em 2011	8,5%
Total	100,0%

Motivos para gastar menos	
Motivo	%
Crise	87,5%
Familiares	3,1%
Financeiros	3,1%
Marido desempregado	3,1%
Poupança	3,1%
Total	100,0%

Duração das férias de 2012	
Categorias	**%**
Mais curtas do que as do ano passado	11,8%
Com a mesma duração das do ano passado	83,2%
Mais longas do que as do ano passado	5,0%
Total	**100,0%**

Nº de períodos de férias em 2012 relativamente a 2011	
Categorias	**%**
Vou fazer menos vezes férias em 2012	33,9%
Vou fazer férias o mesmo número de vezes em 2012	59,6%
Vou fazer férias mais vezes em 2012	6,4%
Total	**100,0%**

Consumo, nº noites e dimensão do grupo				
Consumo Médio	**Média Nº Noites**	**Dimensão Média Grupo**	**Consumo médio/noite**	**Consumo médio/ noite/pessoa**
924 €	11,42	2,92	81 €	28 €

Source: INE- Instituto Nacional de Estatística

Annex 18. TUI Hotels & Resorts financial highlights

Since there are no recent financial data specifically about RIU Hotels & Resorts, the financial data that will be presented will cover the TUI's Group Hotel & Resorts division, that includes RIU, Robinson, Grecotel, Iberotel and Dorfhotel.

Million €	2011	2010	Var. %
Total Turnover	780,8	771,6	+1,2
Turnover	362,6	353,2	+2,7
EBITA	144,2	137,2	+5,1
Underlying EBITA	145,3	148,0	-1,8
EBITDA	144,2	137,2	+5,1
Underlying EBITDA	234,9	212,6	+10,5
Investments	79,9	61,3	+30,3

Source: TUI- Annual Report 2010/2011

Annex 19. Barceló's Group Key Figures

Million €	2010	2009	Var. %
Revenue	1,655	1,593	+3,9
Equity	905	827	+9,4
Net Sales	989.1	1,014.6	-2,5
EBITDA	114.6	109.7	+4,5
Net Profit	10.1	7.6	+32,9

Source: Barceló- 2010 Annual Report

Annex 20. Meliá Hotels & Resorts Key Figures

Million €	2011	2010	Var. %
Total Revenue	407,6	390,9	+4,3
EBITDA	88,4	89,5	-1,2

| Total Expenses | 281,3 | 267,8 | +5,0 |

Source: Meliá- 2011 Year End Results

Annex 21. Pestana Group Key Figures

Million €	2010	2009	Var. %
Total Turnover	381	412	-7,5
EBITDA	96	100	-4,0
Net Worth (net assets less liabilities)	422	387,5	+8,9
Net Assets (Assets less depreciation)	955	876	+9,0

Source: Pestana- Financial Highlights 2011

Annex 22. Iberostar Communication

Annex 22.1. Iberostart- Facebook Page

Annex 22.2. Iberostart- Website

Annex 21.3. Iberostart- Adverstisning and Promotional Material

Annex 23. RIU Communication

Annex 23.1. RIU- Facebook Page

Annex 23.2. RIU- Website

Annex 23.3. RIU- Adverstising and Promotional Material

Annex 24. Barceló Communications

Annex 24.1. Barceló- Facebook Page
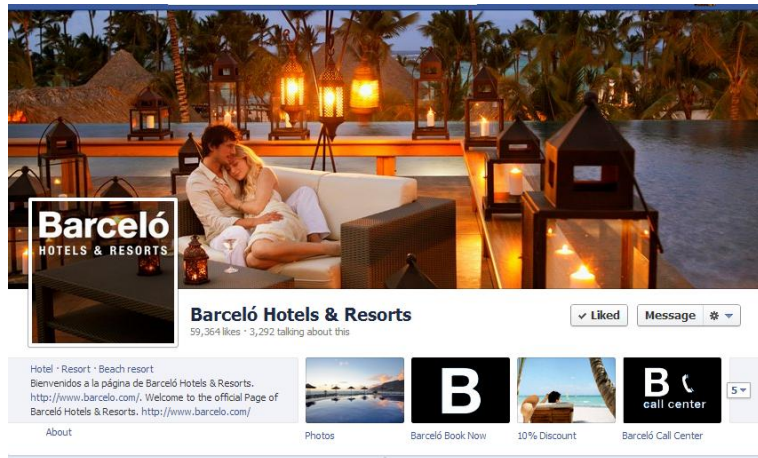
Annex 24.2. Barceló- Website
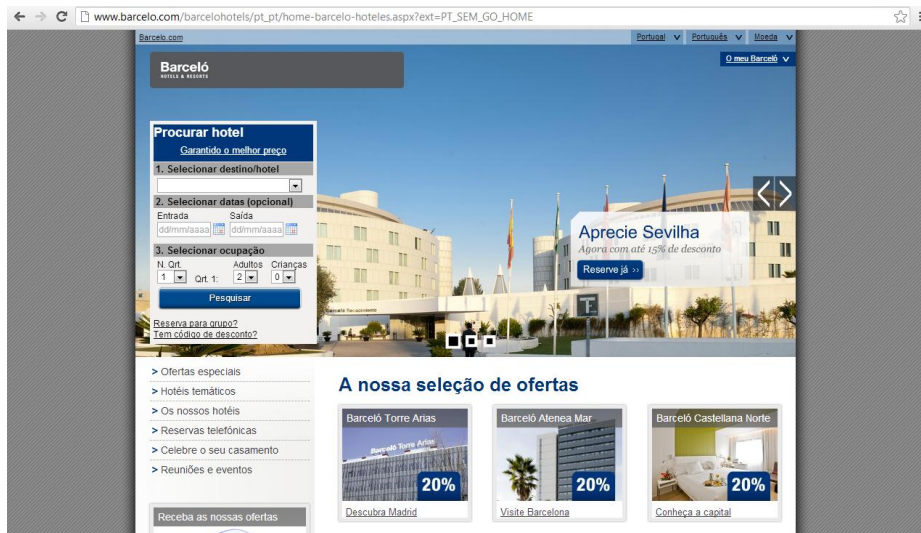
Annex 24.3. Barceló- Adverstising and Promotional Material

Annex 25. Meliá Communications

Annex 25.1. Meliá- Facebook Page

Annex 25.2. Meliá- Website
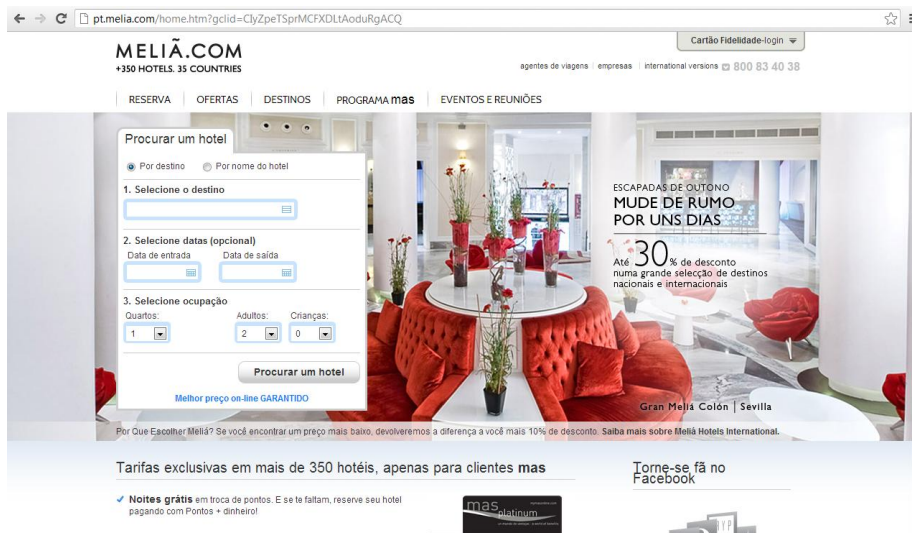
Annex 25.3. Meliá- Adverstising and Promotional Material

Annex 26. Pestana Hotels & Resorts Communications

Annex 26.1. Pestana- Facebook Page

Annex 26.2. Pestana- Website

Annex 26.3. Pestana- Adverstising and Promotional Material

Annex 26.3.1. Pestana- Solidarity Campaign

Annex 27. Club Med vs Direct Competitors, by number of Resorts

	Resorts (nº)	Resorts (nº of countries)	Resorts in Portugal (nº)	Resorts in Algarve (nº)
Club Med	+80	25	1	1
Iberostar	+ 90	16	0	0
RIU	+ 100	16	3	2
Mélia	+ 90	25	5	0
Barceló	+ 140	16	0	0
Pestana(a)	+43	10	22	9

(a) Counting only with Pestana Hotels & Resorts

Source: Information taken from each company's website (last updated 17/05/2012)

Annex 28. Club Med vs Direct Competitors, Website and Facebook

	Portuguese Website	Online Booking	Facebook (international)	Facebook (Portuguese)
Club Med	Yes	Yes	294,549	4,711
Iberostar	Yes	Yes	16,476	13,627
RIU	Yes	Yes	160,736	-
Mélia	Yes	Yes	201,081	484[1]
Barceló	Yes	Yes	23,851	-
Pestana	Yes	Yes	15,691[2]	15,691[2]

[1] The facebook page is from the Hotel Meliá and not from the hotel company.

[2] Pestana Hotels & Resorts only has one facebook page, however that page is both in portuguese and english.

Source: Information taken from each company's website (last updated 17/05/2012)

Chapter 4- Company Background

Annex 29. Club Med Resort Portfolio

Although Club Med is constantly opening and closing its Resorts, the company has, in general, about 80 Resorts opened every season. The list shows the name, location, country and trident classification of each resort.

| Club Med Kani | Club Med da Balaia | Club Med Yasmina |
| (Maldives) | (Portugal) | (Marocco) |

Nº	Village Name	Location	Country	Tridents
1	Agadir	Africa – Middle East	Morocco	3T
2	Cap Skirring	Africa – Middle East	Senegal	4T
3	Djerba la Fidèle	Africa – Middle East	Tunisia	3T
4	Djerba Mèridiana	Africa – Middle East	Tunisia	3T
5	Djerba la Douce	Africa – Middle East	Tunisia	3T
6	El Gouna- Mer Rouge	Africa – Middle East	Egypt	3T
7	Hammamet	Africa – Middle East	Tunisia	3T
8	Louxor	Africa – Middle East	Egypt	3T
9	Marrakech la Mediana	Africa – Middle East	Morocco	3T
10	Marrakech la Palmeraie	Africa – Middle East	Morocco	4T
11	Marrakech le Riad	Africa – Middle East	Morocco	5T
12	Sinai Bay	Africa – Middle East	Egypt	4T
13	Yasmina	Africa – Middle East	Morocco	4T
14	Cancún Yucatán	North America	México	4T
15	Ixtapa Pacific	North America	México	4T
16	Sandpiper Bay	North America	EUA	4T
17	Buccaneer's Creek	The Caribbean	Martinique	4T
18	Columbus Isle	The Caribbean	Bahamas	4T
19	La Caravelle	The Caribbean	Guadeloupe	4T
20	Punta Cana	The Caribbean	Dominican Rep.	4T
21	Turkoise	The Caribbean	Turks & Caicos	3T
22	Beldi	Europe	Turkey	3T
23	Belek	Europe	Turkey	4T
24	Belek Villas	Europe	Turkey	Luxury
25	Bodrum Palmiye	Europe	Turkey	4T
26	Cargèse	Europe	France	3T
27	Da Balaia	Europe	Portugal	4T
28	Club Med 2 (cruise)	Europe	France	5T

29	Gregolimano	Europe	Greece	4T
30	Kamarina	Europe	Italy	3T
31	Kemer	Europe	Turkey	3T
32	La Palmyre Atlantique	Europe	France	3T
33	Nepitia	Europe	Italy	3T
34	Opio en Provence	Europe	France	4T
35	Otranto	Europe	Italy	3T
36	Palmiye	Europe	Turkey	4T
37	Pompadour	Europe	France	2T
38	Sant'Ambroggio	Europe	France	3T
39	Vittel Golf Ermitage	Europe	France	4T
40	Vittel le Parc	Europe	France	3T
41	Aime la Plagne	Alps	France	3T
42	Arcs Extrême	Alps	France	3T
43	Avoriaz	Alps	France	3T
44	Cervinia	Alps	Italy	4T
45	Chamonix Mont–Blanc Summer	Alps	France	4T
46	Chamonix Mont–Blanc Winter	Alps	France	4T
47	L'Alpe d'Huez La Sarenne	Alps	France	3T
48	La Plagne 2100	Alps	France	4T
49	Les Deux Alpes	Alps	France	3T
50	Méribel Antarès	Alps	France	4T
51	Méribel Aspen Park	Alps	France	4T
52	Méribel le Chalet	Alps	France	4T
53	Peisey-Vallandry Summer	Alps	France	4T
54	Peisey-Vallandry Winter	Alps	France	4T
55	Pragelato Via Lattea	Alps	Italy	4T
56	Saint-Moritz Roi Soleil	Alps	Switzerland	4T
57	Serre-Chavalier Summer	Alps	France	3T
58	Serre-Chavalier Winter	Alps	France	3T
59	Tignes Val Claret	Alps	France	4T
60	Val Thorens	Alps	France	3T
61	Val d'Isère	Alps	France	4T
62	Valmorel Summer	Alps	France	4T
63	Valmorel Winter	Alps	France	4T
64	Valmorel-Chalet-Apartement	Alps	France	Luxury
65	Villars-Sur-Ollon	Alps	Switzerland	4T
66	Wengen	Alps	Switzerland	3T
67	Itaparica	South America	Brazil	3T
68	Rio Das Pedras	South America	Brazil	4T
69	Trancoso	South America	Brazil	4T
70	Bali	Asia	Indonesia	4T
71	Bintan Island	Asia	Indonesia	4T
72	Cherating Beach	Asia	Malaysia	4T
73	Guilin	Asia	China	4T

74	Kabira Beach	Asia	Japan	4T
75	Phuket	Asia	Thailand	4T
76	Sahoro	Asia	Japan	4T
77	Yabuli Summer	Asia	China	4T
78	Yabuli Winter	Asia	China	4T
79	Albion Villas	Asia	Mauritius	Luxury
80	Kani	Asia	Maldives	4T
81	La Plantation d'Albion	Asia	Mauritius	5T
82	La Pointe aux Canonniers	Asia	Mauritius	4T

Source: Club Med

Annex 30: Club Med All-Inclusive Concept

Club Med is known as the pioneer of the all-inclusive holiday concept. The concept was created by the company in order to provide a vacation experience without the worry of budget control. Put it simply, when people reserved their vacation at any of Club Med Villages (besides the room and stay) they would also be entitle to the provision of meals, activities, sports and services. This way, people would be able to enjoy their holiday without worrying about their expenditure.

Although nowadays this procedure has become generalized, mostly among holiday resorts, at the time of its implementation, the all-inclusive system was a groundbreaking innovation in the hospitality sector. Before that, hotels and resorts would provide a package that included only the overnight stay and in most cases the provision of breakfast, every other service would have to be paid in loco. This system was obviously unpractical for customers who would be forced to control their budget and be constantly aware of any extra expenditure the hotel or resort might charge.

Annex 31: Club Med Foundation

Club Med Foundation- was founded in 1978 with the objective of helping children, fight illness and disease. This foundation is predominantly active in the education and sport areas, and focus mostly in the local communities around Club Med Villages and offices worldwide.

Annex 32: Club Med's Trident Classification/Graduation

Instead of using the 1 to 5 Stars grading system, Club Med uses its own system to grade its Villages. The grade goes also from 1 to 5, but instead of calling itself "Stars", it is used the designation "Tridents". Nowadays, however, Club Med doesn't have any 1 Trident Village, and has only one Village classified as a 2 Trident Village (the

Pompadour Village in France), which means that most Villages are classified as 3, 4 and 5 Tridents. Recently Club Med as also introduced a new (and the highest) grade of "luxury villas". The Albion Villas (Mauritius), Valmorel- Chalet Apartment (France) and Belek Villas (Turkey) are so far the ones that already received this new grade, and at the same time, position themselves as the crown jewels of Club Med.

Annex 33: Club Med organizational structure:

The Group is organized geographically into tree different regions:

- Europe-Africa region; comprising the countries of Europe, the Middle East, and Africa
- Americas region; aggregating the North America (including the West Indies) and South America
- Asia region; comprising the countries of Asia and Oceania.
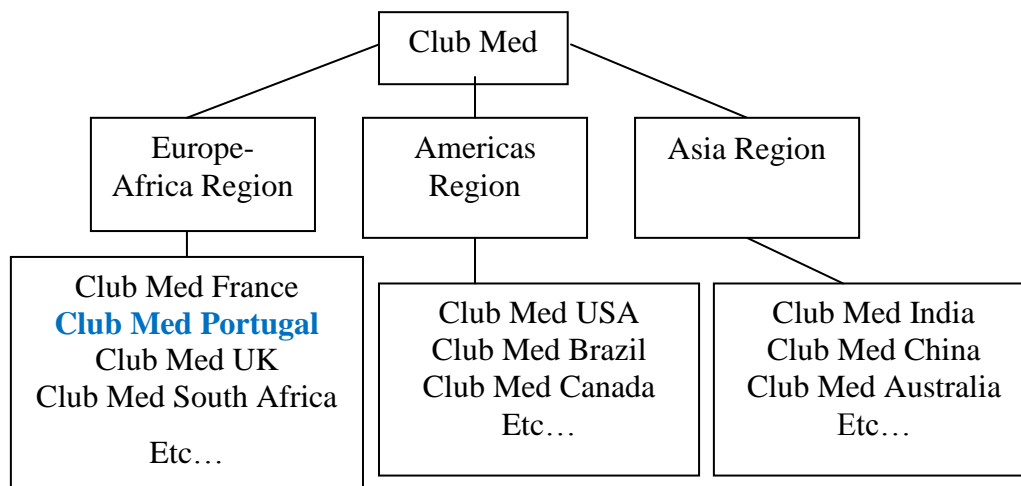
Annex 34: Club Med Portugal History

Before opening an office in Portugal, Club Med was already selling its Resorts in Portugal, but only through travel agencies. This system had the advantage of allowing Club Med to sell its Resorts without incurring in the costs of having an own office, however this cheaper solution had many drawbacks, the bureaucracy was exhausting and the Company had few control and persuasion power over the travel agencies. The travel agencies didn't sold only Club Med, and so, were kind of indifferent to whether sell Club Med Resorts or any other hotel or resort belonging to other companies, which meant that many potential sales would be lost and redirected to other competitors. This fact meant also that Club Med had few ways of controlling how travel agencies were

promotion and displaying Club Med products to its clients. Faced with this situation, Club Med realized that the system used at the time was not working well, and so, decided to open its first office in Portugal, while at the same time continuing to sell its Resorts through the travel agencies.

Annex 35: Club Med Portugal's Sales Channel

Club Med Portugal's sales channel is very similar to any other company operating in the tourism and hospitality sector. The company has an own office in Lisbon that operates also as an agency that sells only the company's Resorts and vacation packages. This channel is designated as the 'Direct Channel' by Club Med. The second channel that can be identified is the 'Indirect Channel' and consists of travel agencies around Portugal that sell Club Med Resorts and vacation packages. Although there are hundreds of travel agencies in Portugal, the some of the most important that sell Club Med are Abreu, Geostar and Top Atlantic. The third Sales Channel is the 'Online Channel', and consists of the online booking system present in Club Med Portugal's website. Although being the one with the smallest percentage of sales, is probably the most promising channel, due to the developments in technology and internet, and increasing change in consumer's mentality about online purchases.

Annex 36. Club Med Campaigns since 1976

Annex 36.1. The Club Med iconic Verbs Campaign (1976)

In the year of 1976, Club Med launched its iconic publicity campaign called "Verbs", ranked in 2000 by CBNews as one of the 100 best campaigns of the century.. As the image shows, it consisted of a picture plus a word, which was always a verb, such as "contempler", "jouer", "aimer", among others. The campaign was very simple and minimalistic but had a deep impact on consumers, mostly because it didn't confuse people with unnecessary and excessive information, while at the same time described perfectly the feeling and experience of spending holidays in Club Med resorts.)

Annex 36.2. Campaign 'I choose Happiness'

Annex 36.3. Campaign 'More than ever we need Club Med' (1994)

Annex 36.4. Campaign 'Etre-re'(1998)

Annex 36.5. Campaign 'Incomparable Club Med' (2003)

At the time of this campaign many other companies were already copying Club Med vacations offer. The company felt it was time to gain back the leadership and differentiation of its offer. Consequently, in this campaign, Club Med tried to stress out the variety and richness of the offer (sports, food, etc).

Annex 36.6. Campaign 'So many wonders remain to be discovered' (2005)

Annex 36.7. Campaign 'Where Happiness means the world' (2009)

Annex 37. Club Med Portugal Communication

In this part will be presented some examples of some of the actions and activities done by Club Med Portugal.

Annex 37.1. Club Med- Website

Annex 37.2. Club Med Newsletter

Annex 37.3. Club Med Portugal's Facebook Page

Annex 37.4. Facebook Advertising (Banners)

Annex 37.5. Club Med Catalog
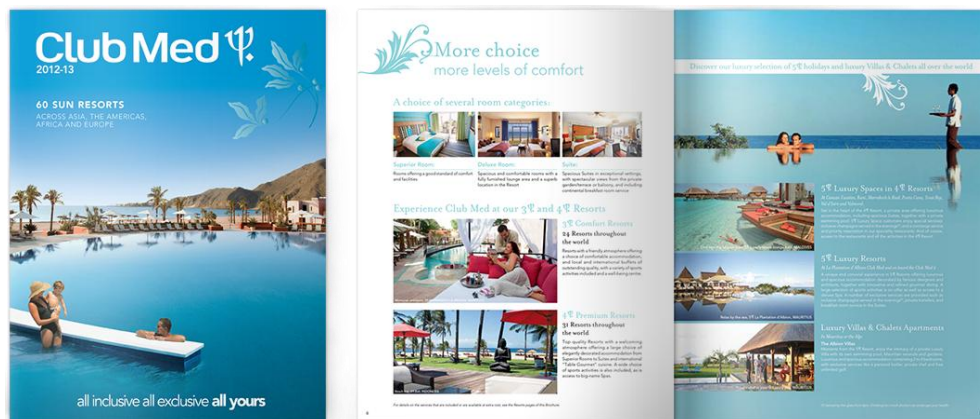
Annex 37.6. Club Med Prizes and Contests

Annex 37.7. Club Med Partnerships

Annex 37.7.1. Partnership with cooking chef Chakall

Annex 37.7.2. Partnership with Air France

Annex 37.8. Advertising & Promotional Material

Annex 37.9. Club Med 2 (Cruise)

Chapter 5- Study to Analyze the Target of Club Med Portugal

Annex 38: Study about Club Med Target Customers (Online Survey)

Questionário- Tese de Mestrado, ISCTE-IUL

Boa tarde,

Encontro-me neste momento a terminar o mestrado em Marketing no ISCTE-UL e pretendo realizar um questionário com o objectivo de aferir a notoriedade e conhecimento sobre a marca Club Med, junto de um target entre os 35 e os 55 anos.

O questionário é anónimo e durará aproximadamente 5 minutos. Não existem respostas certas ou erradas, sendo esperado que exprima sempre a sua opinião.

Caso não corresponda ao target deste questionário, ajude na realização deste questionário, enviando-o a pessoas que conheça que se enquadrem no target (35 - 55 anos).

O seu contributo será de extrema importância para a realização deste projecto de tese.

Agradeço desde já a sua ajuda e colaboração!

Os melhores cumprimentos,
Gonçalo Carvalho
*Obrigatório

Annex 38.1. Question 1-Age?

1- Idade: *

`35`

Annex 38.2. Question 2- Gender?

2- Sexo: *

- ⦿ Masculino
- ◯ Feminino

Annex 38.3. Question 3- Educational Background?

3- Nível de escolaridade obtido: *

- ⦿ Ensino Básico (4º ano)
- ◯ Ensino Secundário (12º ano)
- ◯ Licenciatura
- ◯ Mestrado ou superior

Annex 38.4. Question 4- What is your profession?

4- Qual a sua profissão? *

[_____]

Annex 38.5. Question 5- How many children do you have?

> **5- Quantos filhos tem?** *
> ⦿ Nenhum
> ◯ 1
> ◯ 2
> ◯ 3 ou mais

Annex 38.6. Question 6- If you replied that you do indeed have children, what are their ages?

> **6- Se respondeu que tem filho(s), qual a idade do(s) mesmo(s)?**
>
> [   ]

Annex 38.7. Question 7- Marital status?

> **7- Qual o seu estado civil?** *
> ◯ Casado
> ◯ Divorciado
> ◯ Solteiro
> ◯ Outro: [   ]

The first part of the online survey includes questions that relate to age (**question 1**- multiple choice), gender (**question 2**- dichotomous), educational background (**question 3**- multiple choice), profession (**question 4**- unstructured open question), family numbers (**question 5**- multiple choice) and age (**question 6**- unstructured open question), and civil status (question 7- multiple choice).

Annex 38.8. Question 8- What kind of company do you think Club Med is?

> **8- Que tipo de empresa pensa ser o Club Med?** *
> (Pode escolher mais que uma opção).
> ☐ Ginásio
> ☐ Hotel/Resort
> ☐ Cruzeiros
> ☐ Farmácia/ Medicina
> ☐ Agência de Viagens
> ☐ Outro: [   ]

The objective of **question 8** is to provide information about what type of company came to consumers mind when they thought about Club Med. This question was put on the questionnaire since there are people who don't know in which sector Club Med operates, or even what Club Med is. There is also the belief that the name 'Club Med'

might mislead people into thinking the brand is connected to medicine, and therefore compromise the company communication strategy. This question was chosen to be the first question of the second part of the questionnaire, because the other questions demonstrate that Club Med is a Resort chain, and therefore will cause bias (Webber, 1992).

Annex 38.9. Question 9- How familiar are you with the Club Med company?

Question 9 measures how much people are familiarized with Club Med, which will ultimately give an insight on Club Med's brand awareness. This question is very important because will allow a separate analysis of those who already know the company and those who don't.

Annex 38.10 Question 10- Have you ever spent your vacations in a Club Med resort or village?

Question 10 provides information on whether the respondents ever spent holidays in any Club Med Village, and the frequency of those stays.

Annex 38.11. Question 11- What kind of vacations do you prefer?

11- Qual o tipo de férias que mais prefere? *
(Pode escolher mais que uma opção)

- ☐ Neve
- ☐ Praia
- ☐ Aventura
- ☐ Cultural
- ☐ Descanso
- ☐ Campo
- ☐ Natureza
- ☐ Não tenho nenhuma preferência
- ☐ Outro: [_____]

Question 11 aims to know what type of holiday experience consumers prefer. (i.e. adventure, cultural, snow, summer, etc.)

Annex 38.12. Question 12- How did you first hear of Club Med?

12- Como conheceu o Club Med pela primeira vez? *

- ○ Através de amigos e familiares
- ○ Referência à marca nos Media (TV, Jornais, Rádio, etc.)
- ○ Agências de Viagens
- ○ Publicidade do Club Med
- ○ Blogs, redes sociais, etc.
- ○ Sites de turismo
- ○ Outro: [_____]

Question 12 was formulated with the objective of knowing how people first heard of Club Med (i.e: through friends and family, media, travel agencies, etc.)

Annex 38.13. Question 13- When thinking of holiday resorts, is Club Med the first company that comes to mind?

13- Quando pensa em resorts de férias, o Club Med é a 1ª empresa que lhe vem à cabeça? *

- ○ Sim
- ○ Não

Annex 38.14. Question 14- Excluding Club Med, what other companies come to mind when thinking of holiday resorts?

14- Excluindo o Club Med, que outras empresas lhe vêm à cabeça quando pensa em resorts de férias? *
(Pode escolher mais que uma opção)

☐ Iberostar
☐ RIU
☐ Barceló
☐ Meliá
☐ Pestana
☐ Sandals
☐ Wyndham
☐ Nenhuma em específico
☐ Outro:

Question 13 and 14 are about consumers' top-of-mind awareness, regarding vacation resorts. **Question 13** provides information about whether Club Med is the first company that comes to consumers mind when they think about vacation resorts, and **question 14** about what companies (besides Club Med) come to consumers mind when they think about vacation resorts.

Annex 38.15. Question 15- How long before do you usually book your vacations?

15- Em média, com quanta antecedência costuma reservar as suas férias? *

○ Menos de 1 mês antes
○ Entre 1 a 3 meses antes
○ Mais de 3 meses antes
○ Não me recordo

Annex 38.16. Question 16- How do you normally book your vacations?

16- Como costuma reservar as suas férias? *

☐ Agências de viagens (pessoalmente na loja / por telefone)
☐ Agências de viagens (pela Internet)
☐ Sites de reserva / motores de busca (edreams.pt, booking.com, etc.)
☐ Hoteis/ resorts (telefone, site do hotel / resort)
☐ Empresas de cupões / promoções (groupon.pt, letsbonus.com,etc.)
☐ Outro:

Annex 38.17. Question 17-Where do you normally look for information about your vacations?

Annex 38.18. Question 18- Which factors do you consider most important when booking your vacations?

Annex 38.19. Question 19- Which offer of sporting activities and other activities do you find most important when booking your vacations?

Questions 15 to 19 focus on consumer's vacation purchase behavior and preferences. **Question 15** tries to provide information on how far in advance people usually book their vacations. **Question 16** on where they book their vacations (i.e: travel agencies, online booking sites, etc.). **Question 17** on where they search for information regarding vacation. While, **question 18** focus on the factors people give the highest importance when booking their vacations, **question 19** focus on what sports and activities people give the most importance.

Annex 38.20. Question 20- What is your opinion about Club Med? (Answer only if you have previously heard of the company)

Annex 38.21. Question 21- Signal how much you agree or disagree with the following sentences, which refer to the offers of Club Med. (Answer only if you have previously heard of the company)

Question 20 and 21 are only supposed to be answered by people who know Club Med.

Question 20 tries to understand people's overall perception about the company-

presented with a semantic differential, people have to choose, given seven possibilities, the one that most correspond to their feelings towards Club Med. (i.e.: expensive / cheap, high quality / low quality, etc.). **Question 21**, is about consumers opinion about Club Med vacation offer. In this question is used a Likert scale where people have to say to witch degree they agree/disagree with a certain statement (i.e.: "I choose Club Med because of its all-inclusive system").

Anexx 39 Study about Club Med Target Customers (Graphs)

Annex 39.1. Questionnaire Reception

Número de respostas diárias

Annex 39.2. Gender of the Respondents
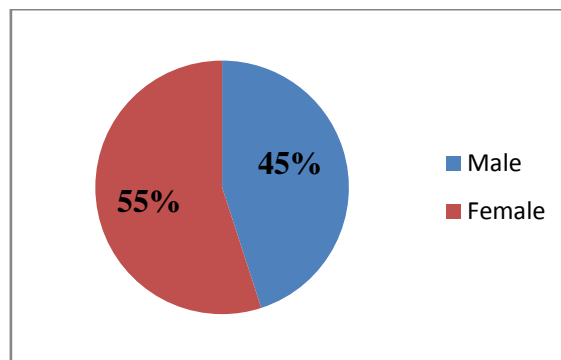
Annex 39.3. Educational Background
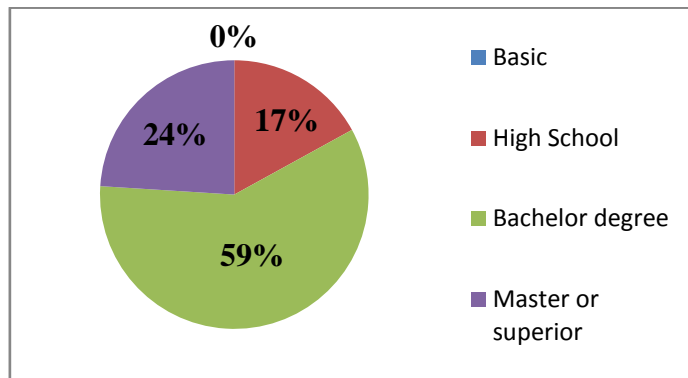
Annex 39.4. Number of Children
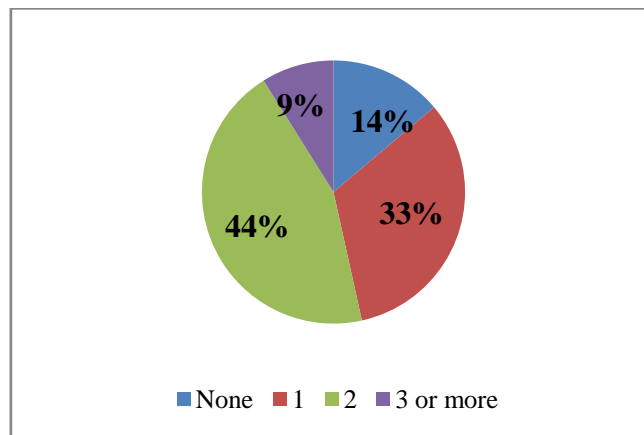
Annex 39.5. Marital Status
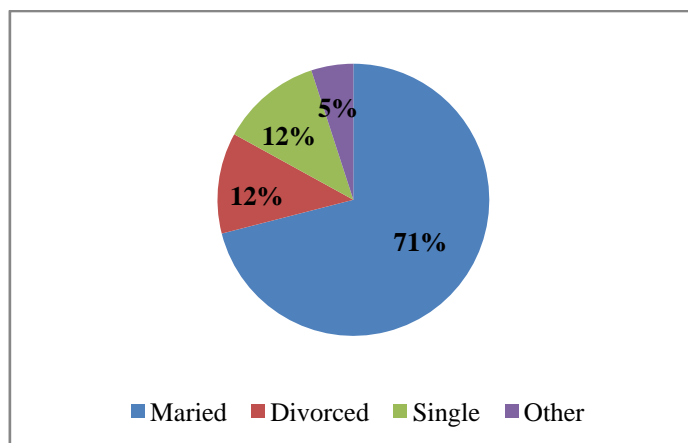
Annex 39.6.a: What Type of Company Do You Think Club Med Is? (byType of Company)
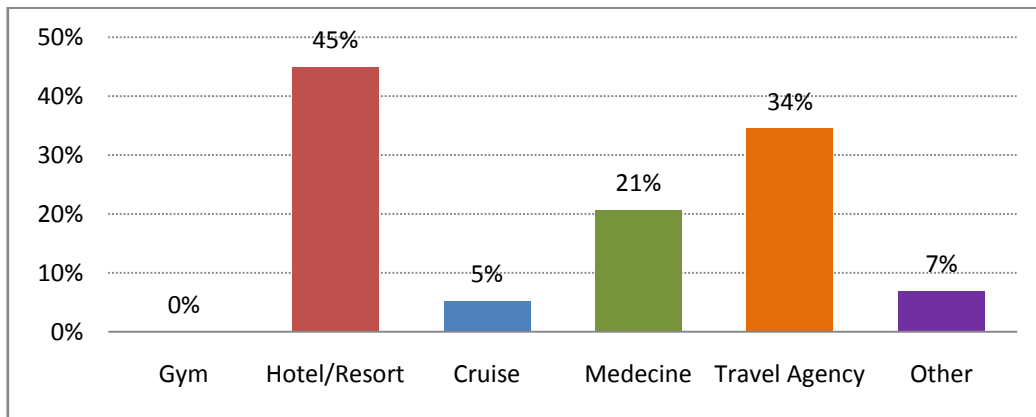
Annex 39.6.b: What Type of Company Do You Think Club Med Is? (by Group of Respondents)
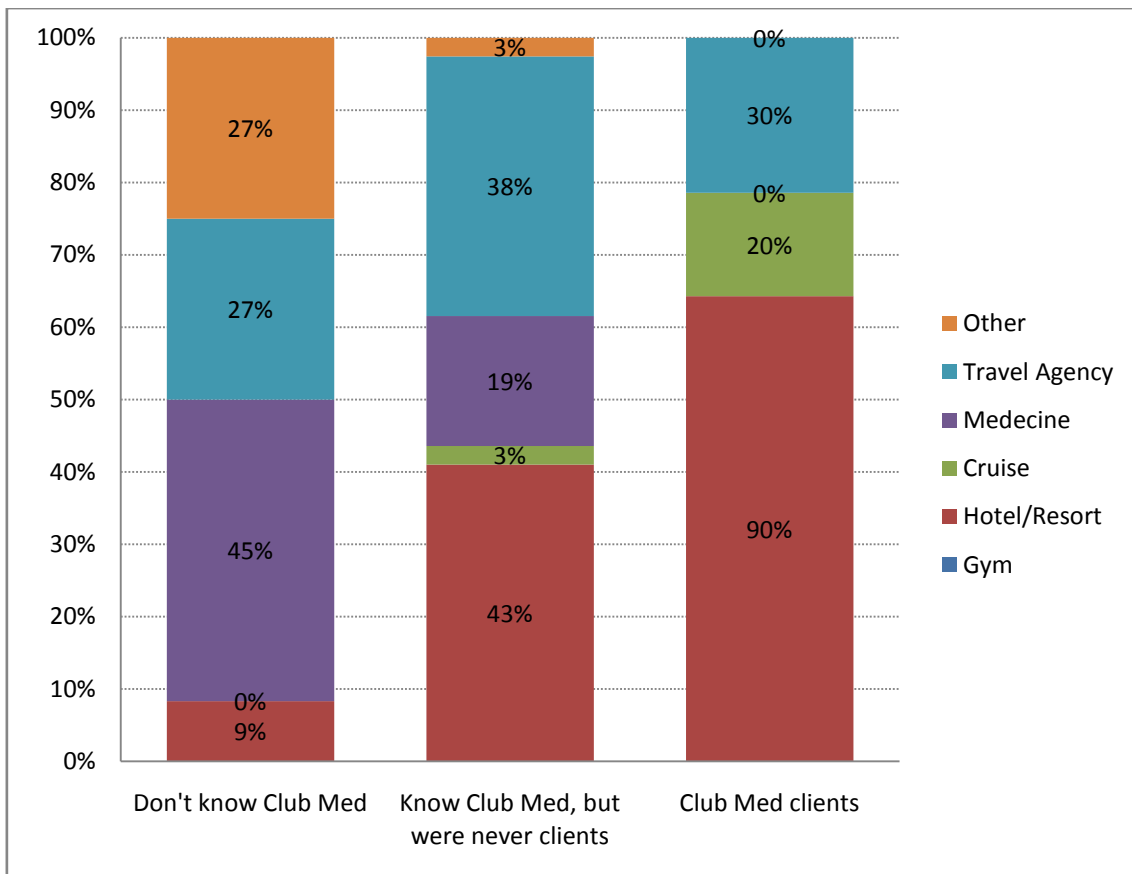
Annex 39.7. Club Med Brand Awareness
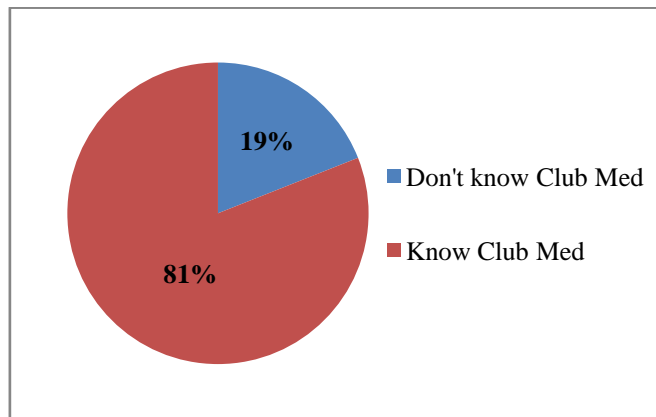
Annex 39.8. How many times have you been to a Club Med resort?
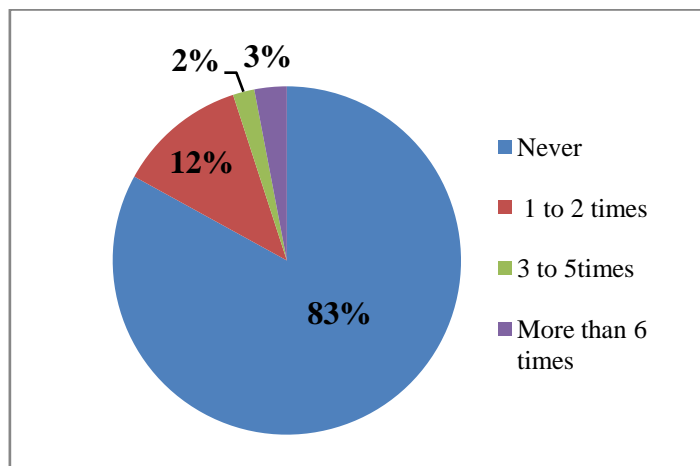
Annex 39.9.a. Vacations Preferences
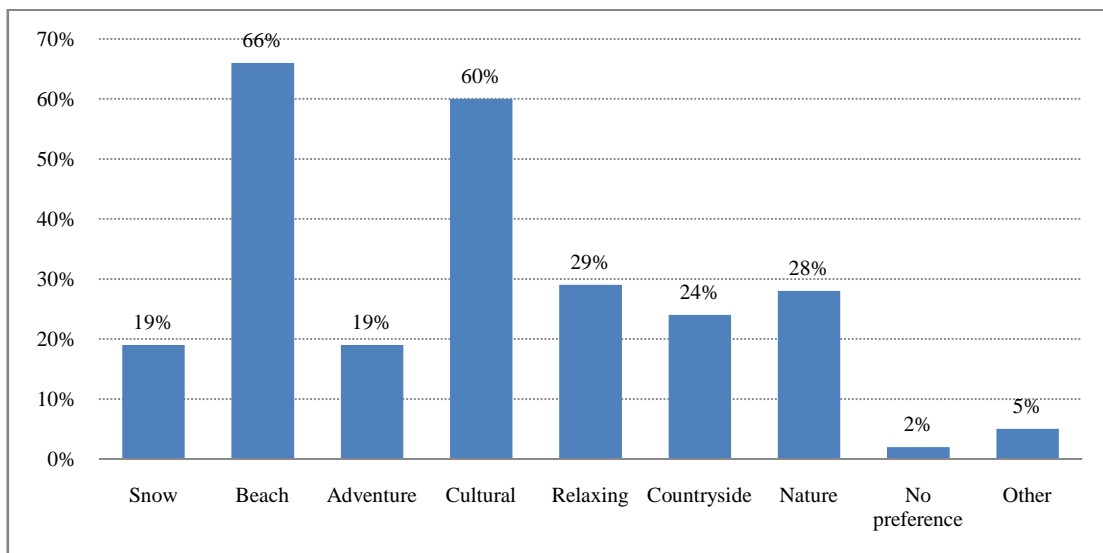
Annex 39.9.b. Vacations Preferences (by Group of Respondents)
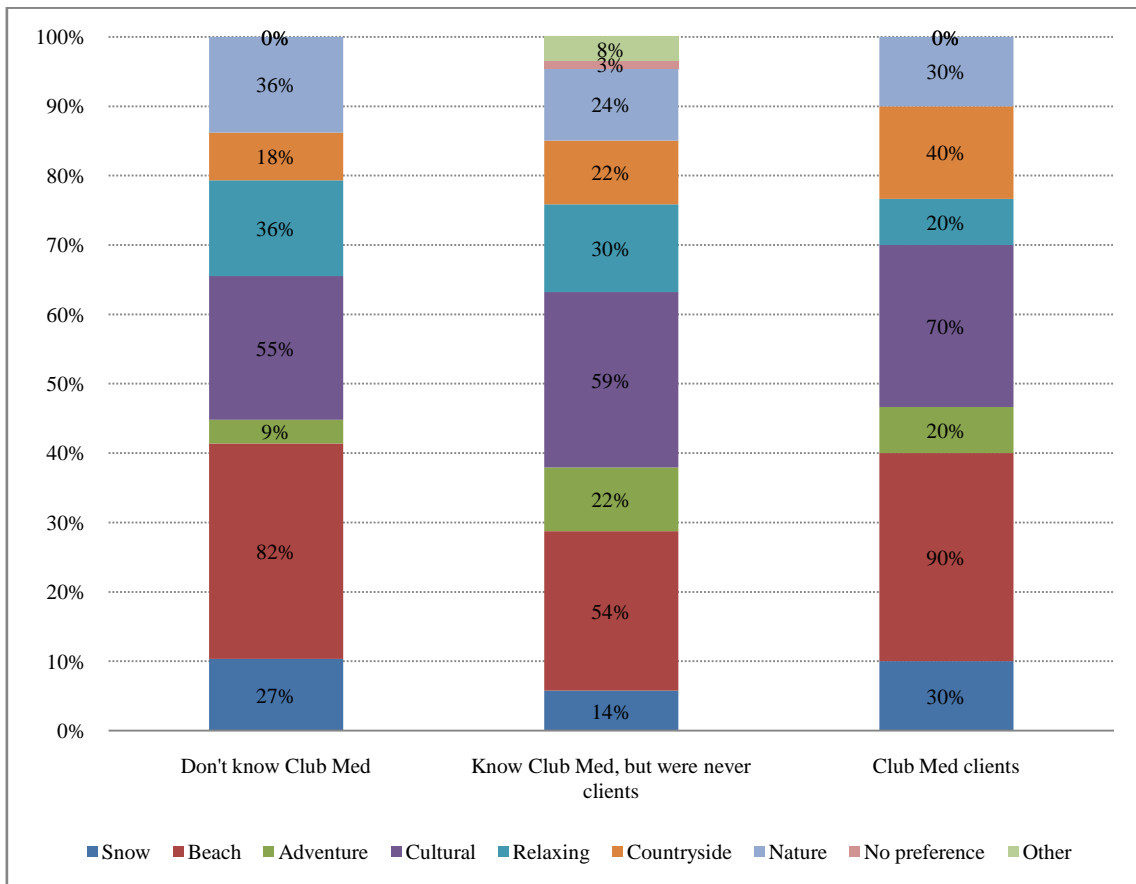
Annex X.X.b: How Did You First Met About Club Med?

Chart: How Did You First Met About Club Med?

Category	Percentage
Through friends and family	~35%
References to the company in the news media (TV, Jornais, Rádio, etc.)	~15%
Travel agencies	~15%
Club Med advertising & promotion	~20%
Blogs, social networks, etc.	(none)
Tourism Websites	~10%
Other	~2%
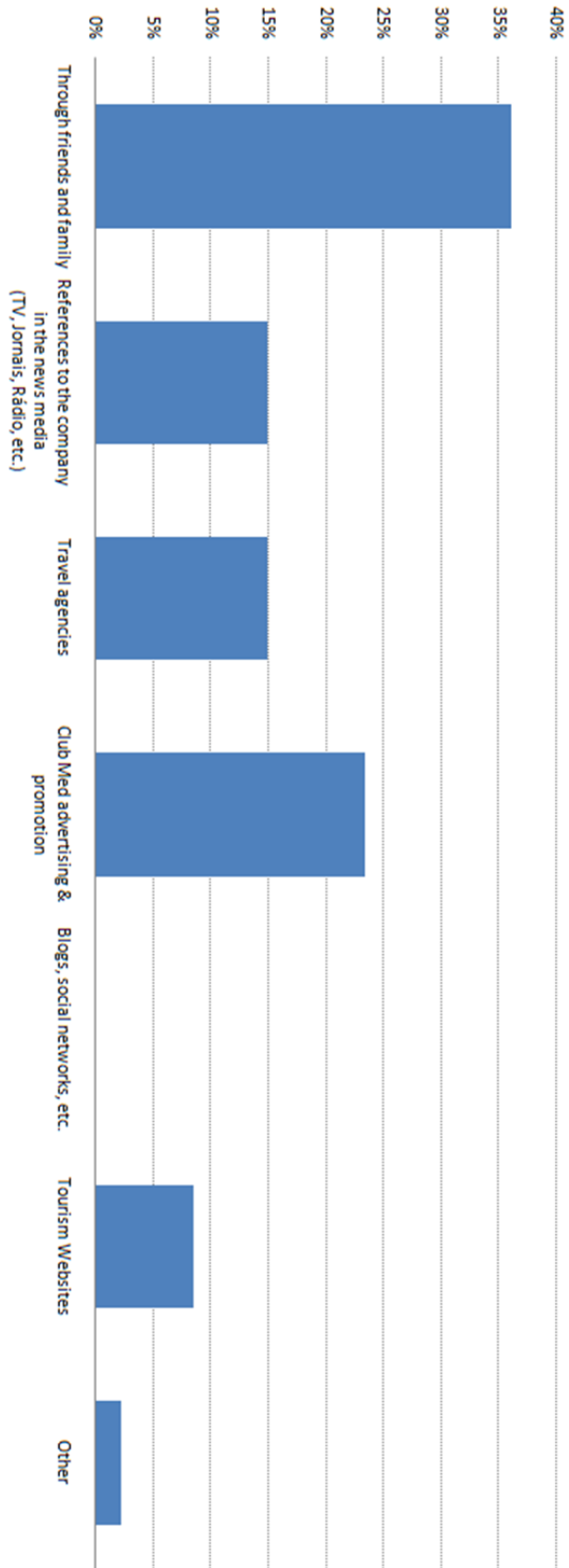
Annex 39.10.b: How Did You First Met About Club Med? (by Group of Respondents)
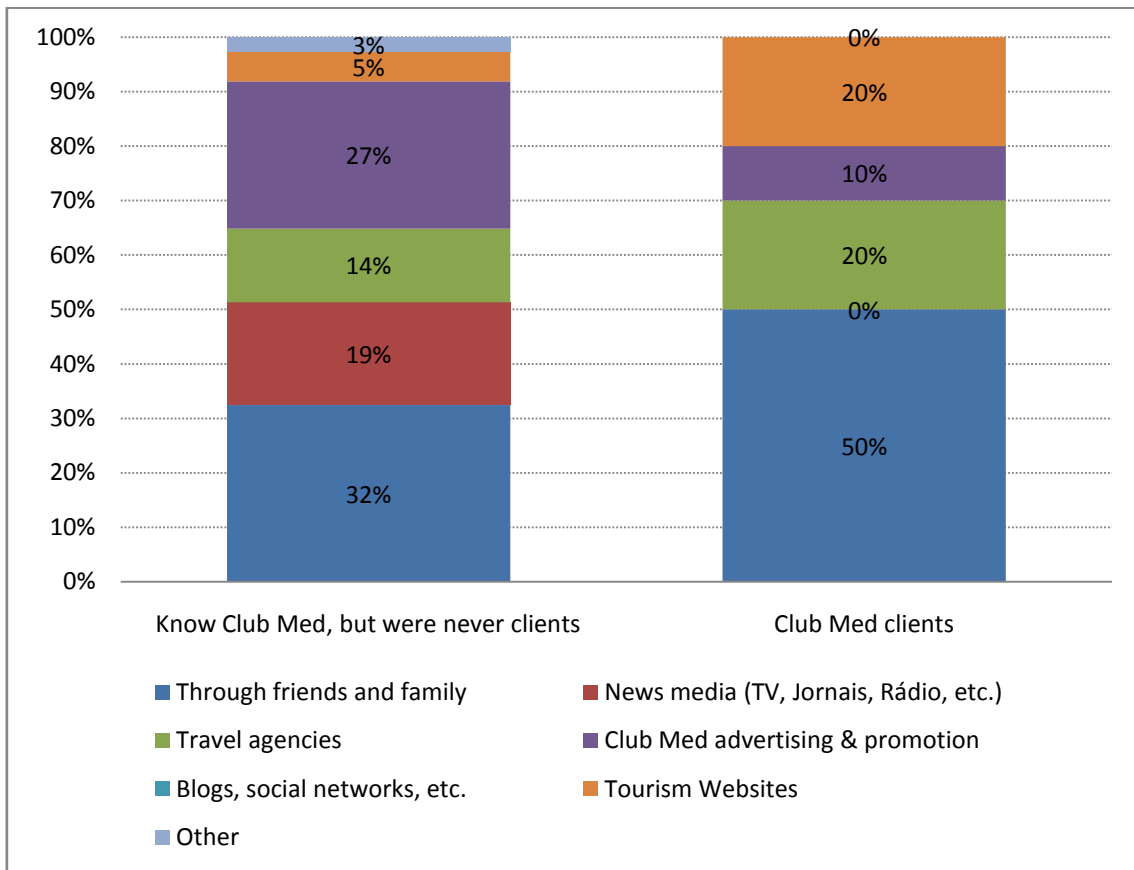
Annex 39.11.a: Excluding Club Med, what other companies come to your mind when you think about vacations resorts?
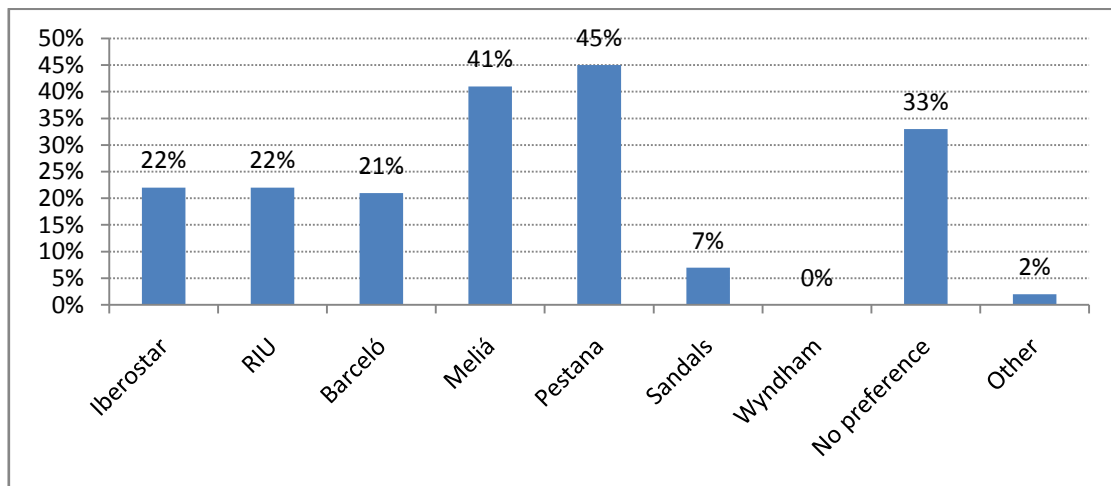
Annex 39.11.b: Excluding Club Med, what other companies come to your mind when you think about vacations resorts?(by Group of Respondents)
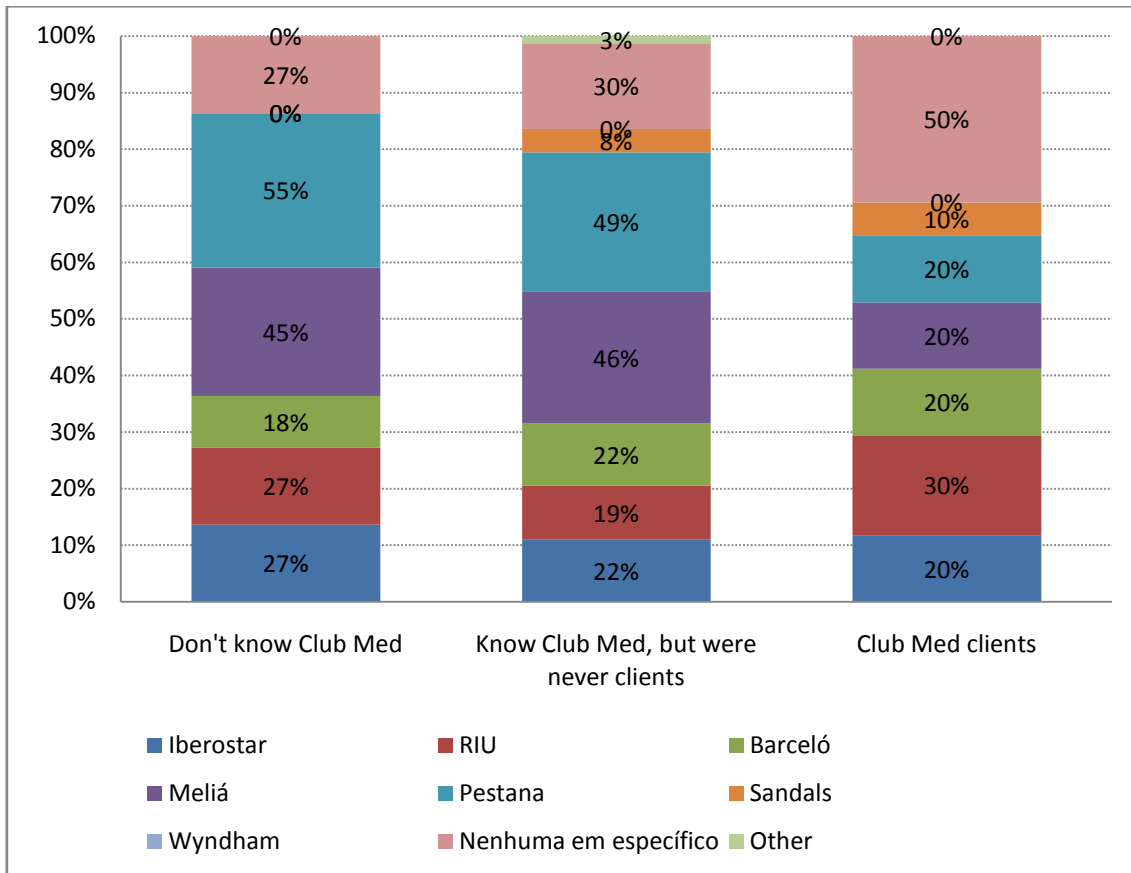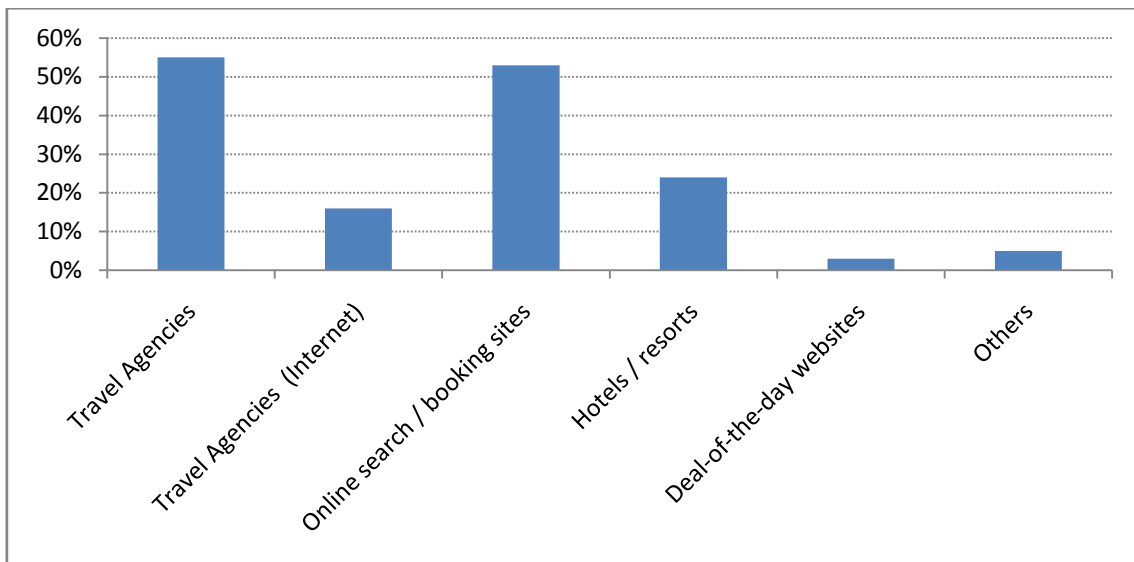

Annex 39.12.a: How Much in Advance Do You Usually Book Your Vacations?
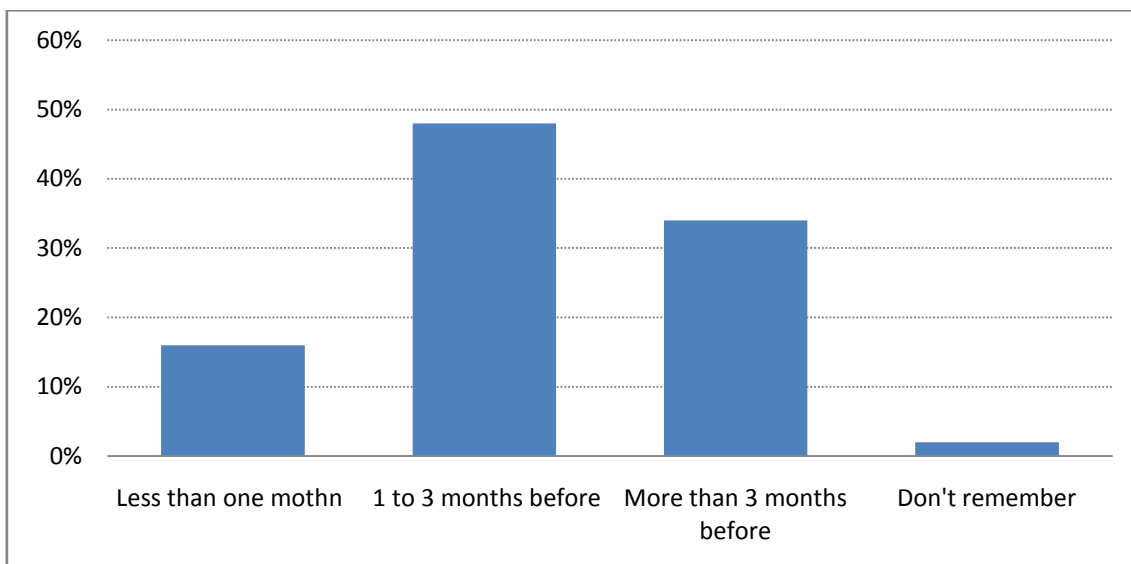
Annex 39.12.b: How Much in Advance Do You Usually Book Your Vacations? (by Group of Respondents)
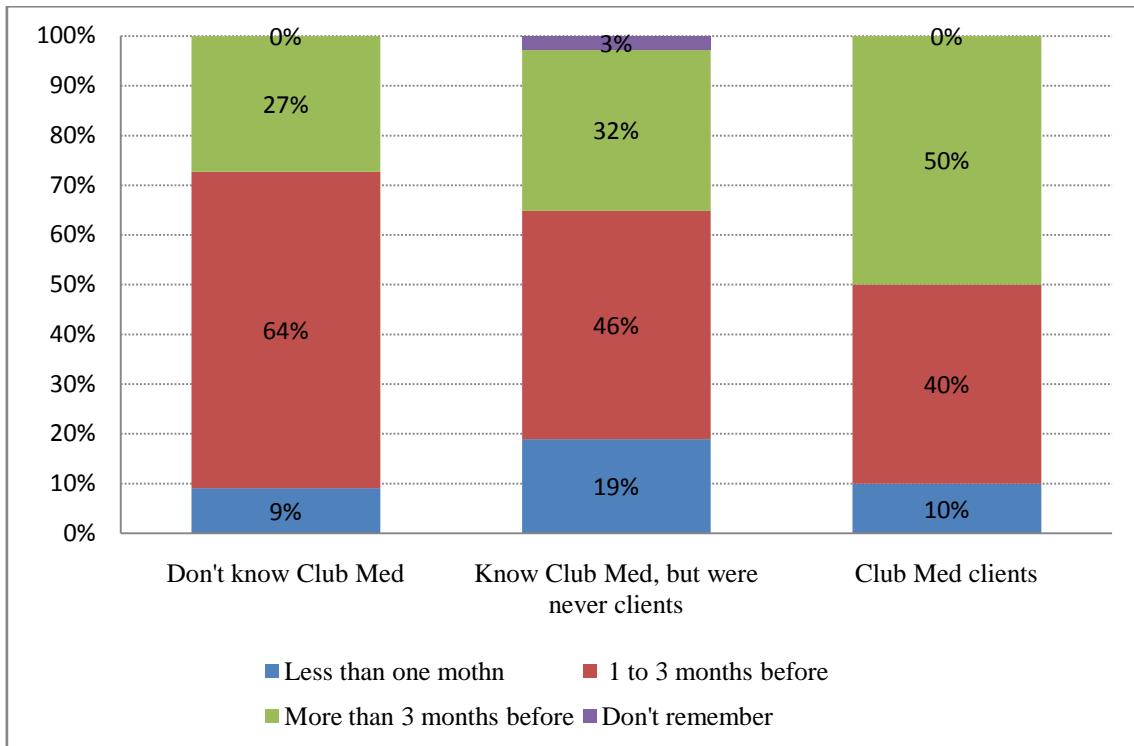
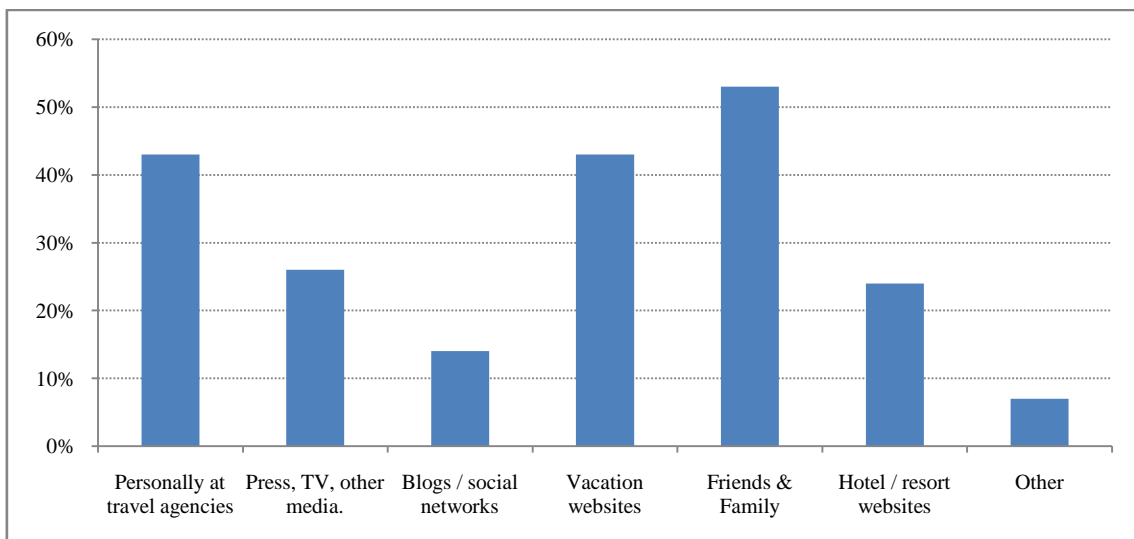***Annex 39.13.a: Where Do You Usually Book Your Vacations?***

Annex 39.13.b: Where Do You Usually Book Your Vacations? (by Group of Respondents)
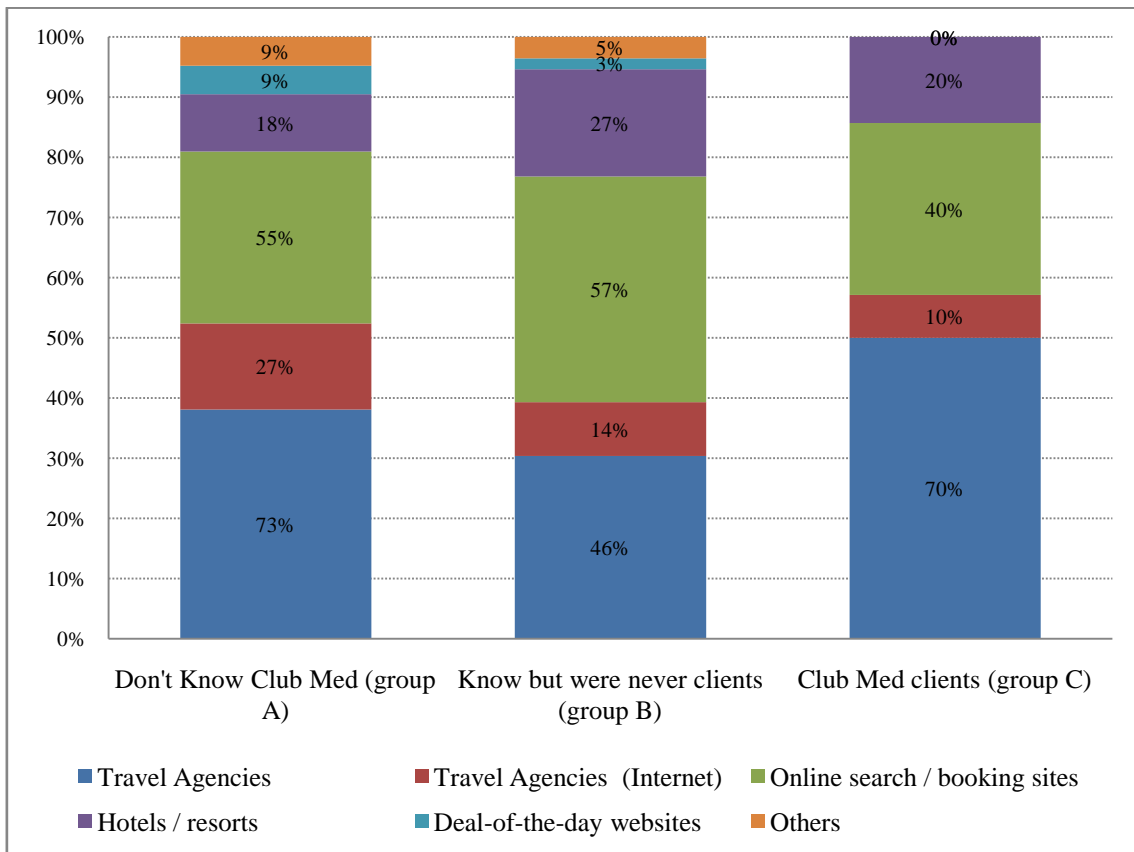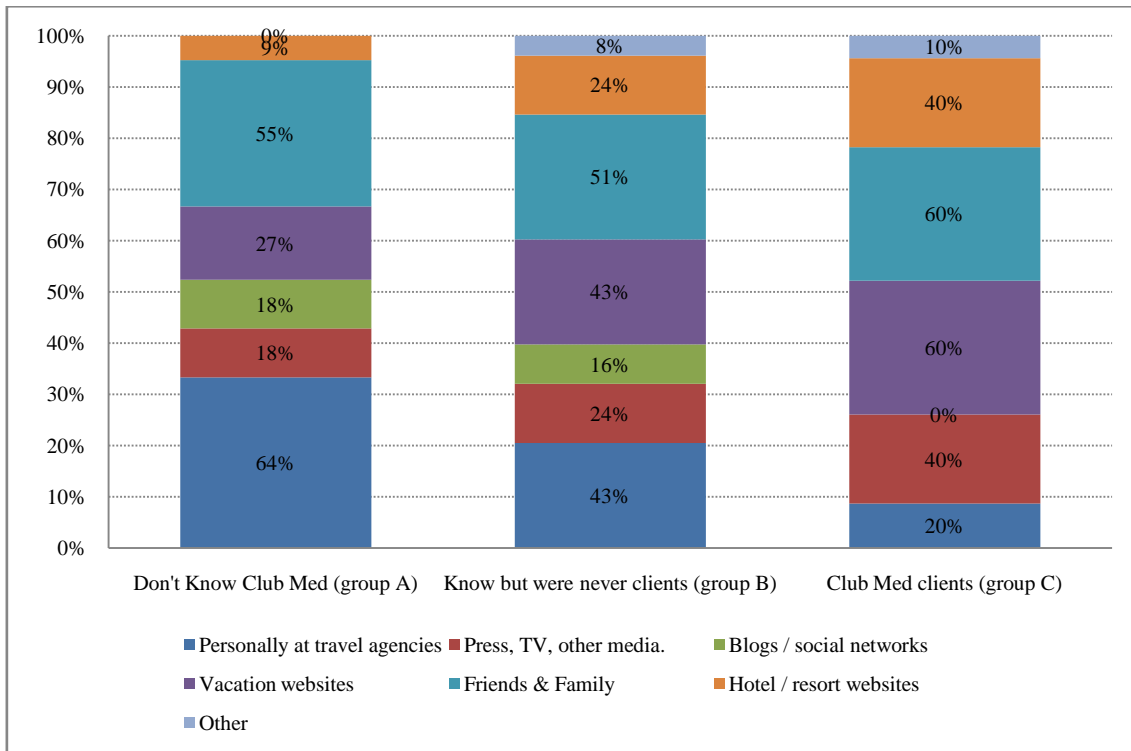

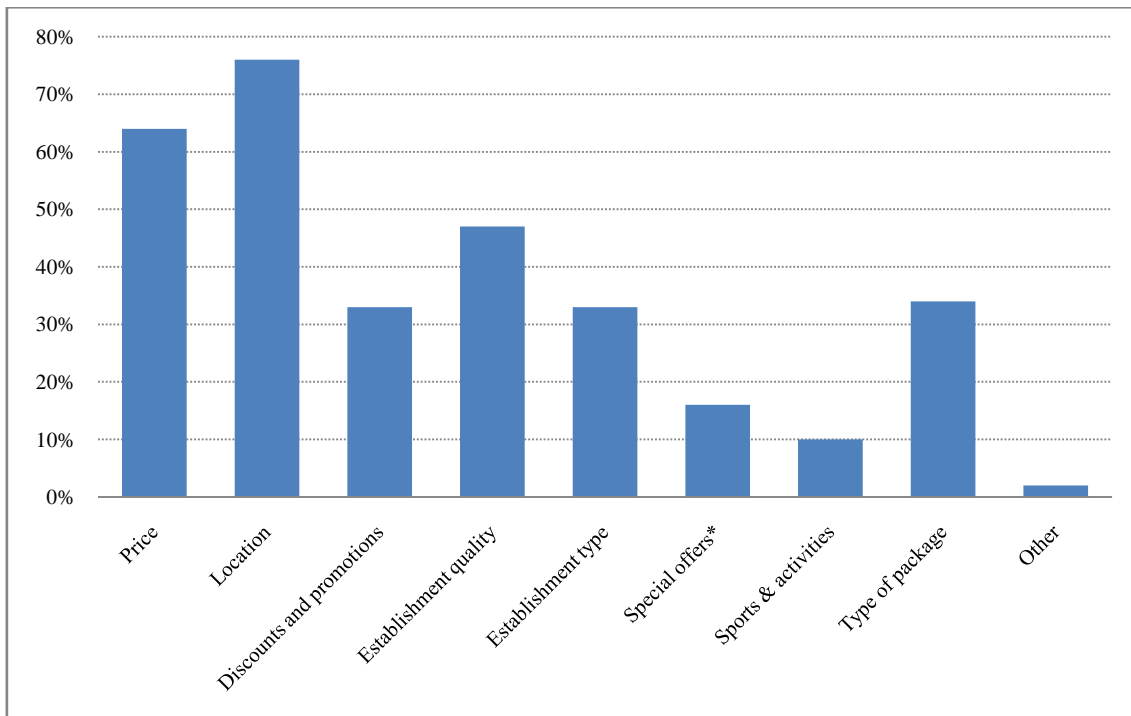*Annex 39.14.a:Where do You Normally Look for Information About Your Vacations?*

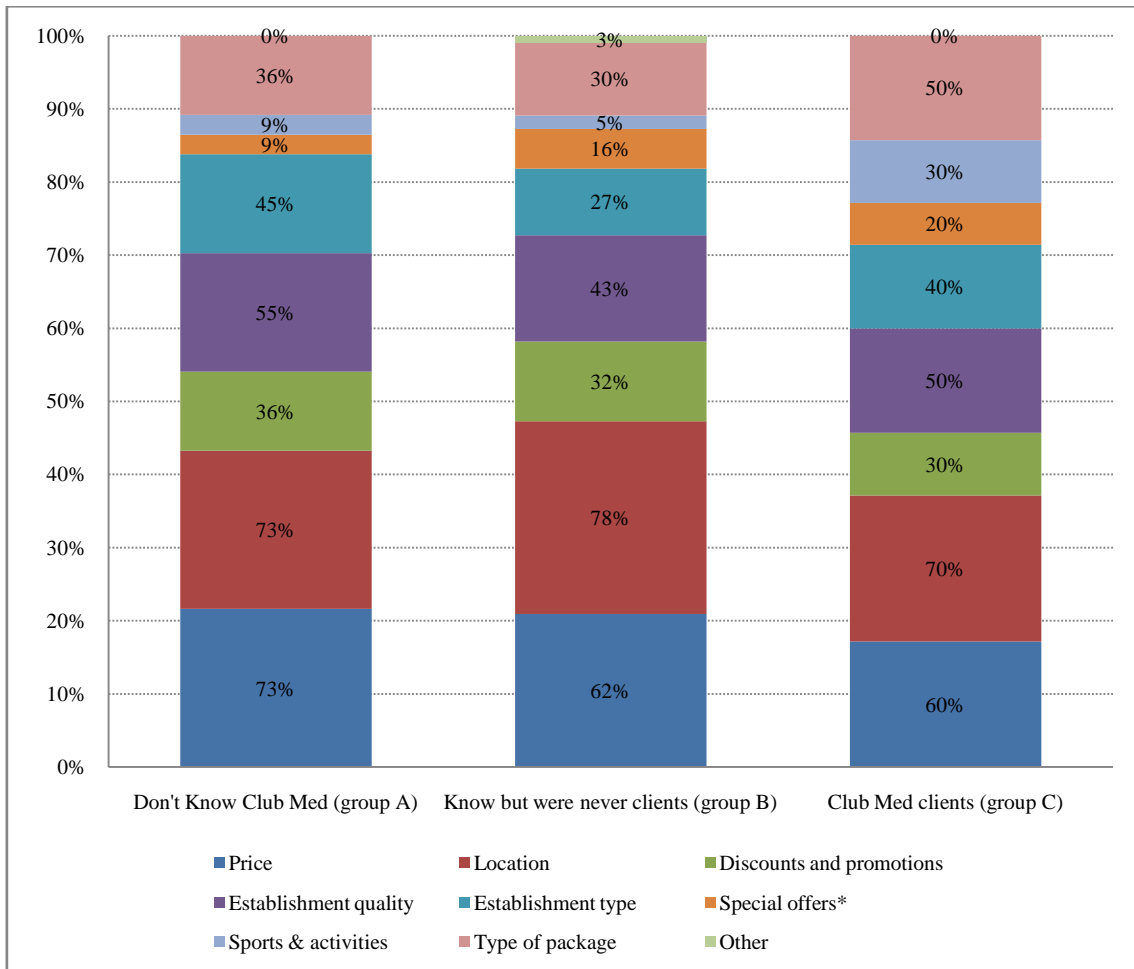*Annex 39.14.b: Where do You Normally Look for Information About Your Vacations? (by Group of Respondents)*

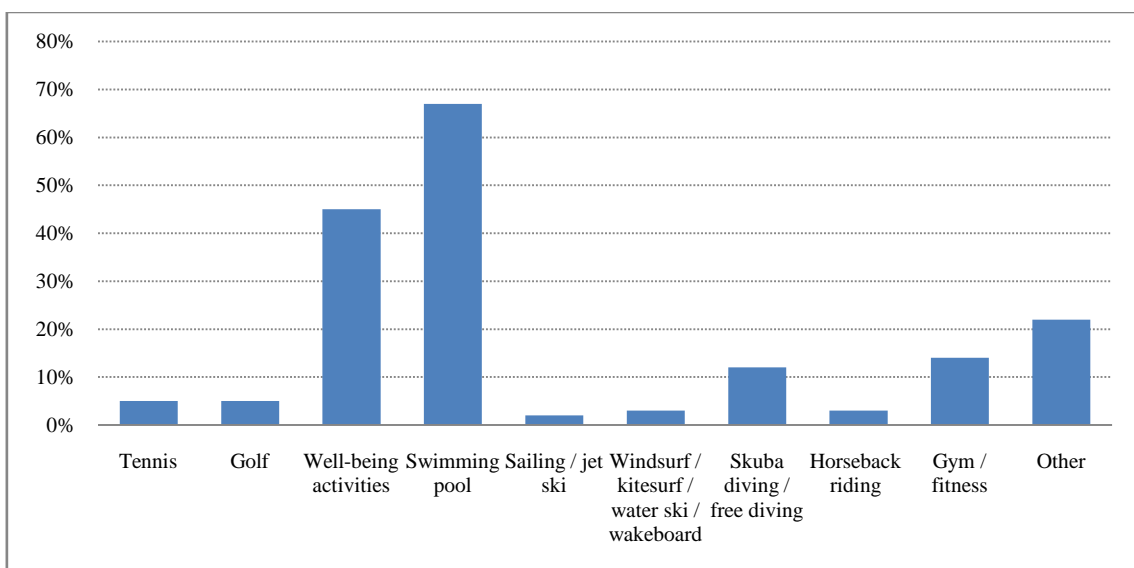*Annex 39.15.a: Which factors do you consider most important when booking your vacations?*

Annex 39.15.b: Which factors do you consider most important when booking your vacations?
(by Group of Respondents)

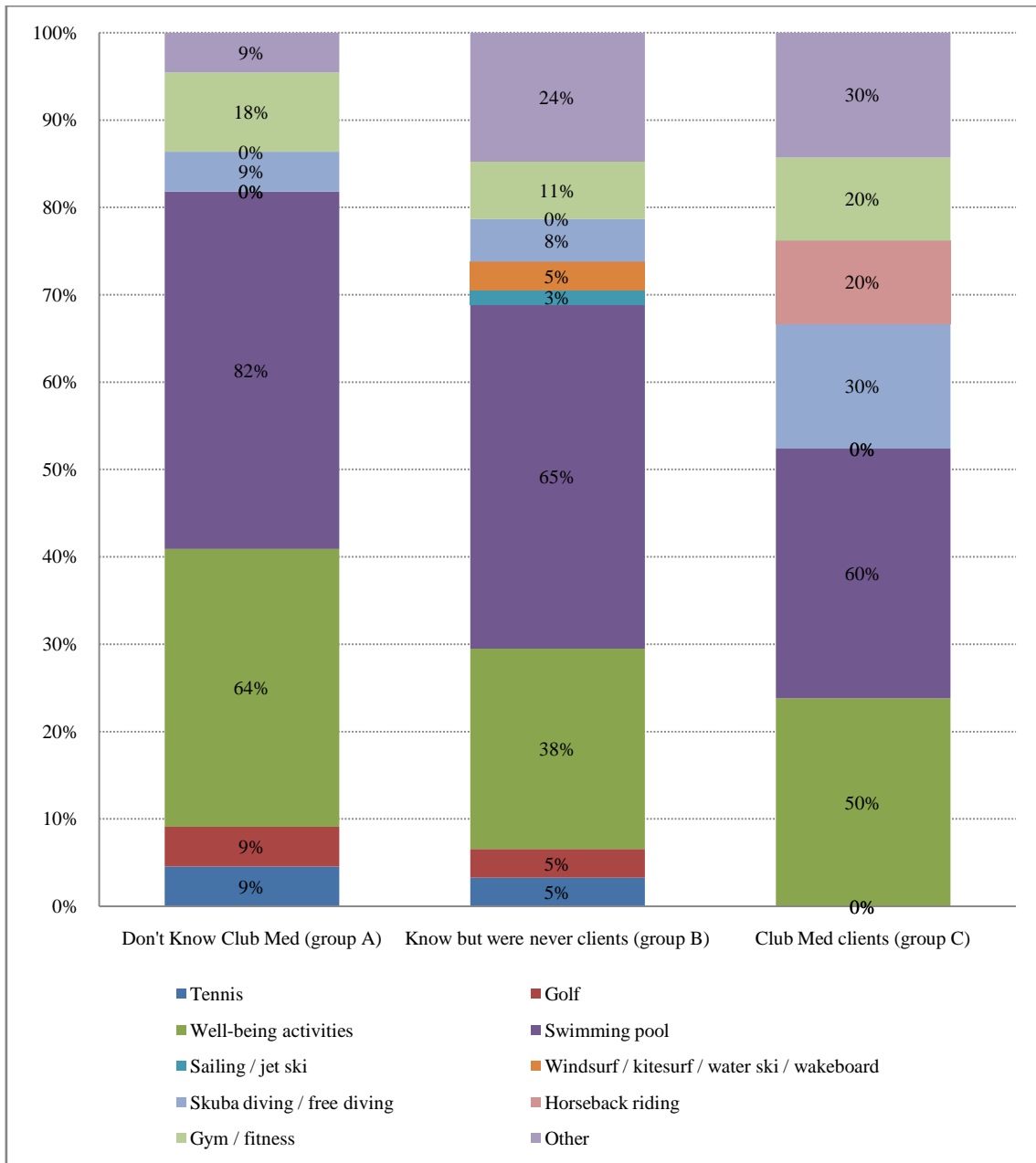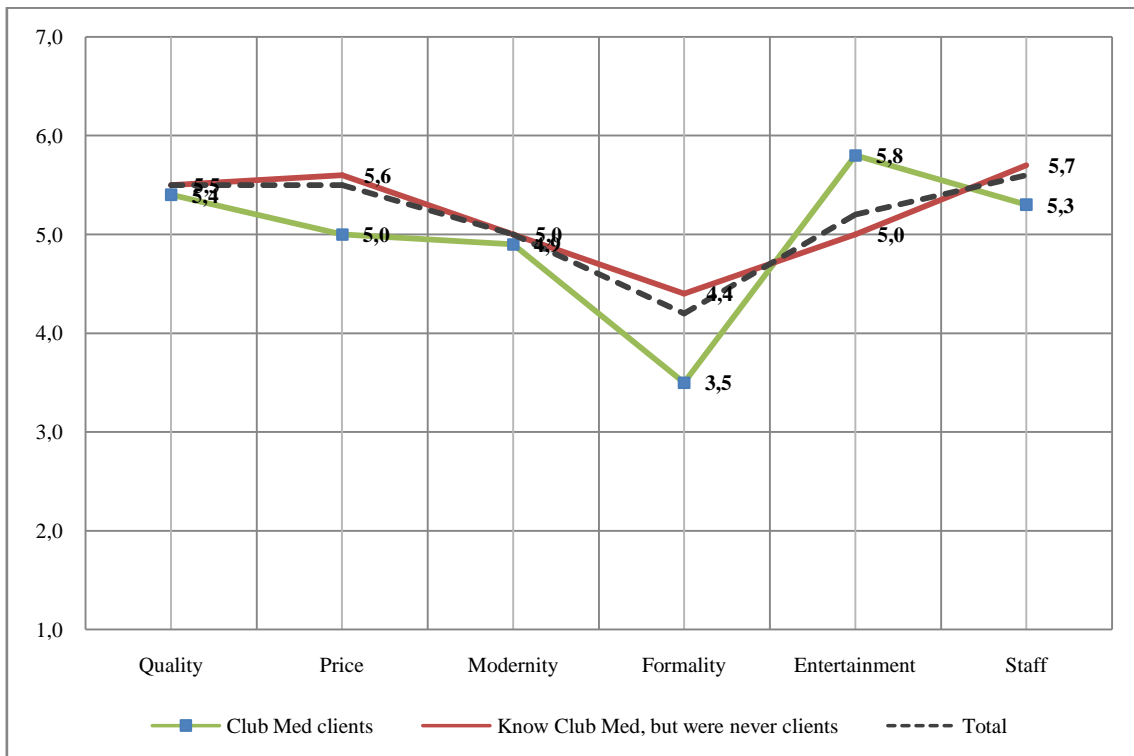*Annex 39.16.a: Which sports & activities do you consider more important when booking your vacations?*

Annex 39.16.b: Which sports & activities do you consider more important when booking your vacations? (by Group of Respondents)

Annex 39.17: What is Your General Opinion About Club Med?

Note: **Quality:** '1,0' means "Low Quality" and '7.0' means "High Quality'; **Price:** '1,0' means "Cheap Price" and '7.0' means "Expensive Price' **Modernity:** '1,0' means "Old Fashioned" and '7.0' means "Very Modern'; **Formality:** 1,0' means "Not Formal" and '7.0' means "Very Formal'; **Entertainment:** '1,0' means "Not Entertaining" and '7.0' means "Very Entertaining'; Staff: '1,0' means "Bad Staff" and '7.0' means "Excellent Staff'.

Annex 39.18: What is Your Opinion About Club Med Package Offer?
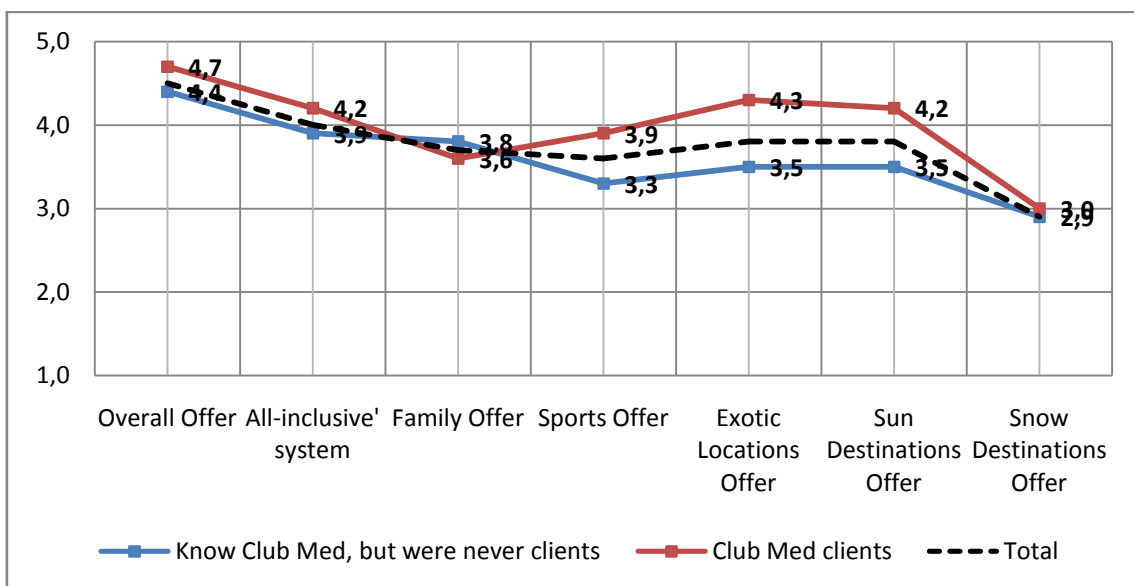
Note: '1,0' means "Completely Disagree"; '2,0' means "Disagree"; '3,0' means "Indifferent"; '4,0' means "Agree"; '5,0' means "Completely Agree".

Chapter 6- Club Med Portugal Communication Plan

Annex 40. Communication Plan Budget

Top-Down Budgeting- in this approach, the budgeting is one of the first things to be taken into account when developing a communications plan -normally after the identification of the target and the definition of the communications objectives. Besides the budgeting step, all the other steps maintain their normal order (Belch and Belch, 2004).

Annex 41 Press Circulation and Audience Profile

Circulation Data	Volta ao Mundo	Evasões
Paid Circulation	11.674	7.917
Total Circulation	12.498	8.698
Subscriptions	2.247	739

| Audience Data	Volta ao Mundo	Evasões
Average Audience	1,8% (147.500)	0,9% (74.803)
Maximum Coverage	5,3% (444.100)	3,4% (283.310)
Upper and Middle Classes 25/54	3,7% (78.380)	2,1% (46.500)
Upper and Middle Management	4,9% (38.780)	2,3% (18.420)

Source: Controlinveste (Marktest- Bareme Imprensa 2nd trimester 2012)

Volta ao Mundo- Reader Profile: *Volta ao Mundo* readers are mostly man (51%), belonging to Upper class (14%), Middle/ Upper class (30%) and Middle class (31%). They have between 25 and 54 years old (63%) and live in Gr. Lisbon (37%) and in the Coastal North (18%). They are Upper and Middle Managers (22%).

Evasões- Reader Profile: *Evasões* readers are mostly female (53%), belonging to Upper class (16%), Middle/Upper class (37%) and Middle class (18%). They have between 25 and 54 years old (84%) and live in Gr. Lisbon (37%) and in Gr. Oporto (17%). They are Upper and Middle Managers (24%).

Source: Controlinveste (Marktest Bareme Imprensa, 2nd trimester 2012)

Annex 42. Bareme Imprensa 1st Semester of 2011
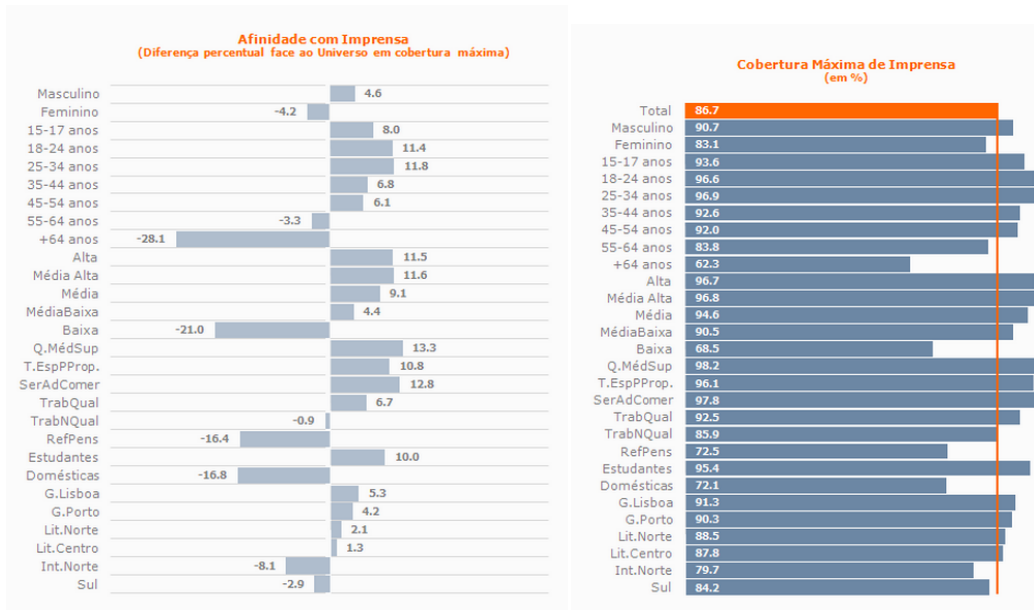
Annex 43. Percentage of Consumers' Who Prefer to Buy, Work or Invest in Social Responsible Companies.
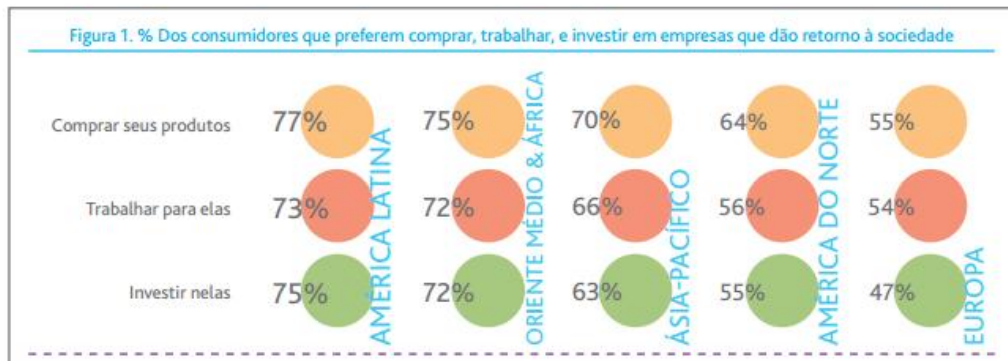
Source: Nielsen

Annex 44. Street Campaign- Promoters

Annex 44.1.a. Promotors Campaign A (summer theme)

Campaign	Nº of Persons	Nº of days	Hours (per day)	Price (per hour)	Total Price
Campaign A1	12	1	4	9 euros	432
Campaign A2	12	1	4	9 euros	432
Campaign B	3	5	4	9 euros	540
Campaign C	10	1	4	9 euros	360

Annex 45. Fair and trade show

OPTION B
Special Participation Package
Participation Conditions:

• Companies intendig to create product with special conditions for sales during BTL public opening hours;
• Targeted sectors: Distribution (Agencies), Accommodation, Tourist Entertainment, Transportation;
• Participation in the Hosted Buyers program, only through enrollment payment in the value of 50,00€* only for companies selling "Portugal"
• Not having participated in the last two editions with an area of 9sqm or multiple;
• Number of badges: 2;
• It does not include invitations and parking;
• It does not include access to the BTL Club Lounge;
• 10% discount on aplications not applicable.
*It only guarantees enrollment into the program, it does not guarantee the scheduling of meetings.

TOTAL PRICE: **797€**
This includes: 4sqm area, companie name, lighting, wooden structure, 1 counter, 1 bench, 1 showcase

Source: BTL- Feira internacional do Turismo de Lisboa

Annex 46. Direct MKT (SMSs)

SMS Pro
Não poupe nas palavras

▶ SMS Pro   ▶ Detalhes SMS Pro

SMS Pro

Existem actualmente em Portugal mais de 8.500.000 utilizadores de telemóvel, sendo enviados milhões de mensagens todos os dias .
Como tal, as empresas nacionais utilizam cada vez mais o telemóvel, e o SMS em particular, para realizarem as suas comunicações empresariais.
As vantagens são várias: o SMS é um meio de comunicação muito mais barato do que outros utilizados normalmente pelas empresas, para além de ser possível enviar SMS em massa, sem que sejam necessários muitos recursos e tempo, pois o envio pode ser realizado em segundos e a sua recepção imediata.
Por outro lado, a mensagem é pessoal, curta e objectiva, quase sempre lida pelo destinatário, o que a torna um meio de comunicação com uma recordação elevada e uma taxa de resposta muito superior à média dos outros meios.
Foi por todas estas razões que a Optimus criou o SMS PRO - um serviço de comunicações por SMS.
Com o SMS PRO, a sua empresa pode comunicar mais e melhor.
Este serviço permite-lhe enviar SMS a partir da Internet, através de um site privado criado para a sua empresa, de uma forma simples e rápida.

Assim, é possível comunicar com várias centenas de pessoas simultaneamente, o que lhe vai permitir contactar os seus clientes, parceiros e colaboradores com mais rapidez, eficácia e economia, aumentando os resultados e reduzindo o tempo de comunicação e os custos.
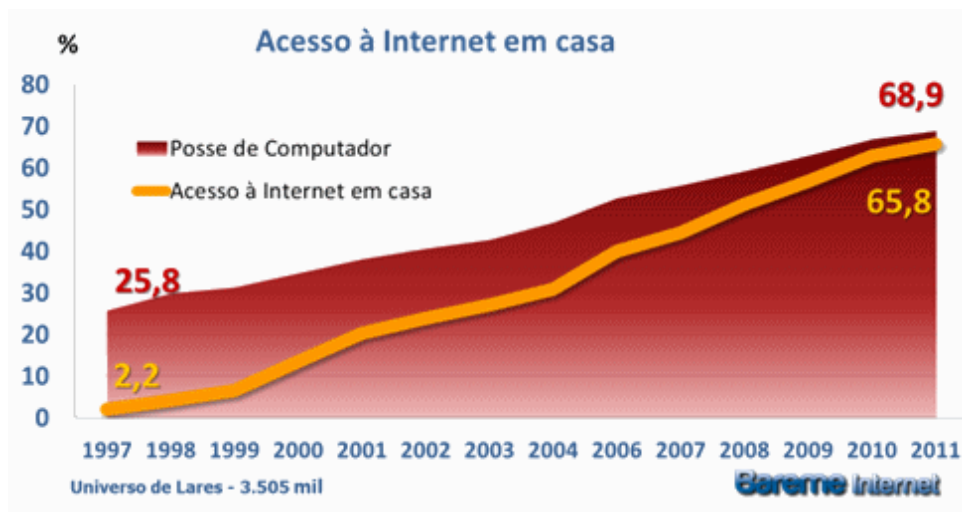
Source: http://www.optimus.pt/corporate/produtosservicos/smspro

Annex 47. Communication Tools, % Change (2011 to 2012)
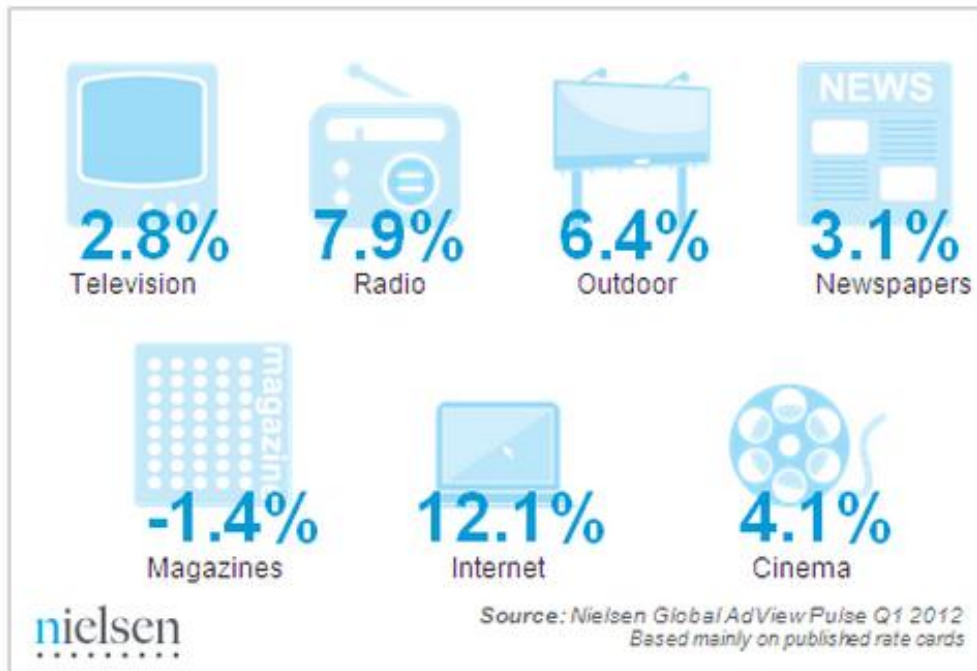
Source: Nielsenwire

Annex 48. Acess to the internet (2011)

Source: Marketest- Bareme internet

Annex 49. Club Med Facebook Banners

NOME DO ANÚNCIO	CATEGORIA	ESTADO ACTUAL
FACEBOOK		
Neve - Família 2	EBB2 - Neve (Site)	Inactivo
Neve - Família 1	EBB2 - Neve (Site)	Inactivo
Neve - Tudo Incluído 1	EBB2 - Neve (Site)	Inactivo
Neve - Tudo Incluído 2	EBB2 - Neve (Site)	Inactivo
Sol - Família 1	EBB2 - Sol (Site)	Inactivo
Sol - Família 2	EBB2 - Sol (Site)	Inactivo
Sol - Tudo Incluído 1	EBB2 - Sol (Site)	Inactivo
Sol - Tudo Incluído 2	EBB2 - Sol (Site)	Inactivo
FACEBOOK		

IMPRESSÕES	CLIQUES	CTR	CPC MÉDIO	CPM MÉDIO	GASTOS
1.817.108	890	0,05%	0,27 €	0,13 €	240,38 €
4.622.631	2.290	0,05%	0,27 €	0,13 €	619,90 €
2.099.140	1.020	0,05%	0,27 €	0,13 €	274,30 €
5.106.589	2.555	0,05%	0,25 €	0,13 €	649,10 €
4.264.829	2.150	0,05%	0,27 €	0,13 €	574,83 €
1.508.719	710	0,05%	0,27 €	0,13 €	192,69 €
4.207.326	2.191	0,05%	0,26 €	0,14 €	576,82 €
1.724.271	855	0,05%	0,26 €	0,13 €	221,99 €
25.350.613	12.661	0,05%	0,26 €	0,13 €	3.350,00 €

Annex 50. Club Med (international) Mobile Application

To see the tutorial of the application check out: http://www.youtube.com/watch?v=-R0L1fDpicc&feature=player_embedded

Source: Club Med

Annex 51. Structured Interview to David Delgado (Marketing Manager at Club Med Portugal

Annex 51.1: Question 1-Em Portugal, o Club Med, não marca presença em meios de comunicação como a Televisão, ou a Rádio, porque razão têm deixado de parte estes meios meios de comunicação mais tradicionais?

Para além de serem caros, para ter impacto a presença nesses meios tem de ser massiva e muito repetitiva, o orçamento do Club Med Portugal para publicidade não nos permite a presença em televisão ou rádio. Por outro lado é difícil ou quase impossível (a não ser que o cal- to-action das campanhas de televisão ou rádio seja muito específico) efectuar a monitorização do retorno sobre o investimento (ROI).

Annex 51.2: Question 2- Diria que a actual situação economica vivida em Portugal ditou de certa forma a viragem do Club Med Portugal para a vertente online?

Numa altura de dificuldades económicas e retracção do consumo por parte das familias, as campanhas de marketing têm ser cada vez mais eficazes e o acompanhamento das mesmas feito day-to-day. Os meios de comunicação online permitem essa monitorização quase minuto a minuto e caso uma campanha não esteja a funcionar, esta pode ser ajustada e modificada na hora.

Annex 51.3: Question 3- Devido à actual situação económica muitas empresas têm vindo a reduzir o seu orçamento de marketing. O Club Med inclui-se nesse lote de empresas?

No Club Med elaboramos um plano de marketing anual com um determinado orçamento, no entanto todos os meses fazemos um ajuste do mesmo com base nas vendas. Essa flexibilidade permite adaptar-nos aos padrões de consumo do mercado, e investir mais em publicidade nos periodos chave ou ao contrário retrair os nossos investimentos em determinados momentos mais sensíveis, por exemplo nota-se um abrandamento nas vendas quando o governo anuncia novas medidas de austeridade, nessas alturas os consumidores deixam de pedir orçamentos para viajar.

Annex 51.4: Question 4- Que percentagem do orçamento de marketing se destina à internet? Essa percentagem é superior ou inferior à percentagem dos anos anteriores?

Para o ano de 2012 o orçamento de marketing dedicado ao Online é de 40% do budget total, um incremento de 25% face ao mesmo período do ano de 2011.

Annex 51.5: Question 5- Diria que neste momento, a entrada nas redes sociais, é uma prioriade para o Club Med? E para o Club Med Portugal?

Sem dúvida, as redes sociais são um excelente suporte de comunicação com os nossos clientes e potenciais clientes, é simples, divertido e o custo muito reduzido. Para o ano de 2012 vamos continuar a investir nesses meios sendo o objectivo construirmos uma comunidade de fãs qualificada e com grande apetência à viagens. A dinâmica é fundamental para que os fãs interajam nas redes sociais, por isso colocamos fotografias, perguntas e está em projecto um passatempo para ganhar viagens.

Annex 51.6: Question 6- As páginas do facebook de cada país apresentam diferenças umas das outras. Existe por isso, algum nível de independência entre cada uma delas?

No inicio o Club Med tinha um projecto para uma página internacional no FB a nível Europeu em que cada país teria a possibilidade de ter um wall próprio para comunicar com os seus fãs. No entanto, esse projecto foi abandonado e cada país criou de forma independente a sua própria página. Existem conteúdos que são partilhados entre os vários países Europeus mas cada pais gere a sua própria página no FB.

Annex 51.7: Question 7- A criação da página do facebook do Club Med Portugal, está englobada numa estratégia global com maior focus na Internet? Ou é apenas uma outra forma de chegar aos consumidores?

Trata-se de uma estratégia 360º com presença na Internet com vários suportes Website clubmed.pt, blogs e outros sites que publicam conteúdos sobre os produtos do Club Med, publicidade Online e a página do FB. Embora distintos e com estratégias e conteúdos diferentes o conjunto desses meios permitem-nos ter uma visibilidade importante na Internet. É natural que o objectivo principal é fazer a divulgação dos produtos Club Med, no entanto informar os internautas de uma nova abertura de Village, uma promoção ou outra novidade é também um objectivo importante para além da forma lúdica e divertida como comunicamos com os nossos fãs no FB.

Annex 51.8: Question 8- Qual o motivo que fez o Club Med Portugal juntar-se a tantas outras empresas nesta rede social?

Ao contrário daquilo que aconteceu em 1950 quando o Club Med foi Pioneiro e criou o seu primeiro Village de férias com um conceito inovador, o Club Med em Portugal não foi Pioneiro nas redes sociais e por isso a forma como comunicamos teve de ser diferentes para nos diferenciarmos dos demais. Não comunicamos exclusivamente as nossas promoções, ao

contrário pretendemos que os nossos fãs interajam de forma divertida na nossa página do FB e que recomende a recomende aos seus amigos, penso que essa diferença é que tem feito o sucesso da nossa página em Portugal.

Annex 51.9: Question 9- Qual a contribuição que a página no facebook trouxe ao Club Med Portugal? Pensa que a página do facebook do Club Med Portugal pode ajudar a aumentar as vendas?

Para alèm de ajudar na divulgação do Club Med em Portugal a página do FB tem gerado tráfego no nosso site de reservas clubmed.pt, e embora as vendas registadas directamente do FB ainda são residuais os dados que temos actualmente são muito promissores.

Annex 51.10: Question 10- Estão a planear prosseguir a aposta nas redes sociais, por exemplo no Twitter?

O Club Med está atento a todos os suportes de comunicação existentes e o Twitter não foge à regra, no entanto dispômos de uma estrutura reduzida e os meios humanos são limitados, preferimos por isso apostar no FB com presença dinâmica do que estarmos em todas as redes sociais com menos profissionalismo ou impacto.

Annex 51.11: Question 11- De que forma está a ser integrado o facebook nos outros canais de comunicação do Club Med Portugal? (ex: simbolo nos anuncios, link no site, nos e-mails, etc..)

O objectivo é efectuar a divulgação da página do Club Med Portugal no FB para isso utilizamos os vários outros suportes à nossa disposição tais como e-mailings, newsletters e no nosso website clubmed.pt. Temos verificado que alguns dos fãs se inscreveram a partir desses links que se encontram em outros suportes.

Annex 51.12: Question 12- Porquê a aposta em publicidade no facebook? (atraves do uso de banners)

Numa optíca de rentabilizar e segmentar as campanhas online com o objectivo de chegar ao potencial cliente Club Med, o FB permite segmentar a comunicação por idades, rendimentos, apetência para viajar, etc... Por isso podemos atingir um maior número de potenciais clientes com um orçamento reduzido. Por outro lado podemos ter acesso a repports diários, verificar quais os anúncios que estão a ter maior numero de cliques e eventualmente substituir uma fotografia que não seja tão apelativa ou uma frase que não esteja a gerar cliques no próprio dia, ou seja é possível acompanhar as campanhas quase em tempo real.

134

Annex 51.13: Question 13- À quanto tempo usam os banners do facebook?

Fizemos um primeiro teste em inicio de 2011 e a partir daí é um canal de comunicação que utilizamos com bastante regularidade.

Annex 51.14: Question 14- Qual o feedback dessas campanhas? Pretendem no futuro continuar com essa aposta?

O feedback é muito bom, que seja para gerar mais fãs na página de FB ou redireccionar os cliques para o nosso website clubmed.pt os relatórios que recebemos diariamente mostram um número de cliques elevado e baixo custo por clique. Vamos continuar com esse tipo de campanhas por todas as vantagens acima enunciadas; flexibilidade, monitorização em tempo real, segmentação, etc. No entanto, continuaremos a monitorizar os resultados e caso a relação custo/rentabilidade não seja mantida teremos de alterar o tipo de campanha ou os meios Online.

Annex 51.15: Question 15- Como descreveria o perfil dos consumidores alvo do Club Med?

Variáveis	*Consumidores Alvo*
Idade	*35 a 55 anos*
Género	*Homens e mulheres*
Escolaridade	*Educação elevada*
Profissão	*Cargos médios/superiores (white-collar jobs)*
Número de crinças	*Com ou sem crianças*
Idade das crianças	*Bebés, crianças ou adolescentes*
Estatuto Civil	*Qualquer tipo de estado civil*
Rendimento	*Media/ Alto*