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**MARKETING PLAN
REVITALIZATION OF CASTELLÓN
SEASIDES**

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EXECUTIVE SUMMARY

This project is a marketing plan, which contains different phases through which it had been obtained the necessary information for design the necessary strategy to carry out the costal product.

First, I conducted an exhaustive analysis of the external and internal factors such as threats, strengths, weaknesses and opportunities, as well the political, economic, social, technological and environmental factors that influenced the decision process.

In addition, it was needed a market research through which was defines the target audience and the variety of products, which helped to set the objectives and strategies.

KEYWORDS: Dynamization, Coastal Tourism, Seasonality, Management, Marketing mix, Marketing plan, SWOT, Sales Strategy, Budget, Objectives, Control, Pestle, Strategy.

0. INTRODUCTION

Miguel Ledhesma describes tourism as “the whole spectrum that is generated from the idea and/or the action that involves the movement of human beings to a different place to the one of his residence with recreational possibilities, that is to say, with intentions of rest, diversion and/or contact with the receiving destination”.

Tourism is a very powerful worldwide sector, in continuous growing, providing economic stability and favouring the economic growth in underdeveloped countries. Nowadays this sector is able to generate large economic income due to the collaboration between public and private entities. Also due to the continuous changes that are taking place in the social paradigm, the tourism sector it became much diversified. This fact creates the need to explore new alternatives in order to offer touristic products capable of satisfying needs and desires of potential tourists.

In Spanish economy, tourism sector has an important position. According to Exceltur, the year 2018 was very profitable for the tourism sector since it represented a 2% growth in gross domestic product (GDP). According to Francisco Serrano Del Rey, this translates in the first part of the year into 28.5 million tourists, among which English tourists stand out, with around 6 million, followed by German tourists, with 4 million and in the last position French tourist with 3.9 million. (Holidays-Spain.es 2018).

In addition, Exceltur foresees for the year 2019 a new increase of 1.7% of tourist GDP. P. Rouzat says in the newspaper the "Entrepreneur 2018" that the GDP of Tourism in Spain could be around 20%. Its importance also lies in the involvement of this sector in terms of employment. In 2017, its figures by 2,838,500 jobs and the World Travel and Tourism Council (WTTC) forecasts a growth of 1.7%. (Periodic the Entrepreneur 2018)

In conclusion, the tourism sector works as a balancing power for the national economy of Spain. Fact that cause a grate economic growth of many communities and destinations. For instance, Castellón.

1. OFFER ANALYSIS

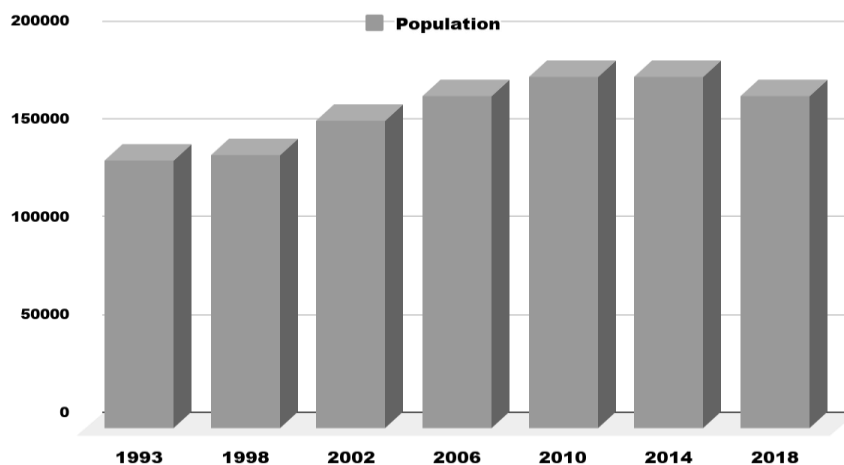
1.1 Castellón

Castellón is located in the north of the Valencian Bay, in the Mediterranean Coast. Therefore, it has the facilities to host other kinds of tourism besides business, cultural and rural tourism, such as sun and beach tourism. This type of tourism was not much explored in the past but nowadays it is seen as a new possibility to boost tourism in Castellón, given its high potential that encourage to decrease the summer seasonality suffered by this magnificent city and also to diversify the tourist offer which encourage the local business growth.

1.1.1 Population

Castellón population figure has been increasing gradually in the recent years, reaching in 2018, 170.888 inhabitants, up to 0.8% more than in 2017.

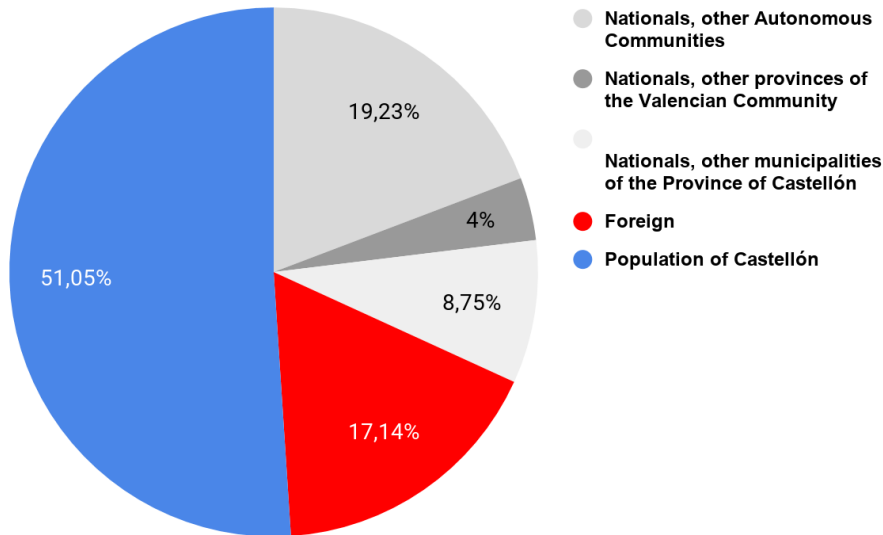
Graphic 1: Evolution of the population between 1993 and 2018



Source: Self-made with data provided by Argos

As we can see in the graphic number 1, Castellón population has increased from 140.000 inhabitants in 1998 to 180.690 habitants in 2010. This is the result of an economic recovery period in Spain and the construction and ceramics “boom” in Castellón, which brought large presence of migrants originating from Romania, Morocco, Algeria, Senegal, Colombia, Peru, as it was needed foreign workforce. Yet, there were not only foreign migrants, but also national citizens who have been migrating from other Spanish communities to Castellón. However, over time this migration help bring about change in the population structure, which led to inevitable changes in the labour sector, the lifestyle and the economic structure of the city.

Graphic 2: Castellón habitant's distribution according nationality



Source: Self-made with data provided by Foro-ciudad.com

As we can see in graphic number 2, 51.05% of Castellón population were citizen originally from the city and 48.95% were migrants. Yet 19.23% had migrated to Castellón from other Spanish communities, such as the Valencian Community with a percentage of 8,75 % followed by 17.14% who had migrated from other countries (Romania, Morocco, Peru etc.). The lowest value, 3.84% represent other municipalities belonging to the Province of Castellón. Concluding that almost half of Castellón population is made up of foreign citizens.

1.1.2 Weather

Chart 1: Castellón weather type

Month	J	F	M	A	M	J	J	A	S	O	N	D	Average
T° C	10,1	11	12,2	15	18	22	24	24,9	23,1	19	14,9	11,6	17,2
Pmm	26	25	50	55	43	29	14	18	64	56	46	42	468

Source: Self-made with Notes of Geography data, 3rd, Degree of Tourism

Vladimir Peter Koppen has developed in 1990, indicators capable of classifying different types of climate according to temperature and rainfall. Therefore, Castellón climate was determined through this classification as “CSa” Tropical Mediterranean Climate, characterized by having very hot, close summers, being the warmest month, August (24.9°) and cold, foggy winters being the colder month, January (10.1°). The precipitations are scarce with an average of 468/pmm annual rainfall thus being the driest month in July (14) and the rainiest month in October (56).

1.1.3 Beaches

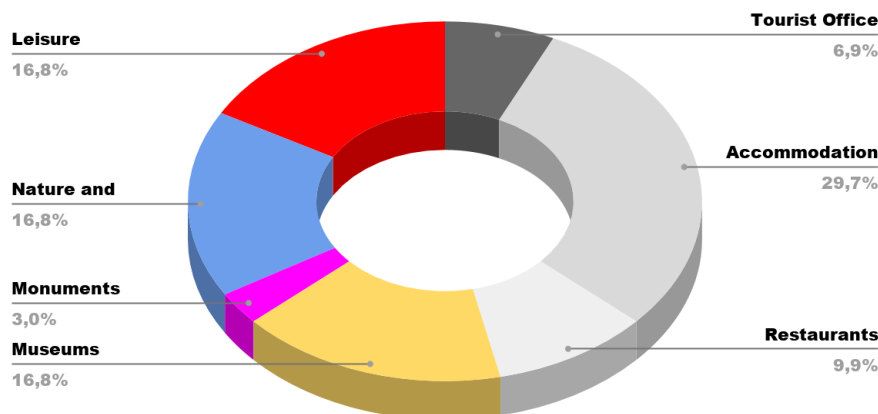
- **Pinar Beach.** With 1,750 meters long of fine sand beach and attached to the harbor the Pinar beach hosts a wide service offer such as, the coastal park, the sea library, lifeguards, showers, bus stop, children's fun area and the Planetarium. It also provide special service for people with disabilities. Nearby we can find the Caravan Park, bars, restaurants etc.
- **Gurugú Beach.** Located next the airfield, this second beach it approximately 1,000 meters smaller than the first one. It provide different services such as bicycle path; parks, children's fun area, water-sports (windsurfing, kitesurfing and paddle) bus stop, restaurants, Caravan Park, showers, toilets.
- **Serradal Beach** has an authentic ecological value due to remnants of dune vegetation and a "patinegro plover" small reserve. From all the services that provide we can highlight the bike path promenade that it is use to go cycling, skating or running.

1.1.4 Castellón Touristic Offer

The Province of Castellón has a much-diversified tourist offer due to its location. Therefore, it can host a rural-active tourism and a coastal tourism. However, its offer is not base only on the basics resources but also on complementary ones, which allow developing other types of tourism such as urban, business, cultural, gastronomic and sports tourism.

1.1.4.1 Touristic resources

Graphic 3: Tourist resources in the Province of Castellón



Source: Self-made with data provided by The Tourism in the Valencian Community 2016

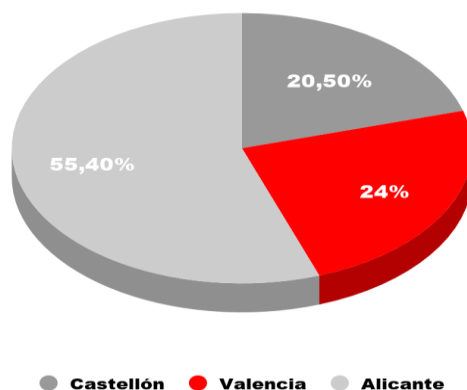
Among the existing tourism resources in the province of Castellón, accommodation is in the first position with a percentage of 29.7%, followed by the leisure offer with a percentage of 16.8%. In the same line, we have nature and coastal tourism but also the museums offer. With a lower percentage of 9.9% we have the restoration offer followed by the touristic offices with

a percentage of 6.9%. Finally, it is worth mentioning the monuments with 3%, this resource being the scarcest.

1.1.5 Infrastructure analyses

1.1.5.1 Accommodation Offer in the Valencian Community

Graphic 4: Accommodation Offer in the Valencian Community 2018



Source: Self-made with data provide by Valencian Tourism Agency (AVT)

As we can see from graphic four, there are three provinces with a high concentration of accommodation in the Valencian Community. In first position with a percentage of 55.4% the Province of Alicante, followed by the Province of Valencia with a percentage of 24% and in third position with a percentage of 20.5% the Province of Castellón.

1.1.5.2 Accommodation Offer in Castellón

Chart 2: Hotels, Hostels and Apartments in Castellón 2018

Hoteles						Pensions	Apartments			
Cat.	*	**	***	****	*** **	Unique	Standard	First	Superior	
Nº	1	5	5	6	0	4	277	2	0	
Places	48	199	710	1.394	0	67	1.281	2	0	

Source: Self-made with data provide by Valencian Tourism Agency (AVT)

As you can see in chart number 2, are no places for five star category hotels or superior category apartments. It is also evident the lack of accommodation in campsites, farmhouses and hostels. In this line, the shortage in the pension offer reaches only 67 places. However, the structure of

accommodation is mainly focuses on four star category hotels with 1,394 places, followed by standard category apartments with 1,281 places.

1.1.5.3 Catering Offers, Travel Agency and Active Tourism

Chart 3: Restaurants, Travel agency and Active Tourism in Castellón 2018

Restaurants			Travel Agency			Active Tourism	
Cat.	Third	Second	First	May.	May/Min	Min.	
Nº	345	20	0	0	8	26	12
Places	23.288	957	0	0	9	2	-

Source: Self-made with data provide by Valencian Tourism Agency (AVT)

The scarcity not only prevails in the accommodation offer, it is also present in the catering offer. As it can seen in chart 3, we can appreciate the lack of first class restaurants. The third category restaurants represent the base of the catering offer with 23,288 places, followed by the second restaurant category with only 957 places. Regarding Travel Agencies, retailers prevail with 26 establishments, followed by wholesalers-retailers with eight establishments. The shortage is also present in the wholesale travel agencies in the city of Castellón since, it does not have any establishment. As for active tourism companies, we found only 12 establishments.

1.1.6 Current Touristic Model

Castellón is located on the Azahar Coast and due to its geographical position, it benefits from a mountainous and maritime landscape, surrounded by parks, protected areas and natural landscapes. Therefore it host different types of tourism, such as urban tourism, business tourism, cultural tourism, rural tourism, residential and golf tourism, sun and beach tourism, ornithological tourism, gastronomic tourism, sports tourism, ethnological tourism, cruise tourism and idiomatic tourism. However, a large variety is not always synonymous of high quality. The current tourist offer is ambiguous and offers an unclear image of the positioning and brand of Castellón as a tourist destination.

In terms of resources, although they have a great potential for tourism development. However, this is use improperly, fostering the inability to develop well-structured tourist products. The existing tourism infrastructure it must customized to the current demand, a fact that implies a large financial investment. In contrast, funds and subsidies are scarce, generating a slow tourist development.

On one hand, the serious deficiency in urban transport, limits the access to beaches and on the other hand, in the interurban area, it makes it difficult to connect with other communities. These

limitations favour the stagnation of the sun and beach model development and the complementary activities offer. Seasonality also plays a fundamental role in the touristic development of this destination, which is encouraged by a traditional legislative system. Despite these facts, the demand, the technological development change too fast, and the public entities actions are too slow and often generates major conflicts, as it is the case of public transportation or accommodation offer. A good example of the results of this actions and changes are the virtual platforms such as "Airbnb" or "Cabi fi", which play a fundamental role in the transport and accommodation offer, creating unfair competition, decrease in overnight stays and conflicts with the taxi driver's community.

Chart 4: Tourist Offer Deficiencies

Scarcity	Inadequately	Insufficient	Absence
Student residences Accommodation offer in Grao Congresses offer Sports camps Bike lane Parking area Population Motivation	Signage of tourism resources Promotion of the Magdalena party Planetarium programming Tourism positioning Urban areas Beach accessibility	Tour guides Guided activities Touristic information Public and private sector collaboration. Public transportation	Wine tourism Ornithological tourism Idiomatic tourism Tourist brand Well defined product Brand-destination

Source: Self-made with data provided by Integral Strategic Plan of Tourism in Castellón 2017

Therefore, it is need to implement new strategies to diversify and reorient the actual tourist offer. Despite the difficulties facing the province of Castellón, the tourism professional, maintains a positive attitude. As a solution, a "Integral Strategic Plan for Tourism in Castellón" has been developed in October 2017 by the tourist studies office of the University of Castellón, which aims to curb seasonality by reinforcing the socioeconomic structure of the city, generating more employment and income but also create new sustainable tourism products capable of increase the tourist flow in Castellon in time. It also aims to improve the positioning of the city in the tourism market through a strong and well-defined brand. Among the different aspects analysed in the "Integral Strategic Plan of Tourism in Castellón", it is important to highlight the "Tourist Diagnostic of Castellón" (Page 73-102), through which it is establish a range of elements to be analysed, highlighting the supply demand and tourism resources that Castellón have but also the accommodation infrastructure offer, other touristic services, tourism development and initiatives, all to create new touristic products and improve the tourism activity. The "Integral Strategic Plan of Tourism in Castellón" reveal data about the current tourism model, the strengths and weaknesses existing in the touristic structure and the keys to develop an adequate strategy. To conclude it aims to improve the corresponding areas and develop new products from a sustainable perspective with which meet current and future demand. Therefore, several proposal were made such as Castellón as a quality tourist

destination through culture and gastronomy, which increase the tourist flow through quality tourism. This translates into an increase in the quality of life, since it generates more income, services, and improves the tourism infrastructure. However, the labour issue will have to be deepened in terms of professionalism and recognition in this sector; Strengthen the brand-positioning relationship of the destination in the tourism market; Exploit new niches of the tourist market, for example caravans as accommodation offer on the beaches of Castellón; Create a strategy to develop tourism in the maritime district “Grao” through the harbour and the Yacht Club; Create a destination brand; Innovation and adaptation to the current demand for accommodation, communication and access infrastructures; “Smart beaches”, a project presented by the tourism council of Castellón, Patricia Puerta in the International Fair of Tourism (FITUR), as a factor which can reoriented the touristic offer of Castellón. (Valencian Country 2019). This is intended as a quality, safe, sustainable and accessible sun and beach destination, equipped with video surveillance, touch panels, adapted bathroom area and foot baths with water consumption sensor among other services. This model is integrated within the initiative "Grao as a Blue Destination" and "Introducing Castellón", an initiative between the airport of Castellón, "Aerocas" and the Valencian Tourism Agency, which aims to open up new European routes, in countries like Germany and future possibilities with Belgium, Netherlands, Luxembourg, Russia, Poland, Ukraine and Bulgaria. The strategy is to become known as a fully functional airport and create businesses that in the near future could become a reality. (20 Minutes Newspaper, Europa Press 2018).

2. PEST ANALYSIS

2.1 Political Factors

Spain is facing an uncertain situation because of presidential elections, the continuous disputes with Catalonia and the appearance of a new ultra-right political party "Vox", creates turbulent situations and unclear image abroad. All this fact affect tourism sector in Spain because each municipality belong to one or another political party and that means changes in public for tourism development. However, the amount and the easiness to get these aids can change due to political changes, which are hard to preview, and may cause delay in the aids payment. In addition, according to Ramón Muñoz in the “El País” newspaper, 2018. The salary has risen up to 22.3% in 2019, which is positive for the Spanish economy but also represents an increase in taxes, products or services. This fact will have some unattractive consequences for foreign tourists, which seems to enjoy Spain as a touristic destination due to the difference between the income levels.

2.2 Economic Factors

Spain joined the European Economic Community in 1986 and from then until early 2008 its economy has grown favourably due to the Olympic Games held in Barcelona and the Universal Exhibition held in Seville in 1992. In 2002, the recession of 1995 slowed down with the change of the national currency “peseta” to “euros. This fact origin a massive influx of immigrants,

who contributed to the inflation of the housing “bubble” that erupted in 2008, starting so the year of “the crisis”. Therefore, the public debt raised at 99% in 2014 and caused several falls in the tourism sector such as the decrease in the tourist movement, changes in the accommodation preferences, decrease of the number and typology of travels etc. Since that year a slowly recovery started with a growth of 1.4% of the GDP. However, the crisis marked the Spanish economy leaving high rates of unemployment and within the tourism sector with a large void of professionalization. This fact encourage seasonality to grow up, as no employed were hired as companies were running out of funds. Despite all those facts, nowadays, according to the World Tourism Organization (WTO), Spain tourism sector expects in 2020 a 5% growth, which translates into 75 million foreign tourists more than the past year. That leaves Spain in second position in the worldwide ranking of economic income from the tourism sector. Yet it is considerate as the pillar on which the Spanish economy relies to stop recessions and create a balance. Hosteltur 2019 also affirm that: “The GDP and employment in the tourism sector is the salvation of the Spanish economy”. This statement is complement with the National Institute of Statistics (INE) and Tourism Satellite Account studies, which affirm, “The tourism economy exceeds the Spanish economy”.

2.3 Social Factors

In the last years of 20th and 21st centuries, the Spanish citizen started to enjoy great travel in Europe, Asia and America. However, the “crisis” decreased the number of the trips to these exotic destinations and as that happened tourist preferences changed. This change also took place at same time as technological advances happened and as a result, tourists developed new needs. That is why tourism sector had to developed different vacations packs in order to meet those new needs. Thus, low cost companies appeared and a new tourism version started to flourish (low-cost travels, low-price flights, affordable accommodations in camping’s and apartments, rural national destinations, vacations breaks, tailor made trips according to tourist preferences, etc.). The “crisis” also caused changes in the international tourists demand increasing the number of travel to Spain, as it was an affordable destination. Nowadays national and international tourists travel with a high frequency as it has become a necessary habit in the daily life routine. It has also been influence by the constantly work of marketing, advertising campaign, the fraction of the vacations, which give high flexibility and the technological advances, which made easier the research of information and booking.

2.4 Technological Factors

The innovation, research and technological advances brought many positive consequences for the tourism sector. For instance the airlines lower their ticket prices as they developed new engine capable of consuming less increasing the tourist flow; The computerization of the systems generate the growth of virtual travel agencies who were able to offer more competitive price as they reduced maintenance costs; The touristic destinations created online websites (Facebook, YouTube, Instagram etc.) in order to offer updated information and applications (App) such as: booking, Airbnb, Ryanair, Iberia, Edreams, Vueling to assist tourists before, during and after their vacations.

2.5 Environmental Factors

Nowadays it is increasingly common to hear the words “sustainable tourism” and “ecological gastronomy” but also tourists seeking quality destinations for their vacation through sustainable travel agencies. That is why, nowadays, the tourism sector bases its activity on products with an adequate environmental policy. The creation of a touristic model must be based on a solid foundation formed by close collaboration, between the public and private sectors and apply clearly defined environmental policies, so it can take place a sustainable tourism development in the destination which also helps to preserve the environment. For instance: Castellón has embraced the "Green Wet Marjaleria" which aims to an efficient use of water, which generate a better quality urban life and the recovery of environmental and ecological wealth and also aim to become a sustainable city by the year 2050.

2.6 Legal Factors

The tourism law has been create as a legal framework, through which tourism will be governed within the Valencian Community. As well to regulate the touristic offer, increase the quality of the touristic services, facilities and equipment, while preserving the environment. Regarding the regulation system in the Spanish tourism sector we can find at state level the article “148.1.18” of the Spanish Constitution, “Law 48/1963, of July 8, on competition in tourism”; at the Valencian Community level the “Law 3 / 1998, of 21 May, of Tourism of the Valencian Community (DOCV number 3248 of 22.05.1998) Ref. 0927/1998” (*Article 31.2 of the Statute of Autonomy of the Valencian Community, in accordance with article 148.1.18 of the Spanish Constitution, grants exclusive competence to the Generalist on the promotion and management of tourism in its territorial scope. The Valencian Courts enjoy the legislative power for the promulgation of this Law, in which a general regulation on the promotion and management of tourism is undertaken for the first time ”. Law 3 / 1998, 21 of May, Tourism of the Valencian Community*); and at the Valencian Generality the “Law 15/2018, June 7, of tourism, leisure and hospitality of the Valencian Community, (DOGV n°8313 of 08.06.2018)”.

However, the existence of gaps in Spanish legislation causes negative consequences in the tourism sector. In addition, despite all the technological innovations that made possible the merge of the interactive web platforms, Spain still using a traditional legislative system enable to regulate the consequences of the touristic activity. For instance the most important social conflict "the rental of domestic housing for tourism purposes", which cause many negative consequences in the Spanish tourism sector such as unfair competition and professional infiltration.

3. COMPETITORS ANALYSIS

3.1 Benicassim

Due to its location between the municipality of Castellón and Oropesa del Mar, Benicassim has several beaches of clear waters that bathes the mountain ranges of the Palmas Desert. This natural park host the Carmelite monastery, the sacred museum, the Montornes castle remains

the Bartolo cross and other historic monuments. In the old town, we can find the Parish Church of Saint Thomas, and the Iron Bridge. Benicassim dresses up party very often as there are taking place many celebrations such as: Saint Thomas; the Holy Week; Saint Anthony; Rototom; Fib; BEF; the Blues Festival; The Belle Époque; Foodie Festival and a wide leisure activities offer. It also provides multiple accommodation options from five star hotels to the most traditional hostels and a wide gastronomic offer.

The accommodation offer proximately the seaside, the improvement in the transport lines and the celebration of different types of festivals represent a strength for Benicassim and a threat for Castellón. In addition, Benicassim tourism offer is focuses on several types of tourists, which translates in an opportunity against the family tourism offer, which Castellón possess, that is to say a weakness. Despite all, Benicassim does not have the proper methods to combat seasonality, which is a weakness, but Castellón could have a great opportunity with a new approach to boost tourism on the beaches of the maritime district of Grao.

3.2 Oropesa

Another powerful competitor the municipality of Castellón is Oropesa, as tourists can enjoy different landscapes with small coves and cliffs but also the macro complex of Marina D'or. This macro complex offers multiple leisure options, from Water Park, Emotion Park, enchanted garden, mini golf and karts to a complex agenda of activities focused on families with children. In addition, multiple accommodation options from five star spa hotel to magnificent apartments with sea views. Outside the complex in the old town tourist can enjoy several monuments, such as the king tower, the Oropesa castle, the Iron museum and the "Naïpe" museum. All this facts translates in strengths for the municipality of Oropesa del Mar and in threat for the municipality of Castellón. On the other hand in Oropesa all business are closed during the winter which represent a weakness for this city but a strength for Castellón as all business are open the whole year. Another weakness of Oropesa is the transportation, as it does not have frequent bus lines.

3.3 Burriana

Burriana is a municipality located on the Castellón coast and due to this fact host a wide tourist offer such as active tourism; family tourism; gastronomic tourism; cultural tourism and nautical tourism. In addition, integrates quality standards such as ISO 14001 for the Environment and ISO 9001 for Quality. However, this municipality is attractive for different types of tourist due to its wide activities offer and the annual celebration of the "Arenal" festival that attracts a large number of foreign tourists, especially young people. This translates as a threat to Castellón, given that it has no location available to host festivals. However, Castellón has a great opportunity, which is the promotion of the coastal tourism with an updated leisure offer and innovative beaches facilities.

4. SWOT

4.1 Weaknesses

- The tourism sector is very volatile because changes appear very often.
- The service is condition by the weather.
- Scarce specialization in the employment sector.
- Lake of coastal tourism in Castellón.
- Slow touristic development.
- Weak relationship between the public and private entities in the tourism sector.
- Slow modernization and innovation of the touristic infrastructure.
- Lake of special need people services (reduced mobility).
- High seasonality during the summer season.
- No open establishment during the summer season.
- Actual touristic offer it is based on the rural development, sports tourism and gastronomic tourism.
- Scarcity in public urban transportation and a few connection with other cities.
- Scarcity in student residences.
- Inadequate approach to the actual demand.
- Unclear image and ambiguous positioning of Castellón in the tourism market.
- Temporary employment in the tourism sector which encourage seasonality.

4.2 Threats

- Weak relationship between public and private organizations in the tourism sector.
- Scarcity in the leisure offer.
- Guides tours and agenda only in Spanish, thus international tourist cannot be totally informed about the entertainment offer.
- Limited bus schedule during the summer seasons.
- Scarcity in public transportation and a few connection with the other cities and Cabanes airport.
- Scarcity in the air transportation and only a few route with other countries.
- Scarce tourist and resident relationship.
- Scarcity in touristic infrastructure.
- Scarcity in the summer agenda.
- Inadequate touristic organization.

4.3 Strengths

- Due to its location, Castellón can host a large range of tourism types and coastal tourism.
- Since Castellón is located on the coast, it has a Mediterranean climate, with mild winters and warm summers.
- High host capacity and quality.
- Wide entertainment offer.

- Communication routes (train, highway, airport).
- Castellón touristic offer is promote by several web pages with good S.E.O.
- Wide gastronomic diversity, from traditional Mediterranean food to Italian, Rumanian and Oriental food, which can be enjoyed throughout the year.
- Blue Flags awards.
- Excellent maintenance of seaside facilities with wide sea promenades, good illumination, which include a cycle path.
- Excellent seaside offer which provide different services, such as libraries, facilities for people with special need, first aid posts, lifeguards, advertisements by loudspeaker, sunbeds rental, drinking fountains, toilets, water and air activities etc.
- Sports centre and municipal swimming pool open all the year.
- Wide leisure and accommodation offer.
- Available events and guided tours during the summer.
- Natural resources, such as the Columbretes Islands, the Desert's Palms, Magdalena's Hermitage etc.
- Historical and cultural resources, such as Santa Maria Cathedral, Lledo Basilica, the bullring, etc.
- Wide cultural agenda.
- Programmed events during the whole year, such as Gastronomic Days, Rice Competition, Gastronomic Route, Carajillo Route, Wine Days, Book fair etc.
- National parties, such as Magdalena, Easter, San Juan Night etc.

4.4 Opportunities

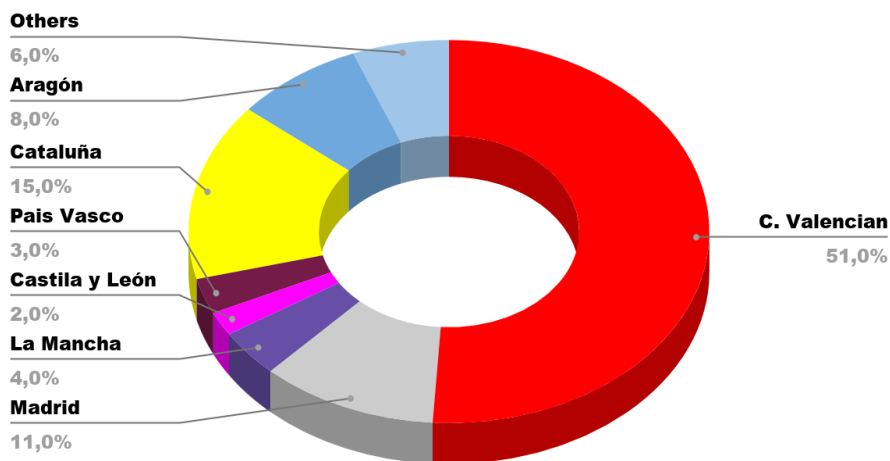
- Developed new products taking advantage of the existing resources, from an approach in accordance with the current and future demand, through collaboration with the University of Castellón, as it trains tourism professionals through the tourism Degree of Tourism.
- Use the location as an attraction tourist factor as is attract both foreign and national tourists.
- Take advantage of the Castellón Airport as it is located only 30 km away and attracts tourists for the proximity.
- Take advantage of the wide leisure offer to combat seasonality.
- Take advantage of the wide gastronomic offer as it can boost tourism throughout the year.
- Take advantage of the geographical position as it provide the Mediterranean climate and emblematic landscape.
- The Caravans parks.
- New positioning through the costa tourism.
- State and Valencian Tourism Agency subsidies.
- Hospitality tourism programme.
- Valencia Tourism Agency promotion campaign.
- Take advantage of the attractive price of the properties to boost residential tourism.

- Take advantage of the ceramic industry to boost the tourism brand. Encourage collaboration for both parties involved.
- Encouraging the education tourism through "Erasmus" educational programs.

5. TOURIST DEMAND

5.1 National Demand

Graphic 5: National Tourist according to the Community of Origin 2016, Tourist activity evolution in the Province of Castellón

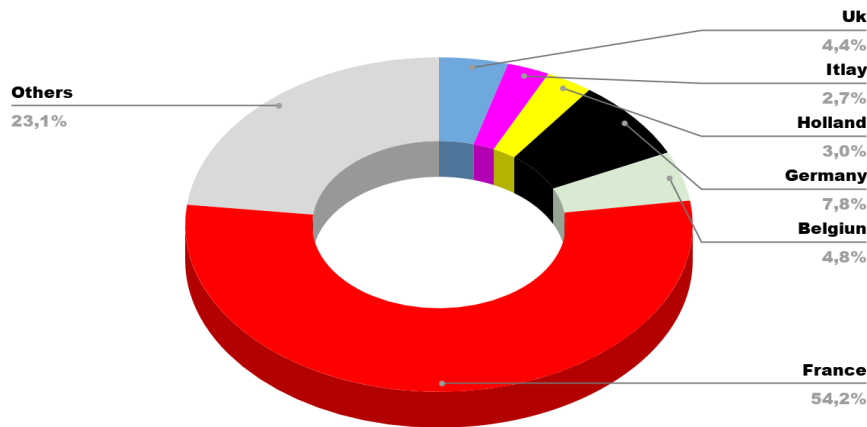


Source: Self-made with data provided by Valencian Tourism Agency (AVT) and INE

As it can be seen in the Graphic 5, national tourists who come from the same Valencian Community represent the highest flow, with a percentage of 51%, followed by Catalonia with a percentage of 15% and Community of Madrid with a percentage of 11%. However In national tourists who come from others communities represent the lowest flow, with a percentage of 8% the Province of Aragón followed by La Mancha with a percentage of 4% and in the last position, the Basque Country with a percentage of 3% and Castilla y León with a percentage of 2%. The other communities represent 6%.

5.2 International Demand

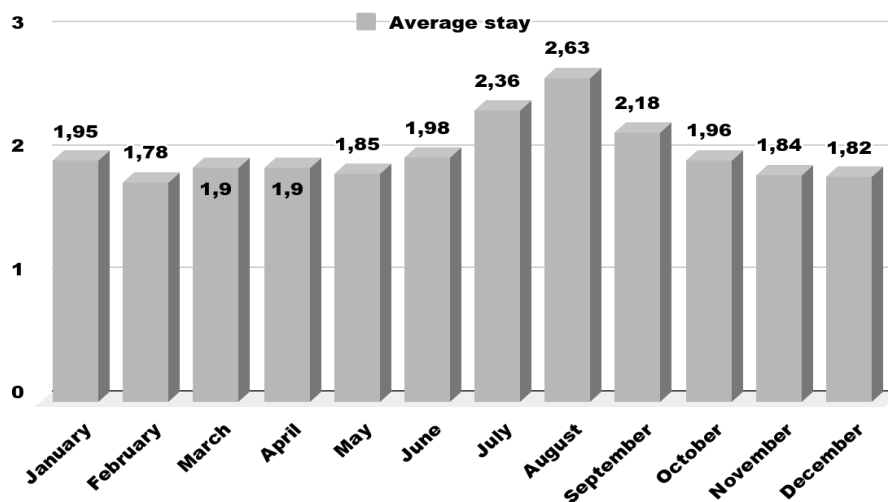
Graphic 6: Tourist according to the Country of Origin visting Castellón 2016



Source: Self-made with data provided by Valencian Tourism Agency and Egatur

As it can be seen in graphic six, from all the international tourists visiting the province of Castellón, French tourists prevail with a percentage of 54.2%, followed by other nationalities with a percentage of 23.1%. However, north tourists represent only a 22.7% from the total. Among which German tourists stand out with a percentage of 7.8% followed by Belgian tourists with a percentage of 4.8 and in the same line British tourists with a percentage of 4.4%. Dutch tourists with 3% represent the lowest percentage from the total. According to INE database (2016), Asian, African, Chinese and American tourists form the other category.

Graphic 7: Distribution of the average stay in Castellón city 2018



Source: Self-made with data provided by the National Statistics Institute (INE)

As it can be seen in graphic seven, Castellón has an unequal distribution of the stays so July (2.36), August (2.63) and September (2.18) are the months with the highest stay since there is a greater tourist flow during the summer season. On the other hand, January (1.95), March (1.9), April (1.9) and October (1.84) are the months with higher rates throughout the year as these months are taking place the local celebrations and national holidays such as, "the Magdalena", "The Easter" etc. In addition, there are also many important events and several gastronomic days during those months.

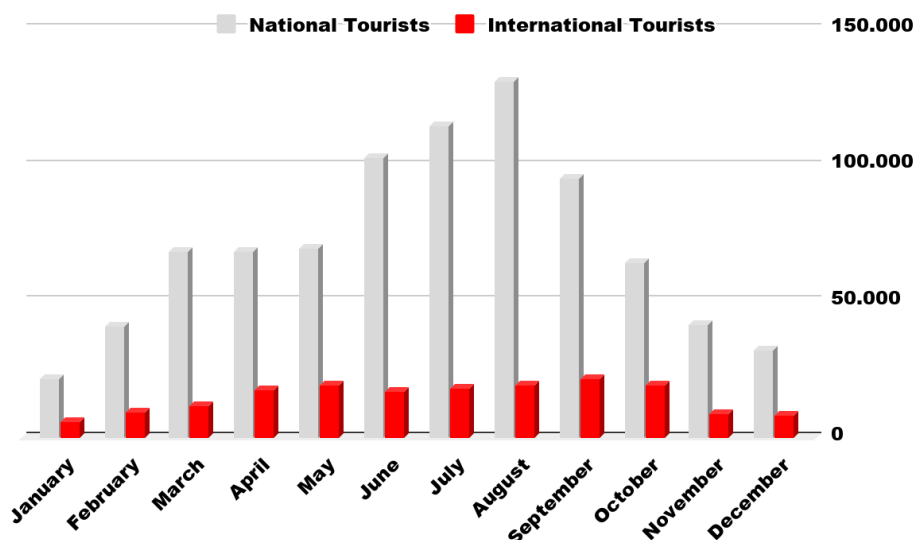
Chart 5: Establishments number and occupation degree in Castellón city 2018

Month	Number of Establishments		Degree of Occupation	
	Open Establishments Number	estimated seats Number	Occupation Degree estimated per seats	Occupation Degree per Weekend
January	18	2.172	33.10	31.81
February	19	2.428	48.49	57.49
March	19	2.428	51.33	68.42
April	20	2.450	42.85	43.95
May	20	2.450	43.52	57.62
June	20	2.450	55.11	67.12
July	20	2.450	60.44	74.37
August	20	2.458	70.40	79.98
September	20	2.458	48.95	58.78
October	20	2.458	40.99	51.37
November	19	2.436	39.78	45.23
December	19	2.436	36.02	53.24

Source: Self-made with data provided by the National Statistics Institute (INE)

As it can be seen from chart 5, Castellón has 234 establishments, with an average of 20 establishments, open throughout the year. During the winter months, this number tends to fall slightly as it can be seen in the availability of places and the occupation degree. The weekend occupancy rate range, increasing significantly in the months where events are hosts, such as February (57.49), March (68.42) or December (53.24). In May (57.62), June (67.12), July (74.37), August (79.98) and September (58.78) it can be appreciate also a significantly increase.

Graphic 8: National and International Travelers in Castellón Coast during 2018



Source: Self-made with data provided by the National Statistical Institute (INE)

Therefore, we can conclude that national tourists travel at specific times. They visit Castellón during the summer season during March, April, May and October, as it can be seen in the graphic eight. On the other hand, international tourists, mostly from northern countries, visit the city for a longer period, distributed from April to October. However, there is a lack of travel motivation from both parts when it comes to January.

Chart 6: Overnight stays and Travelers in Castellón city during 2018

Month	Overnight stays in Castellón city		Travelers in Castellón city	
	National Tourists	International Tourists	National Tourists	International Tourists
January	15.533	6.754	8.621	2.813
February	23.259	9.814	14.274	4.282
March	26.825	12.325	15.162	5.426
April	24.359	7.339	12.911	3.791
May	24.780	8.564	13.992	4.024
June	30.321	10.924	15.862	4.995
July	35.033	12.996	14.432	5.889
August	42.483	14.933	15.293	6.499
September	25.937	10.443	11.914	4.780

October	22.147	9.249	11.865	4.155
November	20.362	8.802	11.710	4.139
December	20.569	6.742	11.515	3.529
Total	311.608	118.885	157.551	54.322

Source: Self-made with data provided by the National Statistics Institute (INE)

As it can be seen from chart 6, national tourists prefer stay in hotels in specific months such as March, which register 26,825 overnight stays and during the summer season (June, July and August) registering the maximum of 42,483 overnight stays in the month of August. On the other hand international tourists prefer stay in hotels in specific months such as March, which register 12,325 overnight stays and during the summer season (June, July and August and September) registering the maximum of 14,993 overnight stays in the month of August. However in terms of travellers Castellón register the higher numbers in June (15,862), August (15,293) and March (15,162) and the lower numbers in January (8,621) for national tourists and for international tourist Castellón register the highest numbers in August (6,449), July (5,889) and March (5,426) and the lower numbers in January (2,813).

In conclusion, it can be seen that the national and international tourists travel and stay in same year period, during the summer and in those months that events and celebrations are held but international tourist stay and travel longer than national tourist travels until September.

6. MARKETING OBJECTIVES

6.1 General Objectives

- Carry out a study of the tourism sector in which is immersed the municipality of Castellón.
- Perform an analysis of the environment factors in order to offer the diagnosis of the current situation.
- Carry out a study on the impact and importance of the coastal tourism in Castellón in order to position Castellón as a coastal sustainable tourist destination in the national and international market, to increase the touristic flow through the promotion strategy of the Valencian Community.

6.2 Specific Objectives

- Create a marketing plan with data provided by previous studies, to boost tourism in summer and diversify the current touristic offer in order to curb seasonality through coastal tourism.

- Improve summer leisure offer through the collaboration between public and private enterprise, providing so new services and unforgettable experience of the surroundings in order to combat seasonality since during this period many business remain closed.
- Create innovative approach in order to improve the existing services such as transportation, which would increase the touristic traffic during the summer season by increasing the accessibility from the airport to Castellón city and from Castellón city to the beaches.

6.3 Human Resources Objectives

- Promote jobs specialization in the tourism sector in Castellón, through the existing educational offering in the specific centres such as, the CDT, Tourism Degree at the University of Castellón, hospitality courses offered by the Valencian Tourism Agency and other professional training (FP) such as travel agent and receptionist.
- Employee tourism students for summer jobs as they have received the right training and so they can have direct contact with their specialization and can offer a quality customer service through hospitality.

6.4 Socio Economic Objectives

- Promote and increase employment in the tourism sector through the new activities proposal.
- Regenerate and modernize the touristic infrastructures in Castellón beaches and the maritime district of Grao.
- Merge the image of the maritime district of Grao and Castellón beaches in the touristic market under the same brand.
- Create strong relationship between private and public companies existing in the touristic sector in order to offer more competitive and quality products.
- Since the decrease of the seasonality is good for other companies and for the city in general, working closely with the city council will be advantageous for both sides, since in this way new business opportunities can flow and the regeneration of existing ones.

6.5 Environmental Objectives

- Consolidate sustainable tourism, respecting and applying the environmental protection regulations and recycling standards in order to improve the cleaning services, increasing the citizen safety during the summer, all through citizen participation and public and private entities collaboration.
- Promote sustainability in this new coastal tourism model in order to attract the tourist that constantly demands sustainable tourist destinations.
- Raising awareness among tourists and residents of the importance of sustainability in the touristic destination through beach awareness days.

7. MARKETING STRATEGY

In order to carry out a successfully proposals of a new touristic offer that allows increase the touristic flow in time and deseasonalize the touristic activity in the city of Castellón, it is important to implement a strategy design, capable of adjusting continuously to a highly competitive demand and a changing environment policy. Castellón currently employs different strategies, such as segmentation and differentiation strategy. However to achieve the objectives described above it is necessary to apply a market entry strategy.

Market Entry Strategy

Regarding the initiative to boost the coastal tourism in the Pinar, Gurugú and Serradal seashores the most appropriate strategy is the market entry strategy. This strategy allows increasing the touristic flow through the development of the market and the product diversification, resulting from a series of combinations. This combination ion are the growth in the current market with the current product, new products in the current market, current product in new markets and new product in new market, collected in the Ansoff matrix.

Chart 7: Ansoff's matrix. Products and markets development

		PRODUCT	
		ACTUAL	NEW
MARKET	ACTUAL	Market penetration <ul style="list-style-type: none"> ● Launch new products ● New segments ● Develop new strategic alliance 	Product development <ul style="list-style-type: none"> ● Complementary products
	NEW	Market development <ul style="list-style-type: none"> ● Geographic areas 	Diversification

Source: Self-made with data provided by <https://robertoespinosa.es/>

➤ Current product in current market

Castellón can increase the market share with the current products (agenda) in the current market using market entry strategies, such as the combination of prices strategies, special promotions, offers, cross-selling, increase advertising, improve the image and quality of the current product offer, customer loyalty programs etc.

➤ New product in the current market

On the other hand, new products can be developed since Castellón possess the necessary resources (basic and complementary) which will be able to satisfy the current international demand applying the appropriate strategy. As a result new activities will be developed,

expanding, diversifying and improving the existing ones in order to boost the coastal tourism in Castellón's seascides and to deseasonalize the touristic activity.

➤ **New market with current product**

Enter the coastal market with the current products applying online marketing strategies and also through the international tourism fair (FITUR) and other touristic entities such as Spanish Tourism Institute (TurEspaña), which aimed to promote the coastal tourism in the international markets. For instance the United Kingdom market, since it is the country issuer of greater influence with a mature demand, which needs new approaches. In addition, it can be also need for France, Germany, Holland, Belgium and the Nordic countries markets, which are constantly growing and seeking for a Mediterranean coastal tourism. However, the emerging markets, such as Russia, China, United States, South America and Mexico represent a high opportunity that must be exploit. Finally, it is worth mention Tourism studies since Castellón receives a high number of students through ERASMUS program and could also represents another important opportunity.

8. ACTION PLAN

8.1 Product

As for the revitalization of Castellón's seascides, it is necessary the creation of a leisure offer focused on a specific market segment. This new leisure offer is currently under study and it is based on the basic product, which are "Castellón's seascides" as it is the epicentre of the initiative. Special mention is also made of the complementary products and the collaboration between public and private entities and all involved agents such as Castellón city council, Disputation of Castellón, Renfe, Aerocas, etc. All those factors complement it and make it more attractive for both, national and international tourists, and intends in the near future to make tourism less seasonal in Castellón and increase the international touristic flow during the summer season. This new leisure offer also aims to enter Castellón into the coastal market, which dominate on the Castellón coast, reorienting and reinforcing its current positioning through a defined image and a well-structured offer. As mentioned before, the main resource on which the deseasonalising strategy will be developed is "Castellón's seascides" as the basic product, accommodation, transport and catering infrastructure as the support products and water activities, excursions, guided tours, cultural and leisure events as the leisure offer.

- ❑ Therefore, the existing places in accommodation infrastructure (Castellón city centre hotels and apartments and the ones in the Maritime District) could be offered as available places for the new coastal tourism thought an agreement. Also, the caravans parking's which are located in the Pinar and Gurugu beach, must be offered as another accommodation modality since it has the capacity to generate more places and also can act as a tourist attraction factor for a specific public.

- ❑ Regarding the accessibility to the Pinar, Gurugú and Serradal beach it can be used public interurban transport such as tram and bus; private transport such as rented cars and taxi and the new "green" transport such as bicycles, tandem bicycles for two, electric scooters, and quad bike with pedals etc. This last option help to reduce pollution and work as well as a connecting link, since the beaches are located at only 4 km away from the city centre, less distance than in other coastal cities that already have a consolidated coastal tourism such as Palma de Mallorca or Bilbao among others. On the other hand, regarding the accessibility to Castellón city, Cabanes airport plays a fundamental role at is it located just 20 minute away. However, that current arriving tourists by this airport are mainly British and Romanian but Aerocas is searching for new collaboration with other airlines belonging to the European Union and also working agreements with Castellón city council and Renfe in an attempt to curb seasonality and diversify the current touristic offer

- ❑ Regarding the leisure offer a new agenda is to be done, designing cultural, water, health and well-being activities. This activities aim to complement, diversify and correct the deficiencies existing in the current leisure offer agenda, such as the lack of guided tours in the touristic brochures (Grao, Natural Areas, Castellón step by step and Beaches). Thoses touristic brochures are available on the website and there is a lack of translation into others languages, such as French and German, an essential component for attract international tourism to Castellón. In addition, there is one brochure more; published on Castellón council website titled "Is... Culture" which include 8 cultural routes and 111 sculptures but it is only available in Spanish. Furthermore Castellón has a specific website (<http://muchocastellon.com/>) offering guided tours but only the "Cultural Castellón "guided tour can be done in French and English and only during July and august because "Urban Art Thematic", "Archaeological Vell Castell", "Magdalena's party" "Dramatize" and "Grao" guided tours are only available in Spanish version. In addition as it can be seen from the research that there are many companies dedicated to active tourism in the municipality of Castellón which are linked on the city touristic website and they realize guided tours to Morella, Atzeneta, Peñagolosa, Desierto de las Palmas, Navajas, Caves of San José, Clot de la Mare de Deu, Peñíscola, Sant Mateu, Benicassim, Vilafames, Cabanes, Oropesa, Valencia and other touristic places. However, it is necessary to integrate them into the new leisure offer in order to publicize their existence to international tourists. Also through Castellón tourist office and the tourist information points located in the Pinar, Gurugú and Serradal seaside, through brochures, translated into English, French and German.

Therefore the new leisure offer aim to design a more complete summer agenda which includes new guided tours in Castellón and Grao, water and air activities, excursions and events, in an online and brochure version, translated in French, English and German. This agenda will be carried out during the summer period (June, July and August). In addition, the activities are develop according to the target audience, which is, young people, couples, families and third age people. Concluding, the agenda could not be carried out without the collaboration between

the Tourism Department, Castellón Deputation, the Tourist Board, Castellón city council, Aerocas, Renfe, Car Rental Companies, Travel Agencies, hotels, restaurants, private leisure companies, tourism students of the University of Castellón and specially the professionals in tourism and tourist marketing field.

Agenda

1. Events

- **Orchestra and monologue nights in Saint Clara square, every Saturday**, celebrated in the afternoon-night during the month of July and August. (decorate the square with light)
- **Jazz night in Saint Clara square, every Friday**, celebrated in the afternoon-night during the month of July and August. (decorate the square with lights)
- **Family Sundays. Outdoor water games:** water balloons or guns fight, children's obstacle race, foam party and so on; **outdoor cinema and picnic evenings; Real size chess and old traditional games.** This activities will be carried out during every Friday, Saturday and Sunday of the month of June, July and august in Rafalafena park.
- **Mojito Route.** It begins in the maritime district and ends at Gurugú beach bars. It is held once a month during June, July and august. In addition all the bars interested in participate will appear in the mojito guide.
- **Themed parties.** During every Saturday of June, July and august a themed party will be celebrated. For instance “**Hawaiian party**”, includes entertainment show, dance, music, cocktail bar and fruit, flowers, games and floating lanterns. “**Ibicencan Party**”, includes entertainment show, DJ's and cocktail bar; “**Sailor Party**”, includes animation show, dj's, and cocktail bar; “**Flamenco Party**”, includes musical and dancing show and cocktail bar. All parties are held at Gurugú beach once a month and tourist can came dressed up in costume according the party theme.
- **Colours-Children's festival, Includes** theatre, circus, handicraft workshops, theatrical performances, magic, environment day care, agro ecological products from the province of Castellón, painting, concerts, children's games, etc. It will be held annually in the month of July in the Pinar Park.

2. Guided visits

- **Discovering Castellón. Route 1.** This foot route starts in the main square, where brochures are provided and a brief historical introduction of Castellón is made before leaving. During the tour, tourist can see the following monuments: Santa María Cathedral, the Fadri, the central market and Saint Clara square. Going down the colón street, the Canem Lonja and following by King James avenue, the Ribalta high school, the centenary olive tree, the mail and telegraph building, the anti-aircraft shelter, the Huertos Sogueros square, the bullring and the Ribalta park where is given a brief explanation about the history of the old station. The visit continue round the storks house and the lamppost passing through Saint Vicente street, The sun door, the old Royal Casino and ends in the main theatre.

- **Discovering Castellón. Route 2.** This foot route starts in Maria Agustina square, where brochures are provided and a brief historical introduction of Castellón is made before leaving. During the tour, tourist can see the following monuments: the Sub-delegation Government building, the liberal wall, the Pure Blood church, Castellón Deputation building, las Aulas square and the Raval theatre. Going down the main street, Saint Agustin Church and following on the Gracia Street we stop in Caballeros street and visit the Ethnology Museum. This visit ends in the main square, from where tourist can see the Lonja of Canem, Santa Maria Cathedral, the Fadri and the central market.
- **Historic Castellón. Route 1.** This foot route includes a meal at the old Royal Casino restaurant a visit to the Ethnological museum, entrance to Santa Maria Cathedral and the Fadri.
- **Historic Castellón. Route 2.** This foot route include a meal at the old Royal Casino and starts in María Agustina square and during the route, tourist, visit the Pure Blood Church, Saint Agustin Church, las Aulas square, the Espai Cultural and the anti-aircraft shelter. The visit ends after taking lunch at the old Royal Casino.
- **Castellón Urban Art. Route 1.** This triangle route between the main square, King James avenue and María Agustina Square aims to make Castellón known as an open-air sculpture museum since, this magnificent city, houses a total of 111 sculptures from “costumbrista” style carved in different materials, such as iron, wood stone or glass by sculptors, such as Juan García Ripollés, Carlos Ventós, Juan Adsuara, Llorens Poy, Pere Ribera, Manolo Boix, Esteve Edo, Meadow Zapata, Vincent Varella etc spreaded all over the streets, squares and parks. The visit starts in the main square where it can be seen “the street painter” (C. Ventos), the “custodian angel” (E. Edo), the “maternity” (M. Zapatta), the “hand of pilotari to Narcís” (M. Boix), the “nude of a woman”, the "fountain of artists" (J. Adsuara), the " woman of purchases" (C. Ventos) and the "Tribute to Castellón" (L. Poy) in Saint Clara square. Going down to the Sun Gate, in the peace square it can be seen the sculpture "temptation" (Ripollés), the “poetic contrabass” (P. Ribera) and the “aguadora” (J. Adsuara). Turning back on king James avenue it can be seen the statue of a "Lord reading a girl" (C. Ventós), the "Domino" (BJIguar), the “Homenaje al filaor y menaor”, the "el pensador" (Ripollès), the “Homenatge als dolçainers i tabalers" (V. Varella), the "Dados" (Blas Jovells Iguar) and again on route we reach the Aulas square we it can be seen the sculpture "Arbre de Pau" (Jerónimo Uribe), the "Niño with frog "(Jose Miguel Más Valls) and finally in the Maria Agustina square we find the emblematic sculpture the “La Paz” (J.Adsuara) that dominates the whole square and offers us a direct image of the magnificent sculptural work of the " la orchestra ambiance facile "(Jean Luc Bambara) and we finish the route by seeing the last sculpture that is “to the mutilated, widowed and disabled of the Spanish Civil War “(Álvaro Falomir).
- **Castellón Urban Art 2.** This tour aims to make Castellón known as an open-air museum, which host the modern architecture elements, such as the 21st century Bridge, James First University, the Auditorium and Conference Center, the Espai d'Art and the Museum of Fine Arts.

- **Discovering the maritime district Grao.** This circular foot route starts in the Sea square where it can be visit: Saint Peter Church, the Sea Museum, the harbour garden, the sculpture “Grao loves the sea” (Marcelo Díaz), the “dismissing the sailor “(Miguel Collado) until we reach Ripolles sculpture the “Centennial Pier”. At the Grao Casino the tour guide make a brief historical explanation and then continue visiting the lighthouse, the sculpture of José Miguel Más Valls “El grallador” the fish fountain ending the tour at the Moruno building.
- **Discovering Magdalena’s heritage.** This route aims to publicize the emblematic landscape surrounding Castellón and starts with a visit to the Lledó Basilica, followed by the orange crops and the Molí de la Font natural park until reaches the Magdalena’s Hermitage and Old Castle, where tourists can enjoy a magnificent panoramic view of Castellón.

4. Beach activities

- **Families:** Water and sand skills circuit; Soccer; Water battles; Sandcastle competition; Flying kites contest; Paddle; Water mattresses; Treasure hunt contest; Beach theatre; Craft contest; Environmental awareness days; Beaches awareness days; Plastic awareness days; Sea animals and sea wildlife awareness days.
- **Young people and couples:** Beach golf; Paddle; Volleyball contest; Beach soccer; Beach tennis; Beach bowling; Fly board; Banana boat; Parasailing; Zumba classes; Dance classes;
- **Seniors:** Petanque; Hydro gym dance; Hydro-gym for people with reduced mobility; Board games (chess).

8.2 Price

The leisure offer it composed by different elements, such as accommodation, trips, guided tours, activities and leisure. Mixing these elements gives different price as a result. For instance, I have create three different packs according to the target audience, which are families, Youngers and senior. There will be as many prices as combination are possible such as for the family pack it can be choose different accommodation option (caravan park or hostel) and different transportation also (car, taxi, bus or bicycle). In addition, different activities can be chosen from the leisure offer. Thus price can increase or decrease according to the mix.

➤ **Family packs**

Accommodation and transportation in all modalities.

Family trips: Columbretes Islands, Palms Desert, Saint Joseph Cave, Atzeneta Castle, Morella and Mare de Déu de Clot Natural Park etc.

Guided tours: Discovering Castellón (route 1 and 2); Castellón Urban art (route 1 and 2); Historical Castellón (route 1 and 2) ; Discovering Grao; Discovering Magdalena’s Heritage.

Sports activities, health and wellbeing: yoga, tai-chi, inline skating, laughter yoga, fitness, Pilates, beach cross, cardio circuit, hit and fit tonic, cannoning, climbing, caving, via ferrate, zip line, canoeing, hiking and coasteering.

Children's activities: astronomy in family, scientific storytellers, art and planets, game of 9, craft workshop, water park , planetarium exhibitions and water games.

Leisure: summer cinema, colours festival, flamenco party, Ibiza party, sailor party and Hawaiian party, the mojito route, orchestra, jazz and monologue nights.

➤ **Young and couples packs**

Accommodation and transportation in all modalities.

Trips: Columbretes Islands, Palms Desert, Saint Joseph Cave, Atzeneta Castle, Morella and Mare de Déu de Clot Natural Park etc.

Guided tours: Discovering Castellón (route 1 and 2); Castellón Urban art (route 1 and 2); Historical Castellón (route 1 and 2); Discovering Grao; Discovering Magdalena's Heritage.

Sports activities, health and wellbeing: yoga, tai-chi, inline skating, laughter yoga, fitness, pilates, beach cross, cardio circuit, hit hit, fit tonic, aero box, jogger, cannoning, climbing, spelunking, via ferrate , zip line, canoeing, hiking and coasteering.

Water and air activities: paragliding, sky gliding, hang gliding, paramotor flights, kite surfing, paddle boarding, jet skis, windsurfing, diving and water park (Aquarama).

Leisure: summer cinema, concerts, festivals (FIB, Rototom, Arrankapins, Arenal), flamenco party, Ibiza party, sailor party and Hawaiian party, the mojito route, orchestra, jazz and monologue nights.

➤ **Senior Packs**

Accommodation and transportation in all modalities.

Trips: Columbretes Islands, Palms Desert, Saint Joseph Cave, Atzeneta Castle, Morella and Mare de Déu de Clot Natural Park etc.

Guided tours: Discovering Castellón (route 1 and 2); Castellón Urban art (route 1 and 2); Historical Castellón (route 1 and 2); Discovering Grao; Discovering Magdalena's Heritage.

Sports activities, health and wellness: yoga, laughter yoga, Pilates, bike ride, beach walks, petanque; Hydro gym dance; Hydro-gym for people with reduced mobility; Board games.

Leisure: cycle nights at the Hermitage, music and dance cycles at the Hermitage, concert series, summer cinema and corral nights.

8.3 Distribution

The demand in the tourism sector is highly changing nowadays. This fact affects the choice of distribution channels since tourists considerate very important factors such as speed, comfort and reliability. Therefore, it is important to develop a strong relationship with other organizations through which to bring tourism products to potential tourists.

Therefore, it is possible to distinguish between the following distribution channels:

- ❖ **Direct:** Traditional channels through which there is direct contact between the service provider and the tourist. Call centre, social networks (Facebook, Instagram or twitter), website of the town hall and official website of tourism in Castellón, email, WhatsApp, stands, tourist office and tourist information points on the beaches.

- ❖ **Indirect:** These distribution channels are longer since, they need the intervention of intermediaries such as wholesale and retail travel agencies, tour operators, public administrations, hotels, restaurants and other businesses, the Ministry of tourism, the Deputation Provincial de Castellón (Dipcas), the town hall, the Municipal Tourist Board, the Valencian Tourism Agency (AVT), radio stations (Cadena SER, Onda cero, La Cope, Cadena Dial, Azahar Fm, etc.), TVCS, magazines (lives Castellón, Gente, Discover Castellón) and newspapers (the Provinces, the Mediterranean, Castellón Diario).

Castellón has a large hotel offer, as well as a large number of travel agencies that represent an important distribution channel since, through them; the beaches of this coastal city can be sponsored through the configuration of holiday packages.

8.4 Communication

There are different communication tools, such as advertising, promotional plans, online marketing, street marketing and the advertising campaign, that will be use to carry out the agenda, enter the coastal market and boost the international tourism in Castellón's seaside but also to deseasonalize the touristic activity in the city. In addition to improve Castellón positioning in the touristic market with a defined image.

- As for the **advertising, a video campaign** will be designed, focused only on promoting Castellón's seaside and the maritime district of Grao, through two short films. In the first one, the common thread is the connection between a family vacations and a youngers vacation. Both travel in caravan and accommodate in the same caravan park. During their stay both practice different summer agenda activities and during the beach movie session, sparks fly between two youngers, the eldest daughter of the family and a younger who travels with his group, who ends up falling in love in San Juan Night where they take a snapshot (create the idea of memory, to return). In the second one, the thread is the snapshot. Now the eldest daughter is a grandmother and her granddaughter finds in her travel notebook the snapshot and decides to start a trip to Castellón by train with her partner. The couple stays in a hotel and decide to write down every visit in the grandma's notebook, such as a few glasses of wine during the jazz night in Saint Clara square, lunch in Castellón harbour, the visit to the Columbretes Islands with diving session, a parachute jump and a sunset stroll along the Gurugú beach.
- On the other hand using the **online marketing** tool, the spot will be broadcasting on YouTube, Facebook, and Instagram and on the official tourism website and the Valencian Tourism Agency website. In addition, a specific application (app) will be developed and it will contain the summer agenda, bus schedule, routes, beaches facilities, and webcams so tourist can check the weather in real time, trips, water and air activities, which can also be booked online from the app. Also sending information through emails and making periodic publications on the websites.
- In addition will be carried out through 100 insertions in the Mediterranean, the Provinces and Castellón Diary newspapers in April, may, June, July and august. In

addition 1500 wedges on “Cadena SER”, “Onda Cero”, “The main 40”, “the Cope” radio stations during the national parties and the summer season but also broadcastings on TV channel such as “TVCS”.

- In second place for the **promotional plans**, will be developed touristic brochures, which will contain information regarding the seaside’s characteristic and services, the Pinar children's water park schedule, water and air activities schedule and prices, restaurants and beach bars schedule and hotels information. On the other hand, the summer agenda will be available in the touristic information points free and all the information will be translate in French, English and German.
- **Street marketing** will be carried out through stands located in high tourist rate emission cities (Tourism Marketing Plan 2012).
- **Public relations (PR)** and personal sales represent another important channel of commnuication. The PRs organize conferences with professionals both in the town hall of Castellón and in the Saint Clara square where the aim is to publicize the new range of activities. They are also responsible for sponsoring the coastal tourism in congresses; events and the international tourism fair (FITUR) as well as getting the publication of programs, events and activities in the newspaper "El Mediterráneo" and other magazines of the municipality.
- As for the **personal sale**, it will be carried out through stands located in other cities to promote Castellón as a coastal destination through paper brochures that contain information regarding the different activities that can be practiced during the summer season. It will also contain information regarding the booking process of the different types of accommodation. In addition, paper brochures will be provide to travel agencies, the tourist office located in the Main square of Castellón, shops and other establishments, hotels and collaborating restaurants.

9. RESOURCES

In order to successfully carry out the marketing plan designed with the purpose of boost the coastal tourism in Castellón’s seaside and to deseasonalize the touristic activity during the summer season, it is necessary to create an accounting plan. This tool aim to reflect all those necessary factors that represent a cost and the parties involved, which make possible to implement all the activities proposed. In addition also aims to reflect the advertising campaign and the other marketing actions costs.

Chart 8: Expenses

Personal	
Free time monitors	Water activities, beach activities, sports activities, health and wellness activities, leisure activities, children activities.
Tourist guides	Guided visits and touristic information.
Tourism technicians	Events, translate tourism website content, translate the touristic guides in German, French and English, design tourist guides, brochures, flyers and posters.
Artists	Concerts and parties.
Awareness days professional	Sea, plastics, sea wildlife, recycling etc.
Public representatives	Cities stands.
Other expenses	
Publicity	Advertising campaign, brochures, flyers, posters.
Beach activities equipment	Mats, balls, bowling, balloons, platforms
Other activities and crafts equipment	Materials, iconographic support...

Source: Self-made

In order to carry out the activities described above, free time instructors and tourism students can be hire. It would also be convenient to involve the city council, the municipal Tourism Board and Castellón Deputation in a beneficiially collaboration with the intention of creating Tourism Degree internships but also for English Studies Degree or Intercultural Study and History Degree. As it could perform the translation assignment of the events, the touristic brochures, the awareness day's poster, the summer agenda etc. and also the official tourism website content as well as the online publications. In addition, it could also provide tourist information in different touristic points, such as the Cabanes airport, Castellón train station and all the tourist information points located in the city centre, the maritime district of Grao and Pinar, Gurugú and Serradal beaches and city stands. There will be also needed professional to celebrate the awareness days and the summer agenda activities as well as artists and private entities. Regarding the economic income, special mention it is made of the grants and subsidies that Tourism receives each year. Furthermore, tourism activities and events can be sponsored by important business and entities. However, the budget foreseen for the current summer agenda is it provided by the Valencian Tourism Agency, the Tourism Board, Castellón Deputation and the Castellón Provincial Council. To conclude it is also worth mentioning that

the Tourism Degree internship, the English Studies internship and Intercultural Studies and History Degree internships are unpaid and it can be done during the summer season. Therefore, on one hand, they represent an important human resource and on the other hand, it is a great opportunity for the student to achieving a great experience and new knowledge.

10. MONITORING

The control and monitoring toll it is necessary and very important for the marketing plan, thus, is it checked the existence of deviations from the marked objectives and it makes possible develop corrective mechanisms to remedy and correct errors and deviations. Therefore, six (6) blocks are developed, these being: (1) Measurement of the touristic activity in the destination; (2) Coordination between the public administrations and the private touristic entities; (3) Coordination of communication and information technologies; (4) Current tourism offer tools for diversification and differentiation; (5) Loyalty methods; (6) Promotion of basic and complementary resources. Each block contains different indicators in order to carry out a rigorous follow-up. The results will be evaluated in monthly meetings, which must attend all the agents involved.

Chart 9: Control and Monitoring Mechanism

<p>Measurement of the touristic activity in the destination (Castellón city and the maritime district of Grao) Castellón Tourist Info, Grao Tourist Info and all the touristic information points of the Pinar, Gurugú and Serradal beach. Aerocas and Renfe information points.</p>	<ul style="list-style-type: none"> ● Average daily expenditure. ● Income tourist's level. ● Tourism daily expense per person. ● Average stay. ● Number of overnight stays. ● Number of international tourists arrivals. ● Number of national tourist arrivals.
<p>Coordination between the public Administrations and the private touristic entities</p>	<ul style="list-style-type: none"> ● Comparison between the numbers of actions carried out by the public administrations (city council, municipal Tourism Board and the deputation of Castellón Deputation) jointly with respect to previous years. ● Comparison between the numbers of actions carried out by private entities (Aerocas, Renfe, Authors, leisure and leisure companies) jointly with respect to previous years. ● Comparison between the numbers of actions that both public administrations and private entities have made together with previous years.
<p>Coordination of information and communication technologies (TIC's)</p>	<p>Touristic activity register in Castellón city, the Martitim District of Grao and Castellón seashores</p>

	<p>through social networks, such as Facebook, Twitter, Instagram, YouTube Castellón app etc.</p> <ul style="list-style-type: none"> ● Number of followers (national and international tourists). ● Monthly downloads. ● "I like it" (events, conferences and competitions). ● Confirmation of attendance to events and awareness days. ● Attendance and registration in the contest, events and workshops (nationality, number of attendees and age). ● Satisfaction surveys and comments on the official tourism page and on Facebook regarding the beach activities, competitions, events, conferences etc. ● Satisfaction survey the beaches facilities and the summer agenda. ● Surveys of how they found the tourist offer of Castellón, Grao and the beaches. ● Comments and inquiries through the official tourism website of Castellón. ● Satisfaction index through TripAdvisor.
Current tourist offer tools for diversification and differentiation	<ul style="list-style-type: none"> ● Number of new products. ● Number of new actions. ● Tourist profile studies. ● Touristic model studies.
Loyalty methods	<ul style="list-style-type: none"> ● Number of international tourists who request information through the web portal and at the touristic information points. ● Number of transactions made at the touristic information points. ● Number of times they repeat visits or activities.
Promotion of basic and complementary resources	<ul style="list-style-type: none"> ● Visitor registry to the main landscape-natural resources. ● Visitor registry to the main historical-monumental resources. ● Visitor registry to the main folkloric-cultural resources.

Source: Self made

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