

Positioning Malaga as a Health and Wellness destination in the Russian and Danish Markets

Author: Yolanda Naranjo Muñoz

Supervisor: David Jiménez Castillo

September 2013

Master in International Business Administration
and modern languages.

UNIVERSIDAD DE ALMERIA



This project analyses the province of Malaga as a health and wellness destination since this touristic segment is growing relevance at an international level. The destination has potential to offer health and wellness services, however, just a few in this sector have realised it. Therefore, the author of the project intends to position Malaga as a health and wellness destination. In order to do that, objectives are established with the aim to boost the demand of this type of tourism in Malaga for senior Russian and Danishes tourists, as the ageing population in these countries is very interested in health and wellness tourism. Finally, the author of the project sets several ways to evaluate the effectiveness of the plan.

El siguiente proyecto analiza la provincia de Málaga como destino de salud y bienestar debido a la creciente relevancia de este segmento turístico a nivel internacional. Málaga tiene potencial para ofrecer servicios de salud y bienestar, sin embargo, sólo algunos en este sector son conscientes de ello. Por lo tanto, este proyecto tiene la intención de posicionar Málaga como destino de salud y bienestar. Con éste fin, se establecen algunos objetivos con la idea de promover la demanda de éste tipo de turismo para los turistas Rusos y Daneses de edad avanzada, ya que es un mercado interesado en salud y bienestar. Por último, se establecen varias maneras de evaluar la eficacia del plan.

Abstract	
Introduction	4
<u>1. Situational Analysis</u>	8
<i>1.1. External environment</i>	8
1.1.1. Russia	8
1.1.2. Denmark	10
<i>1.2. Market analysis: Potential customers</i>	13
1.2.1. Russian travelers segments	13
1.2.2. Danish travelers segments	14
<i>1.3. Internal environment: Analysis of Malaga's situation</i>	16
1.3.1. Product	16
1.3.2. Price	18
1.3.3. Distribution channel	18
1.3.4. Communication tools	20
<i>1.4. Market analysis: Competitors</i>	22
1.4.1. International competitors	22
1.4.2. National competitors	23
1.5. SWOT analysis.....	23
<u>2. Target market</u>	26
<u>3. Objectives</u>	27
<u>4. Marketing strategies</u>	28
4.1. Product strategy.....	30
4.2. Price strategy.....	36
4.3. Distribution and relational marketing strategy.....	37
4.4. Communication strategy.....	37
<u>5. Setting the budget</u>	42
<u>6. Evaluating effectiveness</u>	45
<u>7. Conclusion</u>	45
<u>8. References</u>	46

Annexe

Introduction:

In this project the author is going to analyse the province of Malaga as a wellness and health destination. This touristic segment has shown an interesting growing potential (Chamber of Commerce of Malaga, June 2010) and is becoming an important economic and marketing strategy for hoteliers, resorts and touristic destinations to attract tourist visitations (Puczkó, 2010:9 and Hosteltur, 2013) above all in consolidated touristic destinations as in the case of the Costa del Sol, Malaga (Nielsen, 2009).

“Wellness and health tourism is growing at a higher rate than global tourism, which is the fastest growing industry in the world” (Sealy, 2007; El País, 2013). For this reason, it is necessary for Malaga to add this niche to what the destination can offer, in addition to sun and beach, culture, shopping and the classical leisure activities (Rusiahoy, Aug 2012) and, moreover, according to several authors (Butler et al, 2013) Malaga has potential to offer Health and Wellness services and just a few in this sector have realise it.

Therefore, according to Burgos (2013) it is very important to take a stand and to elaborate strategies for reaching potential markets (Malaga Health Foundation, 2013). In the case of Malaga, there are estimated high incomes yearly that Health tourism can generate in a medium term (Malaga Health Foundation, 2013).

Wellness tourism has been a successful attraction for years and nowadays continues growing the demand for this type of tourism (University College Birmingham, 2013). Furthermore, now more and more people are interested in Health tourism as well (Rincon, March 2013), however, according to the figure below, only a 3, 5% of the international tourists who came to Spain undertook activities such as thermal-recreational services and healthy leisure (IET, 2009) and observing the Survey on Tourism Expenditure 2008 (EGATUR) (IET, 2009b) a 4% of the total expenditure of tourists who visited Spain in 2008 where designated to those services.

Chart 1: International tourists according to the activities undertaken during the travel

	Cuántia Turistas Internacionales	Porcentaje
Total	55.762.000	100%
Cultural activities	30.665.000	55%
Cultural performances assistance	5.084.00	9,1%
Other cultural activities	5.1960.000	9,3%
Cultural visits	29.228.000	52,4%
Fun activities, discos, pubs,...	13.601.000	24,4%
Sports activities	7.246.000	13%
Hunting	57.000	0,10%
Adventure sports	231.000	0,4%
Water/nautical sports	2.422.000	4,3%
Ski/snow	68.000	0,1%
Golf	935.000	1,7%
Other sports	4.066.000	7,3%
Hiking, mountaineering	1.542.000	2,8%
Gastronomic activities	5.582.000	10%
Assistance to sporting events	1.162.000	2,1%
Does not perform activities	12.904.000	23,1%
SPA, talassotherapy services and similar	1.935.000	3,5%
Visits to theme parks	5.148.000	9,2%
Family visits	6.559.000	11,7%

Source: IET (2009) and Chamber of Commerce of Malaga (2010)

First of all, it is very important to clarify the term “health and wellness tourism” and the two aspects that include the definition:

Health and wellness tourism is a term used to describe the growing travel practise for a period of time with the motivation of having professional and medical treatments in the destination (World Bank, 2005) such as cardiology, rehabilitation, dental or plastic surgery, infertility, oncology and facial or corporal cosmetic surgery among others; or thermal-recreational services and healthy leisure such as thalassotherapy (cures based on sea elements), spa (health by water) and thermal resorts (thermal waters) (Chamber of Commerce of Malaga, June 2010).

In the definition above, the two aspects of this type of tourism are included, the one related to medical care and the one related to professional services oriented to beauty and wellness, which are going to be described below:

On the one hand, according to Goodrich and Goodrich (1987: 217) health tourism is an attempt on the part of a tourist facility (e.g. hotel) or destination (e.g. Malaga) to attract

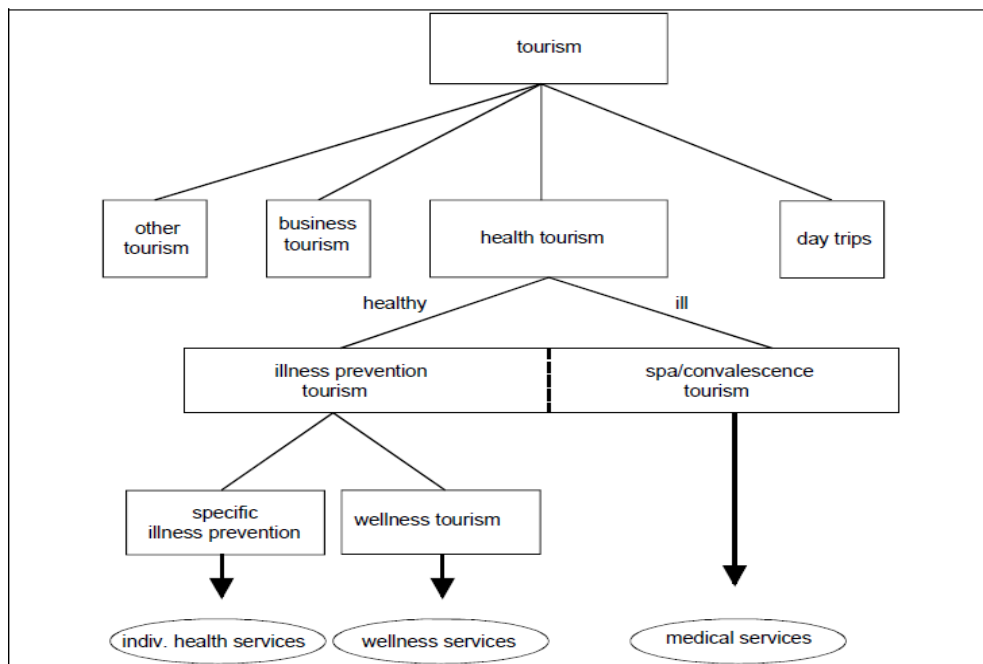
tourists by deliberately promoting its health-care services and facilities in addition to its regular amenities. This travel practise can be due to cheaper treatments in other countries than in the country of origin or because of the prestige of the people who realizes it. This includes elective procedures and specialised surgeries in private hospitals and centres orientated to this customer segment (Chamber of Commerce of Malaga, June 2010).

On the other hand, Müller and Kaufmann (2002) define wellness tourism as:

“The sum of all the relationships and phenomena resulting from a journey by people whose main motivation is to preserve or promote their health. They stay in a specialised hotel which provides the appropriate professional know-how and individual care. They require a comprehensive service package comprising physical fitness/beauty care, healthy nutrition/diet, relaxation/meditation and mental activity/education”.

Wellness tourism includes spa and body treatments for personal wellbeing and lifestyle (stress release) and beauty/cosmetic surgery (Chan, 2007).

Chart 2: Demarcation of wellness tourism in terms of demand



Source: Müller and Kaufmann (2002)

More consumers are travelling for the purpose of improving their general wellness and health, and the health and wellness tourism segment is in an early phase of growth with a considerable future potential (Korthals, 2004:10).

Health and Wellbeing is also considered an encouraging opportunity for a wide range of non-governmental institutions and private enterprises. From this perspective, it is also a big business and demographic forecasts give hope for those whose main interests are economics (Kleinke, 1998; World Health Organization, 2006).

As there is a growing relevance of this touristic segment according to official statistic data and several studies about the tendency of this sector for the next years, can be observed how health and body care are one of the main motivations for tourists for the next years (Valls and Casas, 2006). Furthermore, in the international context, health and wellness tourism is more and more consolidated and it is expected a rapid growing of it according to the World Health Organisation (WHO, 2007).

Focusing on our destination, according to the Chamber of Commerce of Malaga (2010), the Costa del Sol is pioneer in this segment having specialised hotels (SPA, thalassotherapy, etc.) and private hospitals as international exposing of this product and, furthermore, as this touristic sector is growing, the supply have been growing as well, being a key factor to made Andalucía the second Spanish autonomous region with the biggest supply of establishments orientated to this segment of health and wellness (DBK, 2010).

Thus, by examining the above, in this project the author is going to develop an integrated marketing communication campaign plan's in which marketing communications functions and media will be detailed in order to achieve its objective, which is to attract new tourists to Malaga under the brand of health and wellness tourism.

As United Kingdom and Germany are consolidated markets in Malaga, the author of this project is going to look for others, in this case: Russia and Denmark, since these two countries have a big potential and are emerging markets in the Costa del Sol (Diario Sur, March, 2013)

1. - Situational Analysis

It is very important to analyse the environment and to understand the setting of the market and the competition in order to find the real possibilities of Malaga and determine which segments to target and to what extent. Thus, this review is based on an external environment of Russia and Denmark (macro-environment); an analysis of the market of both countries (potential customers); an analysis of the situation of Malaga (internal environment) and an analysis of the competence, in order to determine the competitive position of Malaga.

1.1. *External environment:*

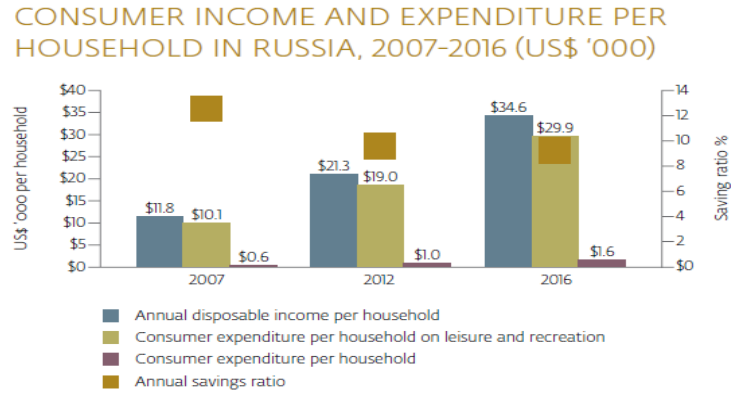
1.1.1. Russia

Russia has one of the largest populations in the world, however, low birth rates and high death rates are expected to drive the population down 0.2% by 2020 (Euromonitor, 2012). Russia also faces the problem of an ageing population (65+ years old population is rapidly growing) due to low birth rates and the increasing migration of youth. The 75-79 year old population is expected to be the fastest growing by 2020 (Euromonitor, 2012).

Over 2008-2009 the Russian economy was affected by the global economic crisis, however, the annual disposable income per household grew by 13% during the period 2007-2012 and consumer expenditure also raised by 13% (Hilton Worldwide, 2012). Although Russia estimated average income per household is not that high in comparison to other countries (such as Germany or United Kingdom), “Russia has one of the world’s highest number of billionaires. Therefore, the growth on consumer expenditure was related to increased expenditure by these super-wealthy households” (Hilton Worldwide, 2012).

On the other hand, expenditure on leisure and recreation is mainly driven by increased expenditure on packaged holidays, which grew by 16% over the period 2007-2012 (Hilton Worldwide, 2012). Due to the growth of the disposable income level, Russians became more willing to expend on vacations and tourism.

Chart 3:



Hilton Worldwide (2012)

Increased foreign investments, domestic consumption and political stability in Russia significantly influenced consumer expenditure and annual disposable income after the economic downturn (Euromonitor, 2013). As the Russian economy recovers, annual disposable income per capita is expected to experiment an increase of 11% and consumer expenditure to continue rising by 12% over 2012-2016 (Hilton Worldwide, 2012).

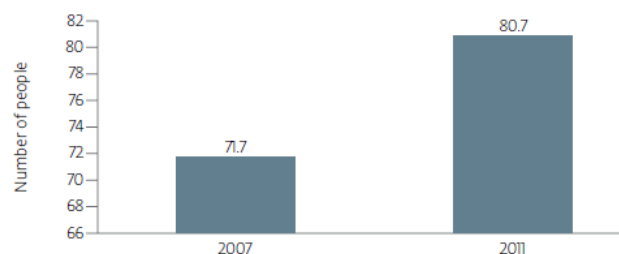
These trends and the increasing globalisation and growing opportunities to travel abroad (visa facilities), will have an impact on the tourism industry. Furthermore, it is expected a 12% growth in consumer expenditure per household on leisure and recreation over 2012-2016 (Hilton Worldwide, 2012).

It is very important to have in mind that the trend of ageing population, mentioned above, will have an impact among the elderly population and boost the demand for wellness tourism (Hilton Worldwide, 2012).

Furthermore, the economic stability boosts the number of holiday takers, as shown in the chart below:

Chart 4:

TOTAL NUMBER OF HOLIDAY TAKERS IN
RUSSIA, 2007 – 2011 (MN OF PEOPLE)



Hilton Worldwide (2012)

The number of holiday takers is increasing more and more. The establishment of the Convention of International Labour organisation in 2010 along with improved economic stability and rising living standards were the main drivers of the growth (Hilton Worldwide).

According to Hilton Worldwide Report's, Russians prefer to go on holiday during warmer periods of the year (July-August are the most popular months), however, many Russians travel during the public holiday period in January and May (there is an annual 12 days of public holidays distributed differently).

Russian online sales for travel services in 2011 were distributed in this way: 45% were airfare bookings, 25% hotel bookings, 16% package tours and 14% railroad ticket; online sales in tourism are predicted to grow much more rapidly compared to sales via regular sales channel, growing by 27% for the next several years, according to Hilton Worldwide (2012).

1.1.2. Denmark

On the other hand, in Denmark, the slowly economic growth, an elevated unemployment rate, a housing market bust and soaring levels of personal debt have made recent years difficult for Danish consumers, leading many of them to reduce their discretionary expenditure (Euromonitor, 2013). However, Danish workers remain extremely productive and the country has a very high rate of labour force participation, providing a relatively

high standard of living that is supported by a strong welfare state, although at the cost of high taxes (Euromonitor, 2013).

In Denmark, the average person earns more than the Organisation for Economic Co-operation and Development average's a year. But not everyone earn that high amount, there is a considerable gap between the richest and poorest (the top 20% of the population earn more than three times as much as the bottom 20%) (OECD, 2013).

For Danish "money may not buy happiness" (OECD, 2013), but it is an important way of achieving higher living standards and thus greater well-being. Higher economic wealth may also improve access to quality education, healthcare and housing. In Denmark, the average household net-adjusted disposable income is slightly higher than the OECD average (OECD, 2013).

In terms of health, life expectancy in Denmark is 79 years, slightly lower than the OECD average (80 years). Concerning the public sphere, there is a strong sense of community and high levels of civic participation in Denmark. In general, the Danish are the most satisfied people with their lives in the OECD. Furthermore, the 75% of people say they trust their political institutions, higher than the OECD average (OECD, 2013).

Danish consumers are interested in natural and organic products (they have started to become anxious about their everyday contact with chemicals) but also they are very interested in having a healthy lifestyle involving sports activities, eating healthy food and using natural herbs and remedies (Euromonitor, 2012). This interest of Danish consumers in natural, organic and healthy products remained strong during 2012. Furthermore, the ageing Danish population, educational campaigns by the Danish government and the media, support the trend.

Following the slight recovery of the economy, the Danish beauty and personal care area grew by 2% in 2012 (Euromonitor, 2013). Despite the economic slowdown and decline in consumer confidence, beauty and personal care recorded better value growth than in 2011. There is a trend in which women are not willing to give up on quality; during economic downturns many choose to cut back on non-essential or luxury goods, however people still want to treat themselves with cheaper luxury items. Personal wellbeing will continue to be important in the future and is expected to result in more visits to spas (Euromonitor, 2013).

According to the above, these trends and factors affect and have influence in the touristic industry. Thus, there is a trend whereby market players want to offer or to connect in some way with everything which has something to do with wellbeing. It is estimated that the value expenditure on spas is will rise a 2% (Euromonitor, 2012).

Financial uncertainty or increasing unemployment rates is not impeding consumers from setting aside their savings in order to have sunny holidays abroad (Euromonitor, Nov 2012) and in 2011 leisure package holiday sales had a large boost. Furthermore, the economic difficulties in the Euro zone may lead to travel's concentration in consolidated destinations (Touristic Observatory Valencia, 2013), which is the reason of why there has been a record performance of the leisure package holidays; this would benefit Spain, and in this case, Malaga. Moreover, the cold climate, the high prices and the value in the foreign exchange with regard to the Euro, are factors that stimulates outbound Nordic travels (Touristic Observatory Valencia, 2013). However, in September 2011, the winning party proposed placing an environmental surcharge on flight tickets and, as a consequence, market players are strongly against this plan because if the legislation is passed it could affect the growth in the tourism industry (Euromonitor, Nov 2012).

Growing consumer interest in internet retailing has impacted beauty and personal care sales and boosted the interest of producers in internet retailing as a new channel to generate profitable sales, however, this amount is higher for 30-49 year-olds (Euromonitor, 2013). According to IET Tourspain (2012:10) youth is who more uses this channel in order to obtain more information about their travel, whereas traditional channels such as going to travel agencies, specialized press and questioning family and friends are the most used by 65 years old and over.

People between 25-44 years old is who more organize travel by their own (73%), but even this trend catches travelers from 65 years old and over (53%). (IET Tourspain, 2012:10)

1.2. Market analysis: Potential customers

From the external environment underlies customer segments and according to relevant factors (segmentation criteria), groups of potential customers are going to be made and described above. When spoke about segmentation it is necessary to think over segmentation strategies, in this project, the author is going to analyse each market segment and then use concentrated segmentation strategy with the aim to offer Malaga's health and wellness resources and products to one segment of the market:

1.2.1. Russian traveller segments:

First of all, according to a Marketing manager of the Russian Tour Operator Sol VIP Travel (Volodarskaya, Aug 2012) "Russian tourists are exigent, they look for quality and they are not willing to pay an expensive price for any service". This is to say, this segment gives much importance to the brand and quality; for them price is something secondary; they are impulsive. Volodarskaya states the relevance for Russian tourists for shopping activities and gastronomy, in addition to sun and beach product: "Russians are used to brands and they enjoy with luxurious shops and good service". Russia is one of the origin countries with more expenses in foreign countries and its average stay in the destination is one of the highest.

According to these criteria, three key segments can be classified: Social class/affluence; age/stage in the life cycle (family, retired, etc.) and interest/activities.

When describing the profile of Russian tourists two main groups appear in terms of purchasing power (incomes) and then, according to their social status, age groups have been made.

High class tourist: This group seeks for luxurious accommodation, are highly educated and affluent. Russian market is composed of, above all, women who travel to have esthetic surgery.

- 30-40 years old: As the decreasing birth rate indicates, individuals of this age increasingly focus on their careers and independence, rather than on settling down and parenthood. They like to socialise, to dine out, to buy designer clothing and accessories and to go on exotic holidays. This is a key group for the tourism

industry in Russia, as they are expected to have the highest average gross income (Hilton Worldwide, 2012). This type of tourist comes from large cities such as Moscow and St Petersburg. Their holidays are managed by travel agencies, where they get a holiday package and visa. This is the VIP customer that used to come without family (Rusiahoy, 2012).

- 65 years old and over (senior market): As said before, this segment is expected to be the fastest growing. The trend of ageing population will result in increasing interest in tourism among the elderly population and boost the demand for health and wellness tourism (Hilton Worldwide, 2012). They use traditional preventive services. They usually travel with spouse and their stays are longer because they hire treatments that last between two and three weeks (Junta de Andalucía, 2011).

Some of them travel in order to choose a treatment in a private Spanish centre because they have an insurance policy that costs it or because they can pay it from their own pocket. Among their leisure activities, are being integrated new options such as cultural tourism, health and wellness and all the supply related to sun, beach and the classical shopping (Rusiahoy, 2012).

Middle class families: This group is the most common; they use to choose an air travel package and a three stars hotel. According to Butler (Aug 2013), manager of Turespaña, this segment has a relevant presence in Costa Brava, whereas the high class (affluent) customers, prefer other zones of the Mediterranean, such as the Costa del Sol, for example, Puerto Banús.

1.2.2. Danish travel segments:

It is very important to have in mind that this market gives more relevance to the quality and the price than to the brand (Foreign Trade, Banesto, 2013), on the contrary to Russians, for whom the price is something secondary but, however, they are not willing to pay an expensive price for any service.

In its majority, Danishes are a well-educated and a well-trained population (OECD, 2013), as Russians. In this case, the segmentation has been made according to these criteria: Age/stage in the life cycle (family, retired...) and interest/activities. These criteria are consistent with the profile of Danish tourist visiting Andalusia because according to the Junta de Andalusia (2006), in Andalusia stands out retired of high pursue

power interested in sun and beach, golf, wellbeing and are loyal to the destination. Furthermore, it should be noted that old people is not a large homogeneous group. In relation to tourism demand can be observed some heterogeneity within the group of old people, being possible to segment this group in more homogeneous groups with different behaviours in base on its motivations (Shoemaker, 1989; BOKSBERGER and Laesser, 2009) or on their needs and lifestyles (Moschis and ÜNAL, 2008).

Based on these criteria, within this market, in Danish outbound tourism, stands out the following key segments from a tourism point of view:

-Single-parent families: Family travels are more popular when travelling outside Andalucía. This segment is increasingly taking advantages, safety and comfort of package holidays. They are very interested in sun and beach holidays.

-Women of more than 45 years old without children: Couple travels are the most extended practise of Danishes in Andalucía according to Junta de Andalucía (21: 2006), standing out the presence of women. Hotels without children are very popular among them. Many of them have a sedentary life style (Olser et al, 2001).

-65 years old and over (retired persons/senior market): As the aging population tends to be more active, they are very interested in to be healthier and to live longer (Nordic Innovation Centre, 2011). They are interested in natural and organic products; this group is willing and able to be proactive with regard to general physical and mental wellbeing (Khortal, 2004). Quality of life among others, coincide with their interest in beauty, health treatments and down-aging treatments. Stand out the presence of ageing tourists in Andalucía, they use traditional preventive services. They usually travel with spouse and their stays are longer because they hire treatments that last between two and three weeks. At the present, this segment is vital. They have less flow during summer season.

Although the group of tourist visiting Malaga of more than 65 years old is not the most representative (Touristic Observatory of Malaga, 2011) it is more and more standing out its presence within Andalucía, due to the ageing population and their increasing interest on wellness and health.

1.3. Internal environment: Analysis of Malaga's situation

Malaga is one of the tourist destinations of Andalusia with more prospects. Tourism has an intangible influence such as the image of the city, its outreach, and its positioning.

According to the Touristic Observatory of Malaga (2011), the British market (15.8%) and German (10.8%) are positioned as the first foreign tourist source markets to the city of Malaga, however, both are established markets, this is the reason why within this project it is intended to look for new potential ones. Moreover, in 2011, tourists aged between 26 and 35 years were the most representative with a share of 30.0% (OTMA, 2011); nonetheless, the aging of the population in industrialized countries and Europeans, is a social phenomenon whose effects are already beginning to be felt (Nielsen, 2009) and this collective are beginning to be more active. The Touristic Observatory of the Costa del Sol indicates that approximately one in five tourists who visited the Costa del Sol in the last years, are 60 years old and more (SOPDE, 2006, 2007), which means that the Costa del Sol has a high number of retirees tourists. Furthermore, the vast majority of seniors' visits to the Costa del Sol in 2006 took place outside the summer season, and the average stay of the elderly on the Costa del Sol in 2006 stands at 14.7 days, having foreigners' tourist an average stay of 17.7 days.

To analyse the situation of Malaga as a health and wellness destination, the product, price, distribution channels and communication tools have to be identified in order to have the possibility to face problems that can be solved through international marketing strategies and tactics.

1.3.1. Product:

On the one hand, Malaga is a market of great interest at a competitive level in international markets (also in nationals'), thus it is a reference for other cities that tries to have a privileged position such as Malaga has. This competitively is based on the character of its climatology, in a privileged coast such as the Costa del Sol (first touristic destination in Spain) and its cultural heritage (Tourism Delegation of Malaga, 2004).

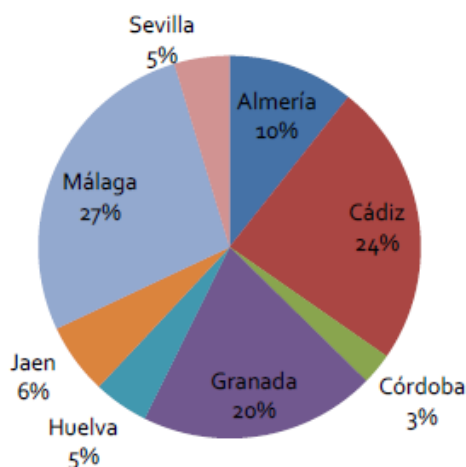
On the other hand, based on the above, an effective structure of the tourism product is being took into account and with high quality (such as services and accommodation) and incrementing the variety of the tourism supply to just not only a focused sun and beach product and climatology (Tourism Delegation of Malaga, Chamber of Commerce of

Malaga, 2004), if not by maximising and considering its culture and other attributes such as: Leisure, nature, gastronomy, wellness (such as spas) and health treatments since it has a worldwide recognised sanitary system (public and private) such as high level private international hospitals. This is to say, diversifying and offering complementary touristic supply.

However, deepening of the supply in Malaga of health and wellness services and facilities can be found that:

In Malaga, the supply of wellness and health in Andalusia takes the 27%, with 47 specialised establishments; it is the city with the highest percentage (Junta de Andalucía, Study, 2011).

Chart 5: Main supply of health and wellness in Andalusia



Junta de Andalucía, Estudio 2011

According to the Chamber of Commerce of Malaga (2008), the related establishments with health and wellness tourism in Malaga are:

1. - Hotels with SPA (47)
2. - Private health clinics (29)
3. - Beauty centres (27)
4. - SPA and thalassotherapy centres (12)

Therefore, according to this data, it can be reached the conclusion that Malaga, having many touristic resources does not have specialised hotels in health and wellness, and

although this data is from years ago, currently there have been an increase in the number of establishments but not in the innovation of new centres or establishments in order to satisfy the interests of potential customers. However, according to recent data, there has been opened the first private clinic in a luxury hotel in Marbella in August 2013 (Diario Sur, Aug 2013). This action demonstrate the importance that health and wellness has for high class tourists that come to Malaga and in specific, to Marbella.

On the other hand, according to a health and wellness employer's survey from the Chamber of Commerce of Malaga (2010), it is very important to do training courses to develop and to perfect the knowledge of the employees who offer and sell the products to the tourist, as well as, learning Russian, English and Danish languages. Moreover, according to this survey, there is a limited number of employees and capacity.

1.3.2. Price:

According to the Medical Tourism Corporation (March, 2013), the Spanish sanitary system offers low cost and high quality treatments for patients all around the world. This agency stands out in its website that prices are one of the strong points of the Spanish supply. They also state that patients can save a high quantity of money of the price of the treatments. Furthermore, according to Rincón (March, 2013) sanitary prices are under the European average and that it is a system known worldwide.

1.3.3. Distribution channel:

Distribution channel is an operating structure or system compounded by several agents that are coordinated to promote and commercialise a destination in a concrete or different market/s. This collaboration is materialised in agreements, plans or actions between these agents. In other words, these actions are used to promote tourism in a destination (Wright, Nov 2011).

First of all, it is worth mentioning the creation of the Department of Medical Tourism in the University of Malaga in February 2013. This initiative will create a management database of knowledge of the sector. The idea is to realise important conferences, bringing leading experts and, above all, to give all the importance that training requires in this sector.

Furthermore, to promote tourism in Malaga there are agreements such as:

Agreement with St Petersburg (Russia) since the 20th of May 2013, which will allow both cities the mutual interchange of information and promotion, products and touristic programs, as well as the interchange of experiences of both institutions in the destination promotion (Caneda, town councilor of Culture, Tourism and Sports of Malaga).

Malaga will start promotional actions in the Russian city with the aim to make its cultural attractions known and, by the time, St Petersburg will do the same in Malaga. This is to say, it will allow the capital of the Costa del Sol increase its market share in a destination such as Russia. Furthermore, with the actions have been established direct flight connections between both cities. Above all, the establishment of those flights are now easier than ever thanks to the bonuses that the Spanish Government has included in the General State Budgets (PGE) for these new air-routes. Thus, these actions will allow travelling easier between both cities.

However, these actions are not specific for health and wellness tourism in Malaga; for this sector, there are just proposals from the 25th Sep, 2012, such as:

- Private actions and associations to attract customers (Alberto Cerrada, medical director of the Gran Hotel Elba Estepona Thalasso & Spa)
- Joint actions to promote this segment abroad (Luis Torrabadella, medical director of Hospital Costa del Sol Marbella)
- More hotel infrastructure, hospitals and clinics (Head of CADE Costa del Sol, Carmen Pino)
- “The board is a body responsible for promoting tourism in the province of Malaga. The Costa del Sol brand is well established and we should use it to sell all the products that we see interesting” (Tourist Board of the Costa del Sol, Ignacio Ruiz)
- To integrate the touristic sector and health and wellness tourism carrying out various actions, such as make large conferences, bringing leading experts and, above all, giving all the importance training requires in this sector (Ricardo Pagan, a founding partner of the company "Tourism, Health and Beauty" (TSB)).

Finally, it is worth mentioning that there is a proposal of making health and wellness clubs but in Catalonia, with the goal to profitable the promotional actions (Chamber of Commerce, 2013).

1.3.4. Communication tools:

In this project, communication tools are understood by promotional actions that undertook Malaga with the aim to improve its positioning and image of the destination in international target markets; in this case, in Russia and Denmark.

There are a number of different actions, above all, in golf, MICE and luxury tourism. The last one, for luxury tourism, consists of 30 promotional actions which an 80% of them are linked with the town of Marbella, where there are 28 5-stars hotel establishments integrated in the supplying accommodation (La Opinion de Malaga, Europe Press, Aug., 2013). Between the last January and July, has been carried out promotional actions of “door to door” (contacting with travel agencies and other organisations) and professional workshops in Moscow; and it is foreseen a new ”door to door” in Russia and familiarized trips from travel agents to Russia (La Opinion de Malaga, Europe Press, Aug., 2013).

Furthermore, the Provincial Council of Tourism of Malaga prioritises the promotion in Russia by performing three promotional actions last March, with the aim to strengthen its presence in a market with a high purchasing power. The assistance to the Moscow International Travel & Tourism exhibition –MIT- (Russia number one travel exhibition (Travel News, March 2013)) which is a workshop about luxury and conferences and a “door to door” activity with some tourism brands of Malaga and Marbella, such as: Elite and Convention Bureau.

After the event, Damian Caneda, town councilor of Culture, Tourism and Sports of Malaga (2013), stated that “the Russian market has break with the traditional seasonality since the big Russian Tour Operators (such as Natalie Tours, VAM tour, Iberoslaviak KMP o La Costa) have included in their catalogs in addition to the traditional products of sun and beach, city breaks and circuits”.

On the other hand, for Denmark, this year has been the first time that went to EUROAL - an international tourism fair, where different destinations from Europe and Latin America are gathered every year, to negotiate international tour operation and to promote tourism

destinations- (Euroal News, June 2013). Furthermore, according to Piacente (May, 2013) the Regional Government of Andalusia and the group Sehrs Tourism (First touristic group in Catalonia) have reach an agreement with the aim to promote tourist attractions of Andalusia in the main overseas markets from the north and east of Europe, were Denmark is included. The increase of Nordic tourist in Andalusia has been evident as mentioned in the introduction of this project, and this agreement has promoted the establishment of new air routes. As states by Piacente, the majority of the Nordic tourists are inclined towards sun and beach and cultural alternatives, although there has been special attention to innovations in the offseason to avoid seasonality.

However, health and wellness tourism which is one of the best future option for Malaga's tourism (Such, 2013. President of Malaga Health Foundation) is not being promoted at the same level than golf, MICE or cultural tourism. Moreover, the Tourism Forum of Malaga (integrated by several institutions such as the Chamber of Commerce of Malaga, the city council of Malaga, Association of Hoteliers of the Costa del Sol (AEHCOS), Confederation of Malaga employers (CEM) among others, and presided by the Mayor of Malaga Francisco de la Torre) calls for further promotional actions for Malaga. Nevertheless, according to Bendodo (April, 2013) "one of the objectives of the Action Plan of Malaga 2013, is to reposition the Costa del Sol in certain sectors, among others, the corporate".

The most important fact, is that in EUROAL (2013) there have been approached an agreement between a private clinic (Sun & Life) and a tour operator (Calypso Tour) in the Costa del Sol. This medical project will add more value to the Costa del Sol as a destination for health tourism, which only represents in Europe the 5%. (Periodista digital, June 2013).

1.4. Market Analysis: Competitors

In this point Health and Wellness tourism in competitors' countries and in Spain are going to be analysed, this is to say, at an international and national level.

1.4.1. International competitors

With the last data available according to Burgos (March, 2013), the main competitors in this sector are Mexico (in the United States Malaga competes with Mexico, which it does very well and have it close), Turkey, Korea and India. With the last three countries it is very difficult to compete in price. However, Spain has many other factors in its favor, especially for the European market. We have to show that the Spanish private healthcare is better than Turkish, Mexican or Korean. Then, we have to show that we have something more to offer: Better geographical location and physical and legal security.

Turkey was the destination that reached the highest number of Russian tourists during the first months of 2013 (Hosteltur, May 2013). This country is having an increase in the touristic industry. Furthermore, a report from GFK gathers some changes in the tendency of travel in Russian tourists and states that more and more they are choosing long distance destinations such as Turkey and Croatia, among others. It is very important to mention that this situation is helped by the Arab Spring, which has caused a loss of interest in Middle-Eastern countries and has benefited countries such as Spain and Turkey. Moreover, Turkey is the aim of investing for international hotel chains (such as Nikki Heach, Rotana or Mama Shelter) and one of its aims is to build the biggest airport of the world (Hosteltur, May 2013).

Health and wellness tourism in Croatia is fully adapted to the needs of consumer for various health preventive programs and services in form of stress relief and relaxation (Kesar and Rimac, 2011). Furthermore, Croatia has expanded a number of privately owned wellness centres, being one of the main hotel products' (Kusen and Mezak, 2005). However, the health (medical) product is less developed than in other countries.

A study of wellness and health tourism in Andalucía states that the Czech Republic, with 37 bathing cities, and Hungary, with 144 wellness facilities are, as well, competitor destinations.

1.4.2. National competitors

Firstly, according to Universidad de Malaga (2011) the 30% of establishments oriented to health and wellness tourism are concentrated in Canarias, while Andalusia represents a 20%. However, according to a study from the Junta de Andalusia (2011) Canary Islands is the first health and wellness destination in Spain concentrating the 60% of the national supply; having: hotels with SPA (57) and hotels with thalassotherapy (15).

Secondly, Catalonia has experiment a high growth in health tourism; with numerous private clinics , 60 spas, 13 thermal baths, 10 wellness centres, 5 fitness centres, 5 thalassotherapy centres and 2 enotherapy centres (Junta de Andalusia, 2011).

Thirdly, the 20% of spa resorts are located in Galicia, a strong region in this segment. This sector represents the 10% of the Galician GDP. It has 21 spas, 3 thalassotherapy hotels, 13 hotels with spa and 4 rural establishments with spa.

In conclusion, at a national level Canary Islands, Catalonia and Galicia are the three main competitors and they are becoming stronger in this sector.

1.5. SWOT Analysis:

A SWOT analysis is a structured evaluation of internal strengths and weaknesses and external opportunities and threats that can help or hurt the destination.

On the one hand, strengths and weaknesses are internal factors under the destination's control, and are determined by doing a depth research of the destination (internal environment of Malaga's health and wellness tourism). On the other hand, opportunities and threats are external elements which influence the destination, which has little control over them.

In the case of this project, the SWOT analysis is restricted to the marketing planning level; therefore, some relevant elements can become irrelevant at the IMC level that will be developed further later in the project.

This SWOT analysis is useful to harness relevant elements from the adjacent levels in order to determine the real possibilities of Malaga as a health and wellness destination.

Strengths

1. - The Costa del Sol is pioneer in this segment having specialised hotels and private hospitals as international exposing of this product → Access to this touristic segment already developed
2. - Effective structure of the touristic product (services and accommodation) + high quality.
3. - Promotion and agreements with other international cities, tourism fairs.
4. - Variety of wellness treatments
5. - Prices: Low cost and high quality treatments.
6. - It is a not overcrowded touristic alternative.
7. - Apart from health and wellness tourism, Malaga offers Sun and Beach, culture, leisure, nature, gastronomy, etc. → Diversified and complementary touristic supply.
8. - Worldwide recognised sanitary system (ex: high level private international hospitals).

Weaknesses

1. - It does not exist already awareness of the existence of a different touristic supply such as health and wellness
2. - Companies: Limited number of employees and capacity.
3. - Lack of training of the Human Resources: Specific knowledge and languages.
4. - Just in the half of the business exists a commercial department.
5. - Just some companies have a commercial department, which have a outstanding position in a company.
6. - Excessive orientation to the origins countries: United Kingdom and Germany (Sun and Beach segment).

Opportunities

Russia:

- 1.- The trend of ageing population in Russia, will have an impact among the elderly population (high class tourist) and boost the demand for wellness tourism, which is a differential resource with development capacity → It allows to compete in quality tourism.
- 2.-Majority of customers/tourists allocated in hotels.
3. - Russia is a market in expansion at an international level.
- 4.-Russian women are very interested in beauty treatments.
- 5.-Uncertainty related to the situation in Egypt and the veto by the Russian Authority at the time to travel there, increases the demand to Spain as a touristic destination.
6. - Multivisa (Visa facilities for Russians).
8. - Relevance for Russian tourists of shopping activities and gastronomy, in addition to sun and beach product.
9. - Malaga is a market of great interest at a competitive level in national and international markets → It is a reference for other cities (due to its climate, privilege position, sanitary system, etc.)
10. - The global economic crisis has had less impact in Russia.
11. - Online sales in tourism are predicted to grow

Denmark:

12. - Danish are very interested in having a healthy lifestyle involving sports activities, eating healthy food and using natural herbs and remedies → To be healthier and to live longer
13. - The ageing population tends to be more active
14. - Stands out the presence of ageing tourists in Andalucía → They have less flow during summer season

15. - Denmark has experienced a growth in the bookings in the Costa del Sol with regard to the 1st semester of 2012. They use to come in summer and autumn.
16. - Despite of the economic downturn Danishes still want to treat themselves with cheaper luxury items → Personal wellbeing will continue to be important in the future and is expected to result in more visits to spas
17. - Political problems in El Cairo (Egypt) and Istanbul (Turkey) have frightened Europeans (such as Danishes and Russians)
18. - Growing consumer interest in internet retailing

Threats

1. - International level competitors: Mexico, Turkey, Korea and India. → With Turkey, Korea and India it is difficult to compete in prices.
- 2.-Turkey continues being the country that takes advantage of the instability of Egypt and maintains keeping its high demand → It was the destination that reached the highest number of Russian tourists during the first months of 2013.
3. - National level competitors: Canary Islands (it is the favourite destination of Nordic Countries), Santiago de Compostela.

2. Target Market

Having analysed and evaluated the marketplace conditions, the SWOT has helped to identify the target audience and reach conclusions.

Firstly, in Russia there is a trend of ageing population who is interested in wellness tourism.

Secondly, in Denmark, the ageing population tends to be more active. Danish are very interested in having healthy lifestyle involving sports activities, eating healthy food and using natural herbs and remedies.

Thirdly, Malaga is pioneer in this segment having specialized hotels and private hospitals, with an effective structure of the touristic product and high quality.

Therefore, the market segment deemed profitable to travel to Malaga as a health and wellness destination is 65 years old and over tourists (retirees).

However, it would be necessary to adapt the product to them.

3. Objectives

The results of the situational analysis and the SWOT points to three objectives, established in order to complete the aim of the author of the project, which is to boost the demand of Malaga's health and wellness tourism in 65 years old and over Russian and Danishes tourists. These objectives are achievable, in order to evaluate the effectiveness of the destination and, they are going to be accomplished with marketing communication late.

Objective 1: To increase the number of Russian and Danish health and wellness tourists in Malaga a 40% with the proposed marketing campaign. One of the aims of any touristic destination is to increase the percentage of tourists visiting it to take advantage of its resources. To achieve this, Malaga has to offer specialised products, to maintain its good prices, and to plan properly its distribution and communication channels. This is a step to generate loyalty among customers and maintain the image of the destination. In the one hand, according to the Tourist Board of Malaga (March, 2013) and Bendodo, the president of the Provincial Council of Malaga (2013), in 2012 the Russian market increased a 30% (data from INE, 2012), and to date this year a 20% more (from January to February). In the other hand, Bendodo (2013) stated that Denmark has increased a 3% during 2012 (data from IET, Frontur).

Objective 2: To foster customer loyalty: To keep 40% of the current tourists with high value for Malaga and make them to repeat. Having satisfied tourists is a priority. Maintaining happy current tourists increases the opportunities for them to come again to the destination. To achieve this, the destination has to offer high quality products and to maintain its good prices, making them remember nice details. This percentage has been calculated approximately, since the author has limited resources to measure it. According to data from the Hotel Occupancy Survey (INE, 2013) and the Ministry of Industry, Tourism and Trade of Andalusia regional Department (data from AENA, 2012) Denmark represents a 6.4% and Russia a 20.6% in Andalusia in 2012, however, according to the OTMA in 2011 Denmark represented a 3.7% and Russia a 1.5% in Malaga.

Objective 3: To reinforce positive attitude though Malaga as a distinctive destination. Some of the characteristics of this destination are its privileged position as well as good quality products and good prices. With the goal of continuing with this supply of high value through high quality products and maintaining its good prices, the image of the destination would continue representing a distinctive destination, what would reinforce the positive attitude for tourists, such as its brand name and image. This objective is difficult to quantify due that it would be needed a pre-campaign and post-campaign measure of notoriety and attitude; as there are not a pre-campaign, it is not logic to add a percentage to this objective.

These objectives are planned for a short and medium term, since this touristic segment (health and wellness tourism) has a high potential growth.

4. - Marketing strategies

In this point it is going to be determined which marketing communication functions are going to be used and to what extent to accomplish the established objectives. In this case, ten promotional actions are going to take place during one year and a half, with the aim to attract tourist for the autumn and winter season, since the vast majority of seniors' visits to the Costa del Sol takes place outside the high summer season. Each one of the three objectives is supported by several strategies; strategies are ideas about how to accomplish those objectives and, to accomplish these ideas, various tactics are going to be used; tactics are specific actions to be taken to execute the strategy, they bring the strategic idea to life.

After the formulation of the objectives, several strategies and tactics (actions) are going to be proposed with the aim to achieve those objectives. In the following matrix are schematically summarised the objectives, strategies and actions. Immediately after, are explained in detail the strategies and actions to be taken in the plan.

Matrix 1: Objectives, strategies and tactics (actions)

	Objective 1: To increase the number of Russian and Danish health and wellness tourists in Malaga	Objective 2: To foster customer loyalty: To keep those tourist with high value for Malaga and make them to repeat	Objective 3: To reinforce tourist attitude through Malaga as a distinctive destination
Product: -Promoting the "up-selling" over the target market. -Offering more hotels in Malaga specialised in H & W tourism. -Training plan of Human Resources.	X X	X X	X X
Price: -Maintaining the prices (price of treatments, hotels ...).	X	X	X
Distribution and Relational Marketing: -Creating more specific health and wellness foundations. -Making agreements between hotels and private hospitals.	X		X
Communication / differentiation: -Adapting marketing messages to those countries. -Positioning. -Make them to remember beautiful details. -Personal selling. -Advertising.	X X X X	 X X	X X X X

4.1. Product strategy:

→ Promoting the “up-selling” technique over the target market. An 80% of this action will be focused on Marbella hotels or residences, since according to Bendodo (2013) the primary motivation of the Russian and Danish market on the Costa del Sol is Marbella and its luxury supply.

The up-selling is a sales technique through which we suggest a customer to buy a product or service more advanced and sophisticated (Hosteltur, 2010). The aim of this strategy has two purposes: Firstly, to foster customer loyalty, since at the time to evaluate key factors of the external environment we have realised that according with the characteristics of the current Russian and Danish tourist in Malaga, such as they like good services and luxurious products, they will be interested on more sophisticated products which will make them to repeat in the destination. Secondly, this will reinforce their attitude through Malaga as a distinctive destination, for example, some services or products that would be difficult to found in other destinations.

According to Hosteltur (March, 2010) it is a very important technique because it can increase the turnover, this is to say, it can increase the number of sales of health and wellness products in Malaga. However, it is necessary to have in mind a well use of this technique, without abusing, because sometimes providing more sophisticated products and services do not really offer any value to the customer, which is the key in this technique. But as mentioned above, this sales technique should add value to the customer, so it is very important to have into account a number of benchmarks:

- Quality: The product or service offered should maintain or increase the quality of the product or service requested by the customer.
- To complement: The product or service offered on the up-selling should complement the ones requested by the customer; otherwise it is very difficult to provide value to the product or service requested by the customer.
- “Just in time”: It is very important to start the up-selling technique once the customer has decided to buy my product or service; this is to say, just at the most convenient moment.

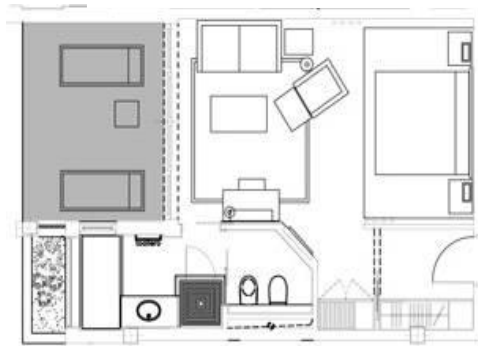
- Established order: It is also very important the order in which up-selling's options is offered, since a wrong order can lead the customer to a confusion or rejection of the up-selling option.

This strategy involves informing and persuading the tourist to buy this product through communication tools in order to use properly this technique.

The up-selling options would be:

- Junior Suites with fantastic views facing the sea, 42 m² approximately of habitable area and 12 m² of covered terrace.

Image 1: Junior suite



- Penthouse suites, overlooking the sea and/or the mountain; approximately 84 m² of habitable area, 1 or 2 bathrooms and up to 48 m² of terrace.

Image 2: Penthouse suite

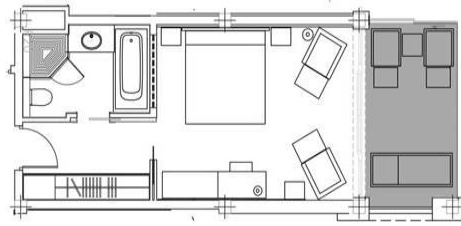


Image 3: Penthouse suite



-Executive rooms, north-oriented with sightseeing to the mountain; 32,5 m² approximately of habitable area and 9,5 m² of covered terrace.

Image 4: Executive room



→ Offering more specialized Health and Wellness hotels:

At the time of analysing the internal environment of the destination, the author of the project has realised that although in Malaga does exists a wide hotel supply, to achieve its three objectives it is very important to offer a more adapted hotel supply.

Malaga should continue adapting and modifying its products, as well as improving its quality since according with the external analysis and the SWOT, there are other destinations trying and competing to catch this type of tourism.

This action would be supported by a government incentive plan (for example, further promotion in Denmark and Russia for hotels that offer these services) to encourage hotels to develop health and wellness facilities and services; this would prove effective in the medium- long term, because hotels need time to improve their facilities.

The product would be adapted to people older than 65 years old, this is to say, the destination would count with more facilities than it already has such as: Rest homes, specialised hotels, specialised gyms, specific bus routes for them, and, moreover, the interior design of the hotel room, their treatments and activities, the food, etc., would be adjusted for them, as follows:

-Architecture: Creating a place surrounded of health and wellness environment in which the self-healing powers and energies can be developed to the maximum. The aim is the allocation of the customer in a building in which the construction and design reflects the therapeutic philosophy, such as: Natural light, ample space, calm, naturally-sourced object and materials (design), harmonious colours schemes (inspired by nature), gardens

with a wide variety of fruit trees and plants among others, are key elements at the time to reflect this idea.

-Therapeutic routes: Routes which offer special programs and are designed to people with specific problems. This treatment will promote guidance in learning new habits and make changes to improve quality of life. As it is designed to people with specific problems, there will be different types of routes during the week:

- The cardiovascular route: Physical exercise, relaxation techniques, meditation.

- Route for the digestive system: Cookery lessons, yoga, etc.

- Route for mobility: It would improve the mobility and general well-being. It will consist on beach walks, specialized gym.

- Weight reduction route: Daily walks, classes of physical exercises, cookery lessons.

- Route for depression: Physical exercise, reiki, and other activities which can overcome states of depression.

All this routes will be made in groups and, for each person, there will be a doctor because every person has its necessities and specific problems. There will be an initial consultation with the aim to monitoring the patient.

-Exclusive spa treatments: Weekly spa treatments and distinguished beauty treatments such as Oyster's lifting. The treatments use natural ingredients such as coconut, papaya, aloe vera, lime, avocado, cucumber, etc.

After the spa, the guests will have an equilibrated menu to boost the benefits of the spa, from the organic orchard, this is to say, the hotel's food will be the most biologic possible, being the fruits and vegetables from the orchard.

-Relax area, with fresh juices.

-Workshop and conferences: About how to have a healthy life and diet.

Other spaces / rooms:

- Living room / library with fireplace
- Infirmaries
- Kitchens for teas
- Function rooms (conferences, TV, meetings)
- Room Internet / Wi-Fi

(Pictures at the end – Annexe)

To bring this idea to life, and bearing in mind the results of the situational analysis and the SWOT, online sales are predicted to grow in both countries, due to the growing interest on internet retailing, however, youth is who more uses this channel in both countries whereas traditional channels such as going to travel agencies, specialised press and questioning family and friends are the most used by 65 years old and over (IET Tourspain, 2012:10). For this reason, the communication tools for this strategy in order to achieve the aim of increasing the number of health and wellness tourists in our destination, to keep them and to give the image of a distinctive destination are the followings:

- Advertising

-Outdoor advertising:

Selecting key geographic areas such as the most well-known department store of Moscow, “*Glavny Universalny Magazin*” (GUM), which currently consists of over 100 multi-brand clothing and accessories for large firms, cosmetic and perfume shops, beauty salons, restaurants, coffee shops and others; it can be described as “luxury and beauty”. Furthermore, according to the Spanish Tourism Institute Tourspain (2012), Moscow and St Petersburg are the main outgoing cities of Russia, so, to expose spectacular ads in this department store in Moscow would reach the wanted customer.

In the case of Denmark, one of the most important department store: “*Magasin du Nord*”, exclusive department store with establishments in the main cities of Denmark such as in: Aarhus, Aalborg and Copenhagen, which correspond as well with the main outgoing cities from Denmark (Spanish Tourism Institute Tourspain, 2012). Both department stores have a long history; both are situated on privileged squares or suburbs and their architecture is worth seeing.

Department stores are chosen because they are frequented by our target market: They like shopping, good firms, beauty salons, etc. As our target market like exclusive firms, the chosen department stores are the most important and more prestigious.

The idea is to show a video of the destination, with Malaga's pictures of relax areas and specialised hotels. It would be very similar to one video that Canary Islands together with a Danish Tour Operator have created.

-Magazine advertising:

- Specialised press and important magazines of Russia and Denmark.

In the case of Denmark:

According to Banesto (2013), in Denmark, printed media advertising is widely used. On the one hand, National newspapers such as Berlingske Tidende and Politiken (both in Danish language) are read mostly in Copenhagen. On the other hand, there are magazines such as: Liv (woman beauty), Aktiv Træning (active training), I FORM (wellness and health), the last one it is very important and popular, it includes life habits, healthy diets recipes, in other words, how to improve fitness and health.

In the case of Russia:

According to Banesto (2013), in Russia the press allows to reach potential customers around the country and, through publications it is possible to reach specific population groups. On the one hand, the main newspaper are: Moskovsky komsomolets, Sovetskiy Sport, Rossiskaya Gazeta, Metro, KP, Arguments and facts, Extra M (all of them have travel, recreation and fitness sections).

On the other hand, there are magazines such as: Вокруг Света "Moving around the globe" (travel magazine), Красота & здоровье "Beauty & Health", Секреты здоровья и красоты "Secrets of Health and Beauty" and Men's Health (for men).

All those magazines have been chosen because the elderly can read them.

- Personal selling:

As traditional channels such as going to travel agencies are the most used by 65 years old and over as mentioned before, this would have more advantages than disadvantages, such

as: Immediate feedback, tailored presentations to the customer, immediate action and close sales. This action would achieve the three objectives of the project.

→ Training plan for Human Resources: Improving the level of awareness, training and qualification of human resources employed in this sector in Malaga, such as: The level of Russian, Danish and English language; intercultural competences, additional courses and seminars, etc.

4.2. Price strategy

→ To maintain the prices or just increase them a bit:

According to Lamb, Hair and McDaniel (2004), a pricing strategy is a framework for setting long-term prices that sets the starting price for a product and the intended direction for price movements over the product life cycle.

It is not desirable to put the prices up, given that the result of the SWOT indicates that our destination has the strength of lower cost treatments compared to other cities and high quality treatments, which are the interests of our target market.

Furthermore, it is important to bear in mind that Malaga is the fifth Spanish destination with more adhesions to the Integrated Quality Spanish Tourist Destination (SICTED), (having into account that our competitive destination Canary Islands is the third) and it has a worldwide recognize sanitary system with prices lower than in other countries, what makes the destination attractive in this term.

However, due to that our target market is people who do not care about the money they spend in their wellbeing (Danishes) and this segment gives much importance to the brand and quality, for them price is something secondary (Russians). It is not a luxury product neither elitist, but it is a very high-performance and a quality product, therefore, if the price is very low, it won't give the image of quality and distinction.

4.3. Distribution and relational marketing strategy

There are established two actions with the aim to improve distribution channels with Russia and Denmark.

- Creating more specific health and wellness foundations, besides the one that already exists in Malaga: Malaga Health Foundation. This will have the aim to attract wellness and health tourism towards private health and to let people from Russia and Denmark know that Malaga has besides the sun, beach and golf: Good hospitals and sanitary structures. This is to say, what is wanted with this action is people to chose Malaga to have a surgery or rehabilitation or to go to the Spa, as a health and wellness destination.
- Making agreements between hotels and private hospitals in order to offer treatments and specialised medical services (mentioned in the point above) in hotels. Furthermore, it is very important to make agreements with tour operators as well with the aim to manage the journey, allocation and stay of the tourist from their country of origin.

4.4. Communication/differentiation strategy

To approach one of the author objectives, to reinforce the positive attitude towards Malaga as a unique destination, it is very important to make visible the product in the consumer mind through the following communication action:

→ Positioning:

Positioning is the “location of a product in the mind of the customer or the position that a product occupies in the mind of a customer”.

In this case, the aim is to strengthen Malaga's market position in the segment of ageing population in Russia and Denmark. As found out in the external analysis, there is a high number of ageing population increasing in Russia and Denmark [and in the whole planet] (La Voz de Rusia, Oct. 2011), and they tend to be more active; for this reason, global positioning would be more effective. This product requires less emphasis on specialized information and more emphasis on image, this is to say, high-touch positioning would be used. High-touch products provide benefits linked to life moments; a product that is at the centre of everyday life and the benefits offered are understood worldwide.

The adopted approach to positioning strategy is positioning by use or application, this is to say, associating the product, which is the destination, with a specific use or application. Malaga, as a health and wellness destination, attempts to develop an out of season positioning strategy as the destination to go when a retired person want to have a preventive treatment to have a healthy lifestyle or to have an anti-ageing treatment in an exclusive city. The idea is to make good use of the touristic resources of Malaga.

→ Adapting marketing messages for Russia and Denmark:

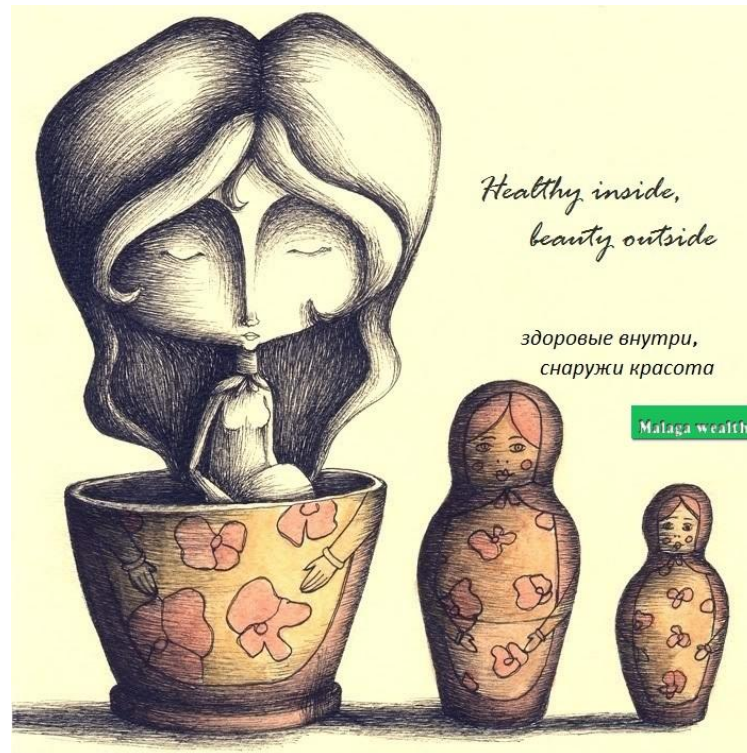
It is very important to see the similarities and differences between both countries and cultures in order to adapt the marketing messages. Therefore, as stated in the external analysis, Danishes are very interested in having a healthy lifestyle and, in the case of Russians, in beauty. However, both attributes are related and complemented each other.

“Beauty is a state of mind, if you does not feel beautiful inside you ever will be beautiful outside” Anonymous.

For this reason, the goal to create a globally integrated marketing communication campaign is to integrate marketing communication tools and sources to maximise the impact on consumers at a minimal cost, considering the national and cultural differences in target markets.

Therefore, the author of this project has used a homogenization approach, this is to say, same positioning for Russia and Denmark and same message: Healthy inside, beauty outside; but adapting the image to the country.

On the one hand, for Russia:



The image of a Matrioshka has been chosen because it involves two connotative meanings. The first one, it is a symbol of Russia which have intrinsic the idea of maternity and fertility; likewise, it also suggest the idea of wealth and everlasting life (Educación Uncomo, 2010). These dolls have always transmitted a simple an everlasting message of friendship and love.

The second one, the message that Malaga want to transmit is that, as mentioned before, beauty is not only related with the outside: A feeling of well-being inside is a feeling of well-being outside, and the woman inside the Matrioshka will make the target market reflect and think about that.

The image of the Matrioshka will transmit confidence to the target market since they are familiarised with it because it is a symbol of their country and it involves a connotative meaning that everybody knows.

The message is translated to Russian because according to Llamazares (2006) it is advisable to translate the material and, furthermore, in Russia the knowledge of foreign language is low.

On the other hand, for Denmark:



The image of a heart made of fitness symbols has been chosen for Denmark because, as said before, Danishes are very interested in having a healthy lifestyle and Malaga has all those resources. The heart fulfilled with those symbols: Sports, healthy food, health and wellness, etc., will mean a healthy life and in the outside, a beautiful heart, which will mean beauty. Furthermore, the green colour it is attributed in this case to health and wellness but, as well, because in Denmark there is quite awareness of respect to the environment (Gao, 2013), therefore this colour will give them good sensations.

- Logo: The logo of the destination is a graphic mark used to aid and promote instant public recognition. It is composed of the name of the destination: Malaga, and a word mix from “wellness + health” = “Wealth”, which means “abundance of valuable material possessions or resources” (Dictionary Merriam Webster, 2013). The emblem Malaga Wealth will give the sensation of having all the resources necessary for health and wellness tourists. The green colour it is used with the aim to reflect natural and authenticity.

Malaga wealth

→ Make consumers to remember beautiful details: Details are the little things that catch the customer and make them to repeat and to have a positive image of the product. This marketing function is used with the aim to foster customer loyalty.

Details such as: specialised room service, a warm welcome to the hotel: a natural fruit juice in their rooms, a dish with apples; books of their interest; modern bathrooms with hydromassage shower; comfortable beds, with many pillows; simple but delicious menus.

To end up with this point, it is very important to bear in mind that the most effective communication strategies varies depending on the situation of the product, the country's environment (media infrastructure, competition, regulations, etc.) and the target market (local habits, spending power, cultural and social influence, etc.).

→ Personal selling:

Travel Agencies' personnel in the outgoing country (Russia and Denmark), as well as hotel receptionists, once they are decided to book a product, a more advanced and sophisticated product would be offered. The up-selling action (product strategy) would be promoted by this communication tool.

→ Advertising:

The up-selling action would be promoted by this communication tool.

-Internet advertising:

Because although people between 25-44 years old is who more organize travel by their own (73%) and uses internet, even this trend catches travelers from 65 years old and over, as mentioned in the point 1, so informing tourists through on-line bookings would be the tactic used, but only for a few month to see if it is profitable or not.

-Direct mail advertising: Normally, to previous customers that we know they will like the product, in this way customer loyalty will be fostered.

5. - Setting the budget

This section is made by classroom notes (2013) in order to have an idea of how does this process work, in an objectively and rationally way. However, due to the limitations of the author of the project, it is difficult to predict how much spending would be needed to accomplish the Marketing Campaign.

Marketing and the marketing communication department have assigned a “fixed amount of money for a fixed period of time” for its campaign, this is to say, a budget. Once marketing receives its budget, it then needs to allocate the money to the various MC functional areas and, if necessary, adjustments need to be made. The objectives and strategies determine how much money will be allocated to each MC function and to major types of media.

From a marketer point of view, MC spending can be seen as an investment. However, many things affect sales. Therefore, although a certain level of sales is fixed, it is subject to many unknown and uncontrollable factors.

Determining the spending on the Marketing Campaign and the allocation of money can be done by different budgeting methods, for example, by “objective and task budgeting”. This method starts with zero-based planning which determines the marketing communication objectives and the tasks that need to be done to accomplish each objective. MC agencies often have useful information about the cost needed to achieve certain objectives; however, the limitation of this type of budgeting is the difficulty of predicting accurately how much spending is needed to accomplish each objective.

As the destination operates in two geographically distinct markets, the budget allocation can differ from one country to another.

The budget would be allocated strategically in this way: Offering new and high quality products, improvement of distribution channels and communication tactics.

6. - Evaluating effectiveness

As important as developing and implementing a marketing campaign is its constant monitoring. Only in this way will be checked if it is really effective and if the objectives are being achieved. This is the reason why the objectives have been defined clearly in measurable terms and the time frame has been specified as well.

Furthermore, periodic review of the plan is the best indicator of react, to know what is not working well and implement appropriate measures to correct the weaknesses as soon as possible (Caja Madrid, 2013).

The impact of the strategies established should be constantly monitored, the chosen type of control would be “control of the plan” and according to Kotler (2012), its aim is to verify that the destination is getting the expected results. To achieve this, it is performed an analysis of sales, market share, business expenses ratio, financial analysis and monitoring of customer activities.

Matrix 2: Measures of control and tools

23/09/2013-21/03/2015 (One year and a half)	Term	Measures of control
Product: -Offering more hotels in Malaga specialised in H & W tourism	M/L term	Visits to establishments within the time stipulated for compliance with requirements
Promoting the “up-selling” over the target market.	Each week	Analysis of hotel sales. Analysing what type of room is sold and which one is the best selling.
Training plan of Human Resources	Monthly	Monitoring of Human Resources. Undertaking customer surveys asking if they are happy with the customer service.
Price: -Maintaining the prices (price of treatments, hotels ...)	Monthly	Determining if the market share increases, acquiring a monthly report about the market share
Distribution and Relational Marketing: Creating more specific health and wellness foundations.	M/L term	Analysis of agreements and of the participation at those international markets.

Making agreements between hotels and private hospitals	M/L term	Analysis of agreements and of the participation at those international markets.
Communication / differentiation: -Adapting marketing messages to those countries	Twice (one at the beginning and one at the end)	Determining if the market share increases, undertaking customer surveys asking if they feel comfortable with those messages (intercultural competences)
Positioning strategy	Twice (one at the beginning and one at the end)	Determining if the market share increases, undertaking customer surveys asking if they feel involved with the advertisement and images of the MC. Furthermore, checking the progress of positioning with positioning maps
-Make them to remember beautiful details	Each month	Determining if hotels are offering those details by business expenses ratio and financial analysis. Undertaking customer surveys asking what like the most during their stay

7. - Conclusion

This project has analysed the province of Malaga as a wellness and health destination. This touristic segment is becoming an important economic and marketing strategy for hoteliers, resorts and touristic destinations. Furthermore, the author has realised that Russia and Denmark have a big potential and are emerging markets in the Costa del Sol. Having analysed the internal and external environment of Malaga there has been found real possibilities for the destination:

1. - Malaga is pioneer in the segment of health and wellness having specialised hotels (SPA, thalassotherapy, etc.) and private hospitals, with an effective structure of the touristic product and high quality. Moreover, the destination offers low costs (compared with other cities) and high quality treatments.
2. - In Russia and Denmark the ageing population tends to be more active and is very interested in health and wellness tourism.

However, although Malaga has many touristic resources it does not have specialised hotels in health and wellness; the destination does not has specific marketing actions for health and wellness tourism and, furthermore, this type of tourism is not being promoted at the same level than golf, MICE or cultural tourism.

For this reason the author has established three objectives according with the outlined opportunities (points 1 and 2), with the aim to boost the demand of Malaga's health and wellness tourism in 65 years old and over Russian and Danishes tourists. Each one of the three objectives is supported by several strategies and tactics to bring the strategic idea to life. If those objectives are accomplished, Malaga would be positioned as a Health and wellness destination for the target market.

Finally, the author of the project has set several ways to evaluate the effectiveness of the plan, as well as how to set the marketing campaign budget.

8.- References

1. Ayuntamiento de Malaga (City Council of Malaga): "Behaviour of tourism in Malaga" (January, 2013). Data from INE. PDF Document.
2. Banesto (May, 2013). *Foreign Trade: How to reach the customer. Denmark*: <http://comercioexterior.banesto.es/es/elija-su-mercado-objetivo/perfiles-de-paises/dinamarca/introduccion> - accessed on the 21/05/2013
3. Banesto (May, 2013). *Foreign Trade: How to reach the customer. Russia*: <http://comercioexterior.banesto.es/es/elija-su-mercado-objetivo/perfiles-de-paises/rusia/introduccion> - accessed on the 21/05/2013
4. BBC News: Denmark country profile: http://news.bbc.co.uk/2/hi/europe/country_profiles/1032760.stm - accessed 6/05/2013
5. Bernal et al. (2013): "Elite Collection llevará a cabo 30 acciones promocionales de turismo de lujo vinculadas a Marbella". Europa Press. Andalusian Tourism.
6. Breaking travel news (March, 2013): "MITT - Moscow International Travel & Tourism Exhibition 2013": <http://www.breakingtravelnews.com/events/details/mitt-moscow-international-travel-tourism-exhibition-2013/> - accessed on the 2/07/2013
7. Buchinger Wilhelmi (2012): "FORO AUSBANC "CÓMO ATRAER Y POTENCIAR EL TURISMO MÉDICO EN LA COSTA DEL SOL"".
8. Budeva, D. (2009): "Two models of international country segmentation". The Barry Kaye College of Business. Florida Atlantic University.
9. Caja Madrid (2013): "Development of a Marketing Plan": <http://82.165.131.239/hosting/empresa/cajamadrid/leccion.asp?seccion=5&curso=27&leccion=25&cursos=1>, - accessed on the 15/08/2013
10. Caribbean Export Development Agency (Nov, 2008): "Ten strategies for success within the Caribbean single market & economy (CSME)". Health & Wellness Tourism.
11. Carreto, J. (2012): Market Research (International Business): "Market Positioning Strategies": <http://uproimni.blogspot.com.es/2008/03/estrategias-de-posicionamiento-de.html> - accessed on the 24/07/2013
12. Chamber of Commerce of Malaga (June, 2010): "Turismo de belleza y salud en la provincia de Málaga". PDF Document.
13. Diario Sur (April, 2013). Article from Martinez, P.: "Tourism in the Costa del Sol cannot think or act like the last 40 years. We are in a radical changing cycle" Butler et al. (April, 2013). <http://www.diariosur.es/v/20130407/turismo/manuel-butler-turismo-costa-20130407.html> - accessed on the 21/05/2013

14. Diario Sur (Malaga's Press). Article from Efe (March, 2013): <http://www.diariosur.es/20130325/local/marbellaestepona/costa-registra-pernoctaciones-turistas-201303252206.html> - accessed on the 26/03/2013
15. Diario Sur (Malaga's Press, 2013). Article from Escalera, A. (Feb, 2013) "[The University of Malaga creates a professorship that will promote health and wellness through tourism](http://www.diariosur.es/20130225/local/malaga/universidad-crea-catedra-fomentara-201302251428.html)": <http://www.diariosur.es/20130225/local/malaga/universidad-crea-catedra-fomentara-201302251428.html> - accessed on the 19/07/2013
16. Edvinson et al. (2005): "[National intellectual capital: Comparison of the Nordic countries](#)". EMERALD Database
17. El Pais (Spain's Press): "[For surgery, come to Spain](http://sociedad.elpais.com/sociedad/2013/03/15/actualidad/1363377878_828770.html)". Article from Rincón, R. (March, 2013). http://sociedad.elpais.com/sociedad/2013/03/15/actualidad/1363377878_828770.html - accessed on the 3/05/2013
18. Escalera, A. (May, 2013): "[Hospitales privados traerán a pacientes extranjeros a la Costa del Sol](#)". Diario Sur (Malaga's Press).
19. Escalera, A. (Sept, 2013): "[Hospitales, clínicas y hoteles se alían para traer a unos 3.000 turistas sanitarios al año a la Costa](#)". Diario Sur.
20. Euroal News (2013): "[Delegaciones empresariales e institucionales de 32 países participan en 'EUROAL 2013'](#)". Online.
21. Euromonitor International. Country report: "[Health and Wellness tourism in Russia](http://www.euromonitor.com/health-and-wellness-tourism-in-russia/report)": Executive summary (Aug, 2012) <http://www.euromonitor.com/health-and-wellness-tourism-in-russia/report>
- "[Beauty and personal care in Denmark](http://www.euromonitor.com/beauty-and-personal-care-in-denmark/report)". Executive summary: <http://www.euromonitor.com/beauty-and-personal-care-in-denmark/report>
22. Euromonitor International. Country report: "[Travel and Tourism in Denmark](http://www.euromonitor.com/travel-and-tourism-in-denmark/report)". Executive summary (Nov, 2012): <http://www.euromonitor.com/travel-and-tourism-in-denmark/report>
23. Europa Press (2013): "Malaga promote its tourism in Russia thanks to an agreement with St. Petersburg". Article from Caneda, D. & Vvchiya, N.: <http://www.europapress.es/andalucia/turismo-00476/noticia-malaga-turismo-malaga-capital-promocionara-oferta-turistica-rusia-gracias-acuerdo-san-petersburgo-20130520173526.html> (pp-15) - accessed on the 7/05/2013
24. Europa press (2013): "[Malaga shows its tourism supply in Russia, a market that grew by 30% in 2012](http://www.europapress.es/andalucia/turismo-00476/noticia-malaga-capital-muestra-oferta-turistica-rusia-mercado-incremento-30-2012-20130319132931.html)": <http://www.europapress.es/andalucia/turismo-00476/noticia-malaga-capital-muestra-oferta-turistica-rusia-mercado-incremento-30-2012-20130319132931.html>- accessed on the 27/07/2013

25. Europa Press. Article from Caneda, D. (Nov. 2012): <http://www.europapress.es/andalucia/turismo-00476/noticia-malaga-promocionara-oferta-turistica-mercado-ruso-acuerdo-san-petersburgo-20121120180242.html> - accessed on the 25/03/2013
26. Frontur: Tourist Movement on Borders: Notes on the current situation (Feb, 2013): <http://www.iet.tourspain.es/es-es/estadisticas/frontur/paginas/default.aspx>
Studies and publications: [http://www.tourspain.es/es-es-inteligenciamercados/EstudiosPublicaciones/Paginas/default.aspx](http://www.tourspain.es/es-es/inteligenciamercados/EstudiosPublicaciones/Paginas/default.aspx)
27. *Gestion.org (Online Business Magazine)*: “The commercial department in the company” <http://www.gestion.org/gmarketing/gestion-de-ventas-gestion-marketing/el-departamento-comercial-en-la-empresa/> - accessed on the 20/06/2013
28. Hergesell, A. & Blichfeldt (2007):”Tourism profile Danish North Sea Coast”. University of Southern Denmark. Institute of Business Communication and Information Science.
29. Hilton Worldwide (Summer, 2012): “Balancing Russia’s tourism deficit: A report on the future of the industry”. PDF document.
30. Hjalager, A. et al. (April, 2011): Nordic innovation “Innovating and re-branding Nordic wellbeing tourism”. PDF Document.
31. Hosteltur (Aug, 2011): “Turismo de salud: alemanes, rusos y franceses miran a España”. http://www.hosteltur.com/130690_turismo-salud-alemanes-rusos-franceses-miran-espana.html - accessed on the 3/04/2013
32. Hosteltur (March, 2010): “The up-selling technique”: http://www.hosteltur.com/67163_tenica-up-selling.html - accessed on the 4/07/2013
33. Hosteltur (May, 2013): “One of two touristic destinations communicates without previous plannification”: http://www.hosteltur.com/152560_uno-cada-dos-destinos-comunica-planificacion-previa.html - accessed on the 21/05/2013
34. Hosteltur (May, 2013): “Russian tourists will increase their travel by 12% this summer”: http://www.hosteltur.com/151020_turistas-rusos-aumentaran-sus-viajes-12-verano.html - accessed on the 21/05/2013
35. Hosteltur: “Health and wellness tourism, an opportunity for the hospitality industry”. Article from Frigola (Nov. 2012): http://www.hosteltur.com/57392_turismo-salud-bienestar-oportunidad-sector-hotelero.html - accessed on the 24/04/2013
36. HOSTELTUR: Eurostat data (April, 2013): http://www.hosteltur.com/145420_espana-lider-como-destino-vacaciones-europeos.html - accessed on the 12/04/2013
37. HOSTELTUR: Informe ITB Berlin (Aug 2011) http://www.hosteltur.com/130690_turismo-salud-alemanes-rusos-franceses-miran-espana.html - accessed on the 12/04/2013

38. Hostetur (May, 2013): “Turkey moves up in 2013 to grab more tourist share to Spain” http://www.hostetur.com/148600_turquia-pone-turbo-2013-arrebatar-cuota-espana.html - accessed on the 21/05/2013
39. INDEX MUNDI. Country profiles: Denmark (July, 2012) <http://www.indexmundi.com/denmark/#Demographics> – accessed on the 6/05/2013
40. INE: Instituto Nacional de Estadística: Nonresident tourist arrivals by country, type and period: <http://www.ine.es/jaxi/tabla.do> - accessed on the 25/04/2013
41. INSTITUTO DE ESTUDIOS TURISTICOS DE ESPAÑA: <http://www.iet.tourspain.es/es-ES/Paginas/default.aspx> - accessed on the 25/04/2013
42. Invattur: Instituto Valenciano de Tecnologías turísticas: <http://www.invattur.org/noticias/el-turismo-ruso-se-afianza-entre-los-grandes-mercados-con-un-crecimiento-del-7-4-hasta-2016> - accessed on the 25/04/2013
43. Jimenez, D. (2013): “International Marketing”. Master in International Business Administration and Modern Languages. Class notes.
44. Jones Lang LaSalle Hotel & Hospitality Research: <http://www.joneslanglasalle.com/Hotels/EN-GB/Pages/Research.aspx> - accessed on 8/05/2013
45. Junta de Andalucía (Regional Government of Andalusia), Study (2011): “Perspectivas de Desarrollo del Turismo de Salud y Belleza en Andalucía”. PDF Document.
46. Junta de Andalucía (Regional Government of Andalusia): “Foreign Tourists in Andalusia” (March, 2013). PDF Document.
47. Junta de Andalucía (Regional Government of Andalusia): “Other touristic markets in Andalusia” (March, 2013). PDF Document.
48. Junta de Andalucía (Regional Government of Andalusia): “Mercados emisores de turismo hacia Andalucía: El mercado Nórdico” (2006). Consejería de Turismo, Comercio y Deporte.
49. Kaufmann et al. (2001): “Wellness tourism: Market analysis of a special health tourism segment and implications for the hotel industry”. University of Berne. Switzerland.
50. Kesar, O. et al. (2011): “Medical Tourism Development in Croatia”. Zagreb International Review of Economics & Business, Vol. 14, No. 2, pp. 107-134.
51. Kotler, P. et al. (2012): “Dirección de Marketing”. ADDISON-WESLEY
52. La Opinión de Málaga (Malaga’s press). Article from Guzman, V. (Feb, 2013): <http://www.laopiniondemalaga.es/turismo/2013/02/02/junta-serhs-vuelcan-mercados-emergentes-romper-estacionalidad/565021.html>

53. La Opinión de Malaga (May, 2013): “The tourism fair 'Euroal' meet to 31 destinations in Torremolinos”:
<http://www.laopiniondemalaga.es/turismo/2013/05/20/feria-turismo-euroal-reunira-31-destinos-torremolinos/589334.html> - accessed on the 20/07/2013
54. Lara, J. et al. (2013): “Málaga, quinto destino español con más adhesiones al Sistema Integral de Calidad Turística en Destino”. Europa Press.
55. Llamazares, O. (2006): “Cómo negociar con éxito en 50 países” (pp. 69-71/100-203). ROAL. Madrid
56. Logo Creator online: <http://es.cooltext.com/Logo-Design-Cutout>
57. Lyck, L. (April, 2002). Tourism and Hospitality research: “Changed context for the Danish tourism industry: A strategic analysis” (pp- 311-318). ABI/INFORM Complete.
58. Merriam Webster Dictionary (September, 2013):
<http://www.merriamwebster.com/dictionary>
59. Ministerio de Industria, Energía y Turismo (April, 2013): “Resultados de la actividad turística en España”. Instituto de Estudios Turísticos (IET). Balance del Turismo
60. Ministry of Industry, Energy and Tourism: Press note:
<http://www.minetur.gob.es/es-ES/GabinetePrensa/NotasPrensa/2013/Paginas/npfronturfeb220313.aspx> - accessed on the 5/04/2013
61. Movimientos Turísticos en Fronteras (FRONTUR) y Encuesta de Gasto Turístico (Egatur). “Annual Report” (2011). PDF Document.
62. Nielsen, K.(2009): “El turismo de la tercera edad en los destinos turísticos consolidados: El caso de la Costa del Sol”. Universidad de Málaga
63. Observatorio turístico de la Comunidad Valenciana (Dic, 2009): “Informe de mercado Danés”. PDF Document.
64. Observatorio turístico de la Comunidad Valenciana (March, 2013): “Informe del emisor Nórdico”. PDF Document.
65. Observatorio Turístico de Malaga, OTMA (Touristic Observatory of Malaga): “Balance 2011”. Ayuntamiento de Malaga. PDF Document.
66. Organization for Economic Cooperation and Development (OECD): Denmark life Index: <http://www.oecdbetterlifeindex.org/countries/denmark/> - accessed on 6/05/2013
67. Orniay, A. et al. (2011): “Antequera Golf goes to the Tourism Fair of Health and Welfare "Inviva" in Germany”: <http://turismo.antequera.es/2013/03/antequera-golf->

acude-a-la-feria-de-turismo-de-salud-y-bienestar-inviva-de-alemania/- accessed on the 18/07/2013

68. Periodista digital (June, 2013): “EUROAL 2013: La Costa del Sol as a health and wellness destination”:

<http://blogs.periodistadigital.com/latino.php/2013/06/07/euroal-2013-torremolinos-turismo-feria-c> - accessed on the 27/07/2013

69. Piacente, P.J. (May, 2013): “Fuerte impacto del turismo nórdico en Andalucía”. Tendencias del turismo.

70. Puczko, L (2010): “Health, wellness and tourism: Healthy tourists, healthy business”. Proceedings of the Travel and Tourism Research Association Europe 2010. Budapest, Hungary.

71. Región de Murcia: Promotion Plan of Murcia: “Market Notes on second residences of Nordic citizens in foreign countries”(2010):

<http://www.impulsoexterior.com/COMEX/servlet/MuestraArchivo?id =2 8337> – accessed on the 4/05/2013

72. Rodríguez, R. (January, 2013): “El Foro de Turismo reclama más acciones de promoción para Málaga”. Malaga Turismo.

73. Rusia hoy (Russian Press in Spanish): “The profile of Russian tourist in Spain: beyond the stereotype”. Article from Serrano, M. (Aug, 2012). Published by Rossiyskaya Gazeta:

http://rusiahoy.com/articles/2012/08/16/el_perfil_del_turismo_ruso_en_espana_mas_alla_del_estereotipo_18915.html - accessed on the 09-05/2013

74. Rusia mia: Russian Culture: http://www.rusiamia.com/cultura_rusa.html - accessed on the 09/05/2013

75. Statistical Institute of Andalusia: “Malaga. Datos básicos” (2010). PDF Document

76. Thompson, I. (2007): “Price strategies”:

<http://www.promonegocios.net/precio/estrategias-precios.html> - accessed on the 18/07/2013

77. Tkaczynski et al. (May, 2009): “Destination segmentation: A recommended two-step approach». Journal of Travel Research.

78. Tourism Delegation of Malaga (2004): “Pacto por el turismo de Málaga”. PDF Document.

79. Turismo de Tenerife: Informe de situación. “Mercado Danés año 2007 y avance septiembre 2008”. PDF Document.

80. United Nations World Tourism Organization (UNWTO): “International tourism will maintain strong growth in 2013”: <http://media.unwto.org/es/press-release/2013->

01-29/el-turismo-internacional-mantendra-un-crecimiento-fuerte-en-2013 - accessed on the 10/05/2013

81. University of Malaga (Feb, 2013): “Born the professorship on Health and wellness tourism of the University of Malaga”:
<http://www.uma.es/contenido.php?clase=p&tipo=n&idm=29&id=3336> – accessed on the 19/07/2013

82. Urban Health: Marbella (Health and wellness company in Marbella):
http://www.urbanhealth.es/Nuestra_Filosofia.html - accessed on the 28/03/2013

83. Vargas, A. (Sept, 2011): “El turismo de salud y bienestar busca desarrollar su potencial”. Hosteltur.

84. World Health Organisation (2007). Global Health Observatory (GHO): World Health Statistics:
http://www.who.int/gho/publications/world_health_statistics/en/index.html - accessed on the 12/05/2013

85. Wright, L. (Nov, 2011): “Tourism & Travel : Tourism Distribution”:
<http://www.slideshare.net/americanangel/tourism-distribution> - accessed on the 25/07/2013

86. Zhang, J. et al. (June, 2007): « Tourist motivation, market segmentation, and marketing strategies ». Centre for Regional and Tourism Research. Denmark.

Annexe I: Pictures of hotel/residences rooms

