

THE EVOLUTION OF THE IMAGE OF SPAIN AS A TOURIST DESTINATION

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ABSTRACT: From the central government, the institutional promotion of tourism has played an important role in the development of tourism in Spain and undoubtedly has contributed to the achievement of the leader position that Spain has as a tourist destination. This institutional promotion had an early beginning and a strong growth with the creation of an entity which will become the current “Instituto de Turismo Español”, as we will see in the full paper. Since its inception, the institutional promotion has adapted to the successive tourist market's needs without changing abruptly or running risks. All this development has been based on the professionalization of the Spanish promotion, thanks to a strong team of experts both within government and outside it, with companies specialized in advertising and marketing. The “Instituto de Turismo Español” has always been clear about the importance of tourism both socially and economically, not to mention the increasing competitiveness of the tourist market, where Spain has always had a privileged role. Throughout this paper we analyze all the actions and promotional campaigns developed in Spain, examining through examples its promotional strategy, whose aim has always been the conveying of a good image of Spain as a tourist destination.

RESUMEN: A nivel del gobierno central, la promoción institucional del turismo ha desempeñado un rol importante en el desarrollo del turismo en España y ha contribuido de modo inequívoco para la obtención de la posición de liderazgo que España ha tenido como destino turístico. Esta promoción institucional surgió hace mucho tiempo y tuvo un fuerte crecimiento con la creación de una entidad que hoy es el actual Instituto de Turismo Español. La promoción institucional se ha adaptado a los sucesivos cambios de necesidades del mercado sin mudanzas abruptas o riesgos desnecesarios. Toda esta evolución se ha basado en la profesionalización de la promoción española, gracias a un fuerte equipo de expertos, unos afectos al gobierno y otros exteriores, y a las campañas especializadas de marketing y de publicidad. El Instituto de Turismo Español ha sido siempre muy claro sobre la importancia del turismo tanto a nivel social como económico, sin mencionar el aumento de la competitividad del mercado turístico, donde España ha tenido siempre un rol privilegiado. En este artículo se analizan todas las acciones y campañas promocionales desarrolladas en España, a través del análisis de ejemplos de su estrategia promocional, cuyo objetivo ha sido siempre dar una buena imagen de España como destino turístico.

RESUMO: A nível do governo central, a promoção institucional do turismo tem desempenhado um papel importante no desenvolvimento do turismo em Espanha e tem contribuído inequivocamente para a obtenção da posição de liderança que a Espanha tem tido como destino turístico. Esta promoção institucional surgiu há bastante tempo e teve um forte crescimento com a criação de uma entidade que se tornou no actual Instituto de Turismo Espanhol. A promoção institucional tem se adaptado às sucessivas alterações das necessidades das necessidades do mercado sem mudanças abruptas ou riscos desnecessários. Toda esta evolução

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tem-se baseado na profissionalização da promoção espanhola, graças a uma forte equipa de peritos, uns afectos ao governo e outros externos, e a campanhas especializadas de marketing e publicidade. O Instituto de Turismo Espanhol tem sido sempre claro sobre a importância do turismo tanto a nível social como a nível económico, sem mencionar o aumento da competitividade do mercado turístico, onde a Espanha tem tido sempre um papel privilegiado. Neste artigo são analisadas todas as ações e campanhas promocionais desenvolvidas em Espanha, através da análise de exemplos da sua estratégia promocional, cujo objetivo tem sido sempre conferir uma boa imagem da Espanha enquanto destino turístico.

INTRODUCTION

The current situation of tourism policy in Spain, regardless of the actions developed because of the global economic crisis, does not differ greatly from those taken a decade ago. Although it has advanced in many aspects, a lack of attention from the central government still remains in this sector, which is an essential part of the economy of the country. In this regard, it is surprisingly the lack of methodology and economic means that tourism policy should provide, mostly in research and training, but also in inter-administrative relations with the private sector. However, we realize that promotion is one of the actions in which policy pays more attention in all kinds of cities or areas, being even the origin of the tourism department and sometimes almost the only content. Still, the promoting actions are not always developed rightly, in some cases the actions are aimed at achieving or maintaining certain market shares, leaving behind those related to the optimization of resources and the sustainability of destinations.

The instrumental objectives of the tourism policy are not only related to the production of tourism experiences, but also to promote them. So the idea of promotion being just a simply tool of tourism policy changes and concludes in promotion being an inseparable part of the tourism experience. A misleading or thoughtless promotion would mean a failure of the instrumental goals of positioning, sustainability, quality and efficiency, even if it gets an increase in the number of tourists in the short term (Fayos-Sola, 2004). On the other hand, we can see an evolution in the objectives of tourism policy from those just focused on economic growth to those related to taking care of the environ-

ment in order to extend the levels of competitiveness of tourism production in the future.

Thus, in promotion, continuity is a fundamental factor and it is possible that the key of the success of the institutional promotion in Spain has been the development of a logical scheme in an unbroken chain of actions from the administration. Since the inception, the institutional promotion has adapted to the needs of the tourist markets, adjusting itself to the successive changes without taking risks. All that development has been based on the professionalization of Spanish tourist promotion, thanks to a strong team of experts both inside Government and outside it, with companies specialized in advertising, creating all successive promotion agencies, which have had social and economic relevance for tourism, not to mention the market demand which is increasingly more competitive and in which Spain has always had a privilege place.

Through this paper we are going to analyze the organization responsible of tourist promotion of Spain as a destination and its different campaigns in order to understand the evolution of the image and the key of its success.

Current responsible organization: TURESPAÑA

The Instituto de Turismo de España (TURESPAÑA) is an administrative unit of the Central Government in charge of promoting Spain abroad as a tourist destination. In order to do so, they carry out their activities in the following areas:

- Planning, development and execution of activities aimed at promoting Spain as a tourist destination in the international markets.
- Support of the marketing of Spanish tourism products abroad in cooperation with the regional and local authorities and the private sector.
- Establishing the strategy, plan of action and investments for new establishments of Paradores de Turismo de España S.A
- In order to effectively achieve their goals in promotion and marketing, TURESPAÑA carries out its activities abroad through a network of 33 Tourist Offices, which are part of Spain's Embassies and Consulates.

Among the functions of planning, developing and taking the necessary steps for the promotion of Spanish tourism on the international markets, TURESPAÑA also supports the marketing of the Spanish tourism products abroad and collaborate with the Regional and local authorities and the private sector in programmes related to the promotion and marketing of their products abroad. To do so, they assume a triple role:

- Turespaña is the major tool for Spain's tourism policy, which is no limited merely to promote the tourism supply, it also tries to improve those areas where there could be negative effects on the competitiveness and sustainability of tourism, promoting at the same time the development of new tourism products.
- Turespaña is also a valuable tool for supporting the marketing and promoting of tourism products and destinations. Turespaña is an advisor and an assistant to the sector, helping it to promote and sell its products in the foreign markets.
- Turespaña is a public organization committed to an effective and efficient management. As a modern and responsible organization for the promotion of a country that occupies the second position in the world tourism ranking, they rely heavily on a series of internal goals with the objectives of attaining managerial excellence.

In order to fulfill those missions, they have a marketing plan which is a strategic plan for action with six main lines of action around all the activities in which Turespaña are structured:

1. Market surveys. This line of action is focused on analyzing the international tourism demand and improving overall knowledge of Spanish tourism sector in the different markets, as well as facilitating access to this information.
2. Brand image and communication. The purpose of the activities in this area is to strengthen the positioning of Spain's tourism brand image in the international markets. That brand image should include the different Spanish products and destinations, among others.
3. Development of the product and marketing. This line of action looks for facilitating the marketing of the Spanish tourism products in accordance with the needs and opportunities present on the international markets for each segment of the demand.

4. On-line marketing. The objective of this line of action is to make use of the full potential of the new technologies for the marketing of tourism and, in particular, the extensive capacity of Internet as a tool of information, promotion and the support of the tourism business in general.

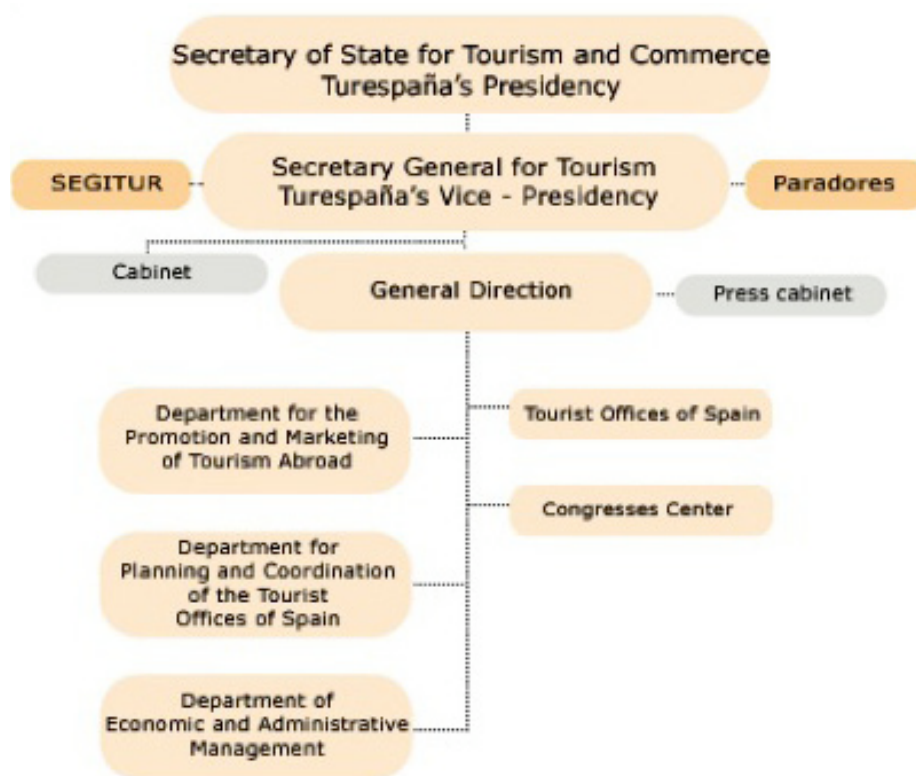
5. Managerial excellence. The goal of this line of action is to make sure that TURESPAÑA's organizational capacity achieves its goals by means of an effective leadership in the sector and an efficient management of its resources, creating a corporative culture focused on providing the maximum satisfaction to their customers.

6. Crisis management. This line of action is aimed at establishing a series of joint mechanisms between the public and private agents of the sector, which will make it possible to set up a suitable response when extraordinary events occur, which would affect the international tourism demand towards Spain.

The specific goals of the Plan have been defined taking into account the three mentioned roles, beginning with a suitable diagnosis of the situation based on an in-depth study of the international tourism demand in Spain, its evolution over the last few years, the latest trends and opportunities, and an analysis of the segmentation, image and positioning on the different markets of the tourism products, the image of the trade name and the new perspectives offered by Internet.

The goals established in the Marketing Plan are specified annually in the Operating Plan, which determine the corresponding commitments for results pertaining to every objective and the guidelines which will do possible a follow-up of those commitments.

Finally, in order to understand how TURESPAÑA works, we can see the structure in the next graphic:



Source: <http://www.tourspain.es/en/TURESPANA/Organismo/Estructura/>

EVOLUTION

Origin

The first promotion agency we knew in Spain is the “Comisión Nacional Permanente (Permanent National Commission), established by Royal Decree of October 6, 1905. It was replaced by the “Comisaría Regia de Turismo” (Royal Commissioner for Tourism), created on July 19, 1911 for the development of tourism and the popularization of artistic culture, which published pamphlets, maps and books on art in Spain. During the term of this agency, the most significant event was a Spanish Tourism exhibition in London in 1914, in which the first slogan appeared: “Sunny Spain”, meant to attract British tourists thanks to the weather and beaches of Spain.

The “Comisaría Regia” was replaced in 1928 by the “Patronato Nacional de Turismo” (National Tourism Board), which established “a tourism policy and a prepared plan of promotion”. During these years they opened the first Information Offices in Spain

abroad and they started to edit tourist posters. In 1929, thanks to a International Exhibition held in Barcelona, Spain was presented as the “land of romance”, as we can see in the image below:



From the twenties, tourism promotion in Spain took place through what later would become a historic collection of tourist posters that marked those years the advertising guidelines, which would be used later by competitor countries. Until the late fifties those posters emphasized the historical and traditional part of Spain, because the goal was to attract cultural tourists with a high social level, without a seasonal or specific geographical location, as we see in the following examples.



*Spanish
Hospitality*

Spain

International Spots



"Millenium" Statue

A highly historic postcard market
with a wide variety of
new and old
postcards



A large, beautiful
collection of
art, flowers and more
your visit



Central Tour Travel Agency

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At the gardens
of the
Royal Palace of Spain
you will find
a wide variety of
new and old
postcards

At the gardens
of the
Royal Palace of Spain
you will find
a wide variety of
new and old
postcards

BEAUTIFUL SPAIN

You'll travel to a
time-honored land
of music, of art, of
flaming passion.
You'll be entranced by
its rich, colorful, exuberant
cultural heritage.
You'll be amazed and
fascinated by its varied
historical background.
You'll be inspired by the
brilliant past masterpieces
of the magnificent
architectural treasures of
this magnificent land.

And Spain, as the perfect place
for a relaxing, sophisticated, rapid
and varied vacation, is a destination
that is not only a great place to visit,
but also a place to live, in all
respects.

Experience your Travel Agent

SPANISH TOURIST OFFICE

1000 N. West 10th Avenue, Suite 200, N.W.
Miami, Florida 33136
Tel. (305) 375-1234

New York: 405 Madison Avenue, New York 17, N.Y.
Chicago: 39 South La Salle Street, Chicago 3, Ill.
San Francisco: 100 Pine Street, San Francisco 4, Calif.

4-067891A, 1M4 GPRB



Spain... overnight by "Super-7" Clippers*

Spain is rich in art . . . antiquity . . .
glorious architecture! Spend happily,
gaily (and cheaply!) in Spain's beautiful,
renowned "Coste in Spain," for as
little as \$5.50 a day American P&O
Ship aboard a giant Pan Am
ruler-equipped "Super 7" Clipper*
. . . the quickest, fastest over-ocean
airliner in the world! Your choice of
admiral or executive cabins, gourmet
or tourist fare, Roundtrip service (or air)
be in Spain overnight for the vacation
of a lifetime. See you! Travel Agent or

PAN AMERICAN TOURIST OFFICE New York, Chicago, San Francisco, Dallas, Toronto
SPANISH NATIONAL TOURIST OFFICE New York, Chicago, San Francisco, Dallas, Toronto
*P&O Travel Book Reg. U.S.A. No. 007
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All year 'round...

Spain

The charm of Spain lures us season because there's always something new and fascinating to do and see. You may choose the bustling cities, the rugged mountains, the incomparable beaches, or perhaps the purity and excitement of modern cities.

Whatever your desire... Madrid, the gateway to all fascinating places... in travel hours away... monopoly by two airplanes! And, with a low, low Economy and Family Fare, you can fly to Spain with only one stopover. And, with a low, low Economy and your money will go far. See *TWA's Travel Guide to TWA*.

ELY THE FINEST...

TRANS WORLD AIR
*Jetstream is a service mark owned exclusively by TWA

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Spain
 Headquarters of fascinating sights
 and historic monuments, Spain is
 the perfect place to discover and
 enjoy the country's rich culture and
 history. To find out more about
 the country, your local efforts to help
 the Spanish people, and the
 Spanish National
 Tourist Office, visit us at
www.spain.info

Going to
 the
 Highways of
 SEVILLA
 #21

Have you
 ever
 been in
 Spain?



Yes, I have. I have
 been to Spain
 many times. I
 have been to
 Seville, Madrid,
 Barcelona, and
 many other
 cities. I have
 seen the Guggenheim Museum,
 the Sagrada Família, and
 many other
 famous buildings.
 I have also
 seen the Alhambra,
 the Guggenheim Museum,
 the Sagrada Família, and
 many other
 famous buildings.
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 the Guggenheim Museum,
 the Sagrada Família, and
 many other
 famous buildings.

20 West Jackson Boulevard, Chicago 4
433 Post Street, San Francisco 9
1440 Commercial Street, Dallas 1
15 Queen Street East, Toronto 1

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The power of a slogan

In the sixties, the “Dirección General de Turismo” (Directorate General of Tourism) started a chain of important campaigns with a straight message: “Visit Spain” (“Visitez l’Espagne” in French), as we see in the following pictures:



After that, the “Subsecretaría de Turismo” (created from the mentioned Directorate General of Tourism), created the first popular slogan “Spain is different”, probably the best known even today, although it has been many others after it. This new campaign breaks with the above, as it moves away from the cultural image and begins to highlight the sun and beach tourism, which would soon become the country’s unique image for years.



This slogan was such a success that transcended the merely tourist, becoming a popular definition of the Spanish features. The key of success was to get to personalize the “folklore” as a characteristic sign and to take the advantage of the stereotypes in a positive way, doing this slogan remains in the Spaniards memory not just as a tourist fact, but also as a historic fact from this period.

We have to note that, despite the success during those years, the strategy was not fully defined. An example of this is the lack of homogeneity in international campaigns, because every tourist office was free to develop the campaign they thought it was better with the features of the market they were. Another point to note is that the campaigns were entrusted to several agencies with no more administrative procedures (until 1974, when a selection process was developed, changing the contract system and promoting the creativity in the next campaigns).

In 1977 the market was segmented in order to create different campaigns depending on the characteristics of the target markets. This change was sometimes effective because it made the campaigns to be “custom-made”, but it didn’t convey a unitary image of Spain. In 1982 a new flexible system is created and the campaigns were developed with several possible points of view, giving the possibility to the tourist offices to choose the one that best suits the market, without losing the homogeneous image of the country.

The brand

In 1985 an important event comes to tourism marketing in the administration: the creation of the “Instituto Nacional de Promoción del Turismo” (National Institute for the Promotion of Tourism) as an independent commercial organism in charge of the promotion of Spanish tourism and all the functions of the “Instituto Español de Turismo y Exposiciones, Congresos y Convenciones de España” (Spanish Institute of Tourism and Exhibitions, Conferences and Conventions in Spain). Its purpose was the development of the policy actions related to the tourist promotion abroad. This creation meant an important moment for

tourist marketing in Spain which would be reflected in the investment, positioning, actions and efforts put in a market that, years later, would be full of destinations competing.

With this new structure, a new campaign was developed with an important difference: the creation of the brand of Spain, the Miró's sun, which still remains today. This fact starts a new era in promotion in Spain because since that moment a unique brand will be used internationally, which meant a big step for Spanish marketing from the central government, overall because it started in the eighties and today is still on top. Miró's logotype has been introduced to every communication element of 'TURESPAÑA and it has become one of the signs of identity of Spanish tourism, used not only by 'TURESPAÑA, but also by different promoting entities.

The permanence and success of this image has been possible thanks to a simple draw which represents the art, the colors, the sun, the modernism... in short, a successful combination of symbols making a brand that lasts through the years, although the slogans change.



So, the new campaign mixed the brand with a positive slogan: “España es simpatía” (Spain is friendless).



From this moment, campaign after campaign, Spain would convey positive messages to get a privilege place in destinations market, overall from 1990 with the creation of TURESPAÑA.

CAMPAIGNS

After the mentioned campaign, a new one came up with the slogan “Everything under the sun” which, like the previous one, built on the strengths of the position in market to show potential tourists all the diversity of Spanish tourism. At that time, the country already enjoyed a great position as a sun and beach destination, so it was convenient to diversify the range as the slogan did.



The tourist promotion in Spain knew how to take the advantage of that slogan creating others like “everything under the moon” to promote the tourism at night, “everything under the stars” to promote the hotels and state-run hotels, or “everything under the wind” to promote the wind sports.

Besides, this campaign included television adverts with Spanish well-known people at that time as Plácido Domingo or Severiano Ballesteros. The campaign had a long duration because, as Ignacio Vasallo, Instituto Nacional de Promoción del Turismo general manager said, it was a period with a strong growth in both number of visitors and income.

With a small change in the slogan which was in international market for ten years, a more modern message is conveyed “Everything new under the sun”, though this slogan lasted just a while.



In 1990 the slogan changed completely and the previous one was replaced by “Passion for life”, created by Delvico Bates as a result of a study developed in the main markets where the features related to the Spanish image were analyzed. Thus, an image of an active and alive country was launched, without mentioning the climate anymore and becoming a more opened brand to all kind of tourism, trying to avoid the seasonality and taking the advantage of the new trends like active tourism.

In a similar way as the previous campaign, this one also had other versions like “passion for golf” or “passion for sailing” to promote specific products. This campaign, apart from showing the diversity of Spain, tried also to excel the efforts that Spain was doing to keep the natural resources. The following pictures are from 1992:



A short time later, in 1995, a brief campaign was launched with the slogan “Spain by...”, with pictures made by professional photographers in order to show the different ways to see Spain:



In 1997 it changed again, this time for “Bravo Spain”, with the goal of conveying the image of a modern, creative and innovated country with a good tourist offer during all year: sport tourism, nature tourism, culture tourism, etc. In the following pictures of this campaign we can see how the message is launched, avoiding the sun and beach image again, since the administration didn’t want to get more tourists, but more quality in its tourism in every part of Spain.



In 2001, a new campaign is created: “Spain marks”, designed by “Publicis España” pretending the same than the previous: dissociate from the sun and beach image as a unique offer. This time, though, it also wanted to show Spain not only as a country of beaches, monuments and gastronomy, but as a country for every sense, a unique experience which change the tourist. With this message, TURESPAÑA pretended to show Spain as a different destination, mainly comparing to the rest of Mediterranean countries, thanks to a top quality offer of culture, gastronomy and nature tourism, as we can see in the following examples:



In 2005, the slogan changed again for “Smile! You are in Spain”, image developed by the agency “Double You”, selected

by “Media Contacts”, with the aim of consolidating the leadership in holiday vacation, and also to position Spain as a top quality cultural destination and to increase the tourist demand to get a growth based on the diversification of the product and the geographically relocation.

Some examples of this campaign:



In 2008, about to the 25th anniversary of the Miró's sun brand, a new campaign was created related to that fact, with the message “25 years going beyond the sun”, with which it was clear again the idea of leaving behind the beach destination image, as we can see in the following examples:



Finally, in 2010, TURESPAÑA has launched which is the current campaign of the Spanish brand with the slogan “I need Spain”, a project supervised by an experts team consisting of people responsible of marketing for enterprises like Telefónica, Santander, El Corte Inglés, Google and Sol Meliá. This new slogan is still excelling similar values than the previous campaigns, but this time it is using a warmth message in order to reach every kind of tourist showing the Spanish way of life, selling not only destinations, but also the emotions that places can convey, as the following pictures show:



CONCLUSION

The promotion of Spain as a tourist destination has been a main factor of its success in the tourist market, since it has been conveying a good image of the country and the tourist offer everybody can enjoy there. We have seen the evolution of the different messages that the campaigns were communicating and, though at the beginning the Administration just wanted to show only one kind of tourism in order to attract a specific type of vi-

sitor, that thought was changing for Spain to take the advantage of the complete and diversified destination it has always been.

Being the second most visited country in the world, Spain not only is not stopping branding and promoting actions, but it is spending more efforts to keep that great position in market and to adapt itself to the changes and the challenges that the tourist sector will ever get.

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