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## Nation Branding. The case of Mallorca

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## **ABSTRACT**

Mallorca's Island has been a touristic region attracting many people from different countries. From the last decade of the XIX century the Balearic Government has focused on tourism, because it has been a great source of income. Since 2008 the Balearic Islands situation has not been so good because of the economic crisis. The islands have been able to pass over the crisis due to the tourism.

In recent year, a considerable group of cities have joined the fashion of City Branding. Having a defined and developed city image can bring a cultural meaning to the city, making it more attractive and generating business opportunities: tourism, students, investors, entrepreneurs, cultural and sports events, international, organizations and the attention of the world's media. Simultaneously, it improves the self-esteem of the citizens and orchestrates all the communications and promotion efforts of that city.

## **1. INTRODUCTION**

### **1.1. Background and current status of the topic**

Until several years ago, the brand was only applied in the business field to make more visible the firm identity. However, nowadays this has changed, and the brand, as the principles of brand creation and management, are also applied at a territory (country, city and region).

The globalization has caused changes in the economical, social, cultural, political and territorial level. These transformations have been translated in an increase of the requirement of the international market, and in result, in an increase of the competence between countries and cities. It is precisely this growing need to be increasingly competitive that had led countries and cities to consider the possibility and benefits of applying marketing tools and principles in their management and not in the business world.

But applying the tools and principles of marketing implies introducing the concept of market in the management of the territory, in our case island. One of the characteristics that allows differentiation from itself and from the rest, and improve the level of competitiveness is its image and brand. These two intangibles, allows to achieve a differentiated positioning. But, the image and the brand will have to be developed through a strategic marketing plan, where promotion and communication strategies will be particularly important.

The construction of a strong, positive, attractive and differentiating brand that represents the island identity must be in accordance with the image that the target audience has of it. That is, it is about creating a simple, clear and recognizable reference, which well managed, can contribute to the improvement of the quality of life, as well as its social, political, cultural and economical development.

I am going to analyze the “Mallorca Brand”, through the different dimensions that make it up (tourism, culture, government, etc...), based on the “Anholt Hexagon” model, understanding that the island brand helps the generation of a competitive advantage, the achievement of differentiated positioning, and improving the ability of competition in a very dynamic and global environment.

Cities are becoming to acquire a geopolitical importance in the articulation of global exchange flows, and simultaneously, are becoming subjects or products of consumption, in brands with identities and values. Cities play a fundamental role in modern international socio-economic relations; they are the nodal centers where networks diverse exchanges come together: economic, social, cultural, technological and communications, personal, etc.

The cities also articulate their own exchanges between their urban offer and the demand of their various groups: mainly citizens, but also investors, tourists and institutions.

Marketing was born as a business management system to market products and services; and it has been lengthened to non-profit and non-governmental entities, political institutions, sports, etc. In recent times, marketing is also spreading to countries, regions and cities, which develop approaches to market their offers and compete better. It also offers a theoretical framework for managing the exchange between offers and urban demands.

## **1.2. Objectives**

Once the background and the current state of the subject are exposed, I will proceed to present the objectives of this research work.

In this thesis, I will focus on analyzing several strategies of place branding and different marketing techniques used to attract tourist in Mallorca. The concept of identify refers to develop a strategy or urban marketing that comprehends a wide approach of strategic management and includes physical transformation of city planning, infrastructure and social aspects. This crucial process ends with the creation of an urban communication through various elements as trademarks and slogans.

In addition, I will apply Simon Anholt’s model previously analyzed in the bibliographic review to a real case being the one of “Mallorca Brand”, to study how the different dimensions in which that model is divided affect its brand.

## **1.3. Methodology**

To accomplish the study, I will follow a theoretical study review on concepts as region branding, region, branding and the methods used in this paper. Later on, I will explain the model of the Nation Brand Hexagon, developed by Simon Anholt and previously analyzed, to the specific case of Mallorca.

Finally, I will carry out a synthesis phase in which I present the main conclusions reached during the study.

## **2. THEORY**

### **2.1. Branding**

Every business has its brand, whether it is part of a strategy or if it is not planned. The point is if it is a good brand and in which way it contributes to the business strategy.

To understand what is branding, it is necessary to comprehend what is brand. There are a lot of ways to define it and from lots of perspectives. One approximate idea to define it is a unique identity and distinctive of a product, service or company comparable to its personality. It is integrated by tangible components (visual or verbal identity) and intangible components: reputation that produces efficiency, credibility, affinity...

The brand is in the power of the people, between them the clients, personnel and other that are intermediates between the other two. It represents an added value that goes beyond specific attributes of a product or service.

To approach the definition of AEBRAND (Asociación Española de Empresas de Branding, 2017): *“Branding is the intelligence, strategic and creative management of all the differentiated elements of the identity of a brand (tangible and intangible components). They contribute to built a promise and experience of distinguish, relevant, complete and sustainable brand during the time”*. (1)

The globalization has increased the competence and also the need to differentiate the brand. To do that it is necessary to awake sensations and create connections with the consumers that will be crucial in their choice between your brand and the competition. All the actions done by the brand (create logo, design election, typography, etc...) are part of the personality of the brand in the consumer due to the perceptions and feelings.

There are three different types of branding:

- Personal Branding: is a concept of personal development that consists in see a person like a brand to achieve a bigger efficiency in the social and professional relationship. The people have to do efforts to stand out, highlight their qualities and show their uniqueness and that they are needed.
- Corporate Branding: It is the creation of a brand for an enterprise. The objective is that with five elements (Naming, Corporate Identity, Positioning, Brand loyalty and Brand Architecture), manage the creation of a personality to the brand and get remember by simple concepts or ideas. For example, Camper is a shoe entity that has the capacity to position a brand as reference and place it above the rest.

- Digital Branding: Almost all entities have webpage to show the information, of which they are, what they do and the products or services that they offer, amongst other things. That is why they have to take care of their presence and differentiate in their market. It can be translated like corporative branding adapted in digital media.

Figure 1. Tendency of Branding



Source: <https://mercadeowebmiami.com/branding-dentro-de-las-tendencias-del-marketing-digital-para-el-2018/>

The main objective that an entity has to achieve is to distinguish the brand, products or service, the offer, etc., to the competition. It is essential to define it so that there are no misunderstandings and ease the thought, identify the manufacturer and make easier the election of the purchase making the consumer to recognize the brand, be loyal to it and perceive the quality.

The companies can differentiate due to attributes, benefits, values, culture, personality and target of the brand. Of all this levels, the value is the most relevant because of the advantages that offer: low costs in marketing thanks to the consciousness of the brand and loyalty of the consumers.

Brand equity or brand value is the hereditary value of a recognized brand; based on what consumers perceive that make it better than the competitors. The principal points that involve the brand equity are:

- Acknowledge of the brand: is the capacity that has the brand to be recognized by the potential consumers and it is associate with its products.



- Sensory association: referred to images or symbols that the consumers can link with the brand. It is not about the reasons of the purchase, but the associations that realize a differentiation hard to imitate
- Quality perceived: the consumers evaluate the quality of the brand based on the characteristics and comparing them to the competence.

Nowadays, our world is more competitive, a globalized economy, the technology development moves on in an incredible velocity and the consumers are hard to win over. They have the power to take down the brand prestige in any platform of digital communication if the entity does not manage wisely the image of the brand.

Due to this reasons, consolidating the brand through branding is a hard job but necessary to every brand.

To conclude, branding is a profound process of analyzing, design and strategy, with the purpose of resolving issues that not everybody can see, and whose success depends in the cycle life of the entities in the actual society.

## 2.2. Place Branding

The importance of a good branding has the power to choose whether a product or service succeed or fail. In the case of the cities it also happens. Over the last years, the cities have invested in a good corporative image. In a competitive market like we now, a good brand image can develop a fundamental role to promote brand destination, which is why the first impression that people have of that place is.

Figure 2. Place Branding



Source: <http://gkbrand.com/services/place-branding>

To build a good brand that represents a territory, we should consider lots of factors like do a research about the place to represent, culture, architecture, the inhabitants, etc... Thus, place branding encompasses nation, region and city branding. In other words, tries to represent, connect and exalt a country, region

or city, essentially finding which characteristics define it, the personality it has and what makes it unique in regards with the world.

It does not consist in creating a logo or a communication campaign, consists in applying branding fundamentals and communication strategies with the objective of attracting tourists and new residents, increase a positive reputation and also new foreign investors.

One of the major objectives of destination brands is increasing the reputation and image of the place, so it is important to provide a sense of identity, pride and self-esteem to the citizens that live there.

In a competitive environment, the places compete in an increasingly way to achieve more attention. The place branding can help building a competitive advantage, concretely a sustainable competitive advantage, influencing in the images perceived by the relevant markets due to the brand value related to the identity of a country, region or city.

Basically, place branding tend to connect the identity of a place, the offer of the product, the experience that the visitors can obtain and the image or perception that the people has of that territory.

Like all marketing actions, place branding, adapts to the need of every destinations given that one of the qualities of marketing is the corporative customization. Nevertheless, there are various basic elements that rule in a good strategy of place branding in the actual market.

- Authenticity.

Every place has its unique and distinctive characteristics that identify them; the key is highlighting the ones that create a competitive advantage position it ahead of the rest. For example: aphrodisiacs landscapes, kind locals, restless nightlife, unique gastronomy, cultural and art centers, etc...

- Truth.

Frequently, lots of destinations suffer associative prejudice to an unfair image, imprecisely or result of cliché that the media project to the world. These prejudices tend to lack of fundamentals and have nothing to do with the reality. Therefore, one of the functions of place branding consists on making sure of communicate with certainty and efficient a realistic and contemporary image without compromising the neither truth nor glamorous ornaments that project a parallel reality.

- Common good.

Place branding can and has to be used to get social, political and economic objectives. It is unavoidable that some groups get favored more than others that implies that public administrations are forced to take some necessary measures

so that the biggest beneficiaries share part of their benefits with the rest of society. This really affects for an improvement of the regions and its citizens and it does not result in a mere business for private contractors, like it usually happens.

- Creativity and Innovation.

A destiny brand must find impulse and help to run the talent and abilities of its habitants, at the same time that encourages the creative use of itself, with the objective of innovate in areas like education, business, better government, environment and culture. Also, only the creativity can achieve the complexity of a destinations and transfer with clarity and precision a brand strategy whose proposal can be activated in a significant and differential way.

- Memory.

Encompassing a conglomerate of different elements that differentiate a place in a single proposal may seem difficult. However, the effective place branding campaigns focus on going to the simple, to awaken an emotion and generate a bond with the audience before it is immerse in the experience of visiting the region.

That experience is remembered with ease and, therefore, conquers a part of the mind and heart of the people.

Figure 3. Logos of City Branding



Source: <https://polivalencia.com/que-hace-a-una-ciudad-ser-inteligente-una-aproximacion-al-city-branding-2/>

- Connectivity.

A destiny brand links the people with the institutions at a national and international level. A good place branding strategy originates a clear shared sense of purpose, that may help unite the three sectors (public, private and Non-Governmental Organizations) and stimulates the implications and participations of the population. At an external level, contributes to rebuilt and consolidate links with other places and people.

As part of city branding, it is important to create a logo or symbol with which you can built a solid visual identity, which can be differentiated from the competition. Similarly, it can be a national icon with which the citizens become familiar and also the foreigners can associate with.

There are cities that have clear identities in relation to certain more or less unique attributes that they give them notoriety; others, however, especially big cities have multiple identities.

Some examples of city identities from diverse attributes in Spain are:

- Cultural singularity: Film Festival in Sitges, Spanish Film Festival in Malaga, Prado Museum in Madrid, Guggenheim Museum in Bilbao, Reina Sofia Museum in Madrid, City of Arts and Sciences in Valencia, the Fallas in Valencia, the Carnival in Canary Islands, Running of the Bulls in Pamplona and April Fair and Holy Week in Seville. The last four ones are parties and popular celebrations.

- Touristic cities of beach and sun: Balearic Islands, Canary Islands, Benidorm, Lloret de Mar, Malaga, Cadiz and Salou, among others.

- Cities with sports events: Barcelona had an urban remodeling, infrastructure improvement and attraction of investors and tourist in the 1992 Olympic Games.

- Cities with religions significance: "Camino de Santiago" in Santiago de Compostela.

### **3. ANHOLT HEXAGON'S METHODS**

Before explaining the methods I will use of branding I want to elaborate on Nation Branding. This term was first mentioned by Simon Anholt in the 1990s to apply marketing strategies to individual countries. It aims to measure, build and manage a self-image and international reputation that serve a nation's interests. Nation branding refers to the utilization of corporate branding strategies to individual nations with the aim of influencing foreign affairs and international interactions. It focuses on developing an appealing, positive image in order to support nation's presence and influence in the international realm.

Simon Anholt, one of many theorist in the field, emphasize on the importance of a nation´s image: *“People around the world, and that includes all of us, look at countries in very much the same way as we look at products and its brands. In our mind, we throw together lots of attributes, positive and negative, about countries and we think about them in terms of a simple narrative. We all do that, how intelligent or clever we are”*. (2)

Many countries try to make brands in order to build a bond between them, such as increasing the importance on the symbolic value of products or remark their distinctive characteristics.

Nation branding is a developing field that associates nations with generalized qualities to improve their country´s standing, the image and reputation, and attempt to us them for the nation´s benefit. The goals of branding campaigns can vary according to the government´s priorities but they often focus on attracting tourism, talented and creative workforce, increasing exports and enhance their cultural and political influence in the world.

One example of exporting products is that Spain is known for their food products such as oranges. In 2016, 57% (around 1.6 million) of oranges that the UE exported came from this country.

Nation Branding is common in many countries of the world. An example can be the Cool Britannia approach of the early days of the New Labor government in the 1990s. It exploited the contemporary culture of Britain´s Pop bands such as Oasis, Blur and Purp and Spice Girls. Another example is the initiative Cool Japan that promotes creative industries in Japan. It pretends to profit the services and products that are more attractive of the Japanese culture at a global level, such as anime, clothes and food.

Figure 4. Nation Branding



Source: <http://www.publomacy.net/articals/nation-branding-propaganda-or-statecraft/>



To recognize the importance of the image and reputation in an international level, countries invest their resources to develop a positive national brand with the help of specialized organizations that design target branding campaigns. These companies work with the government to help emphasize in the most attractive features of that nation.

Even though branding campaigns demonstrate that they are highly beneficial, the process for achieving it is not so easy. First of all, the effectiveness of the campaign requires cooperation among private actors and the government. However, it can be also counterproductive, as with private sectors underline different national qualities, multiple branding campaigns sometimes work at cross-purposes.

Anholt emphasizes a potential confusion that is common in nation branding: *“You have the tourism board saying how wonderful the country looks and how welcoming the people are. You have the investment-promotions agency saying almost the opposite, that it is super modern and full of cars and roads and railways. And you have the cultural institute telling everybody how wonderful the film industry is. And you have the government occasionally doing public diplomacy, and perhaps occasionally attacking its neighbors. They are all giving off completely different messages about the country”*. (3)

In addition to this confusion, campaigns also have the risk of insufficient commitment and ineffective design. Even though a logo or a catchy slogan is important for branding, it is not enough to create a strong, positive and believable nation brand. The image created by nations is built upon the government policies and products or qualities that they offer to the world, and as Anholt says, if a country want to change its image: *“there is no magical shortcut through marketing or advertising logos or slogans. Branding, for corporations or countries, only works if truthful”*. (4)

The brands that are successful must have an authentic foundation, where the nations existing qualities need to be highlighted by the brand. Anholt also say: *“Generally, countries get the reputations they deserve, and the surest way to fix that reputation is to address the policies (or absence or policies) that caused the reputation in the first place”*. (5)

The effectiveness of nation branding strategy needs to be assessed on an ongoing basis. The image and reputation of countries is really important. The perception by the world implies a success as a destination, the economic development of the country, public diplomacy and talent attraction. To evaluate a nation brand performance come from two sources: the Country Brand Index and the Anholt GFK Roper Nation Brand Index (NBI).

The Country Brand Index (CBI) considers the following two dimensions and their attributes:

Figure 5. Country Brand Index Hexagon

**Association dimensions**

STATUS			EXPERIENCE		
VALUE SYSTEM	QUALITY OF LIFE	BUSINESS POTENTIAL	HERITAGE & CULTURE	TOURISM	MADE IN
Political freedom	Health & education	Good for business	Historical points of interest	Value for money	Make products that are authentic
Environmental standards	Standard of living	Advanced technology	Heritage, art & culture	Range of attractions	Make products of high quality
Tolerance	Safety & security	Good infrastructure	Natural beauty	Resort & lodging options	They create unique products
	Would like to live/study there			Would like to visit for a vacation	Would like to buy products made in that country
				Food	

Source: <http://www.bookingblog.com/publicato-il-country-brand-index-turismo-e-cultura-ci-salvano/>

The other survey that I will emphasize in this thesis is the Anholt-GFK Nations Brands Index. It represents an analytical ranking of the world nation brands combining the heritage and authority of GFK Roper’s three – quarters of a century experience in public affairs research with the knowledge of Simon Anholt to propose a barometer of global opinion.

The organization surveys over 20.000 adult citizens and has been conducted in 20 major developed and developing countries regarding their perceptions of the cultural, political, commercial and human assets, investment potential and tourist appeal of 50 countries, and ultimately translates and consolidates the results into a numerical dataset comparing each of the subject nations.

The NBI helps government organizations and businesses to understand measure and ultimately build a strong national image and reputation. The goal is to create a comprehensive and empirically-sound measurement of a nation’s reputation on which to base future branding efforts.

The 50 nations that are measured in this Index in 2016 are: Canada, United States of America, Cuba, Austria, Denmark, Finland, France, Germany, Greece, Holland, Belgium, Ireland, Italy, Northern Ireland, Scotland, Spain, Sweden, Switzerland, United Kingdom, Czech Republic, Hungary, Poland, Russia, Turkey, Kazakhstan, Australia, China, India, Indonesia, Japan, New Zealand, Singapore, South Korea, Taiwan, Thailand, Argentina, Brazil, Chile, Colombia,

Ecuador, Mexico, Peru, Iran, Egypt, Kenya, Nigeria, Qatar, Saudi Arabia, South Africa and United Arab Emirates.

It measures the power and quality of each country's brand image by combining the following six dimensions:

Figure 6. Nation Brand Index Hexagon



Source: <https://nation-brands.gfk.com/>

- Governance:

This dimension takes into account the perception about the competence and legitimacy of the national govern, as well as the projected image regarding matter of commitment on global affairs (peace and safety, justice, poverty and environment). Spain occupies the 18<sup>th</sup> place of the 50<sup>th</sup> analyzed in 2016.

- Exports:

When pronouncing on exports, you are looking at the public image of products and services of each country and to what extent consumers actively seek or avoid products according to their origin. In other words, knowing if the increasing or decreasing of people likelihood of a product or service, and whether a country has particular strengths in science and technology, and has creative energy. In the GFK analysis of 2016, Spain occupies number 16<sup>th</sup>.

- Tourism:

Tourism is a global industry and is widely considered to be one of the fastest growing and most important industries in the world. A certain tourism idea



creates a visual image of the country that can impact other areas such as foreign investment. A high level of tourism will indicate a strong and consolidated country brand, as the country brand concept intrinsically addresses the perceptions and experiences that other people have of that brand. Spain is situated in 4<sup>th</sup> position over all 50 countries analyzed in 2016.

- Immigration and Investment:

The positioning of a country to attract investment and talent is measured by the country's economic prosperity, equal opportunities and the perception that the place has a high quality of life. This is evidence that the image of countries may even affect the ability of investors to recruit personnel for international projects and also affects the perceived attractiveness of the alternatives that a firm considers to invest. The results of Anholt GFK index, lists Spain as number 16<sup>th</sup>.

- Culture and Heritage:

The culture dimension of the hexagon is constituted by the following attributes: sports, cultural heritage, music, film, art and literature. Cultural heritage will focus on the depth and richness of the country's history, and then contemporary culture (art, film or music) will be more important when it reaches higher reputation levels. This dimension gives countries wealth, dignity, and loyalty and gives them respect abroad and quality of life within borders. It is spot Spain as number 6<sup>th</sup> in the ranking.

- People:

It refers to the human capital of the nation and is the main intangible value of the country: the skills, values and behavior of the people are the main resource. The attractiveness of human resources at a professional level is measures, and how the managers of companies are willing to hire qualifies personnel depending on which country it is. Spain is inside the top ten and is in 9<sup>th</sup> position.

Spain has climbed one position in the ranking of Anholt-GFK Nation Brand Index of 2016, compared with 2015. The country has improved and it is placed in the position number 11, in front of Holland and behind Sweden.

How a nation is perceived is a function of both long-term factors, such as stereotypes or the social environment, and other short-term influences, for example, dramatic events or positive or negative news. The study shows when countries are in the present in terms of image and potential, which helps them determine what the best path in their strategies may be.

The little improvement of Spain this year is very significant given that the top-ten in the list of NBI have decreased in all their results regarding the study made in 2015. In fact, France and Japan fall one position and exchange position with Canada and Italy respectively.

Despite the significant losses in the score of the United States, Germany and the United Kingdom, none of these three powers is affected in their position in the ranking and are in the top three. However, there are no changes in the ranking immediately, it may be the prelude to Germany soon recover the first position obtained in 2014.

Figure 7. Anholt-GFK Nation Brands Index 2016



Source: <https://ipmark.com/ranking-marca-pais-espana/>

In the case of France and Japan they not only lose points, also lower their positions to fifth and seventh place, respectively. In the case of France, its reduction in the Government and Investment dimensions stands out. The drop in Japan has benefited Italy, which it also has reduced their score but gains one position and it is placed sixth.

For Professor Simon Anholt: *“Normally, the global perception of individual countries is incredible stable, but there can also be changes. It is the impact how a country is perceived in the world that affects its global reputation, much more than their assets or achievements and this is what we are seeing here. Those countries perceived as global influencers see their image affected now after a year of international conflicts and their positions in humanitarian issues.”*  
(6)

## **4. CASE STUDY**

Following the marked objectives, I will proceed to perform an analysis that focuses in the Simon Anholt's model to attract tourism. First of all, I will be stressing value points of the tourism of Mallorca with data from the statistical webpage of the Balearic Island (IBESTAT). Later on, I will elaborate some of the tourism marketing plans of the latest years. Finally, I will be explaining the core of this thesis, Simon Anholt hexagon focusing on the island.

### **4.1. Context**

Tourism plays a key role in the economy of the Balearic Islands given its contribution to the gross domestic product, its weight in the business fabric of the islands and the number of jobs it generates. Between the islands, it is possible to emphasize Mallorca as one of the main destinations at national level and one of its European tourist destinations of "sun and beach".

The tourism of Mallorca is located currently in a moment of boom and expansion with a continued growth of the number of tourists visiting the island in the recent years. According to the data published by the Institute of Statistics of the Balearic Islands, the number of tourists visiting Mallorca every year has increased in the last year 2017 at an annual rate of 6.7% reaching 11.3 millions of tourists, thanks to the international tourism that represent almost 90% of the total tourism. Besides, between 2016 and 2017, the total expenditure of tourists in the island of Mallorca has increased in 10.2%.

One of the singularities that characterize the Balearic Islands with regard to its tourism sector is not just the number of visitors and the uniqueness of its products and environments, but also from the beginning, a cradle of business fabric of the first order related to tourism, which has not only grown and consolidated as a world reference, but has also expanded in countless countries and destinations and manages many aspects related to the sector (hotel industry, retail channel, air companies, complementary and support offer, etc..)

The island has a wide offer of accommodations, which includes all types of hotels, tourist apartments, hostels and pensions. It also counts with residential tourism or home exchange.

According to the IBESTAT data of 2017, in Mallorca there was a total of 298.358 available places, distributed in 1.777 establishments. Regard to the contribution of tourism in employment, in the second quarter of 2017, the total of social security members, about 141.419 (33.0%), worked in the tourism sector.

In the Balearic Islands, the number of unemployment has been decreasing in the last 6 years to achieve a 21.8% unemployment rate in 2017. Likewise, the activity rate in the touristic sector in 2017 has been of 27.0%.

Mallorca has an airport that is internationally connected with more than 170 airports. During the months of summer, the passenger air transit arrives to the peak with more than 4 million people arriving and leaving the island. However, in the winter months do not arrive to 1 million passenger air transit. The same happens in the maritime traffic, the months of summer arrive to its peak with 103.211 passengers. Meanwhile, the months of winter stall in 35.000 passengers.

Furthermore, we can see how the influx of tourists does not evolve the same way throughout the year. It is possible to distinguish two very marked stations: the high season that begins in April and finishes in October, and the low season that includes the months of November to March. During the high season Mallorca has always reached its peak of visits, the influx in the low season has diminished considerable in recent years, accentuating the problem of seasonality of the island and putting in risk the sustainable growth of one model that in high season is near saturation.

In conclusion, offer new attractive tourist products and promote marketing though digital media, I think it would be necessary to analyze other activities to do in the island looking for improvements to make it a reference of active tourism. For example in the Serra de Tramuntana, which was cataloged World Heritage in 2011 by the United Nations Educational, Scientific and Cultural Organization (UNESCO).

## **4.2. Tourism Marketing**

Before talking about tourism marketing in Mallorca, it is important to clarify what marketing is, it is defined as a process that consists to seek and identify the needs of consumers, to meet the needs of both the client and the final consumer through the means available to achieve mutual benefit.

Mallorca, like the rest of the Balearic Islands, have always pursued the objective of being a benchmark for tourism, and in pursuit of that objective, strategic marketing plans have been made, in which they have made in recent years a commitment to digital marketing and the creation of new tourism products for Mallorca. To understand this approach, a review of the latest strategic plans in the field of tourism will be carried out.

### **4.2.1. Mallorca Tourism Marketing Plan 2009-2012**

In 2009, a tourism marketing plan of Mallorca was made with projection until 2012, which was intended to emphasize the promotion of tourism in low season, based on four strategies:

I. Developing experiential products for TMB tourists (Medium and low season) and creating DMC (Destination Management Company), local companies with great knowledge of the destination which are the key to commercializing and structuring tourist products and services of special interest, such as the active tourist that does not receive so much attention from other more classic tour

operators. It allows enhancing this kind of producer more in the middle and low season. In addition, to creating events and incentives for these types of products, either tax incentives or organization of events that give greater notoriety to the product offered.

II. Exert and effective push action on the trade. Facilitating and improving the relations between the tourist sector of Mallorca and the intermediaries of the priority issuing markets, with the supports and incentives to recommend and sell more and better Mallorca. Also the creation of events that gather buyers and sellers from several issuing markets to improve their knowledge of tourism products of the island, and the possibility of offering a complete tourist package that include displacement, hotel and the contracted experience.

III. To improve the system of loyalty and sales of the marketing betting on the new technologies, establishing a Plan of Social media that improves the communication tourist and suppliers.

IV. Reposition the islands for the whole year, changing the classic stands of breaches by others that show cultural and natural destinations for a better knowledge of the existing offer, and improving relations with the national media and International for a greater presence.

#### **4.2.2. Mallorca Tourism Marketing Plan 2012-2015**

In order to establish the basic lines of the plan, the main objectives will be to establish and develop sustainable tourism. Under the planning and measurement framework there will be three basic indicators:

-Social equity: balance with social standards.

-Economic efficiency: optimization of economic resources.

-Environmental conservation: preservation of the resources of the destination.

The Integral Tourism Plan of the Balearic Islands has six lines of action:

-Territory: Guarantees the profitability of the Balearics as a tourist destination in the future, improving its resources and the quality of life of its residents.

-Product: Diversification and differentiation of the product, as well as its connection with the brand, establishing the management model and its territorial identification.

-Quality: The quality as a tool in the satisfaction of the consumer through the reliability of the offer and the profitability of the producer.

-Market Intelligence: Generate the necessary knowledge based on the data obtained, which allow the design of future behavior scenarios, to guide the tactics to be applied in the “levers” of action.

-Promotion: Adapt the promotion to new consumer behaviors, as well as to different positioning platforms to attract tourists to a differentiated, experiential and motivational destination.

-Training: Continuous quality training for managers and customer service staff, in order to train prepared and competitive professionals.

#### **4.2.3. Mallorca Tourism Marketing Plan 2015-2025**

This Marketing Plan was conceived as a strategic, tactical and action plan. It is elaborated to draw new objectives, such as reposition the Balearic Islands as a destination and improve competitiveness through quality.

To this end, the main priority tactical action lines are classified into 3 large blocks:

-Branding. It is intended to adapt tourism promotion to new consumer behavior, as well as to different positioning platforms to attract tourists to a differentiated, motivational and experiential destination. For this purpose, the smart tourist project is a fundamental tool to help develop a new concept of tourism promotion, since it is a tactical tool for territorial management and branding that allows the public sector mission to be effectively completed and to align these results with the general view of the public sector. This is putting value on the Balearic Islands.

-Legislation: the purpose is to develop legislative and administrative measures that favor the advancement of tourism in our region.

-Collaboration: (public-private, public-public and private-private).

#### **4.3. Simon Anholt Hexagon Application**

Place branding is defined by the application of a brand strategy and other marketing techniques and disciplines geared towards economic, political and cultural development of cities, regions and countries. Anholt insists on stating that, as a starting point, doing branding of places has little to do with creating a visual identity for a territory (logo, slogan, etc.) which has been historically linked to the promotion of spaces.

For Anholt, this exercise represents, today, a real loss of time and money. Place Branding should be used, from the empirical and strategic point of view, to give value to certain spaces from the implantation of a continuous process to improve their image, which is linked to a new way of managing the territory. For all this, the brand, as a basic device for perceiving and understanding territories, has to work to communicate the reality of spaces, to the detriment of a tendency to overly induced perception, sometimes unrealistic. Although advertising and communication are an important and integrating part of a place branding strategy, they are not a part of the process.



Anholt also says: “to create a trustful and attractive national brand image it is necessary that the country’s main bodies, activities and investments are organize around a clear and shared vision, and when its communications channels with the rest of the world are harmonized. All of these factors, called communication channels, are depicted in a hexagon (People, Tourism, Exports, Governance, Investment and Immigration and Culture and Heritage)”. (7)

### 4.3.1. People

It refers to the perception that the country’s target audience has of its inhabitants, that is to say, its capabilities, attitudes, qualities, etc. The population is one of the most important elements of the country brand, since the knowledge and motivation that the inhabitants of the same can generate a significant difference with respect to the competitors. So much so, that is considered the main source of intangible value of a country. The skills, the values, the behavior, the education, etc., of the inhabitants of the territory, represent one of their main resources to change or improve the positively the image that is taken of the nation, each of them acting (individually) as ambassadors of the nation. This aspect is also of great importance when it comes to considering the tourist potential of the country.

Figure 8. General opinion about Spain

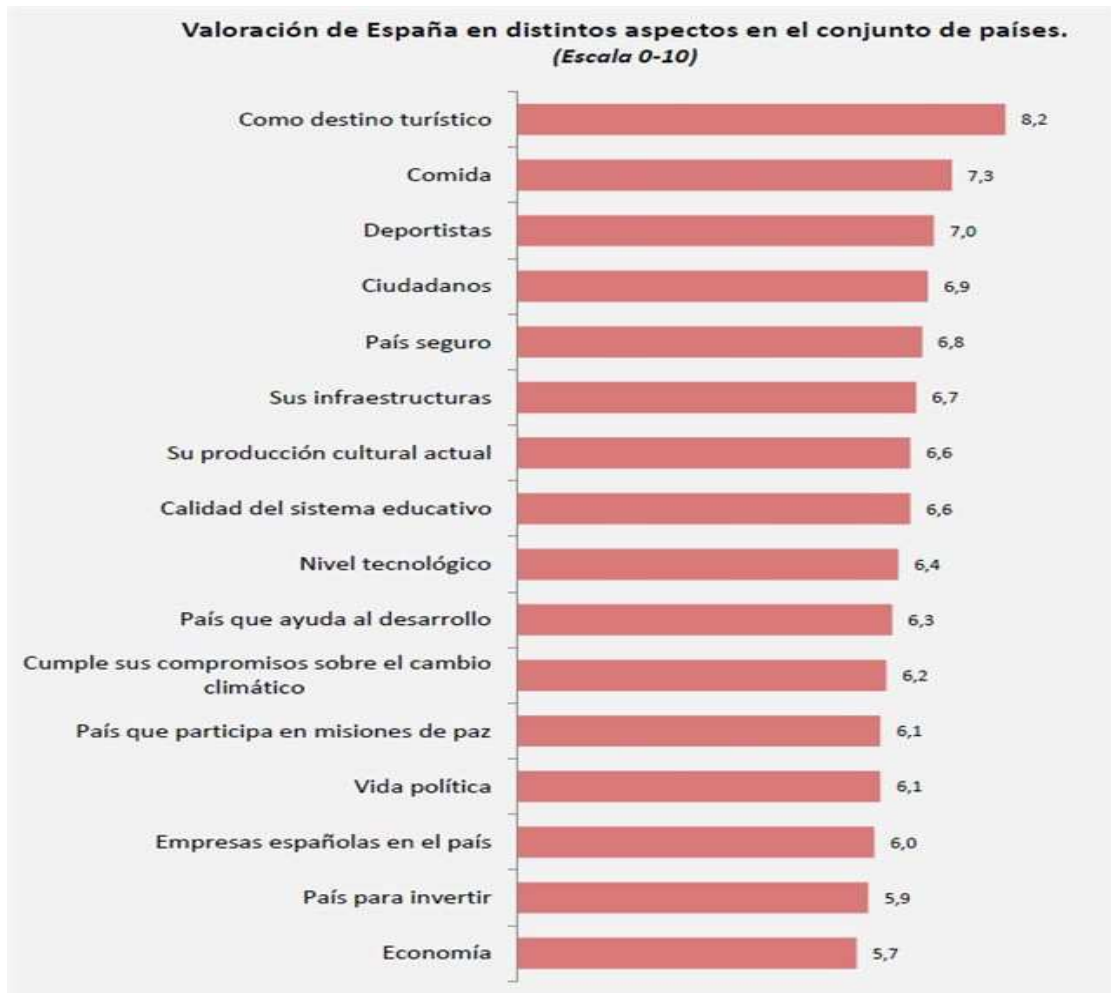


Source: <http://www.europapress.es/nacional/noticia-esto-opinan-otros-paises-espana-graficos-20170510181909.html>

This chart shows eleven countries, studied by the Institute Elcano in 2017, that indicate the average rating of Spain in other countries. The scale is from 0 to 10. The average rating of Spain is 7.1, the same number as Germany. We can

see that Western European countries, United States, Ecuador, Chile and China rate Spain higher than other such as Morocco, Japan and Turkey.

Figure 9. Survey about certain aspects of Spanish life



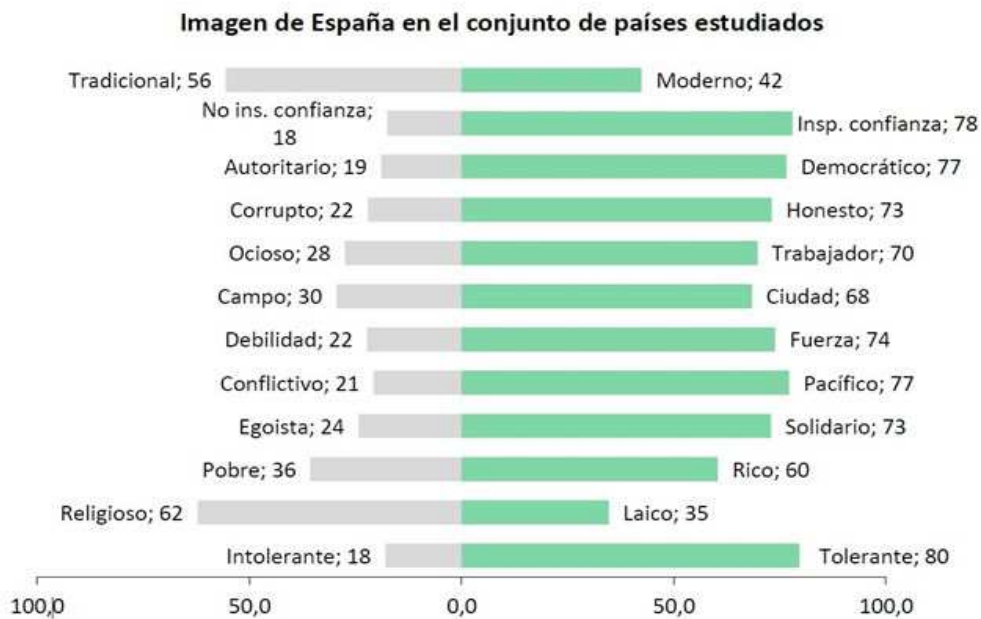
Source: <http://www.europapress.es/nacional/noticia-esto-opinan-otros-paises-espana-graficos-20170510181909.html>

This chart is also made by the Institute Elcano in 2017. It shows the rating of 16 attributes of Spain. We can see that all of them are above the 5, so we have not failed in none of them. The best three ranking attributes that have more than 7 are tourist destination, food and athletes. Meanwhile the things that are worst ranked and have to be improved are Spanish firms in the country, investments and economy.

In general, the foreigners consider the Spanish people open-minded, sociable, funny, charismatic, outgoing, hospitable, lazy, cheerful, exaggerated, ostentatious, unpunctual, generous, suspicious, etc. Therefore, there are positive qualities, as kindness or hospitality, of good treatment of clients; other ones as unpunctuality or lazy are associated with lack of seriousness.



Figure 10. Survey about certain characteristics about Spain



Source: <http://www.europapress.es/nacional/noticia-esto-opinan-otros-paises-espana-graficos-20170510181909.html>

This chart contributes to analyze the image of Spanish people in other countries. It is also a chart from the Institute Elcano of 2017. A Spanish habitant inspires confidence (78%) and that becomes beneficial if we speak in terms of tourism and business relationships. As outstanding qualities, Spanish people are tolerant, peaceful and democratic. Myths like that Spanish is by nature corrupt or idle are disassembled with this graphic with results that do not leave any doubt: 70% think that we are workers before idle and 73% who are honest and not corrupt. But also this chart highlights counter-productive aspects: most think that the profile of Spain is traditional (56%), part of the population still relates to the field (30%), a larger percentage believes we are poorer than rich (36%), and the vast majority (62%) that the profile of Spain is a religious country.

Now I will explain how the inhabitants of the island of Mallorca are. One of the main attributes is that they are modest and very reserved people, who enjoy the tranquility, simplicity and austerity.

There is a topic that they are closed because of living in an island. But living in an island has not remained disconnected from the rest of the world. Furthermore, they have been absorbing the influences of cultures that have gone through the island, sign of open and plural mentality.

Mallorca has a natural way of doing always the same, sometimes because of laziness, others because of fear of change and others because of logic, meaning that what family does is what works best.

In summary, we can say that the factor of population is really positive for the brand image. In the case of Spain, in the NBI it is ranked the 9<sup>th</sup> position.

There are lots of attributes that favor the brand image like hospitality, open, tolerant and peaceful.

### 4.3.2. Tourism

Tourism today is a global industry and is widely regarded as one of the fastest growing and most important industries in the world. A certain tourist idea creates a visual image of the country that can impact other areas such as foreign investment. A high level of tourism will indicate a strong and consolidated country brand, in that the concept of a country brand addresses intrinsically the perceptions and experiences that others have people of that brand.

The tourism dimension measures the attractiveness of a country based on its natural characteristics (beaches, mountains, etc.), its architecture (historical constructions) and its urban offer (cinemas, theaters, etc.). Taking these elements as a reference, Spain is considered one of the main tourist powers at an international level, especially in tourism referring to “sun and beach”.

Chart 1. Number of tourists in the Balearic Islands via country of origin

<b>Número de turistas llegados a Balears por país de procedencia</b>				
	<b>2016</b>	<b>Var. 15/16</b>	<b>2017</b>	<b>Var. 16/17</b>
<b>España</b>	2.372.377	5,42	2.541.814	7,14
<b>Extranjero</b>	12.997.549	11,49	13.790.968	6,1
Bélgica	226.760	9,33	238.822	5,32
Francia	634.141	15,6	584.651	-7,8
Italia	685.978	4,36	750.313	9,38
Países Bajos	628.504	56,1	595.351	-5,27
Reino Unido	3.633.335	6,34	3.736.535	2,84
Alemania	4.615.741	6,34	4.844.485	4,96
Suiza	485.458	22,07	533.529	9,9
Rusia	76.026	45,16	46.507	-38,83
Países nórdicos	815.846	31	1.004.247	23,09
Resto de Europa	918.760	19,47	1.082.800	17,85
Resto del mundo	276.999	13,97	373.728	34,92
<b>TOTAL</b>	15.369.926	10,51	16.332.782	6,26

Fuente: Ibestat

Source; IBESTAT (2017)

As you can see in this chart, we can compare the number of tourist and their origin that visit the Balearic Island from 2016 to 2017.

In one hand, we can observe the increasing in number tourists in the rest of the world, Nordic countries and the countries of Europe that are not in this chart. On the other hand, there is a decrease in number of tourists in France, Netherlands and Russia. We can still say that the tourists who predominate in visiting Mallorca are the Germans, the British and the rest of Spain.

The Balearic tourist market from the point of view of demand continues to focus on the reception of international tourists, which represented 84.42% of tourists arriving in the Balearic Islands in 2017 (compared to the national tourism that represents 15.58%), arrived mainly by air.

Let's look at the three important tourism markets in the Balearic Island:

-German Market is the first emitting market for the Balearic Islands (with 29.66% of the total number of tourists arriving in the Balearic Islands in 2017). The German tourists that visit Mallorca are 38.2% of the total number of tourists that visit the island. In 2017, it registered almost 5 million arrivals between the main 4 islands.

The 10 destinations abroad most visited by the Germans were in order of importance: Spain, Italy Turkey, Austria, Croatia, Greece, France, Holland, Poland and Denmark. The season were the Germans went on a trip were the months of summer (June, July and August).

The main reason of the German tourist visiting Baleares is "leisure and vacations". Almost all of the cases were Germans with high studies and middle income or middle-high income. Regarding the type of accommodation chosen, Germans prefer booking a hotel room than apartments or houses (in this case it is often rented by families with children).

According to AETIB, the passenger volume of Germans visiting the Balearic Islands between 2016 and 2017 has increased in 4.96% and the total expenditure in 9.6%.

-British Market is the second largest issuing market for the Balearic Islands (with 22.9% of the total number of tourists arriving in 2017). The British tourists that visit Mallorca are 19.9% of the total number of tourists that visit the island. In 2017, it registered almost 4 million arrivals between the main 4 islands.

Spain was the first place as a destination country of the British when they travel abroad, France ranked second and Italy in the third position. Other countries visited by British were Ireland, USA, Portugal, Germany, Netherlands, Greece and Poland. Mallorca and Ibiza are among the favorite destinations of the British to travel between the months of summer (June, July and August).

In addition, the reservations for vacation packages that include flight, hotel, transfers and experiences at destination have increased by 28% in 2017 compared to the previous year. In this way, the British tourist increasingly chooses the "all inclusive" when he reserves his trip to Spain.

On the other hand, and according to data obtained by lastminute.com through a study carried out in parallel, the guarantee of being able to enjoy good weather during the trip is the most important factor for almost half of the British (48%) at the time to choose Spain as the destination of their vacations.

In addition, the extroverted nature and kindness of its inhabitants is the key to one in the British people. Gastronomy and cultural diversity are among the attributes that are most valued.

According to AETIB, the passenger volume of British visiting the Balearic Islands between 2016 and 2017 has increased in 2.84% and the total expenditure in 9.0%.

-Spanish market is the third market in importance for the Balearic Islands (with 15.6% of the total number of tourists arriving in 2017). The Spanish tourists that visit Mallorca are 11.7% of the total number of tourists that visit the island. In 2017, it registered more than 2.5 million arrivals between the main 4 islands.

The Balearic Islands will once again be the most popular national tourist destination, ahead of other urban destinations such as Barcelona or Madrid. Among those who head the ranking by passenger volume, the city of Palma in Mallorca is one more year as the favorite summer destination among Spanish tourists, followed by Ibiza, which recovers the second position.

The favorite destinations of Spanish in 2017 were Portugal, France, Italy, Scotland, England, Malta, Croatia, Andorra, Greece and Netherlands.

According to the report “Hábitos y Tendencias del Turismo Español” from Atrápalo, getaway tourism is maintained and increasingly frequent bet to take advantage of weekends and holidays, a phenomenon also known as city break, which includes several types: rural, gastronomic, romantic and family. In this way, according to the study, the uniqueness of fate over the cultural sports and other activities that can be made in it increasingly prevails. (8)

The average traveler’s stay in 2017 stood at two nights and the profiles that most sued these getaways were couples who also hire a beauty, sporting and cultural activity, and families that complete their experience with excursions and visits to aquariums, zoos or theme parks, among others.

Meanwhile, urban tourism has managed to position itself as one of the most demanded modalities for Spaniards. And among them, this analysis distinguishes three profiles: the one who decides to visit a place because of its tourist and cultural appeal; the one that does it for business reasons; and the tourist who travels for work and extends his stay a day or two to enjoy activities in the city.

In spite of new tendencies, in 2017, the beaches continue to be at the highest level of reserves, thanks to its good weather conditions -most of the time-, accessibility and great hotel and leisure offer. The average stay of Spaniards last year was four nights with an average price of 619 euro per trip.

According to AETIB, the passenger volume of Spaniards visiting the Balearic Islands between 2016 and 2017 has increased in 7.14% and the total expenditure in 7.9%.

Therefore, given the favorable nature of the data examined, there is no doubt that the tourism dimension is very positive for the brand image, thus becoming one of its main strengths. In the case of Spain, in the NBI it is ranked in 4<sup>th</sup> position.

### **4.3.3. Immigration and Investment**

This component refers to the power of attraction of talent and capital of a country, through investment. It also analyzes the willingness of the country's clients to live and work in the nation for a certain period of time, as well as the willingness to establish their companies in it. That is, it measures how it perceives the target market to which the territory is directed, the quality of life and the business environment of that country.

A country has talent (intellectual, creative and business), investments and initiatives by the companies in it located, will mean attracting more of the same. Therefore, it is important to have creative and innovative resources that promote economic, social and cultural development of the nation. But for this creativity and innovation to increase the productivity of the country, 3 basic elements are needed:

- Researchers to create ideas.
- The resources necessary to materialize them.
- Entrepreneurs to apply them.

A last feature that Anholt considers significant for the achievement of a strong and effective country brand is education. That is, it refers to the ability of the nation to attract foreign students who promote their education, which, in turn, will involve the attraction of foreign investments and, consequently, the future prosperity of the nation.

Precisely, in order to ensure that the country is valued according to these attractions, it must attract foreign students (talents) that promote the education of the nation, attracting more foreign investments, and consequently greater prosperity and opportunities, which will translate into an improvement in the quality of life of its inhabitants.

According to IMD World Talent Report 2017, Spain occupies number 32<sup>th</sup> in the capacity of attracting and retaining talent and number 30<sup>th</sup> in investment and development. That the country is so far behind is not too encouraging, since without such talent Spain cannot prosper as its main competing countries do. This source also considers Spain as number 19<sup>th</sup> in better quality of life in the world. This is due, among other things, to the hygiene, cleaning, security and infrastructure (services, transportation, etc.) of their cities, as well as the preparation and disposal of their population.













In spite of chaining six tourist seasons of record, more than 64 consecutive months with declines in the unemployment figures and then quarters with the economy growing my more than 3%, the Balearic Islands will not be free of breaks in 2018.

Studies of the main financial entities in the country already alerted the situation in 2017. Both BBVA Research and “Fundación de las Cajas de Ahorros” (Funcas) have long been warning of the uncertainty in front of the territorial political conflicts in Spain that could lead to the Balearic Islands and even managed to change their growth forecasts for 2018. The investment of foreign capital in the Balearic Islands last year suffered an unprecedented collapse, sank nothing more and no less than 45%, according to the latest available data offered by IBESTAT. Of the 570 million euro that Balearic Islands have captured in 2016, it has been spent on just 318 million accumulated last year, more than 250 million less.

Even so, that hotel and real estate assets continue to arouse a notable interest among investors (domestic and foreign). Not for nothing, in 2017, the hotel investment in the Balearic Islands was 568 million euro in total, above places like Barcelona. However, the rest of the productive sectors are not being able to attract international capital in the same way that tourism does.

Chart 2. Immigrants in the Balearic Islands via country of origin

**¿De dónde eran los inmigrantes que llegaron?**

	2018	2017	Diferencia	
<b>Total</b>	20.233	15.130	<b>5.103</b>	
<b>España</b>	870	780	<b>90</b>	
<b>UE</b>	7.623	5.640	<b>1.983</b>	
Francia	639	429	<b>210</b>	
Italia	1.715	1.173	<b>542</b>	
Reino Unido	1.244	936	<b>308</b>	
Alemania	1.462	1.098	<b>364</b>	
Rumanía	722	594	<b>128</b>	
<b>Resto de Europa</b>	758	587	<b>171</b>	
<b>África</b>	1.904	1.801	<b>103</b>	
Marruecos	1.204	1.122	<b>82</b>	
<b>América del Norte</b>	369	319	<b>50</b>	
<b>Centroamérica</b>	940	718	<b>222</b>	
<b>Sudamérica</b>	6.589	4.361	<b>2.228</b>	
Argentina	1.396	996	<b>400</b>	
Colombia	1.811	1.021	<b>790</b>	
Ecuador	493	340	<b>153</b>	
Venezuela	671	399	<b>272</b>	
<b>Asia</b>	1.097	863	<b>234</b>	
<b>Oceanía</b>	83	62	<b>21</b>	

Source: <https://ultimahora.es/noticias/local/2018/06/26/1009333/inmigracion-extranjera-baleares-suba-alcanza-niveles-previos-crisis.html>

Another important feature is the immigration. In 2017, the arrival of immigrants increased by 33% with respect to the previous year, which caused the Balearics to be autonomous with a greater percentage increase of population: the number of inhabitants increased 1.36%, according to the National Institute of Statistics.



The arrival of so much foreign immigrations means getting closer to the pre-crisis figures. The figures are still provisional to mark a clear change in trends. Since the crisis erupted, in the middle of 2008, the number of foreigners arriving in the Islands was diminishing to the point that in 2013 the migratory balance was negative: they left more foreigner than they come.

The trend affected immigration from South America, which returned to its countries of origin, but also to Europe, with a decline in the arrival of Germans and Britons. The trend began to change last year and in 2017 the two nationalities that migrated to greater number until the islands were Colombians and Italians.

1.811 Colombians arrived (77.3% more than in 2016) and 1.715 Italians (46% more). Altogether 4.006 new residents of countries of the European Union and 3.337, from South America arrived in 2017. They are, again, the two regions that contributed a greater number of foreigners in 2017. The sum of those who arrived from abroad, from those who did it on the Peninsula caused the population of Balearic Islands grow last year to 15.668 people.

The conclusion of the analysis of these figures is obvious: the population of the Balearic Islands increased thanks to immigration and, more specifically, thanks to the arrival of new foreign residents to the Islands.

That foreign immigrant's return to the Balearic Islands again has a lot to do with the economic recovery of the Islands, a phenomenon that was clear in the first years of the millennium, with the economic boom and construction. The foreign population came to represent 23% of the total of the Islands and, according to the latest data from the INE in 2017, is currently 19.9%.

One of the positive consequences of recovering immigration towards the Island is that with it increased the birth rate, as evidenced by the fact that 30% of the children who were born last year in the Balearic Islands were the son of a foreign mother.

Aside from the immigration data, we consider that in investment-talent dimension, the only positive factor to emphasize and that strengthens the country brand is the quality of life enjoyed by Spain, since in terms of investment attractiveness and talent this one is in a situation much more deficient than that of its competitors. In the case of Spain, in the NBI it is ranked in 16<sup>th</sup> position.

#### **4.3.4. Exportations**

This element refers both to companies and their brands, and to the work they do abroad and that favors, create and/or maintain the national image. It is related to the degree of customer satisfaction with respect to the products and services of the country. Likewise, it allows determining the differences between its "made in" and the reality of the same.

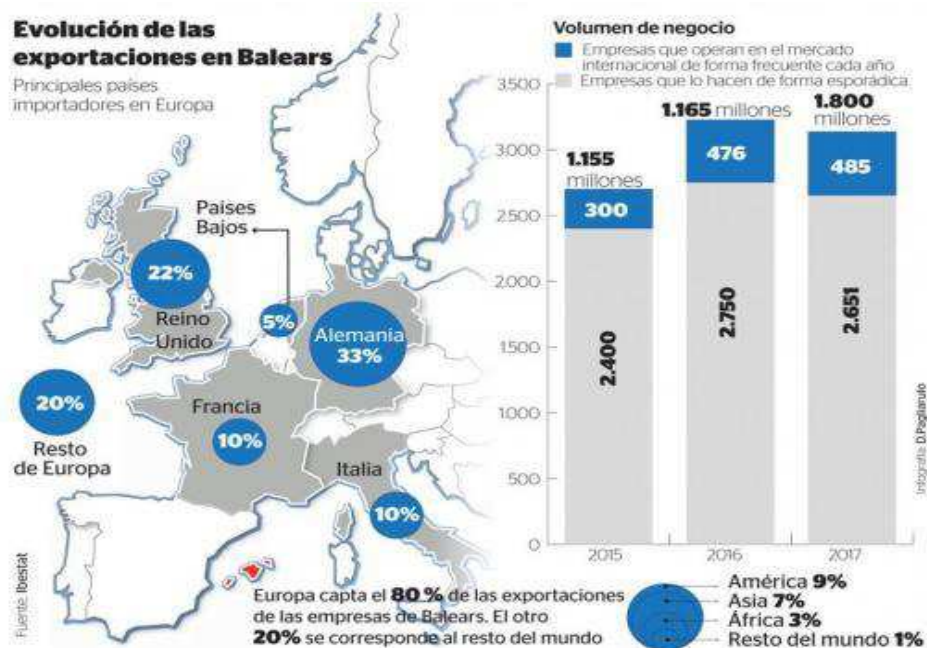
That is, this magnitude refers to the extent to which consumers seek or avoid the products according to their country of origin. Those countries that hold the leadership in innovation will be the ones who dominate this element of the hexagon. Thus, the strong countries in this dimension will export quality products and recognized brands.

Within this element, Anholt highlights the science and technology available to the country, as the main attributes of this component, as a strong nation in these sectors is considered modern and competitive. In addition, it is a factor that enhances the attractiveness and perceptions of the country in general, helping to create a positive and powerful brand image.

Balearic Islands are the autonomous community that increased the most exports during 2017, with an increase of 59%, according to the Ministry of Economy of Spain. In this way, the year 2017 can be classified as one of the best years of the whole history of the Balearic economy in terms of exports. It has gone from the 1.155 million euro that was registered in 2015 to the amount of 1.853,6 million euro recorded in 2017.

The plans to encourage internationalization by the Government and chambers of commerce have proved to be a success as well as the commitment of the companies to diversify their sales activity. This has undoubtedly helped to improve the quality of the products manufactured in the Islands.

Figure 11. Evolution of the Exportations in the Balearic Islands



Source: <https://ultimahora.es/noticias/local/2018/01/31/324183/exportaciones-productos-baleares-han-aumentado-mas-desde-2015.html>



In this chart we can observe the leading countries in exportations from the Balearic Islands. Germany leads the ranking with 33%, United Kingdom is second with 22%, both France and Italy share the same position with 10% and the one who closes the top five of the exportations of the Balearic Islands is Netherlands. Europe captures 80% of the exportations from the companies of the Balearic Islands; meanwhile the remaining 20% is distributed around the world.

According to IBESTAT, the main exporting sectors in the Balearic Islands in 2017 are: manufacturing industry with 1.575,2 million euro, agriculture, farmland, forestry and fishing with 33.2 million euro, artistic, recreational and training activities with 2.3 million euro, information and communications with 314.140 euro, extractive industries with 521.650 euro and water supply, sanitation activities, waste management and decontamination with 22.319 euro. From the total of 1.836 million euro, the most exported products are: potatoes, locust bean gum, wines and liquors, olive oil, skins and leathers goods, clothes and shoes, jewelry, gemstones, pearls and furniture.

Figure 12. Global Innovation Index 2017



Source: <https://twitter.com/mdpatent/status/885740705322225664>

Spain is ranked the 28<sup>th</sup> in the 2017 World Innovation Index published by two study centers and the World Intellectual Property Organization (WIPO), exactly the same position as last year.

The document highlights that Spain has “quite superior” rates at its level of development, given that between high-income countries it is ranked 27<sup>th</sup>. Spain has improved considerably in the “efficiency” parameter and the “quality of innovation”.

Other strong parameters are the quality of their universities, the years devoted to study, the high number of enrollments in higher education, the expense in Investigation and Development of the companies and the good infrastructure, including good online government services and sustainable ecological development.

On the other hand, the main weakness are the low number of patent applications, given that remains below the average for high-income countries, the cost of layoffs, the difficulty to establish a business and the spending on education.

In the Nation Brand Index, Spain is ranked in the 16<sup>th</sup> position. Therefore, the dimension exports have been really positive for the Island and country because it is predicted to grow constantly in the next years.

On the other hand, Spain does not have sufficient innovation or technology with which to develop the industry of the country and that it is more competitive. As a result of this lack, it is also unable to attract that skilled talent capable of promoting R&D of the country that we spoke of in the parameter of Investments. That is to say, if the country has no talent to investigate and develop, it will not have innovations and technology that make it more competitive, and therefore will not attract and retain highly qualified foreigners that drive R&D in the country.

#### **4.3.5. Government**

The government dimension refers to the work carried out by the state and its leaders both inside and outside the territory. That is to say, on the one hand it measures aspects related to internal politics such as justice, transparency or the efficiency with which the nation governs itself. And on the other hand, with regard to foreign policy, it evaluates whether the country maintains security and peace, whether or not it respects the human rights of its inhabitants, as well as contributes to the reduction of global poverty and the protection of the environment.

If we take Spain as example, we see that at this time its government does not enjoy precisely an exemplary reputation in terms of honesty and integrity. For that reason, we are going to analyze the opinion of Majorcans about the corruption and other problems in the country.

According to a survey of Gadeso (foundation that study the socioeconomic reality of the Balearic Islands) in the early 2017, 41% of the people expect to leave the economic recession this year. The sociological report reveals that unemployment and precarious employment are the main problems in the country with a 72% of the answers, followed by corruption of the political class and the economy with 44.3% and 39% respectively. (9)

A 74% of the people surveyed believe that a society with a greater social gap will be created. On the contrary, only 24% are optimistic and thinks that, once the crisis has overcome, most will once again enjoy the lost levels of welfare. The survey also examines the level of trust of the institutions. The most valued are the Security Forces and the Justice Administration, meanwhile, the least are banks, the church, the employers organizations and the unions.

The bad public opinion of public institutions is due, among other cases, of political corruption that has outraged and filled the patience of the Spaniards. We have seen many example around Spain and all the political parties: the case “Gürtel” in which there were bribes to politicians of the Popular Party (PP), especially in Madrid and Valencia; the case of “ERE” in which public funds destined for companies in crisis between 2001 and 2011 were defrauded in Andalusia; and in Catalonia, Jordi Pujol, who was the president of the Catalan Autonomous Government between 1980 and 2003, which is allegedly involved in crimes such as money laundering, trafficking in influences, illegal commissions, etc.

As a result of these events, a large majority of citizens have lost credibility and confidence in the country’s two major political parties. The problem is that cases of corruption in Spain do not end there. Just to mention some more in Mallorca: Noos case (fraud and tax evasion), Andratx case (it accumulates more than 70 complaints about environmental and city-planning offenses, prevarication, fraud to the public treasury, bribe and money laundering) and Palma Arena case (crimes of embezzlement of public funds, falsification and bribery in relation to the construction of the pavilion).

Now that we have found that Mallorca and Spain’s internal public institutions is one of its weak points and that it must improve to be more competitive, we will examine the country’s foreign policy. Specifically, we will analyze the contribution that makes the country to protect and improve the environment, which is considered an issue of a global nature, as any contribution, however small, not only benefits the country, but also the rest of the world.

The expense of Spain in environmental protection in 2016 is about 2.490 million euro in 2016, an increase of 4.9% respect to the previous year. This figure represented 0.4% of the turnover of the sector, according to data from the National Statistics Institute (INE). Even though, it had an increase, Spain is ranked below the average in environmental protection compared to the EU.

In November 2017, the minister of Environment, Agriculture and Fisheries presented in the Parliament of the Balearic Island the 2018 budget project. The sum of that project almost arrives to 217 million euro, a figure that represents an increase of 5.22% over the previous year.

In other words, if during the years that Spain has been spending more money to protect the environment, it has not managed to get close to what other European countries invest, it is clear that something has to change in the way of carrying the country’s foreign policy.

Finally, I will analyze the percentage of population who is at risk of poverty. The Balearic Islands ended 2017 with a percentage of 21.3% of its population at risk of poverty, an increase of 5.8 points compared to 2016, when the risk of poverty was 15.5%. In total, 248.000 people were at risk of poverty in the Balearic Islands in the last year.

For Spain is, more or less, the same percentage as the Islands. The percentage of population who is at risk of poverty arrives at 21.6%. Spain is the 8<sup>th</sup> country with the highest risk of poverty in the UE.

The government dimension needs to carry out some sort of changes, both internal and external, so that the nation can prosper and be competitive. Therefore, it is evident that the Government dimension has a particularly negative effect on the brands image, damaging and severely weakening with respect the brand of its main competitors.

To finish, this dimension is the worst ranked in the Nation Brand Index. It is ranked in the 18<sup>th</sup> position.

#### **4.3.6. Culture and Heritage**

The heritage, history, culture and geography, constitute an intellectual capital very important for the country, that well managed, will be an added value for it. This element abroad represents wealth, dignity, trust and respect. It refers to the country's ability to transmit or communicate its cultural values, such as history, language or art, while within the nation it implies having quality of life and well-being. That quality of life represents the country's ability to offer hobs, housing, education, security, etc., beneficial to its citizens.

In other words, this dimension refers to the global perception that the target audience has of the heritage and tradition of each nation including aspects of the contemporary culture such as cinema, music, sport, art and literature. This component is a considerable attraction for tourism, as it represents a strong impact on the attraction of investments and talents, and influences the perception that has of its inhabitants, its character and its capacity. If the country is linked to important historical events, it can even affect its government and its external relations.

The results of the survey of cultural habits and practices in Spain 2014-2015, elaborated by the Ministry of Education, Culture and Sports, indicate that listen to music, read and go to the cinema are, without doubt, the cultural activities made with greater frequency by the Spanish population. These three activities, listen to music, read and go to the cinema, have annual rates of 87.2%, 62.2% and 54%, respectively. These activities are followed in intensity by the attendance to live shows (43.5%), monuments and historical sites (42.8%) and museums and expositions (39.4%). Meanwhile, going to classical musical concerts (8.6%), circus shows (7.7%) and opera (2.6%) are not so popular.

It is important to emphasize that since the last survey, with reference to 2010-2011, is observed a growth in the rates of the annual attendance to museums, monuments and historical sites. Similarly, increases in library attendance and in annual reading rates are recorded, especially in digital format reading. As far as is concerned with the attendance to live show, together stable, highlights the favorable evolution of assistance to the theatre, ballet or classical music concerts. There is also a slight decrease in the annual attendance rates of music concerts. The cinema remains, without doubt, the cultural spectacle with more adepts in this period and presents a favorable evolution.

As for the reasons why cultural activities were not realized or at least not as often as desired, we emphasize lack of interest, lack of time and that is too expensive.

Spain is below the European average in most of the cultural activities examined. Due to the current economic crisis perhaps the country is not active enough in regards to culture and heritage. It causes an increase in prices related to cultural activities, and consequently, a greater lack of interest on the part of the population. But as I have already pointed out, this dimension not only refers to the heritage, traditions and richness cultural of a country.

Sport plays a fundamental role in it. Currently, Spain is in a particularly fruitful period in relation to the sport, not only for all the triumphs that have obtained the Spanish athletes in recent years, also for the number of sporting events that have been organized and continue to be organized each year, which in turn help to boost the image of the country abroad.

In relation to the Balearic Island, we can find some important information about the culture and heritage. The island of Mallorca 90 km long of mountains, called Sierra de Tramuntana, declared World Heritage by the UNESCO in 2011. The big island also has a solemn chant of the middle Ages that is recreated every December 24 at the cathedral and churches. This chant, la Sibil·la, was declared Intangible Heritage of Humanity in 2010.

To sum up, Spain has plenty of cultural activities to do during the year. The Spaniards are below the European average rate in cultural activities realized. Luckily, the tourists that come to the country are interested in these culture activities and we can take profit of it. That is why, in the Nation Brand Index, the dimension of culture and heritage is ranked 6<sup>th</sup>.

#### **4.4. Improvement of the seasonality of Mallorca**

There is no doubt that tourism is the engine of the economy of the Balearic Islands, with a contribution to the GDP of the community close to 40%, tourist companies represent more than 18% of the business fabric of the islands. Since the years 60, Mallorca stands out as one of the main destinations at national level and its main product is the “sun and beach”.

The plans of Mallorca and Balearic Islands have always opted for innovation in terms of promotion, betting on new technologies, but also for a seasonally adjusted tourism that not only occupy the months of summer, but throughout the year, adding the plus to be sustainable and respect the environment. Therefore, in this scenario we should risk leaving the comfort zone, away from the model of “Sun and Beach”, betting on active tourism during the low season.

The causes of not so much tourism in low season are insularity, positioning of “sun and beach”, business compliance with the “sun and beach” model, ignorance or lack of value and lack of coordination in efforts against seasonality. Mallorca is an island and the main access is by plane. This makes an expensive and less practice destination for all, especially national tourists. It also has a great competence of destinations that have a similar product, with better weather and prices like Canary Islands, Turkey, Cape Verde, Morocco and Tunisia.

Currently, Mallorca has excellent infrastructures and a complementary offer subdivided in 12 large groups: cycling, trekking-Nordic walking, sport tourism, nautical tourism, golf tourism, active multi-adventure tourism, Spa & Wellness, Bird watching, wine tourism, gastronomical tourism, cultural tourism and shopping. It is also possible to add the tourism of leisure-family and tourism of meetings and conventions. It remains unknown by all, since has not always been able to put in value in a clearly and align his wealth and regional products. The business conformity, favored by the good results of the high season, sometimes hinders to take measures that favor the arrival of new tourists in the low season. There is a rootedness between part of society that if things go well, why do more? There is a lack of a profound rethinking by the main entrepreneurs and a change in the Spanish and Majorcan philosophy and mentality.

Another factor that is related and that also hinders the arrival of new tourists to the island from November to March is the lack of coordination in efforts against seasonality, especially between public and private organizations. In this moment, there is not sufficiently power in the variety of products/events/complementary offers that are limited by differentiation from the rest of destinations in low season. There are airlines that do not consider putting flights in low season because there is not sufficient demand to be profitable. In the same way it happens with numerous businesses that do not open from November until March for the same reasons.

In short, the lack of coordination in the sector makes it difficult for Mallorca to develop a sustainable model that promote its attributes as a destination with which to differentiate itself from its competitors in order to increase the influx of tourists in the period of low season.

PwC, an important consultancy firm, has identified five main points aimed at reducing the seasonality of tourism in Mallorca: Product strategy, promotion, coordination, incentives and customer experiences. Given the complexity of reduce seasonality in low season.



The objective is to achieve these measures to increase progressively the influx of tourist, focusing on expanding the season from February until November. (10)

#### -Product Strategy:

Mallorca must develop a model, which is profitable and sustainable in time, and that allows it to exploit and enhance its resources differentiating from its competitors in the low season. The island must propose, consequently, to promote a tourism of experiences that allows the tourist to carry out multiple activities in a small space. That is, to offer the visitor the possibility of the island in a single trip: nature, sport, culture, shopping, gastronomy, events/concerts, tourism of conventions, and even, sanitary.

For nature and sport lovers, the island presents a variety of incredible landscaped that can enjoy and perform activities: cycle tourism throughout the low season, trekking-Nordic walking with a multitude of itineraries along the mountains, coasts and plains around the mountains of Mallorca, golf clubs with 24 different courses and relevant sports and nautical infrastructures around the island (Tennis, Basketball, Volleyball, etc.).

As for the shopping tourism, it has been managed to establish a law that allows the freedom of timetables in what has been called the zone of Great tourist influx (ZGAT in Spanish). Following the increase in income that this measure has provided for trade, connected with an improvement of the tax collection and the increase in the influx of tourist, it is proposed to extend the shopping days until Sunday depending on the Town Hall.

Mallorca counts with routes along the island that allow the tourist to enjoy its idiosyncrasy, history and culture. Some examples of cultural art that must be promoted are: Joan Miro Foundation, Night of the Art or Artdemossa (Pieces of art exposed in the streets of Palma and Valldemossa), modernist route in the old town of Palma, Bellver Castle, performances in Ses Voltes, gothic route at the main monuments of the island, "La Seu", market in Sineu and Soller's train.

It is worth mentioning about the tourism of congresses and conventions that, in addition to concentrate the employees to deal with topics of interest and to broaden their knowledge, organize many activities of leisure, motivations, coaching and team building, that could be complemented by some cultural activities offered by the island.

At the gastronomical level, Mallorca could enhance and further promote the restoration on the island through its famous local products, such as "Sobrasada", "Ensaïmada", or almond and its gastronomical quality.

#### -Promotion:

By promoting the brand of Palma de Mallorca, it is advisable to put in value those intangible elements in the choice of a destination tourist with those that counts Palma and that differentiate him from his competitors, as they are: safety location or environmental and landscape value. These elements can be put in value to provide them of greater importance and give them greater relevance in the communication to the client.

In order to put in value the offer of Palma, it is necessary to resort to different channels. On the one hand, it is imperative adapt to the new patterns of behavior of the tourist because the consolidation of the use of the Internet and the social networks have changed the way of planning, organizing and hiring trips. These means make it possible to arrive from fast, cheap and easy way to countries that do not know the offer of Mallorca.

#### -Coordination:

There must be a body to coordinate efforts, to raise awareness and unite the main organizations, in addition to defining a line of action and standards that ensure a good coexistence. In order to fulfill its objectives, it must promote the public-private partnership, gather the largest number of tourist agents and be led by a leader with initiative, independent of political thinking and with a global vision that is capable of making decisions.

The functions that the coordinating body should have are: to raise awareness to the organizations in a way that they feel responsible and partners of the development of the tourism in the area, coordinate the efforts of the various agents of the tourism sector to avoid duplication and areas without developing, define a line of performance that has objectives of short, medium and long term and define a series of norms to be fulfilled by the agents of the sector that regulate the good coexistence and promote the assistance among them.

#### -Tax incentives:

An agreement between the sector with the government and the public administrations to promote the competitiveness of prices or incentives to open in low season would encourage the activity in low season and benefit both sides.

Some proposals could be: reducing the social security contribution in the months from November to March, establish a more economic waste canon for those businesses that open all year or to occupy second dwellings of inhabitants according to a legal regulatory framework and to guarantee the safety of the tourist.

#### -Client experience:

To improve the client experience in the island it would be necessary to renew periodically the offer, as well as, modernize the different areas, maintain or



improve those favorable conditions that differentiate Mallorca from its competitors such as security or health and there should be a greater reception device for customers and offer a greater sense of kindness and service to the tourist.

Since the cost of promotion for a loyal tourist is much less than for a new tourist, it is proposed to encourage the visits of tourism on several occasions during the year through discounts and/or closed prices.

The sector should dedicate efforts to develop a technological platform specialized in typology of the product, service and geographical area. In order for this platform to be profitable for those involved in its development, it is necessary to have a great influx of tourist. Therefore, must be easily accessible to those who do not have a special interest for the island. To dos this, it is necessary a good network positioning through agreements with international search engines like Google or Yahoo.

## **5. CONCLUSIONS**

The main objective that I have pursued in this work was to analyze the projection of the brand image of Mallorca, with help of data from Spain, and evaluating the role weight in matter of population, exports, culture and heritage, investment and talents, tourism and Government. From the theoretical framework and from my empirical study, I will make conclusions and recommendations to improve the brand image.

Due to the liberalization of the markets and the development of the new technologies of communication and information, not only has increased the competition among nations, but it has also intensified the need to develop advanced and innovative technology to cope with this.

Countries seek to be more competitive than ever and to do so they have seen the need to use their own tools from the private and public sector. Tools like marketing, and especially brand image, thus changing its traditional scope and giving it a new approach. The brand becomes a competitive advantage and is managed as a factor of differentiation that allows the country to position and compete in a global environment.

Tourist destinations such as the Balearic Islands become crowded places in high season, where, increasingly, the negative environmental effects that generate congestion suffered by tourists themselves. To increase the quality and attractiveness of the product, to reduce the negative effects of the overcrowding and, when these occur, to try to be compensated, are some of the objectives of the current tourism policies. Any list of weaknesses of a tourist model of sun and beach can be made as extensive as is desired, coming many of them from the own nature of the tourist demand, especially sensitive to the political and economic junctures.

The plans of the Balearic Islands have always opted for innovation in terms of promotion on new technologies, but also for a seasonally adjusted tourism that not only occupy the months of summer, but also during the other three seasons, adding the plus to be sustainable and respect the environment. Therefore, in this scenario so demanding the islands should risk leaving the comfort zone away from the passive model of “sun and beach”.

It would be necessary for national and regional public bodies to offer a clear definition and an own framework that would help to further understand and analyze the evolution of active tourism, which does not have its own framework and its statistical data dilute between rural tourism, adventure tourism and other activities such as cycling that each year becomes more powerful as its own, even the Balearic law does not consider its active tourism, or the diving that has a strong roots in the island nor enters the list of the BOIB (Official Bulletin of the Balearic Islands), when they could support the active tourism of the island to enhance the active tourist brand.

One of the problems that lie in Mallorca is in Playa de Palma and Magaluf with drunken tourism. The drunk and wild tourism that nourishes these mature Majorcan destinations, which have invested millions to change their tourism models, continues to undaunted and its consequences are translated into human waste of all kinds.

Nowadays these herds of tourist, many of them university students, and to the excessive alcohol consumption it adds the vandalism in the public routes, is causing weariness among tourism professionals. It seems that there is not much desire to reverse.

The so-called “Cursach case” is currently underway, which investigates the owner of plenty of night establishments in Mallorca, despite not meeting the established timetables, surpassing the noise threshold or attempting against public health continued to function with normality. According to police investigations, private parties and economic compensations were offered to police officers and members of the city council to ensure their complicity and to warn of controls, to turn a blind eye to certain attitudes or extort competition. The two solutions of the Government to rehabilitate the two areas are: to put a specialized group of guards to address the problems that concern most to the citizens of the area and express prohibition to consume alcohol in the public thoroughfare.

Finally, I am going to finish with the main thought of this thesis, the six aspects of Simon Anholt hexagon:

1. The population dimension does not produce any significant effect on the brand image. Therefore, in order to make this dimension stop by neutral and positively influence the nation brand, it should keep those positive aspects that favor and strengthen, and correct those other that harm and weaken.

Even though we have a good brand image in this aspect, there are some characteristics that we need to improve for our reputation. Some aspects that we need to improve are: treat better the tourists and not to be so noisy.

2. The tourism dimension has achieved a very prominent position at the international level. However there are several aspects that should improve and that not only affect this sector but also influence other dimensions. Therefore, for tourism to continue to promote and strengthen the brand image, it will be necessary to maintain and even improve, if possible, the positive aspects and correct the negatives.

For example, it will be necessary to focus on trying to avoid mass tourism in summer and start promoting the other three seasons and the activities that can be done during the rest of the year. Another negative aspect is the amount of rental cars that drive around the island.

3. Regarding the attraction and retention of both investments and talent, it shows an important lack that needs to be quickly corrected. To this end, we believe that the country should devote a greater amount of investment to education with which to form future talents and attract potential investors.

Mallorca suffered a descent of 45% in investment in 2017 due to political issues in the country. The island needs to get over it and the Government has to seek future investments and to form talents to increase this dimension.

4. The export dimension does not favor or strengthen the brand image due to the important lack it shows in relation to innovation and technology. By so much, in order to make it a strong and positive aspect of the brand, the island should begin to invest, develop and promote those scientific and technological aspects, which in turn will improve the investment-talent of Mallorca.

Plenty of tourists, national and international, are attracted by the products of Mallorca like sandals, olive oil, wine, sobrassada or ensaïmada. But without an R+D from the firms we cannot improve in this aspect.

5. The Government dimension is, without a doubt, the one that most harms the brand image, because it needs changes and improvements in both domestic and foreign politics. Therefore, in order for this dimension to become one of the strengths of its nation brand, we believe that it needs an urgent restructuring.

As explained before, the situation in Spain is not so good. We live in a country where practically in all the Autonomous Communities have been tainted with corruption. And we have also the tension between the Catalanian and the Spanish Government. These two main aspects are making it difficult to improve this dimension.

6. The culture heritage dimension is one of the strengths of the brand image, and despite certain cultural activities that need a greater impulse by part of the territory, in general terms, we consider that it is a positive dimension that, well managed, has many possibilities of improvement.

Mallorca has really good culture activities to do and the inhabitants of the island spend their time doing them. The improvement of this dimension does not emphasize only on this dimension, but also in the sacrifice of the inhabitants to do it.

In short, Spain is so well positioned worldwide, both in the tourism dimension and in the heritage dimension and culture. It makes us think that, at this time, the best way to communicate or sell the country brand is boosting those factors related to the natural beauty of the country, its historical heritage, etc. and not so much those linked to technology, to innovation and to business. At least until the latter are improved and, imply new positive factors that favor and strengthen the country brand.

On the other hand, if we look at the ranking of Nation Brand Index analyzed in the practical case, it is not surprising that Spain has descended a position on the previous year, because as we have concluded, currently it does not have the investment, talent, technology or innovation needed to stay among the countries leading the international market.

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