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ANEXOS

Entrevista a Gabi Ruiz

-¿Cuál consideras que es el público objetivo del festival?

Nosotros buscamos un público interesado realmente por la música pero al final los festivales atraen a gente muy diversa con motivaciones muy dispares.

-¿Por qué Barcelona como ciudad sede?

Es nuestra ciudad, aquí nacimos y nos desarrollamos como empresa.

-¿.Qué es lo que buscáis en las agendas a las que contratáis para vuestra publicidad?

las Ideas nacen dentro de nuestra empresa no utilizamos agencias. En determinados casos buscamos ayuda técnica para llevarlas a cabo.

-¿Cuál ha sido tu acción de publicidad favorita desde los inicios del festival?

En esta edición tuvimos un loop de un cohete que no acababa de despegar durante horas en la web. No dimos más información y la gente se volvió loca esperando saber qué estaba pasando. Fue una Idea muy sencilla y muy barata que funcionó extraordinariamente bien. Además nos permitía jugar con la ansiedad del público buscando una reflexión acerca de la importancia de conocer algo unos segundos antes de los demás.

-¿Cuál ha sido tu momento favorito de todos estos años?

No tengo un momento favorito, esta aventura se ha construido día a día con mucho trabajo y con un equipo de gente que ha estado al pie del cañón noche y día. Es el fruto del esfuerzo de mucha gente.

-¿Qué buscáis en los patrocinadores?

Complicidad. Me gusta poder entender cuáles son sus necesidades y que ellos entiendan cuáles son las nuestras. Sin ese entendimiento nuestro partnership no funciona. Durante estos años hemos tejido una excelente relación con nuestros sponsors y por eso llevamos ya trabajando muchos años juntos.

-Todos los años apostáis por el riesgo en vuestro cartel, este año habéis confirmado

a dos bandas que llaman la atención: PXXR GVNG y los Chichos. ¿Por qué estas dos en concreto?

Por una parte queríamos homenajear a los Chichos son una banda clave para entender un contexto social muy determinado y que además elevó a la rumba a la

categoría de súper ventas. PXXR GVNG es la actualización de ese mismo concepto y nos apetecía mucho mostrar esa evolución en un mismo escenario programando las dos actuaciones seguidas.

ENGLISH:**Abstract:**

Primavera Sound is one of the leading festivals at a national level and, increasingly, even in an international one. Since its first edition in 2001 in “Poble Espanyol”, the Festival has been growing at a really fast pace to become what it is today. Primavera Sound is a festival that focuses on quality; it risks and grows every year in number of attendees and artists. A big amount of this success comes from the use that this event makes of communication. From about 2013 the advertising production for the festival has been increasing and becoming more efficient in each edition. Therefore, the aim of this TFG is to see how the Festival has used both corporate and advertising communications to achieve the status that it has achieved now.

This TFG has followed a methodology of research based on primary and secondary sources, as well as journal articles or books about this context; in addition, I have conducted participant research during the 2016 edition.

This paper studies how they have achieved success in social networks or the four million visualizations that they reached on their YouTube channel. Most of their success is thanks to their communication strategies. With them the festival has achieved to create not just a festival but also a brand that has managed to retain its consumers thanks to the experiences offered year after year.

Keywords: Communication, Corporate Strategy, Strategy of advertising, Experiences , Festival, Success, Brand.

INTRODUCTION

Justification and interest of the subject:

Music and / or cultural festivals are growing so much in all the world. Which for years just cities like Benicassim, Leeds, Paris and Somerset, had, now are spreading over many cities or small populations of all countries.

Although undoubtedly the country that hosts most festivals right now is ours, it is impossible to count them, but draw a hundred. There are weeks that may even match up to 7 of them.

Music festivals are beneficial for our country in economic terms as consumption and tourism increase exponentially. Factors such as good weather or extended hotel offer attract a very high percentage of public from other countries.

A wide range of festivals covering virtually all musical styles: some focused on electronic music, rap, alternative rock, reggae, jazz ... It is in the plane of the independent music where more weight have music festivals, for both fans and artists.

Within this style there are many events in Spain but it is worth noting some as the International Festival of Benicassim (FIB), Primavera Sound and the Bilbao BBK Live.

These three festivals that capture too much international audience because of the line ups that hire each year and despite having the most expensive season ticket panorama, remain the three festivals full of public.

Two of those mentioned are in the top 10 "Top 50 festivals in the world" according to the magazine TimeOut (2014). Primavera Sound is in the first place and the International Festival of Benicassim in tenth place.

The TFG is focused on the first one, Primavera Sound, which already has 15 editions and 10 of them in their current location: the Parc del Forum in Barcelona.

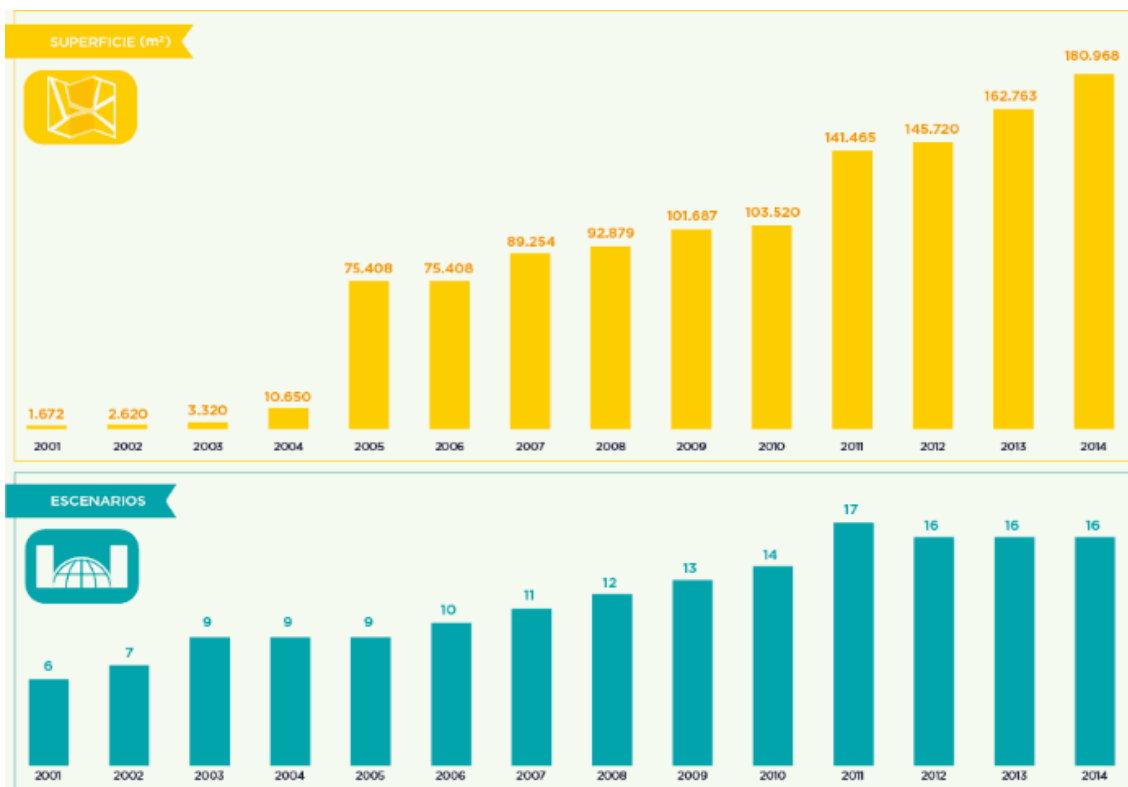
History and contextualization:

Primavera Sound born in 2001 in Barcelona by Gabi Ruiz (current CEO), who continues as CEO. The first edition was held in a small enclosure of Poble Espanyol where you could have a line up of first level that would only grow in future editions.

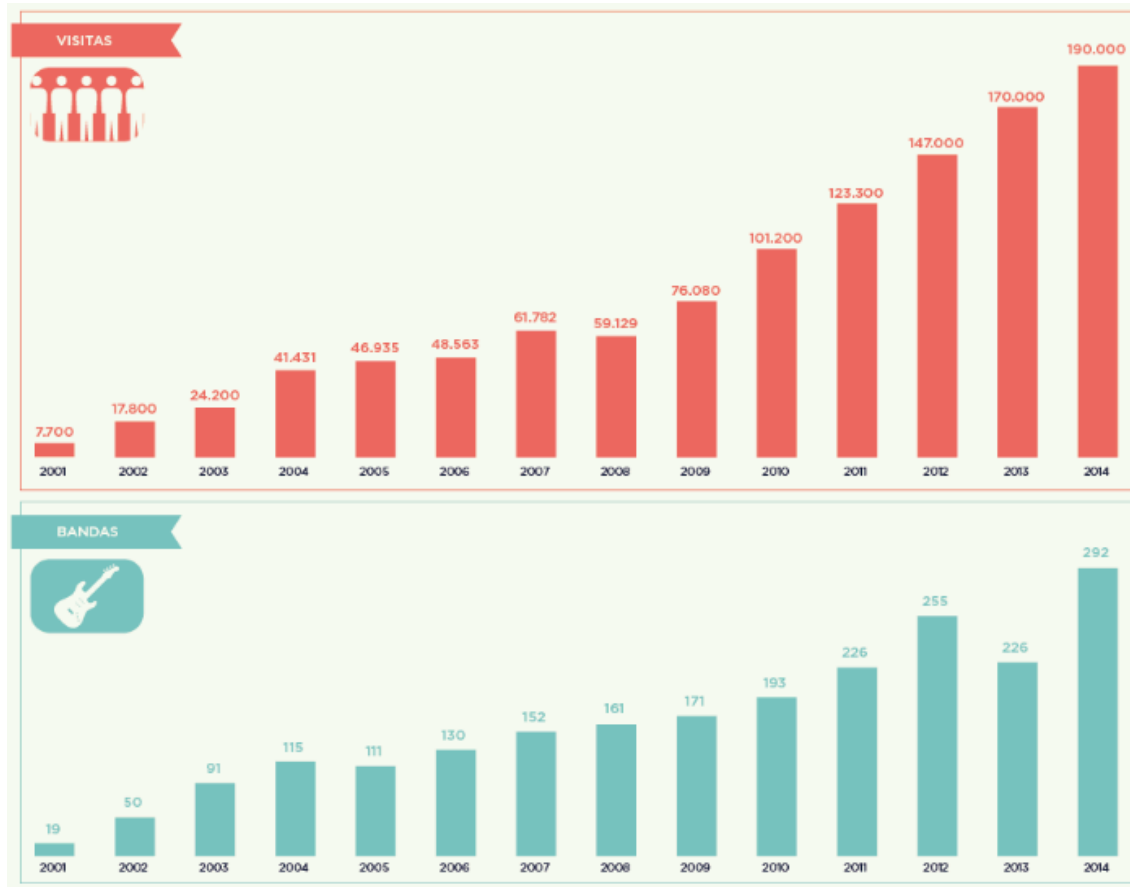
In 2005 the festival reached such large dimensions that had to change the location, so the event happened to be held at the Forum in Barcelona, using initially only a small portion of the enclosure.

In recent editions the space occupied for the celebration of the event is 180,968 m², an especially great for hosting one of the biggest musical events of the year space.

For its fifteenth anniversary Primavera Sound explained its evolution with the following graphics:



1. Graph of infographics extracted Primavera Sound



2. Graphic of infographics extracted Primavera Sound

In this infographic you can perfectly observe the evolution of the festival during its first 15 editions, through which have passed artists like The Pixies, Radiohead, Television, Sonich Youth or Brian Wilson among others.

Hypothesis:

The way that the organization of Primavera Sound has developed communication has made of such a young festival, with a non-accessible price to anyone with some features against, to be positioned in the top 10 of global festivals according to a great part of the media.

This TFG focuses on the communication work by the organization to achieve such a success.

Objectives to reach:

- Study the communicative structure of the festival.
- Deepen into its corporate and advertising strategies.
- Demonstrate that culture and music remain important in the development of a festival.

- Study the characteristics that give uniqueness to the festival.

Structure:

This research will be structured as follows: first after the introduction, the theoretical framework that sets out the basic definitions of corporate strategy and the strategy of advertising communication, delving into each of its parts and then applying it will be exposed to project investigated.

Second, the analysis is applied based on the development of the different features that make only the Spring Festival Sound and therefore are part of one of the above two strategies.

Largely it will discuss the event since its inception except in communication that will be shortened to 2013 to present, to look into these aspects.

1. THEORETICAL

Corporate strategy

With the entry of the XXI century, a sharp change in society occurs, the business world is seen with different eyes and that's why you have to choose a good strategy to approach the public.

Whenever these strategies are more creative, more global and in need of more cooperation. The consumer has to be immersed in it to feel part of the company, creating experience. Four factors that interfere with the search for new strategies: Globalization, a more demanding consumer, environmental changes and increasing competitiveness.

The communication comes as a strategic concept since, because not only need to have a product or service differentiator, also communicate to boost attributes.

"There was a time when companies realized the importance of communication I had as a strategic element, ie they went from a purely tactical level communications, to a necessarily strategic scenario". (González Oñate 2014/2015)

Thus communication becomes a key concept where you have to emphasize the what, how and when.

For all this previously you have to understand the concept of positioning. In today's society the *sobrecomunicación* is a burden with which have to bear the marks, and it's becoming more difficult to differentiate and find a space in the human mind. Enter the concept of positioning defined as "the place where you want to place the corporate image for each of the public" (Sanz CHOP 1996)

Must take into account the three types of positioning:

- Strategic positioning: according to the company which is established with their audiences.
- Perceptual Positioning: The perceived by consumers about the brand.
- Relative positioning: the actual reach, the resultant between the two. The relationship between the company, the public and its competitors.

In addition to this positioning, it should establish a relationship with the identity and image of the company, with the identity "I" and the picture the mental idea that you

want to take the company public. In this scenario the communication comes as the backbone for the three features are planned both within and outside the company.

There are 7 main methodologies in establishing a corporate positioning. According Sanz Chop (1994):

1. Methodologies positioning function attributes Identity own corporate organization (public or private, national or multinational, worried or not employees, etc.).
2. Methodologies positioning as the benefits or the needs met (economic, labor, political, etc.).
3. Methodologies positioning relative to the chances of use or relationship with the company;
4. Methodologies positioning depending on the type of public.
5. Methodologies positioning against a competitor (marking close to the leader).
6. Methodologies positioning away from competitors.
7. Methodologies positioning with respect to different kinds of companies or organizations.

All these methodologies are referring to attributes of identity that the company can project into the competition, markets or consumers.

Always thinking that there are three attributes of identity: the basic, the valued and spreads.

If we talk about the strategy as a conception within the framework of marketing are four fundamental characteristics posed by Staton, Etzel and Walter (2007):

1. Any business strategy is unique, made to a company.
2. The strategy is primarily concerned with the selection of goals and objectives.
3. Corporate strategy involves management in ways that go far beyond the short-term.
4. It is characterized by a consistent, consistent, advantage and viability.

You can also create a structure of types of corporate strategies, these being:

- Depending on the nature of the enterprise
- Depending on the features that the company operates within the market sector.

- Depending on the product and market
- Depending on the competition.

Besides "The competitive advantages of the company are a source of new business creation" (González Oñate, 2014/4015)

3 tests to detect the capabilities of advantage:

1. possibility of access to a variety of markets
2. contribution to the benefits perceived by the customer for the product.
3. Ability of difficulty for the competitor to imitate.

Organizations should perform the following guidelines Mintzberg H., Brian Quinn J. and Ghoshal, S. (1999) note:

1. The company must develop a competitive approach at all levels by widespread use of competitive information. All the employees They should be able to compare their own efforts with the best competitors, so the challenge becomes personal.
2. Provide employees with the necessary skills so that they can assume a challenge before reaching the next.
3. Establish clear stages and review mechanisms to monitor progress made and ensure that internal recognition and rewards reinforce desired behavior. The goal is that no one company can shirk the challenge.
4. Create an environment emergency, almost crisis, amplifying weak signals environment point to the need for improvement.

We must take into account when planning a corporate strategy some qualitative aspects of the business, such as: mission, philosophy, corporate objectives and social responsibilities of the organization.

Besides thinking about qualitative changes that may affect: The design of the structure, management style, external relations with the company, international relations, etc.

Application to the festival

It has already been said that we live in a time of sobrecomunicación where the consumer is attacked by all kinds of elements within a single market and therefore becomes more demanding. This makes stronger competitiveness in the sector and grow strategy.

If we talk about the market for music festivals we are a wide range where more than 100 events flood the cities of our country. Therefore you must create strategies that brands can differentiate themselves to attract or alienating public as interest.

Primavera Sound has managed to stand out as a unique festival. As discussed by his team you could say that its strategic positioning is the risk of a festival and musical quality concepts. His audience describes it as a quality event in a cosmopolitan space with a sieve "hipster".

From this perceptual positioning communication equipment Primavera Sound has not been left behind and has turned what could be criticized (hipsters mentioned) in an action of very successful communication.

This is how the image and identity of the festival is created, there is no talk of a brand that listens to its consumers, it is through them as they have created their attributes.

basic, the valued and spreads: in theory three types of attributes are exposed. Primavera Sound for these could be: music, artists that make up the line up and Barcelona.

It will be seen throughout the work as the 4 fundamental features for the strategy according Staton, Etzel and Walter (2007) fit with the strategy of communication equipment Primavera Sound

- Any business strategy is unique, made to a company.
- The strategy is primarily concerned with the selection of goals and objectives.
- Corporate strategy involves management in ways that go far beyond the short-term.
- It is characterized by a consistent, consistent, advantage and viability.

In the last speech feature an important term within the scope of the market, the advantage, as seen in the theoretical part there are 3 tests to detect the capabilities of advantage:

4. Possibility of access to a variety of markets
5. Contribution to the benefits perceived by the customer for the product.
6. Capacity difficulty for the competitor limit.

Of these three is the first not possible to adapt the subject by the nature of the service but the second and third. As the second possible thanks to the experiences created by both the festival as partners for the consumer to enjoy; and the third regarding the festival line up and the location thereof.

Advertising Communication Strategy

Advertising communication strategy whose main objective is to achieve the greatest possible effectiveness against some competitors and to a specific target.

It has five main steps:

1. Study and selection of the target audience.
2. Understanding how that audience.
3. Defining the best positioning.
4. Development of creative strategy.
5. Establishment of media strategy.

Before all this have to set goals advertising. These objectives are translating marketing objectives set out in the corporate strategy. They are much more extensive objectives, broken down to make it possible to combine in each of the problems and create the perfect strategy.

The first step refers to the study and selection of a target. The dictionary J. Walter Thomson defines target audience or target as "Set target individuals of a communications campaign."

The target audience is the one to which the message is addressed and therefore must be described in a precise way and totally objective. This requires segmenting, ie consumers

divide into small groups with common characteristics in order to properly meet their needs.

To get correctly consumer has the insight to help develop a communication strategy more desirable detected.

Many consumers see the brands as a form of identity and can reach a bond of loyalty between the brand and the public created. To achieve this goal the brand has to perform communications work to create long-term strategic value and thus linked to the consumer.

The strategy aimed to target separate into different phases and for this we must take into account aspects such as:

- The concept that will work throughout the campaign.
- Moments and execution guidelines.
- The type of campaign and actions to be carried out to meet the objectives.

The phases are the breakdown of the strategy in order to achieve the objectives and develop different actions within a coherent storyline.

Finally, the media strategy is to go completely connected with the creative strategy. According to the what, how and when it will be fixed where, ie that media and advertising media made will be reflected

Application to the festival

Primavera Sound deserves its success because of the advertising that has been made over the years. Since the beginning of the new decade it has spared no expense to make communication really and great actions to their target audience in a very direct way.

The target audience of the festival are men and women of average- high economic profile and with ages ranging between 25 and 35 years. In addition the audience is interested in music. "With an average payout per person of 544 euros, a figure that increases to 780 euros in the case of those that are moving from other locations and

decreases to 226 euros when it comes to residents from Barcelona event." (Cantó, 2014).

The public of Primavera is mostly the same as going to the first editions or has gone to festivals always, is why the Primavera Sound has adapted putting areas for children because the assistant always wants to go even in family.

"For eight editions we have an area for children and face-factly. There is a public that has grown and has a family and wants to live the festival with their children. There is a specific programming for children but after all are the same artists who are playing on the stage of the festival. Does not mean that the public has become larger, but we cover a wide age range. "(Guijarro, 2015)

Almost half the audience is abroad and every year up more than the percentage in 2015 was just over 40% came from about 140 countries.

As for the phases of the advertising strategy they are not structured in a clear manner. The festival often used actions very direct and spectacular marketing to present the line up each edition and is the consumer who becomes ambassador of the festival speaking social networks and creating virality.

Snoop is the chosen one since 2013 to launch the line up artists discover each edition agency.

2013: In this year created an animated video about three minutes where they appeared all the artists who formed the cartel with references to them (Deerhunter a deer within a peephole, for example).

2014: 2014 was the strongest year in terms of advertising, the agency created a disc recorded in Detroit minifilm which discovered the names of the artists during the argument. It was premiered on 5 Spanish cities where a sold out was achieved in all of them in less than 24 hours and even won several awards at film festivals around the world. Primavera Sound this year was the most successful in its history.

2015: In the previous edition does not skimp on originality, they created an arcade game where the audience had to help the protagonist to regain your vinyl and during the game were discovered artists. The final monsters of each screen desubrían the headliners. He got 50,000 downloads in Apple Store and Play Store and over 400,000 views on Youtube.

2016: for this edition have chosen to return to the origins and the spot again a video animation, this time simulating the launch of a rocket in space showing the names of the groups that make up the cartel.

In 2013 the festival decided to launch different videos with the help of Heineken humorously shaped mini-series, all in English and subtitled in Spanish. He had two storylines "indie coaching" where a kind of university that taught how to be indie and Primavera Sound like living this way is recounted.

And the most successful was "You are not alone" or "Primavera Sound Foundation" which chronicled a meeting of "Hipsters anonymous" different people dressed in hipster who wanted to stop being so. The first chapter has nearly 140,000 views on Youtube while others remain scarce 30,000.

Although undoubtedly the most talked about of the festival's history occurred in 2014 action where the festival audience made ambassador and viralizó action until making exorbitant points Trending Topic without the spring itself publish anything. On Monday November 4 a canvas unfolded in the Portal de l'Angel of Barcelona with the name of the band Arcade Fire and the logo of the festival, giving so speak to thousands of people on twitter without being the festival which created the content.

Although in the words of Alfonso Lanza, festival director and marketing manager "According to our studies, and especially our perception, the most valued of the festival is its line up, by different and by size."

The means used by the festival to launch its advertising as we have seen tend to be mostly social networks, where all content is published about the festival, the spots and the different actions such as the "PS foundation". Moreover, the film was also used, as already mentioned for the line up presentation 2014. The external environment to announce the headliner with the drop-down canvas and also use graphics in magazines such as Mondosonoro.

CONCLUSIONS:

Primavera Sound, besides the high quality of its line-up, deserves its success by producing communication. Retrieving the hypothesis, we note that being a festival with a relatively short life it has positioned itself as the first of Spain. We have to add to this that sponsors and the festival organizers have managed to create in addition to a musical and cultural event, an experience for their target that thrives throughout the year and not just during the four days.

Being on the other hand under study with a ticket at a high price compared to the average, the number of participants grow each edition. As has been observed, about 97% of attendees attends the event for the cultural value it represents, music is his biggest claim against the other attributes.

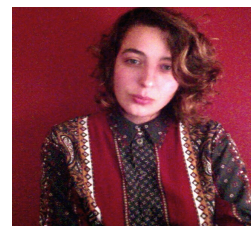
Primavera Sound features performances by international artists that attract thousands of people, making Barcelona in the cradle of independent music for four days a year. Besides the weather and the city itself not only get to go national public but in the edition of 2016 has made the 200,000 visitors, 52% come from abroad.

By participating research, I got out experiential conclusions, among which the simple connection between any part of Barcelona to the exhibition and therefore ease of movement avoiding long queues for transport.

Another point to note is that the size of the enclosure, no large crowds are created in it, that would hinder the brand experience.

Communication is the main pillar supporting the festival, all this would not have been possible.

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2015- Ganadora del concurso universitario para la cuenta ATENEU junto a la agencia universitaria MUFFIN. Diseño de cartelería y acciones para dar a conocer un concierto benéfico que esta asociación organizaba para recaudar fondos.

2015- Finalista del XIV Seminario de Publicidad Exterior de la UJI con la agencia universitaria MUFFIN para la AEPE donde potenciáramos el medio exterior.

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