



Discover her Málaga

A marketing communications strategy for Flavours of Málaga II



Naomi Legin

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Declaration of own work



Declaration of own work

I hereby declare that:

- I am fully informed about the Thesis C assessment criteria;
- all the work I have conducted to fulfill these criteria is entirely my own;
- I have not been assisted by any other person, except the coaching offered within HBS guidelines.

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Signature:

A handwritten signature in black ink, appearing to read "N. Legin", with a horizontal line underneath.

Preface

Dear reader,

You find yourself reading my preface of the advisory report that serves as a completion of my study Tourism Management – incredible!

When I started with the study, the thesis semester seemed as something so far away to not worry about it yet. However, time flew and it seems as it was only a couple of months ago that I have decided to study Tourism Management. Throughout the study, I realised that tourism is my passion with a special emphasis on responsibility and sustainability. Therefore, I am grateful to be part of the Flavours of Málaga team and to share my knowledge in order to make the project flourish. It is a special feeling to know that I can actually have an impact on other peoples' life that are involved in tourism, especially when it is about empowering women in this tough industry. Consequently, I have been very keen from the beginning onwards to work on this project. However, the unexpected changes that have been caused by the COVID-19 pandemic made it much more challenging to write this advisory report. It was impossible for me to visit Málaga and get to know the people from the team, which I was looking forward to so much. Next to not being able to experience the project physically, the lockdown forced me to stay in my student room, which is not an inspiring space to write a thesis, let me tell you that.

However, some people made my life a little bit sweeter throughout this time and clearly deserve a 'thank you' from my side. First, I would like to thank my family and boyfriend for the unconditional support they provided me with during the last four years and that they did not forget about me when I was so distant during intense writing phases. Thanks! Second, I express my thanks to my client, Carlos García Martínez that helped me in all the ways possible. Thank you for supporting me during the interviews, for your patience to listen to my concerns and answer my questions as well as sending the cat sticker that made me laugh very hard. Thanks! Naturally, I also want to thank my first examiner Jan Willem Meijerhof that had enough patience to read my long paragraphs and answer my questions to unravel my messy thoughts. Thanks! Additionally, I want to thank my second examiner Almudena González to take the time to read this report and assess it. Big thanks also go out to the interviewees that helped me achieving the results that I needed so badly. Lastly, my gratitude goes out to Eline Nagelholt who inspired and motivated me and gave me the opportunity to share my doubts during our regular digital coffee moments. Thanks!

I hope that this advisory report ensures joyful reading about the topics.

Naomi Legin,
Deventer, June 2020

Summary

This advisory report has been written for the project Flavours of Málaga, which is aimed at women that live in the neighbourhoods of Málaga to improve their socio-economic position with the help of gastronomic heritage tourism. The second phase (Flavours of Málaga II) has recently started and focusses on the total city of Málaga and the development of female entrepreneurship rather than empowerment only. The problem lies in the fact that the second phase has just started and is unknown to the two target groups, which are the potential participants and the tourists. It is vital to communicate the objectives of the project with these parties to attract them and to be able to execute it successfully. Furthermore, it is important that the project will grow at all but in a controllable manner to guarantee a sustainable and responsible development.

Therefore, the following management question has been created that served as a basis for the research and advice. *“How can the project Flavours of Málaga communicate its objectives to the chosen target groups in line with the principles of responsible tourism development?”* The objective of the advice resulted in the creation of a marketing communications plan that includes the responsible principles. The literature review revealed that the attributes of the target groups, their channel usage, objectives as well as motivations are the key elements in order to answer the management question. These elements have been transformed to the research questions that have been answered with a combination of desk as well as qualitative field research in forms of interviews. The most important results that have been yielded with the conducted research are:

- The main inbound tourists from Málaga are from the United Kingdom, Germany and France
- The potential participants are women that live in Málaga, are mostly unemployed but enjoy their gastronomic heritage and traditions
- The majority of the tourists uses social media platforms such as Facebook and YouTube to inform themselves
- The majority of potential participants uses word-of-mouth, traditional as well as social media to inform themselves
- The overall objective is to provide tourists with a memorable and unique experience that is far away from mass tourism to ensure the socio-economic development of the local population at the same time
- Tourists are motivated by selfish aspects such as escapism, meeting new people, expand networks or learn new skills to participate in (responsible) tourism
- Potential participants are motivated by social as well as personal aspects such as preserving traditions, improving their neighbourhood, gain economic independence and support the family

These research results and their conclusions led to the creation of two advice options.

- Option 1: Creation of a marketing communications plan that focusses on the attraction of the potential participants
- Option 2: Creation of a marketing communications plan that focusses on the attraction of the tourists

Due to the fact that both target groups are essential for the project, the advice emphasises which option should be implemented first and which second, rather than which one should be eliminated and which not.

It is recommended to execute advice option 1 because the project Flavours of Málaga II is dependent on the engagement of new female entrepreneurs. The suggested marketing communications plan will attract these future entrepreneurs and gives the project the possibility to successfully establish the second phase. It can be stated that without the potential participants, no products and services can be created nor offered to the tourists, thus the attraction of the future entrepreneurs is crucial.

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1 Introduction

This thesis intends to create a unique and valuable advice for the project Flavours of Málaga. The following chapter provides information with regards to the general facts about the project as well as the insights into the assignment.

1.1 Flavours of Málaga

Málaga is a city located in the region Andalusia in the Southern part of Spain on the Costa del Sol. It is one of the most popular holiday destinations in Andalusia and experiences continuously growing tourism numbers each year. According to Mitchell (2020), the city received 1.4 million visitors in 2019, which is an increase of 3% compared to the previous year. Although the city is experiencing all these benefits arising from tourism, not every member of the local community profits from this development. The tourism sector highly focuses on the city centre of Málaga and neglects the unknown working-class neighbourhoods such as Trinidad and Perchel. Consequently, this neighbourhood suffers from high unemployment rates even though the rest of the city flourishes. Hermann (2019) states that the unemployment rate reached 62,3% in 2014 and for women in particular it was 10% higher. However, there is great potential hidden because Málaga has a rich and vivid history, which causes the unique gastronomic heritage. These gastronomic secrets are kept by the women in these neighbourhoods and are shared in the corralones, which are traditional working-class apartment blocks built around a central courtyard. The question that arises is how this could be of use to improve the socio-economic situation in these neighbourhoods.

The project Flavours of Málaga was initiated in 2018 by Saxion University of Applied Sciences in close collaboration with the funds provider TUI Care Foundation, the gastronomic organisation Asociación Kilómetro Cero, the municipality of Málaga, TUI DX as well as United Nations World Tourism Organisation (UNWTO).

The project Flavours of Málaga is aimed at women that live in these neighbourhoods such as Trinidad and Perchel. The initiated projects improve the socio-economic position of the women with the help of gastronomic heritage tourism. Opening the corralones for tourists from all over the world and sharing their gastronomic heritage and culture reveals the unique aspects of Málaga and increases the popularity and importance of these corralones. It improves their livelihoods since the majority of them have a lower degree of education and are mostly unemployed but do have the knowledge about the traditional gastronomy. Additionally, the project's ambitions and core values include the empowerment of female entrepreneurship as well as the inclusion of some Sustainable Development Goals, such as Gender Equality (5), Decent Work and Economic Growth (8), Reduced Inequalities (10) and Sustainable Cities & Communities (11). Including these goals guarantees a responsible tourism development in the future. It is important to mention that tourism should serve as a tool for sustainable tourism and a genuine manner of economic development to support local communities.

1.2 Trends and Developments

Tourism is a continuously growing industry, which operates globally and affects many people. The number of international arrivals increases each year and tourism accounts for 10 per cent of the world's GDP (TUI Care Foundation, 2017). Besides the increase in arrivals, there are additional trends and developments that are re-shaping the tourism industry.

Responsible tourism is a type of tourism gaining a lot of attention in the sector during the past years. Mathew and Sreejesh (2016) state that responsible tourism deals with the positive impacts that responsible business ideas can have, which affect the quality of life of the local population, add to the protection of the environment and improve socio-economic situations. Closely related to responsible tourism is another recent trend, which is heritage tourism. It involves "an inheritance from the past that

is valued and utilized today, and what we hope to pass on to future generations” (Timothy, 2018, p.177). These heritages do not only refer to landmarks, monuments or other architectural elements, but can be intangible too. This includes elements of human past such as music, dance, traditions as well as cuisine. More tourists are expressing their interest in deeper meanings of places or local identities and want to experience it from close by (Timothy, 2018). The last aspect mentioned for heritage tourism was cuisine, which is related to the following tourism trend: Food tourism, also called culinary or gastronomy tourism. As with heritage tourism, tourists are influenced by value and experience, which leads to a growth of local food promotion (Bu, Parkinson & Thaichon, 2020). Tourists are interested in learning about a culture through means of culinary experiences, which involves communication and interaction with local communities too.

After having elaborated on the recent topics on hospitality and tourism management, Bu, Parkinson and Thaichon (2020) stress the importance of digital (content) marketing in these uprising tourism types, especially in gastronomy tourism. Due to the rapid changes and developments in technologies, people prefer using mobile media (including social media) to influence their decision-making processes when it comes to holiday experiences. Additionally, they mention that marketing is not focused on sales as much as it used to be, but that it is changing to a focus on deep communication with the consumers to build long-term relationships with them. This does not only strengthen the emotional connection the customer builds with the brand but also leads to e-WOM (electronic word-of-mouth), which is favourable for a company or destination (Bu, Parkinson & Thaichon, 2020). The new trends with a focus on experience and personal communication and relationships indicate a shift in the tourism sector. Those developments are changing the former service-oriented industry into a purpose and experience industry.

The project Flavours of Málaga is a good example of combining trends and developments such as heritage and gastronomy tourism and developing a project in an area where the local community can reveal its strengths within this type of tourism. The current and actual situation indicates that the first phase of the project has been completed. The first phase has been executed within the timeframe between May 2018 and December 2019. It addressed the female empowerment of a specific group of women in Trinidad and Perchel, which is called La Alacena del Corralón. Next to female empowerment, there was an additional focus on the initiation of several projects to introduce these women to the tourism field and to support female entrepreneurship.

The second phase (Flavours of Málaga II) has started in February 2020 and will end in January 2022 (J.W. Meijerhof, personal communication, March 12, 2020). Although the women of La Alacena del Corralón have shown improvements and growth, there is still a continuous focus on this group of women. However, the focus lies on female entrepreneurship rather than empowerment only. Additionally, the project aims to now also encourage other women in Málaga to become engaged in the tourism industry. La Alacena del Corralón can serve as an example, catalyst and motivator for other future female entrepreneurs in the local community Málaga. These possible future female entrepreneurs from Málaga will from now on be referred to as potential participants, due to the fact that they are potential participants for the project Flavours of Málaga II.

The problem and the reason for this thesis assignment lies in the fact that the second phase has just started and is unknown to the potential participants (essential to realise the project) as well as tourists (essential to ensure income and feasibility of the project). It is vital to communicate the objectives of the project with these parties to attract them and to be able to execute it successfully. Furthermore, it is important that the project will grow at all but in a controllable manner to guarantee a sustainable and responsible development.

In the desired situation, the project Flavours of Málaga is able to inform all parties involved in order to make the project successful and to support and include the local community. Additionally, there are measurements included in the way of communication and marketing, which are based on responsible tourism principles to ensure a sustainable growth and development.

1.3 Management problem

The project Flavours of Málaga has been extended in November 2019 and is now focusing on the further development of entrepreneurial skills of the women in Málaga rather than empowerment only. Additionally, the project focuses on how to communicate its objectives with the parties involved as well as how to best target new possible customers. However, this phase has just started and there is barely any marketing or communication towards the two target groups, which are the potential participants and the tourists. To be able to continue this work, the organisation requires research into more effective marketing and communication strategies. Its urgency has been revealed in the beginning of the chapter, since the execution of the second phase will either be delayed or hindered and the desired results cannot be achieved without a proper strategy. Since the project is highly focusing on the durability of the project, it is necessary to build upon responsible tourism principles to ensure a sustainable development.

The following management question derives from the described management problem:

“How can the project Flavours of Málaga communicate its objectives to the chosen target groups in line with the principles of responsible tourism development?”

1.4 Research

In order to conduct a reliable research, it is important to examine the objectives for both the advice as well as for the research. This will reveal the focus points and what results the research is expected to yield. Additionally, these objectives assist to gain insights into the research question that will be posed.

1.4.1 Objectives for the advice

Due to the fact that the initial stage of the second phase has started, there are several aspects that need to be tackled. In order to ensure a clear communication of information between all parties, a change is desirable. Combined with the trend mentioned by Bu, Parkinson and Thaichon (2020) of digital content marketing with a focus on communication with the target group it becomes obvious that a change is required in the way of communicating and marketing. A marketing communications plan can support and contribute to the goal of an efficient information flow between and to the target groups. Additionally, the project Flavours of Málaga stands for supporting local communities, protecting heritage and improving quality of life, which are all aspects of the described trend responsible tourism. Consequently, it is required to include the principles of responsible tourism in the further execution of the project to ensure another goal, which is a sustainable development.

It can be stated that the objective of the advice is to develop a concrete product, which is a marketing communications plan based on the principles of responsible tourism. The focus of this assignment lies on the planning and development of the marketing communications plan and excludes the execution as well as evaluation. According to Porcu, Del Barrio-García and Kitchen (2012), specific elements belong to the planning and development phase. This means that the advice is based on these aspects, which are the identification of target groups, the determination of objectives, the development of a media plan and its channels as well as to give recommendations about the possible design of the messages.

1.4.2 Objectives for the research

In order to reach the advice objectives and to answer the management question, new insights are required. These new insights will be gained by means of conducting research. Firstly, the research will focus on the examination of the core concepts *marketing communications* and *responsible tourism* as well as their relation to each other. It will reveal the several aspects and dimensions of the concepts, which are required in order to be able to understand the concepts and to develop a valuable advice that suits the context of the project.

Secondly, the several aspects that need to be included in the marketing communications plan require research. The research objective is to gain insights into the target groups, the objectives, the preferred media channels and the motivations of the target groups in order to give recommendations about the design of the message.

The intended results include aspects such as the ideal target groups for the project, the objectives of all parties involved, the media channels that are preferred by all parties as well as their motivations to become engaged in the project. The objectives, media channels and messages will be researched per involved party to create a specific and effective plan. These are relevant for the design of the advice because it reveals:

- Whom the marketing communications plan is intended for
- The communication objective of the plan, which is coherent with the needs and wishes of the client and the potential participants
- The ideal media channels to spread the message based on the researched use of channels of the target groups
- The message that needs to be conveyed with the aim to motivate the target groups to become engaged

1.4.3 Research questions

In order to create a useful and viable advice, research is required. The research questions are connected to the specific aspects of a marketing communications plan, which has been explained above. Consequently, these are the following research questions (RQ) and sub-questions (SQ):

RQ 1: What are the attributes of the target groups that should be targeted?

SQ1: Which target groups are targeted by similar responsible tourism projects?

SQ2: Which attributes of the target groups are of importance according to the client?

RQ 2: What is the communication objective of the marketing communications plan?

SQ3: What are the objectives of the client?

SQ4: What are the needs of the potential participants regarding communication?

RQ 3: Which media channels are most suitable for the marketing communications?

SQ5: Which media channels do the inbound tourists of Málaga use?

SQ6: Which media channels do the potential participants use?

RQ 4: Which message does the marketing communications plan convey?

SQ7: What are motivations for tourists to participate in a responsible tourism project?

SQ8: What were motivations of the members from La Alacena del Corralón to become engaged in a responsible tourism project?

1.5 Reading guide

The following chapter addresses the theoretical framework, which examines the search methods used during research, a literature review of important definitions of the core concepts as well as the operationalisation of these core concepts. The third chapter describes the approach of the research and presents an overview of the research questions as well as the sub-questions. Additionally, the research strategy, methods of data collection, selection of data sources and the methods of data analysis are discussed per applicable research. The fourth chapter examines the results that have been yielded by the research and is followed by a conclusion as well as a discussion of the validity and reliability of the research. The seventh chapter deals with the creation of several advice options, the evaluation as well as the implementation of those and ends with a financial implication. The advisory report ends with a personal and professional afterword, which are followed by the references and appendices.

2 Theoretical Framework

The creation of the theoretical framework is essential for the thesis assignment since it serves as a foundation for the research as well as for the advice. The search methods and literature review presented within this chapter are related to the management question as well as to the research questions, which adds to the creation of a reliable and valuable advice.

2.1 Search Methods

In order to gain the desired insights and useful information a clear search method is required. With regards to search engines, Saxon Online Library and Google Scholar have been used. Next to these search engines, data bases such as Ebscohost, ScienceDirect, Emerald Insights as well as Research Gate have been consulted.

The following search terms have been used to be able to yield the required results with respect to the core concept *Marketing Communications*. All search terms were used intertwined to achieve the required result.

- Marketing Communications; Definition; Aspects

The following search terms have been used to be able to yield the required results with respect to the core concept *Responsible Tourism*. All search terms were used intertwined to achieve the required result.

- Responsible Tourism; Principles; Definition; Impact

Next to online sources, insights have been gained through several books that address the topics such as:

- Fill, C. (2005). *Marketing Communications: Engagement, Strategies and Practice*. Essex, England: Pearson Education Limited.
- Rugimbana, R., & Nwankwo, S. (2003). *Cross-cultural Marketing*. London, England: Thomson Learning.

An overview of the search commands, databases and number of hits can be found in Appendix I. In addition to these described search terms and methods, the snowball method has been used as well. This means that certain articles refer to other articles that might be useful too.

In order to be able to make use of relevant data sources, the evaluation model AAOCC will be used to assess the quality of the sources. The AAOCC model examines the authority, accuracy, objectivity, currency, and coverage of a source. The evaluation of sources can be found in Appendix II.

2.2 Literature Review

The core concepts that necessitate elaboration of the definitions and substantiation are *Marketing Communications* and *Responsible Tourism*. This is required in order to guarantee that the research is based on reliable theory, which adds to the validity of the research. The literature review serves as a foundation of the report since the research and the advice are based on the content of it. The concepts have been explained independently from each other first to ensure the general understanding. Chapter 2.4 refers to the connection of both concepts and their relation with the aid of a conceptual model.

2.2.1 Marketing Communications

According to Fill (2005):

Marketing communications is a management process through which an organisation engages with its various audiences. By understanding an audience's communications environment, organisations seek to develop and present messages for its identified stakeholder groups, before evaluating and acting upon the responses. By conveying messages that are of significant value, audiences are encouraged to offer attitudinal and behavioural responses. (p.17)

Schultz and Schultz (1998) define marketing communications as "a strategic business process used to plan, develop, execute and evaluate coordinated, measurable, persuasive brand communication programmes over time with consumers, customers, prospects and other targeted, relevant external and internal audiences" (p.18).

Porcu, Del Barrio-García and Kitchen (2012) state that marketing communications is "the interactive and systematic process of cross-functional planning and optimization of messages to stakeholders with the aim of communicating with coherence and transparency to achieve synergies and encourage profitable relationships in the short, medium and long-term" (p.326).

The relevance of the chosen definitions can be distinguished by comparing elements such as *What, How, Who, Why* and *Time*. All three authors agree that management communications is a process to communicate persuasive messages to important stakeholders, which can be referred to as the *What* or the essence of all definitions.

When it comes to the manner of implementing or executing this process (*How*), the authors have different opinions. Fill (2005) states that developing and presenting messages to the identified stakeholders is required to engage with the various audiences. The fact that he states 'various audiences' indicates that multiple approaches are needed to meet the diversified needs of the stakeholders. This means that an organisation is focused on the individuality of a customer. Due to the fact that Fill (2005) uses the phrase 'understanding an audience's communications environment', it can be stated that there is a focus on understanding the customer, which is more personal and helps to build relationships. This encourages the customer to engage with the product or organisation. However, 'developing and presenting messages' is quite vague and does not specifically describe how exactly the process develops.

Schultz and Schultz (1998) on the other hand stress the structured method of the process by stating to 'plan, develop, execute and evaluate'. This is a measurable tactic and more specific than Fill described it. However, it seems quite static and does not reveal whether a relationship is created between customer and organisation, which has been done by Fill.

Rugimbana and Nwankwo (2003) have described a more specific process. They present six steps to develop a marketing communications plan, which are: "identify the target market, determine the objectives to be accomplished, establish a budget, develop a media plan, design the message and assess the effectiveness of the marketing communications effort" (p.147). These are in line with the method mentioned by Schultz and Schultz.

Porcu et al. (2012) mention the interactivity during the process by claiming that there is a 'cross-functional planning', which refers to the multiple backgrounds within the organisation that are developing the marketing mix (product, place, price, promotion). This indicates that it is a diversified process, which optimises the way of addressing diverse stakeholders. Additionally, the 'coherence and transparency' reveals that an organisation can build relationships and create trust during this process with the customers.

Henley (2008) states that a marketing communications plan makes use of the 'promotion mix' while developing the media plan, which includes several elements that refer to the channels that can be used. He mentions that the traditional promotion mix includes *advertising* (tv, magazines, newspaper, radio etc.), *sales promotion* (short term incentives such as coupons, discounts or bonuses), *personal selling*

(sales talk from door to door, word of mouth), *public relations* (newsletter, special events, sponsorship) and *direct marketing* (direct mail, direct response tv). Mangold and Faulds (2009) added a new paradigm to the traditional promotional mix, namely social media. This includes blogs, social networks (Facebook, Instagram, Snapchat, Pinterest), video sharing platforms (YouTube), commerce communities (Ebay, Amazon), podcasts and business networking sites (LinkedIn).

The combination of the steps of a successful marketing communications plan argued by Rugimbana and Nwankwo and the promotional mix elements described by Henley, Mangold and Faulds is the most specific description of the process.

When it comes to *Who* the product is intended for, all authors agree that it is for the stakeholders. However, Fill (2005) and Porcu et al. (2012) are unspecific in their description by stating 'various audiences' and 'stakeholders'. Schultz and Schultz (1998) on the other hand mention 'consumers, customers, prospects and other targeted, relevant external and internal audiences', which is very specific and implies the dimensions of the stakeholders.

Addressing the reason for the product, thus the *Why*, reveals that Schultz and Schultz (1998) have not mentioned a goal that can be achieved. Fill (2005) however, presents the 'responses' of the audience as the outcome of the communication process. This can be interpreted in many ways and does not reveal a specific goal. Porcu et al. (2012) state that the desired outcome of the process are 'synergies and profitable relationships', which is a clear goal. Hassan, Nadzim and Shiratuddin (2015) are more specific with the reason of marketing communications and state that there are four different types of objectives, which can be explained by using the AIDA framework. AIDA stands for Attention, Interest, Desire and Action, which can be chosen as objectives of a marketing communications plan.

Lastly, the *When* or the period of time the product is intended for has been portrayed best by Porcu et al. (2012). They mention that the time frame can vary between short, medium and long-term, which makes it a future oriented definition. On the other hand, Fill (2005) does not address anything regarding time and Schultz and Schultz (1998) only claim 'over time', which barely indicates a specific period of time.

The question that arises is which definition of marketing communications suits the context of this thesis assignment and can be used as a foundation for the research. Due to the fact that the trend of digital content marketing, elaborated by Bu, Parkinson & Thaichon (2020), focusses on deep communication with the consumers to build long-term relationships with them, it is important to include the aspect of relationship building in the definition.

Consequently, the preferred definition is a combined one: Marketing Communications is the interactive and systematic process of planning, developing, executing and evaluating persuasive messages of significant value with consumers, customers, prospects and other targeted, relevant external and internal audiences. The aim is to communicate with coherence and transparency through the promotion mix elements (advertising, sales promotion, personal selling, public relations, direct marketing, social media) to encourage profitable relationships in the short, medium and long-term. As mentioned earlier, the focus of this assignment lies on the planning and development of the marketing communications plan. This refers to the inclusion of the identification of target groups, the determination of objectives, the development of a media plan and its channels as well as the possible design of the messages.

2.2.2. Responsible Tourism

Responsible tourism is a concept, which is closely related to sustainable tourism but still differentiates itself from it. Musavengane (2019) states that both tourism types share the three sustainability pillars, which are the natural, economic and social pillar. Debicka and Oniszczyk-Jastrzabek (2014) agree and state that responsible tourism should achieve harmony between the economic, social and environmental

pillars. Additionally, Spenceley (2007) mentions the encouragement of diversity of the three pillars that should be maintained. According to Musavengane (2019), the main difference between responsible and sustainable tourism is that all stakeholders involved in responsible tourism “are required to take responsibility for their actions and should be held accountable” (p.787). Debicka and Oniszczyk-Jastrzabek (2014) who argue that individuals and organisations are “looking through the prism of responsibility” support this (p. 192).

Responsible tourism consists of several key elements that describe the characteristics and impacts of this type of tourism. Debicka and Oniszczyk-Jastrzabek (2014) state that characteristics of the social pillar of responsible tourism include aspects such as a contribution to a better quality of life for the local communities and a slow and controlled growth in which the communities are fully involved. Moreover responsible tourism adds to a reduction of poverty and the building of local pride (by protecting culture, history and heritage). Spenceley (2007) agrees and mentions the need to involve communities in all phases of the development as well as the requirement that the local communities gain benefits. Musavengane (2019) adds that responsible tourism should improve the safety and security of the local inhabitants and mentions the need for inclusion of communities.

With regards to the environmental aspect, Debicka and Oniszczyk-Jastrzabek (2014) reveal the need to not solely protect the environment but to enrich it with the help of responsible tourism. Moreover, the slow growth ensures that the environment will not be destroyed. Spenceley (2007) encourages this thought by stating that local resources should be used responsibly.

Concerning the economic pillar, Debicka and Oniszczyk-Jastrzabek (2014) mention that responsible tourism stimulates the reduction of poverty, which is valued by the local communities too. Additionally, it improves the working conditions and offers access to the tourism industry for the community members that are involved.

These characteristics reveal what impact responsible tourism has on local communities as well as on the destination. However, it does not become obvious how these elements can be achieved. Spenceley, Debicka and Oniszczyk-Jastrzabek describe guidelines that yield the desired outcomes per pillar.

With respect to the social pillar, Spenceley (2007) presents to develop partnerships in which communities have a significant role and are involved throughout the whole development process. Additionally, businesses should only be exercised when the local inhabitants benefit directly. In order to make the community benefit, Spenceley (2007) adds that local staff should be recruited and employed rather than outsourced from other regions or countries. This supports the inclusion of communities and is an important aspect of the social pillar.

The environmental results can be achieved by implementing guidelines mentioned by Debicka and Oniszczyk-Jastrzabek (2014). They state that the environmental impacts in the region should always be discussed throughout the complete project in order to minimise the negative impacts. Additionally, it is important to examine the carrying capacity, which reveals the amount of tourism a destination can handle without being damaged, which is important to protect the ecosystems. Another important aspect mentioned is the execution of an educational programme or campaign to inform stakeholders about the environmental awareness to avoid negative consequences. Spenceley (2007) is less specific in the description and solely mentions to encourage behaviour that respects the heritage and has a low impact. Lastly, the economic guidelines to achieve economic responsibility in responsible tourism were described by Spenceley (2014). She indicates that more goods and services should be purchased locally to support the community. However, it is not clear whether tourists, stakeholders of the local communities themselves are encouraged to do so. Spenceley (2014) adds that the majority of developed and marketed products should be fair-trade products to improve the local community and create value. Debicka and Oniszczyk-Jastrzabek (2014) agree on this aspect and reveal that high quality products should be developed with a focus on fair business to highlight the values of the region.

Another aspect mentioned is that there should be support provided for all sizes of organisations to guarantee an involvement of all companies in the tourism industry.

It becomes obvious that there are several key elements that describe responsible tourism and its impacts. The chosen definition for this thesis assignment is a combination of several aspects mentioned by the authors above: Responsible tourism is a type of tourism that calls for balance between the social, environmental and economic pillars in which all stakeholders are responsible and held accountable for possible outcomes. It calls for maximising positive impacts and minimising negative impacts and promotes the involvement of local communities in the tourism industry.

2.3 Conceptual Model

After having explained and elaborated on both core concepts, the question arises how the connection between the concepts can be described. It is essential to reveal the relationship of marketing communications in responsible tourism in order to be able to translate it into a useful advice that considers both aspects. Therefore, a conceptual model has been created that describes the relationship of both concepts. Marketing communications and responsibility are conceived as two concepts that do not seem to match and rather contradict each other. Some authors, such as Font and McCabe (2017) suggest that marketing communications is something that promotes unnecessary consumption, a materialistic lifestyle and drives consumers to make irresponsible decisions to fuel profits of businesses. They state that this behaviour can be found in tourism, which is seen as pure marketing too as it is based on conceiving tourism as a luxury and need although they perceive it as a non-essential activity. On the contrary, they also mention that marketing is essential to the tourism industry due to it being responsible for attracting tourists, which contributes to economic developments and growth of a destination. It can be concluded that marketing communications currently promotes such irresponsible short-term consumptions in order to make the destination successful.

Opposite to marketing communications, responsible tourism is perceived as something that focuses on long-term viability and considers values and ethics of society, economy as well as environment. It promotes making responsible decisions that are positively connoted and rejects unnecessary consumption.

Having mentioned the fact that marketing communications is essential to the tourism industry, indicates that it is a tool that should not be left out, even in responsible tourism. However, it is currently not being used in a responsible manner, which calls for responsible marketing communications in the tourism industry. Font and McCabe (2017) define responsible marketing as:

The application of marketing functions, processes and techniques to a destination, resource or offering, which serves the needs of the visitor and stakeholder community today and ensures the opportunities of future visitors and stakeholders to meet their needs in the future. (p. 871)

Succinctly, responsible marketing applies the traditional marketing mix to a tourism destination, product or service but takes the short- and long-term demands of the tourist as well as the local community into account. Pomering, Noble and Johnson (2011) add that responsible marketing communications should create value not only for tourists, but also for other stakeholders that are part of the industry, the physical environment and the sociocultural environment.

With regards to communicating this marketing strategy, Font, Elgammal and Lamond (2016) address the fact that vocal communication of responsible and sustainable products does not 'touch' sustainability unconscious customers because they mostly view these kind of products as more costly and even boring. The problem with actively promoting responsible products is that often they do not reach customers beyond the niche market. Font and McCabe (2017) suggest that marketers have the responsibility to design products that are more sustainable. However, they should be sold to customers on other decision-making attributes to make the products more appealing to the broader market.

Additionally, they claim to mainstream sustainability, thus normalise the purchase of sustainable and responsible tourism products. Hanna, Font, Scarles, Weeden and Harrison (2017) add that modern consumerism is part of the experience economy, which labels gaining memorable experiences, pleasure and satisfaction as most important when consuming products and services. Consequently, rather than lecturing tourists about their behaviour and what benefits other people might gain through their actions, tourism marketing messages should be hedonic, customer centred and focussed on gaining personal experiences through the tourism product.

To conclude, marketing communications in responsible tourism is a process that applies the traditional marketing mix to a tourism destination, product or service whilst bearing the environmental, economic and social pillars in mind. This serves the needs of the visitors and the community in a short-and long-term manner and creates value for all stakeholders involved in the tourism industry. Additionally, such marketing communications strategy of sustainable products requires covert communication in order to attract tourists from all markets and to mainstream sustainable and responsible tourism products. This can be achieved by promoting such tourism destinations, products or services that address the tourists' benefits and highlight the memorable experiences they can gain from it without mentioning per se that it is sustainable or responsible. It becomes clear that the traditional steps of Marketing Communications (objective, media channels, message) transform in a responsible context when turning them into the aspects creating value, communicating responsibility through the product and developing customer-centred messages. Additionally, these aspects relate to responsibility too since creating value for all stakeholders for example, benefits the social pillar. Communicating responsibility through the product mainstreams responsibility and has a positive effect on the environmental pillar. Lastly, the customer-centred messages attract more tourists from all markets and lead to a positive economic development.

2.4 Operationalisation of Core Concepts

The operationalisation of the core concepts Marketing Communications and Responsible Tourism as well as their relationship is based on the literature review and the chosen definition. They serve as a foundation for the research and advice for the thesis assignment and reveal, which aspects are viewed as important and should be included.

The operationalisation of Marketing Communications shows that the development of such plan can be divided into three steps. These three steps need to be followed per chosen target groups in order to develop the ideal method to reach each group. Firstly, the objective needs to be set in order to know what goal is supposed to be achieved. Secondly, the media plan needs to be created which refers to the choice of media channels to spread the message with the audiences. Lastly, the message that will be conveyed has to be determined. These are the steps that will be taken in order to develop a valuable advice.

With regards to Responsible Tourism, the operationalisation reveals that accountability for all actions is an important feature of responsible tourism. Additionally, it calls for balance between the three pillars, which are the social, environmental and economic pillar. Per pillar, several aspects are presented that indicate the goals or consequences that responsible tourism should have. This will be taken into consideration when developing the advice.

The conceptual model that examines the relationship of both concepts, portrays three important aspects in the process of Marketing Communications in Responsible Tourism. The creation of value, the communication through the product as well as the customer centred messages. Per aspect, additional information is presented and which effects these aspects have. These aspects will be included in the development of the advice.

The operationalisations and conceptual model can be found in the Appendix III, IV and V.

3 Research methodology

This chapter provides insights into the research design and reveals which methods have been used to answer the research questions. A repetition of all questions can be found below.

RQ 1: What are the attributes of the target groups that should be targeted?

SQ1: Which target groups are targeted by similar responsible tourism projects?

SQ2: Which attributes of the target groups are of importance according to the client?

RQ 2: What is the communication objective of the marketing communications plan?

SQ3: What are the objectives of the client?

SQ4: What are the needs of the potential participants regarding communication?

RQ 3: Which media channels are most suitable for the marketing communications?

SQ5: Which media channels do the inbound tourists of Málaga use?

SQ6: Which media channels do the potential participants use?

RQ 4: Which message does the marketing communications plan convey?

SQ7: What are motivations for tourists to participate in a responsible tourism project?

SQ8: What were motivations of the members from La Alacena del Corralón to become engaged in a responsible tourism project?

The sub-questions served as foundation and were vital to be able to answer the research questions. Additionally, the sub-questions required different types of research methods even though they were part of the same research question. Consequently, the research strategy, methods of data collection, selection of data sources and methods of data analysis have been examined for the sub-questions only. A systematic overview of all chosen methods can be found in Appendix VI.

3.1 Research strategy

According to Verhoeven (2015), the research strategy is contained in the research questions. There are several types of research questions, which could be descriptive, defining, explanatory, predictive, comparative, evaluative, prescriptive or a trend analysis. This elucidates which strategy suits the question best in order to gather data and answer it. The research strategy can either be qualitative, which focuses on the interpretation of peoples' behaviour and feelings or quantitative, which is more objective and focuses on numerical information (Verhoeven, 2015). All research and sub-questions were identified as descriptive questions. They all aimed to describe something rather than explain, predict or connect. Descriptive questions can be answered with qualitative as well as quantitative research (Verhoeven, 2015). The following sub-chapter describes which sub-questions required either a qualitative, quantitative, field or desk research strategy.

3.1.1 Desk Research

According to Verhoeven (2015) desk research can be performed by making use of a secondary analysis. This method does not require gathering and analysing data by oneself but makes it possible to collect existing information from other researchers. This is not only convenient due to the fact that a lot of data is available but also saves time. As a consequence, several sub-questions have been answered by performing desk research. SQ1, 5 and 7 were questions that mainly covered the surface and did not require an examination of underlying motives or any opinions to answer the question. There was enough existing data available, which were collected and applied to the sub-questions.

3.1.2 Qualitative Field Research

As mentioned earlier, a qualitative research strategy focuses on the perception of subjects and examines the underlying arguments and motives (Verhoeven, 2015). Consequently, some sub-

questions have been answered by performing qualitative field research. SQ2 and SQ3 were both directed at the client and his opinion as well as motivations. SQ4 and SQ6 were directed at the potential participants and examined their needs and personal experiences. SQ8 was directed at the members of La Alacena del Corralón and their opinions and experiences. Due to the fact that the underlying motives needed to be understood to answer the questions, a qualitative approach was most suitable.

3.2 Methods of data collection

There are several methods of data collection and this research made use of desk research as well as field research. With regards to the field research, there are many methods of data collection that are based on the fact whether the research is qualitative or quantitative. Qualitative field research calls for methods such as observations, interviews, focus groups or a case study.

SQ2 and SQ3 were both directed at the client and examined his underlying motivations, goals and opinions. Consequently, a semi-structured interview was the preferred method of data collection. The semi-structured interview gave the possibility to prepare a mixture of topics and specific questions to give the interviewee the possibility to add aspects he or she thinks are relevant. This created some freedom and gave the researcher flexibility as well (Verhoeven, 2015).

SQ4 and SQ6 were directed at the potential participants of the project, thus women in the Málaga area that are interested in tourism and entrepreneurship. These questions addressed the needs and personal experiences of these women as well as their underlying motivations. The semi-structured interview was the most suited approach. As mentioned above, this type of interview is more flexible and allows the researcher to go into depth.

SQ8 was directed at the local community members, thus the women from La Alacena del Corralón and examined their underlying motivations to be part of the project. The most suitable method was a semi-structured interview due to the fact that the conversation did not only look at what their motivations were to be part of such a project but to also ask about their opinions on what motivations for other women in Málaga (potential participants) might be to become engaged. To find out about this, a general topic list as well as specific questions were required to lead the conversation to the right direction.

Concerning desk research, several data were gathered by making use of existing literature. SQ1 looked into similar projects and what kind of groups are targeted by them. There was no need to investigate the reasons behind nor the opinions of these target groups, thus a secondary analysis was the preferred method. There was existing data available, which were collected in order to answer the question.

SQ5 examined the usage of media channels by tourists and neglected the reason behind these choices. In order to answer this question, it was solely necessary to find out which channels they use. Due to the fact that there was much data available on this topic as well as considering time efficiency, a secondary analysis was the most convenient method of data collection.

SQ7 addressed the reasons for tourists to participate in a responsible tourism project. Although this question investigated a personal motivation, it has been answered by performing a secondary analysis. Many other researchers focused on this topic, performed their research and drew conclusions. Consequently, the data have been used in order to answer the question.

3.3 Selection of data sources

The selection of data sources refers to the selection of the research units that will be included in the research. The research units are the people (who and amount) that are part of the research and are the foundation of the sample that will be used. SQ2, SQ3, SQ4, SQ6 and SQ8 have been answered by conducting interviews and therefore required the ideal interviewees. This has been done by making use of non-probability sampling. According to Verhoeven (2015), non-probability samples are samples that are not randomly chosen. The chosen sampling method for these interviews was the self-selection. This

implies that people that met certain criteria were interviewed (Verhoeven, 2015). This gave the researcher the possibility to select interviewees that were most suitable.

Due to the fact that SQ2 and SQ3 were directed at the client, the interviewee has been chosen already and did not require a specific sampling strategy.

For SQ4 and SQ6 a different approach was required. Due to the outbreak of the virus COVID-19 and its pandemic status, the research possibilities were limited. Many countries found themselves in a lockdown and people were not allowed to leave the house. Consequently, it was impossible to travel to Málaga to find out about the potential participants for the project. They were then still unknown and could not be contacted. However, there was a possibility to gain information about this group indirectly through an organisation called Asociación de Mujeres Profesionales y Empresarias de Málaga (Amupema). Amupema is a female entrepreneurship organisation that collaborates closely with women in the Málaga area that have a desire to become entrepreneurs. Consequently, they have insights into what the potential participants want and need and can provide the required information. The client served as an aid to establish contact with the organisation and to choose the correct respondent. This means that the sample was not drawn randomly and that the respondent was self-selected.

SQ8 was directed at the women of La Alacena del Corralón and examined their past motivations to become part of the project. This question served as a bridge to find out about what future potential participants might find motivating, as the women of La Alacena del Corralón once did. Consequently, the community of La Alacena del Corralón served as a sample due to the question being directed at them. Due to the fact that there was an existing connection with this community, the preferred method was non-probability sampling with a self-selected respondent. Although all women of La Alacena del Corralón have been involved since the beginning of the project, one specific woman called Yolanda (president of La Alacena del Corralón) served as the interviewee representing the community. She has the most knowledge regarding the processes and can speak for the other women. Additionally, Amupema served as an additional source of information regarding the motivations of potential participants. They obtained more knowledge regarding the potential participants than the women from La Alacena del Corralón and were able to provide useful information.

3.4 Methods of data analysis

After having collected all this data, it needed to be processed and analysed in order to draw conclusions. There are several methods of data analysis, which are based on the type of research strategy used. The questions that have been answered with a qualitative research strategy required a deconstructing of information and a restructuring afterwards. This has been done by making use of the processes called transcribing and coding. According to Verhoeven (2015), the first step to analyse interviews is to transcribe them. This means to write down everything that has been said in order to gain an overview. The second step is to start with the so-called open coding, which means to summarise small pieces of text by using one or two words, also a code. The chosen coding method for this research was inductive coding. Asher (2014) describes inductive coding as a bottom-up approach, which implies that the codes will be retrieved from the interviewees' words rather than from literature as in deductive coding. When the whole text has been coded, the process of axial coding starts. By looking at all the codes that have been created during the open coding, explicate links and connections between the codes have been created. In order to structure all these codes and connections, a coding table has been developed afterwards. This analysis led to the possibility to highlight important aspects and to answer the posed questions. The transcripts and coding tables of all interviews can be found in Appendix VII, VIII, IX, X, XI and XII.

With regards to the performed desk research, there was no specific analysis method required. The collected data were summarised and structured afterwards to make the information conveniently available for use.

4 Research Results

The conducted desk as well as field research yielded many results and offers useful insights to answer the research questions. As mentioned earlier, the sub-questions serve as a tool in order to be able to answer the corresponding main research questions. Consequently, each sub-chapter represents a research question that requires the insights of the corresponding sub-questions, which will be revealed within the sub-chapter.

4.1 Attributes of the target groups

In order to be able to answer the question: “What are the attributes of the target groups that should be targeted?” desk research has been performed to find out what similar responsible projects aim for. These other successful projects can serve as best practices, inspiration for the project Flavours of Málaga and can give a glance at what competitors do. Next to the desk research, the client has been interviewed too and addressed his perception on the ideal target group for the project.

4.1.1 Similar projects

Diving into the attributes of the target groups required desk research into what other and similar projects are aiming for. Projects that dealt with aspects such as female entrepreneurship, community-based tourism, gastronomy tourism or responsibility/sustainability were viewed as similar projects compared to Flavours of Málaga.

The first organisation is called SNV, which is based in The Hague but operates in 27 countries worldwide. They have initiated several projects that are driven by the Sustainable Development Goals and are directed at communities that struggle in industries such as agriculture, hygiene, tourism and energy (SNV, 2020). They aim to make a difference and improve the livelihoods sustainably. The organisation created the ‘Pro-poor Sustainable Tourism’ strategy, which strives for job creation and local economic development through tourism. They published a report that addresses the characteristics of their tourist target group, which will be illuminated in the following paragraph.

According to SNV (2009), there are four types of tourists that can be divided in ‘unethical holidaymakers’, ‘apathetic tourists’, ‘conscientious tourists’ and ‘ethical tourists’. The first two categories are not concerned with ethical issues at all, especially not during their vacation. The last two groups are eager to learn about new cultures they will encounter and show some concerns regarding ethics.

These two groups, the conscientious and ethical tourists, are the target consumers for the responsible tourism products of SNV. Therefore, the tourists that take part in SNV’s projects demand authenticity and memorable experiences. This type of consumer refuses mass produced tourism products and services that are largely based on extensive consumptions and prefers to see the ‘real’ destination, product or service. Another important aspect that drives the demand for responsible tourism products is the pursuit of fulfilment and personal growth. The tourists would like to escape from the stress of their daily lives and look for vacations that have a meaning.

Next to these demands, there are additional characteristics that apply to SNV’s target group. They attract experienced travellers that might have been to the destination before and have returned in order to have a vacation now that is different and stimulating. They are so-called interactive travellers, which are interested in other cultures, traditions as well as environments and are keen on connecting with others to develop relationships (SNV, 2009). Furthermore, they are respectful and willing to adapt to habits of certain cultures when necessary. They strive to use services that benefit the local community, such as local accommodations (homestay, bed&breakfast), cultural demonstrations (cooking, craft making) or transport (buses, trains). Succinctly, they are interactive, experiential and socially as well as environmentally conscious. With regards to their level of education, SNV (2009) claims that these types

of tourists are more likely to be well-educated than non-responsible tourists. Additionally, they tend to have an income that is slightly above average.

The organisation adds that one demographic group dominates the responsible tourism market. SNV (2009) argues that these tourists are between 45 and 69 years old, are sometimes in (early) retirement with generous savings and are so-called empty nesters (children do not live at home anymore). Moreover, they are not necessarily constrained by time, thus able to make longer trips. SNV did not provide specific information regarding the characteristics of the local communities / future entrepreneurs they approach.

The second organisation is called WOWZULU, which is a sustainable tour-operator based in South Africa and provides community-based tourism activities across the KwaZulu-Natal region. They aim to help women, youth and emerging entrepreneurs in the poor deep-rural areas to establish small businesses with the help of tourism. They claim that their concept of sustainable community tourism creates inclusive destinations. The offer for tourists ranges from connecting with communities in great locations, making new friends, getting active, having an adventure, hearing their stories, experiencing local cuisine in combination with warm hospitality to learning new skills (Wowzulu, 2020).

Bongiwe Mlangeni, the operations manager of WOWZULU, has shared that they have two target groups, which are the tourists as well as the women, youth and emerging entrepreneurs in poor and rural areas (B. Mlangeni, personal communication, May 18, 2020). Regarding the tourists, she expressed that 'WOWZULU is mainly attracting the international market' instead of the domestic segment. She claimed that they are targeting tourists that want to get off the beaten track to meet local people and have experiences that are more real. Additionally, they address the 'older crowd', meaning people aged 40-50 plus. These tourists are 'experienced travellers, have been to Africa before, perhaps Capetown, and have returned to get experiences that are more memorable'.

Concerning the second target group, the local communities, she mentioned that WOWZULU is looking for people that 'have existing assets and skills'. She explained that that includes for example having a homestay, being able to cook a traditional meal or any other assets and skills that they can offer the guests.

To conclude, responsible projects that are similar to Flavours of Málaga, such as SNV or WOWZULU are targeting a specific type of tourist. Both stated characteristics as experienced travellers, interested in meeting local people and customs, want to communicate and interact with these local communities and develop relationships and prefer to experience the 'real' destination. Moreover, they argue that they target tourists aged 45 years and older because these tourists have more time available to explore the destination and mostly possess generous savings. This makes them stay longer at a destination and spend more money, which is beneficial for the communities. SNV adds a higher income than average and higher level of education than average to the list of characteristics. With regards to the local communities, WOWZULU expressed they are looking for women, youth and emerging entrepreneurs in the rural and poor areas that would like to establish a business through tourism. A criterion is to possess some kind of asset or skill, such as offering accommodation or preparing traditional food.

4.1.2 Client's perception

Next to the examination of similar projects, the client expressed his thoughts on the attributes of the tourists as well as potential participants. He based his assumptions about the characteristics of the tourists on existing data provided by the municipality of Málaga, which increases the reliability of the answers. Naturally, it is important to look at the current inbound tourists of Málaga to find out which group should be targeted. The client mentioned several aspects such as demographic attributes, geographic attributes and economic statuses.

With regards to the geographic attributes, he states that the most prevalent international tourists are *"from the UK in the first place. In second place, I would say people coming from Germany. Then, the*

third one is France” (Interview 1, line no. 15-16), which makes them the target group for Flavours of Málaga. The client added that the long-term focus lies on these international tourists. Concerning the demographic characteristics, he expressed that they want to target tourists that belong to the Generation X and the baby boomers, which means that they are aged 40+. This is grounded in the fact that the average age of international tourists visiting Málaga is 41 (Ayuntamiento de Málaga, 2018). Additionally, these people travel as couples mostly and *“have families with children. But they will travel without their children”* (Interview 1, line no. 28) and can consequently be referred to as empty nesters because the children do not live with their parents anymore.

Their desired economic status ranges from still working to (early) retirement. However, it is important to mention that they earn slightly above average and, when in retirement, have a generous amount of savings. This is as well based on the report published by the municipality of Málaga, which states the following. On average, 20,2% of the international tourists of Málaga earn between €2.501-3.000 per month. There are also tourists that find themselves in other salary categories, but this one presents the largest group, which has been illustrated by the respondent too. Their budget is on average €706,68 for the vacation, which translates into €70,90 day. The statistics reveal that around 70% of the tourists are employed and have a job.

Lastly, there are several activities and motivations to choose Málaga that have been mentioned by international tourists, which are listed in table 4.1 below.

Table 4.1 *Main motives and activities international tourists Málaga*. Ayuntamiento de Málaga, 2018.

Activity/Motivation	Percentage of international tourists
Experiencing the city through walking	25%
Gastronomic activities	18%
A city break	17%
Sun and beach	16%
Cultural visits and offers	14%

Concerning the potential participants, there are several attributes that the project Flavours of Málaga is looking for. The client revealed that the people they are looking for *“are from Málaga, are women, are interested in entrepreneurship and tourism”* (Interview 1, line no. 58-59) and aged between 35 and 45. Additionally, they should be passionate about the traditions of the region and proud of it. The project Flavours of Málaga is willing to also attract women that do not possess many ‘hard skills’. The client stated that these women can make use of the webinars and workshop the project offers to achieve those skills and will be supported in fields such as education, networking and financial aid. However, as for WOWZULU, the women should be in possession of soft skills and assets to be able to offer something. With regards to their educational level, he presents that *“the real aim is to help women as from La Alacena del Corralón. They have no university degree, no job, so that are the women that we really would like to approach”* (Interview 1, line no. 58-59). However, according to the client, the women that have no university degree nor job are less likely to have entrepreneurial opportunities. Consequently, the project Flavours of Málaga wants to make use of other streams in order to approach the women they are looking for: *“For example there is an association of female entrepreneurship here in Málaga, which is called Amupema. They also have a data base of women that are becoming entrepreneurs, and not all of them have a university degree”* (Interview 1, line no. 74-76). These databases provide the opportunity to become part of a network and attract women to become part of the project. The respondent mentioned that other streams include the municipality of Málaga as well as another organisation called Confederación de Empresarios de Málaga (CEM) that also has an available database. Next to retrieving information about new potential participants, these streams provide the opportunity to find *“women that are successful entrepreneurs and offered us that for example for a workshop or a webinar and we need a success story, we will use those people for that”* (Interview 1, line

no. 96-98). Succinctly, these successful women can be used as examples to motivate potential participants even more to become a part.

To conclude, the project Flavours of Málaga intends to target the international market with a specific focus on the United Kingdom, Germany and France. The respondent argues that these tourists are above 40 years old and prefer to travel as a couple without their children. Additionally, they earn slightly above average and are mostly either employed or in (early) retirement. Moreover, the target group is specifically interested in experiencing the city, the gastronomic activities and cultural visits, which are all aspects that the project Flavours of Málaga offers. The potential participants should meet certain criteria that have been described earlier. These people should be from Málaga, female, aged 35-45 and present some kind of interest in tourism or entrepreneurship as well as a passion for the culture, traditions and customs of Málaga. Additionally, the project Flavours of Málaga aims to support women that have no (higher) education nor a job and require their support. They want to make use of other organisations' databases to be able to reach the potential participants but also to find successful female entrepreneurship that were in the same position and can serve as motivating examples.

4.2 Communication objective

The question "what is the communication objective of the marketing communication plan" has been answered by diving into the objectives regarding the project of the client as well as of the potential participants. The idea was to look into the two parties that have an important role and are internal parties of the project. Certainly, they have objectives in mind that they would like to achieve with the marketing communications plan. During the literature review, it has been illustrated that the communication objective can be set by using the AIDA model, which refers to creating awareness/attention, interest, desire and action. The following part describes what those objectives are and how they are of importance to shape the plan.

4.2.1 Objectives according to the client

The interview with the client yielded the following results with respect to the communication objective. As mentioned earlier, the AIDA model is used to describe the objective and was known to the client already. *"I would say that the current objective is overall interest"* (Interview 1, line no. 108), which implies that it is important to make the potential participants curious about the project when seeing it. This also portrays that people are already kind of aware of the project but have not been interested enough to actually participate or do further research about it.

However, due to current circumstances, the potential participants might doubt about joining the tourism project because the industry experienced damages and is not working properly. The client highlights that this current situation should be used to think in opportunities and that *"we want to wake them up like that"* (Interview 1, line no. 116). The opportunity in this case, is to transform the regular mass tourism market to a sustainable tourism market, which is an important aspect the client wants to communicate.

The client is sure that, when the women are interested in the opportunity presented to them, they will participate in the webinars and eventually the idea competition. It becomes obvious, that the creation of interest ultimately leads to action. The same goes for the future tourists that will visit Málaga and book a trip to experience the Flavours of Málaga. Consequently, the client stresses the importance of creating interest, which makes it the main communication objective. Muilwijk (n.d.) supports this by stating that interest can be retrieved by creating a need. It is fundamental to show the customer that she really needs the product or service in order to nudge her towards a purchase, booking or participation. Muilwijk (n.d.) adds that often human qualities such as emotions, anxiety or humour have the ability to persuade the customers. For the project Flavours of Málaga, this means that the new opportunities have to be communicated with the potential participants and tourists to reveal the personal benefits they can gain from it and increase the interest.

4.2.2 Needs of the potential participants

This sub-chapter addresses the needs of the potential participants with regards to communication. The results have been yielded through an interview with the president of the female entrepreneurship organisation called Amupema. There are several aspects that the potential participants expect and wish for when it comes to communicating with the organisation. The respondent stated that the potential participants are looking for help and advice, especially when having a lack of experience in the entrepreneurial business. She stated: *“Overall, the women who are just starting, they are pretty lost. Amupema helps them to study the project and idea and to give advice about the process”* (Interview 3, line no. 55-57). This implies that the women are in need of a helping hand in the beginning phases and that the organisation they work with communicates clearly with them what to do or how to do it. Next to providing such assistance, the potential participants seek for success stories that act as major inspiration. The respondent shared that *“communication is from Amupema to the world for people to know about case studies of the memberships or success stories of companies that have started”* (Interview 3, line no. 41-42). Communicating these success stories helps the potential participants to envision themselves in such position and strengthens their motivations. Next to providing assistance in the first phases, potential participants also look for moral support. The respondent mentioned that Amupema helps the women *“to visualise themselves in the future”* (Interview 3, line no. 58-59), which shows that the women are in need of support in picturing their future perspectives to keep them encouraged. Another important aspect that has been mentioned was to have the ability to communicate with and through a network. The respondent mentioned that the potential participants like to organise events for each other in order to keep contact or to spread the message of Amupema through their network to increase the reach. Additionally, she addressed the fact that there is a need for a community in which they can share their problems and discuss them. This reveals that the potential participants value the creation and maintenance of a network and understand the benefits of it. Being part of a network increases the chances of success and presents the ability to meet many people that can be communicated with. They demand that organisations such as Amupema assist them in the creation or joining of a network. Lastly, the potential participants are in need of the possibility to contact the organisation frequently and to be helped immediately. The respondent supports that by explaining that *“every woman can come with whatever frequency they want to talk to them on the office [...], they are always paying attention to it”* (Interview 3, line no. 69-70) and adds *“the same day that a member has a doubt, we can solve it”* (Interview 3, 71-72). This increases the trust in the organisation and also continuously motivates the potential participants because they get clear and quick answers and can continue after that.

To conclude, the potential participants need different aspects concerning communication. They seek for inspiration through success stories and case studies, help and assistance in the first phases, support to envision their future perspectives to remain motivated, creation and joining of networks to increase their reach and success chances as well as high availability, efficiency and presence when questions arise.

4.3 Suitable media channels

After having discussed for whom the plan is and for what reasons they will be addressed, the question arises which media channels are most suitable for the marketing communication. Since the marketing communications plan addresses two target groups, tourists and potential participants, this part of the research focuses on these groups. First, a situation analysis of the current inbound tourists of Málaga has been performed with a focus on their channel usage. This provided useful insights into which tourists actually visit Málaga and, for obvious reasons, which media channels they usually use. Regarding the other target group, the potential participants, an interview has been conducted with Amupema to find out which media channels they make use of, thus how they can be reached.

4.3.1 Channel usage tourists

The municipality of Málaga has published a 'Tourism Tracker Project' report, which provides an overview of the most important tourism statistics of the city of Málaga within the timeframe of November 2017 until October 2018 (Ayuntamiento de Málaga, 2018).

The report revealed that the majority of tourists visiting Málaga are international (62%), whereas the national tourists represent 38% of all tourists. With regards to international travellers, 10,2% are from the United Kingdom, 9,6% from Germany and 8,1% from France, which makes them the main inbound tourists.

Now that the general information concerning the international tourists has been retrieved, an in depth analysis of the main groups is required, which are the United Kingdom, Germany and France.

In 2020, there were 45 million active social media users in the United Kingdom, which represents around 70% of the total population (Johnson, 2020). Johnson (2020) presented which age groups made use of social media 2018, which can be found in Appendix XIII. It is significant that more than 50% of all mentioned age groups have a social media account and are actively using it. According to Johnson (2020), Facebook and YouTube were the two most popular social networks in the United Kingdom, regardless of the age group. A detailed description of the used social media and their popularity can be found Appendix XIV.

When looking at the percentages, Facebook and YouTube share the first place with 79%, followed by Facebook messenger, WhatsApp, Twitter and Instagram. However, YouTube was more preferred by the age groups younger than 45, whereas Facebook was more popular to people aged above 45 (Cast from Clay, 2018). Although Facebook and YouTube are seen as most popular, there are differences in how often people access the medium. According to Cast from Clay (2018), 19% of the people access YouTube several times a day. Contrary to this, 45% of the people access Facebook several times a day, which is a significantly higher percentage than for YouTube. Facebook appears to be a medium that has a higher reach due to the fact that many people access it multiple times a day and are exposed to a lot of information. Kemp (2020) supports this and argues that Facebook has an audience of 37 million in the United Kingdom and an advertising reach of 65%. The advertising reach does not portrait the actual purchases that have been made but indicates what percentage of the users can be reached with advertisement. This is reflected in the numbers concerning e-commerce, meaning purchasing goods and services on the internet. The highest amount in 2019 has been spend on travel and tourism, which indicates that the internet and specifically social media have a high impact on tourism purchases and can be used to stimulate it further. When it comes to the engagement of users with Facebook, Kemp (2020) indicates that the highest engagement (like, share, comment) rate occurs with video posts, namely nearly 5%. Image posts attract 4% of users whereas regular posts only appeal to 3.2%. It can be stated that users are more drawn to graphic and especially moving content rather than to text only. Such kind of content is more convenient, easily understandable and more pleasant for the viewer.

Next to social media, the inhabitants of the United Kingdom use also other channels for news consumption. Ofcom (2019) reveals that 75% of the population uses the television, 66% the internet, 49% the newspaper (either online or offline) and 43% the radio. However, the statistics present that the usage of traditional media such as television, radio and printed newspaper decrease each year and that online media gain more popularity in all age groups. This is caused by the fact that smartphones have the ability to combine these three media into one device. Ofcom (2019) adds that online streaming platforms for movies, series, radio and television experience an increase each year, which makes the traditional media slowly more redundant.

In Germany, there are 38 million active social media users, which represents 45% of the population and is a significantly smaller percentage compared to the United Kingdom (Kemp, 2020).

It can be stated that the most popular social media in 2019 to share content with others as well as retrieving the news were WhatsApp, YouTube and Facebook. A detailed description can be found in

Appendix XV. Impulse (2020) adds that the top three social media in the age groups from 30 until 59 were YouTube, Facebook and WhatsApp. However, there is also a trend in Germany that the younger population does not use Facebook as frequently anymore as a few years ago. Meedia (2018) describes that Facebook becomes a platform that gains more popularity in the age groups 50+, which are called 'Silver Surfers'. Facebook experienced a growth of 23% within this age group in the last years. The youth however, is losing their interest and prefers media such as YouTube, Snapchat and Instagram. Taking a closer look at Facebook elucidates that 28 million inhabitants of Germany can be reached with Facebook, which is remarkably less than the United Kingdom (37 million), especially when keeping in mind that Germany has a bigger population too. Another aspect is the advertising reach of Facebook, which is only 38% in Germany (Kemp, 2020). This is also recognisable when looking at the numbers of e-commerce, thus purchasing goods on the internet. The largest amount has been spend on travel and tourism with an amount of 41.75 billion US Dollars. This is a lower amount compared to the United Kingdom although their population is smaller. This can be explained by the fact that still 40% of the German population purchases their trips and vacation in a physique travel agency rather than online (Suhr, 2019). However, this amount decreases each year and online bookings and purchases increase in popularity. As in the United Kingdom, this indicates that social media and the internet can have a significant role in stimulating further tourism purchases in Germany.

In order to retrieve news, the German population uses other media additionally to social media. Weidenbach (2019) states that the television and the radio were the most used media with the highest reach in Germany in 2019. More than 90% of the population state that they use them regularly to daily. However, this number decreases each year due to the online offers available through phones and streaming platforms.

The last inbound tourist group of Málaga and equally important as the others, is France. The country has 39 million active social media users, which accounts for 60% of the total population (Kemp, 2020). The Statista Research Department (SRD) (2019) presented that more than 60% of the age groups 18-59 make use of social media in France, which is illustrated in detail in Appendix XVI. The most used social media platforms can be found in Appendix XVII. As in the other countries, YouTube and Facebook are the most popular media that is used on a daily basis. According to JDN (2020), Facebook reached 37 million active users in France in 2019, which has been an increase from 42% compared to 2013. Clélia (2019) supports this by stating that Facebook is the most used social media on a daily basis. This means that the French users access Facebook multiple times a day. Contrary to the other mentioned countries, younger users rather than the older generation most frequently use Facebook. Thomas (2019) explains that the majority of Facebook users in France is aged between 25 and 34, which represent 32% of that age group. Around 27% of people aged between 18 and 24 are using Facebook and 16% of people in the age group 35-44. Lastly, 10% of the age segment 45-54 uses Facebook, which proves that the younger generation is prevalent on Facebook. However, the older groups can also be reached on Facebook since these numbers steadily increase. With regards to the reach of Facebook, Kemp (2020) states that 31 million people in France can be reached with an advertising reach of 56%. Another important aspect he mentions is the engagement rate, which is the highest for video posts (8,5%). Image posts attract 4,8% of the users whereas regular posts with text only make 4% engage. As for the United Kingdom and Germany, also the social media users of France enjoy and interact with video posts the most. In comparison to Facebook, there is YouTube, which is the most popular social media in France and has 46 million visitors each month (Pignol, 2019). This medium is used throughout all age groups and mainly to watch videos or vlogs. Moreover, the French access YouTube almost every day but not as frequently as Facebook.

When it comes to other channels to retrieve the news, the French mainly use the television. The internet is the second most frequently named media and is followed by radio and newspapers (Conversationnel, 2019). The traditional media such as radio and newspaper are more popular within the age group 35+. From the younger population (18-34), around 50% uses the internet to inform themselves about the news. Television is for all age groups almost equally the most popular media but the older age groups shows a slight preference for the television.

To summarise, Málaga's inbound tourists mainly have an international background and are from the United Kingdom, Germany and France. In the United Kingdom, 70% of the population uses social media actively, in Germany 45% and in France 60%, which makes Germany the least active on those platforms. Due to the fact that the average age of tourists visiting Málaga is 41,37 years, the focus lies on this group since they are most prevalent. The numbers for France and the United Kingdom reveal that 60-80% of that age group uses social media. In all three countries, people aged above 40 see Facebook and YouTube as their main social networks and access it multiple times daily. Therefore, they can easily be reached by advertisements and be persuaded to purchase goods or services. Furthermore, they are aroused most by posts that consist of videos or images rather than text only. Next to social media, traditional channels such as television, radio and newspaper are being used for news consumption. However, the usage of the traditional channels slightly decreases each year in the younger age groups due to the possibilities offered by smartphones, other devices and streaming platforms.

4.3.2 Channel usage potential participants

Equally important as the channel usage of the tourists is the one from the potential participants. The results have been achieved through the interview with the president of the organisation Amupema. The respondent revealed that they use three types of channels to communicate with their target group. They differentiate between the memberships, social media and traditional media. She explained that *"memberships are the ones that work best"* (Interview 3, line no. 32), which can be based on the fact that the members of Amupema share the message of the organisation with their surroundings who become interested then. This implies that word-of-mouth is a strong tool and perceived as important to attract new members. Consequently, communicating through the memberships is the most efficient and important to Amupema. It can be stated that the potential participants prefer to hear from their surroundings about an organisation because it means honesty and trustworthiness. However, there are also other possibilities to connect with the potential participants. Traditional media such as newspaper, radio and television are used frequently too. Although the usage of these traditional media decreases due to technological developments, offline channels are still useful to communicate. Harker (2019) comments that offline media provides the customer with something that is tangible and they can keep (thinking of newspapers, brochures, business cards, pamphlets, branded merchandise). It can be assumed that potential participants share this thought because Amupema uses this channel frequently and perceives it as a useful channel. The last channel that the respondent mentioned was social media. She claims that they are *"posting things about actuality, current situation, news for the memberships and also for the external world"* (Interview 3, line no. 28-29), which seems to attract the potential participants too. They use the social media to communicate with possible new as well as current members of the organisation. Consequently, they use this medium to attract new members too. With regards to their existing members, they send many newsletters to keep the women updated and to share news that addresses them directly.

To conclude, potential participants view word-of-mouth as an important channel because it implies trustworthiness. Moreover, they make use of offline media such as radio, television and newspaper, of which the last provides them with something they can keep and reminds them of the product, service or organisation. To keep the existing members updated, e-mail newsletters are distributed regularly. Lastly, the potential participants use social media to find out about new occurrences and to inspire themselves.

4.4 Message

Lastly, the matter of which message the marketing communications plan should convey, required an in depth investigation. In order to reveal what appeals to tourists and what they would like to experience, their motivations to participate in a responsible tourism project have been identified. These motivations can be translated into a marketing communications message that influences the tourist positively and has the ability to persuade. For identical reasons, the motivations of the potential participants have been explored.

4.4.1 Tourist motivation

According to Carvache-Franco, Segarra-Oña and Carrascosa-López (2019), tourist motivation is an essential concept that requires understanding in order to be able to determine reasons for travel, decision-making processes and levels of satisfaction. They add that tourist motivation is based on several needs and values that an individual has, which nudges them towards making a specific decision, such as participating in a certain tourist activity. Weeden (2011) supports this by stating that people use their values as criteria to select and justify their decisions. She adds that gaining knowledge on such tourist behaviour has great potential because it offers insights in to the reasons for their behaviour, which is essential in tourism marketing.

The question that arises is what kind of values responsible tourists possess that make them choose responsible tourism activities and how these values influence or correlate with their motivations.

Weeden (2011) introduces her adopted version of the value circumplex model, which originates from the model created by Schwartz in 1992. This model divides 11 different values into 4 categories, or value sets, which are Self-transcendence, Conservation, Self-enhancement and Openness to change. Figure 4.1 illustrates the model and portrays the corresponding values. This model suggests that an individual has different values, which are learned through society, culture as well as personal perspectives. Consequently, some individuals feel more drawn to certain values within this model, whereas others find themselves in opposites ones. Weeden (2011) conducted a study that looked into aspects that responsible tourists consider important and translated them in the model to see which values they represent. In order to be able to comprehend the meaning of the values, a quick explanation can be found in Table 4.2 below.

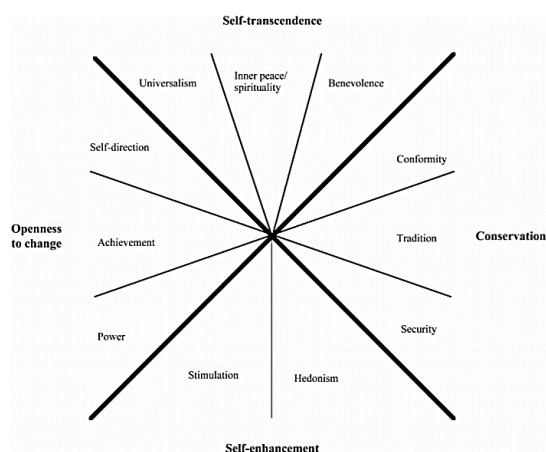


Figure 4.1 Value Circumplex Model. Weeden, 2011.

Table 4.2 Explanation of values

Value	Explanation
Self-direction	Need for autonomy, control and independence
Stimulation	Need for variety, thrill-seeking, novelty
Hedonism	Need for happiness and pleasure for oneself
Achievement	Need for personal success, social approval (not internal)
Power	Need for social status, prestige, dominance over others
Security	Need for safety, harmony, stability of relationships/society
Conformity	Need for reduction of upsetting behaviour
Tradition	Need for respect, commitment, acceptance of customs
Spirituality	Need for meaning in life, inner harmony
Benevolence	Need for preservation/enhancement of other people
Universalism	Need for understanding, tolerance, appreciation, protection

The following paragraph illuminates the motivations of tourists to participate in a responsible holiday or activity and their connection to the values.

The most frequently mentioned aspect was to travel independently when being on holiday. This means that responsible tourists prefer to avoid using tour operators to be able to share the economic advantages with the local population rather than an international company. This also leads to the

advantage that the tourists can autonomously choose their activities, accommodations and modes of transport. This behaviour is connected to the values benevolence, universalism as well as self-direction. Another important attribute that has been stated is to purchase locally made souvenirs, to use local products and to eat locally too. They like to experience new things that are unknown in their own culture but also want to support the local businesses. Tourists that express such behaviour possess values such as universalism, benevolence and stimulation. The third aspect is the usage of public transport at or to the destination in order to avoid using a plane or a car. Making use of public transportation in a foreign country allows the tourist to experience more of the country and culture since local people make use of it too. Additionally, they are concerned with negative environmental consequences their mode of transport might have. Consequently, this aspect can be ascribed to the values stimulation and benevolence. Equally important is the attribute of speaking to locals in their own language or try to communicate with them and to observe the local customs. Responsible tourists do not want to be seen as superior or 'the others' but want to be a part of the community and be treated equally. Moreover, they like to share their knowledge with locals but also are keen on learning from the local community. These wants are conform to the values tradition, hedonism, universalism and stimulation.

The study reveals that responsible tourists possess a variety of value types, most significantly universalism, benevolence, self-direction, hedonism and stimulation. All value types indicate an altruistic personality, which translates into being unselfish and willing to help. According to Weeden (2011), these five values shape the behaviour of responsible tourists and affect their decision making process. Responsible tourists can be placed in the self-transcendence category of the model as well as the openness to change. Self-transcendence refers to understanding that one, as an individual, is part of a greater whole and that one is aware of that. Additionally, it rises an individual above itself and its concerns to see and understand from a higher perspective. This pairs well with the value set 'openness to change', since rising above oneself imposes to be open for new information as well as change. It becomes obvious that these two sets of values encourage responsible tourist behaviour and lead to responsible tourism motivations.

Consequently, Weeden (2011) assumes that responsible tourists seek for key attributes, which motivate them to travel responsibly. They are motivated by travelling independently, using public transportation to avoid air travel and see more of the country, purchasing locally made goods, talking to the local community and sharing knowledge, communicating in the local language, observing local traditions, spending time outdoors, building relationships with others as well as trying local food.

Even though it seems as these are the aspects that drive tourists to act responsibly, Weeden (2013) states that uncovering motivations remains challenging, because the respondents themselves express their motivations, which may as well only be a reflection of deeper needs. These deeper needs might be unknown, not understandable or not expressible for the respondents. Weeden (2011) shortly indicates that individuals might act according to altruistic values because they feel morally obligated to influence and help others when realising that their actions have consequences for others. Not acting in that way leads to a loss of self-esteem, an increase in self-criticism and perhaps a feeling of guilt, thus individuals prefer to do it. It can be assumed that the mentioned altruistic values and motivations are actually based on personal benefits and selfish reasons.

Moscardo, Dann and McKercher (2015) support this thought by stating that tourists solely travel to find themselves. They search for an escape of their routine lives and try to find meaning in the lives of others. Tourists have the possibility to try out other lifestyles from other cultures when participating in responsible tourism. This indicates that tourism creates an opportunity to play someone else and adopt another identity. Another possibility to discover oneself is through learning, appreciating beauty or mastering new skills, which are all attributes that are present in active responsible tourism (Moscardo et al., 2015). Next to escaping from daily life and rediscovering one's identity, tourists are also motivated to participate in responsible activities in order to develop and maintain social networks (Moscardo et al., 2015). Choosing a responsible vacation acts as a presentation of the self-identity to one's network by

showing that one is morally doing the correct thing. Furthermore, developing social networks in a foreign and exotic destination feeds the personal social status and creates positive emotions.

Lastly, Moscardo et al. (2015) describe that it is human nature to pursue selfish activities because they provide personal benefits. They add that travelling represents an escape and liberation from all the daily obligations in the ordinary life.

To conclude, the previously mentioned motivations such as meeting local communities, building relationships, avoiding tour operators or seeking for new experiences are formed by intrinsic motivations. These include discovering oneself, escaping from ordinary life, gaining social status and developing networks. It is important to mention that selfishness in responsible tourism is not connoted in a negative manner, since it refers to pursuing self-interests, which at the same time creates benefits for others.

4.4.2 Participant motivation

After having presented the results concerning the tourists' motivations, an examination of the potential participants' motivation is required. The results have been retrieved with a combination of asking questions to the president la Alacena del Corralón as well as to the president of Amupema who provides more insights in to the demands of the potential participants. It is vital to investigate what motivates them in order to find out what attracts them, thus how the message should be formed.

The interview with the president from la Alacena de Corralón yielded the following results. The project Flavours of Málaga initially tackled her interest because it included the recovery of their traditions and gastronomic heritage, which is an important aspect to the respondent. Additionally, *"it was a manner to improve our neighbourhood"* (Interview 2, line no. 6). It becomes obvious that she values the culture, is proud of it too and is willing to share this with others. The respondent stated that now they had the possibility to open *"our corralones for anyone that wanted to know about it and could visit us"* (Interview 2, line no. 5-6), which supports the willingness to share. It seems that the project reveals the aim to conserve old traditions and share them in order to keep them alive.

With regards to the personal motivations of the respondent, there are several aspects that can be mentioned. Due to the fact that the unemployment rate in the neighbourhood Trinidad and Perchel is high, naturally the respondent mentioned *"the desire to work"* (Interview 2, line no. 8). Having a job makes an individual feel useful and creates a sense accomplishing something, which goes hand in hand with self-development (Duncan, 2018). The expressed desire to work portrays that there is a need for self-actualisation and feeling useful. As mentioned earlier, the unemployment rate within the neighbourhood is high, which indicates that the desire to work leads to a personal economic development. Another mentioned motivation was *"to leave my children a legacy that our ancestors have left us"* (Interview 2, line no. 8). On the one hand, this suggests that the respondent is motivated by family-oriented aspects to create a solid base for the children to provide them with a chance of a better life. On the other hand, it indicates that the respondent is proud of what the ancestors have created and is motivated to pass this on to the next generation to not forget about it.

Next to the aspects that motivate the respondent, there are also aspects that decrease the motivation. The respondent indicated that *"we always work with setbacks because it is not easy what we do with all the obstacles"* (Interview 2, line no. 11). This implies that there are many difficulties and challenges during the process but it also reveals the willingness to learn from those and improve future situations. Furthermore, the respondent adds that they are result-oriented, which means that the motivation decreases *"when we do not see any results"* (Interview 2, line no. 14). The president of the organisation Amupema was able to present some additional insights into aspects that lower the motivation of the women. She stated that it demotivates when *"someone tries to compare you to other sectors or other business men. [...] We feel that we struggle when women do not get any opportunities because they are women"* (Interview 3, line no. 78-81).

Moreover, she claims: *“When women decide to become a mother, they feel like they have to choose between the child or the career. It is not their fault, it is an ideology that has been for ages and it is difficult to remove it or take away. Amupema is trying to help with this”* (Interview 3, line no. 83-85).

Succinctly, the creation and maintenance of gender equality is an important aspect, which could lower the women’s motivation when not being present. It is important for the women to recognise that they are as valuable as others are and have the ability to become a businesswoman. These are relevant points of attention in order to keep the participants motivated and active.

It becomes apparent that the motivations can be divided into personal motivations as well as social motivations. The personal motivations include aspects such as self-accomplishment, economic independence, family support as well as a sense of pride. The social motivations address the preservation of traditions, culture and gastronomic heritage by sharing it with other people in the corralones. Next to the motivations, there are also certain aspects that lower the females’ motivation. The first example that has been mentioned is when they do not see the results of what they have worked so hard for. Additionally, they do not want to be compared to other organisations or men because they want to be recognised as unique and equal individuals. By tackling these aspects, the motivation of the potential participants can be ensured.

4.5 Conclusion

In order to be able to answer the posed management question *“How can the project Flavours of Málaga communicate its objectives to the chosen target groups in line with the principles of responsible tourism development?”* four research questions have been developed based on theory. They address the aspects of the identification of the attributes of the target groups, the determination of the communication objectives, the selection of media channels and the design of a message. After having elaborated on the results of the sub-questions, this chapter aims to answer the research questions by filling in the details of the mentioned four aspects based on the results from the previous chapter.

Target group

The research provided insights into the attributes of the two target groups, which are the tourists and the potential participants. The following paragraph illuminates the ideal attributes of both groups for the project Flavours of Málaga based on the input from the client and similar projects.

The international tourists that will be targeted are mainly from the United Kingdom, Germany and France and aged between 45 and 69. In case they have children, these do not live at home anymore, thus they travel as couples without their children. They tend to be well educated and have an income or pension that is slightly above average. Moreover, they prefer to take longer trips in order to be able to experience all details of the destination. Mostly, they are experienced travellers that have been to the destination before and aspire to have a more memorable experience this time. These tourists are conscientious and responsible and show interest in cultural activities that involve interaction with the local community. Their interests lie in authenticity and experiencing the ‘real’ destination. They are not seeking mass tourism activities but rather individualistic and unique activities. They are keen about other cultures, traditions, environments and strive for services that benefit the local community. The targeted tourists are interactive, experiential and socially as well as environmentally conscious.

The potential participants that will be targeted are female and from Málaga. The women are low educated, mostly unemployed and the majority has children. They are aged between 35 and 45. Additionally, it is of importance that they are passionate about their heritage, traditions and cuisine and show an interest in tourism and entrepreneurship. It is not required to possess already many ‘hard skills’ since those can be gained through the webinars or workshops that will be provided, however ‘soft skills’ and assets are necessary.

Communication objective

The research revealed the communication objective of the client as well as the needs of the potential participants with regards to communication. The following paragraph illustrates the objectives and needs for both groups for the project Flavours of Málaga.

The client expressed that the main objective is to create interest. This is applicable for both target groups, thus the tourists as well as the potential participants. The creation of interest is an important aspect since solely being aware of a product or paying attention to it does not persuade the target groups to book or participate. Additionally, both groups are somewhat aware of the project but have not been interested enough to dive deeper into research. Consequently, it is vital to express the benefits of the project to the tourists and what positive benefits they can expect from it. Concerning the potential participants, it is necessary to highlight that the current situation can serve as an opportunity that provides personal benefits. Such interest can easily be created by making use of human qualities such as emotions, anxiety or humour. The goal is to persuade both groups to participate in the project.

The potential participants expressed several needs concerning communication. They require inspiration through success stories and case studies, help and assistance in the first phases and support to envision their future perspectives to remain motivated. They want to create and join networks to increase their reach and success chances and need high availability, efficiency and presence when questions arise.

Media channels

The research results presented several media channels that are being used by the tourists as well as the potential participants. The following paragraph emphasises which media channels will be used for the project Flavours of Málaga.

In order to attract the tourists, offline marketing is less favourable due to the fact that the tourists are in their own countries. This would mean that advertisements on television, billboards or magazines would not guarantee to reach the chosen target group and are quite costly as well. However, objects such as brochures, merchandise products and more can be distributed to the tourists when at the location to provide them with something tangible to remember. Yet, the preferred media channels are the online channels. The ideal media channels for the target group are social media, in particular YouTube and Facebook. Both media have a high reach because the users access them multiple times a day, which makes it more likely that they will see the content that will be posted. Lastly, it is important to remember that image and especially video posts attract the users most and lead to high interaction rates.

The potential participants can best be attracted with a combination of offline and online media channels. Online channels as social media are mostly used to retrieve information, to act as source of inspiration or simply to gain the attention of the potential participants. Next to social media, offline channels such as radio, television and newspaper are used often and provide the potential participants with something more tangible than social media. Research revealed that they like to share their ideas or concerns personally with other people, which highlights the importance of word-of-mouth. Both media channels can be used to stimulate word-of-mouth by acting as a medium that calls for action. That is favourable to attract more participants because word-of-mouth provides a sense of honesty and trustworthiness.

Message

After having analysed what motivates tourists as well as potential participants to participate in a responsible tourism activity, the question arises how these motivations can be used to create a persuasive message that attracts both groups.

Aspects such as travelling independently to share economic advantages with locals and to be able to choose the activities, accommodations and modes of transport autonomously motivate responsible tourists. Another motivation is to have the possibility to purchase locally crafted goods and to use the public transport at the destination to be closer to the local population and experience the destination as a local would. The tourists want to adapt to the culture and try to speak in the language to feel as a part of the community and not as a 'superior tourist', to learn new skills and to be able to interact. These motivations are a reflection of deeper needs, and are based on personal benefits and selfish reasons. The message that should attract the tourists is a persuasive message that has been created for a wider audience. In order to target beyond the niche target group of responsible tourists, it is necessary to address the personal benefits, quality and memorable experience that the activity has to offer. Research has revealed that even responsible tourists initially possess selfish motivations and seek for recreation, fun, relaxation or satisfaction, and the same goes for 'non-responsible' tourists. By promoting a responsible tourism activity with customer-centred messages, more tourists will be pulled towards responsible tourism without even noticing it. That is beneficial for the industry, the local community as well as the tourists that will experience an individual, away from mass tourism, and exclusive vacation.

The potential participants are motivated to become entrepreneurs in tourism by personal as well as social facets. Their personal motivations are based on achieving self-accomplishment, economic independence, the ability to support the family and the sense of pride. The social motivations include protecting the heritage and maintaining traditions by sharing it with other people that it will not be forgotten.

Consequently, a persuasive message should address these two aspects to attract the potential participants. It is important to express that aspects that lower the motivation such as not seeing the results or being compared to men will be prevented. The message should highlight that the women are unique and strong individuals with many capabilities to change the industry.

4.6 Discussion

Looking at the conducted research and the results it yielded, reveals that the quality of this research requires an assessment. The following chapter elucidates what aspects increase the three types of validity and reliability of this research but also which ones reduce it and how that can be avoided.

4.6.1 Validity

Construct validity refers to the concept: 'Measure what you intend to measure' (Verhoeven, 2015). This means that the construct can be measured with the chosen measurement methods. Middleton (2019) claims "To achieve construct validity, you have to ensure that your indicators and measurements are carefully developed based on relevant existing knowledge." (para. 3). Consequently, the two core concepts of this research have been operationalised based on literature, thus existing knowledge. The resulting aspects were leading the research and aid to measure what marketing communications in responsible tourism is. Additionally, the sources have been evaluated with the AAOCC criteria, which guarantees reliable and up-to-date information. Therefore, the construct validity can be perceived as high.

Internal validity refers to the possibility to draw correct conclusions that can withstand criticism of other researchers (Verhoeven, 2015). The internal validity has been increased by 'maturation', meaning that the research did not take too long that the problem would solve itself. Additionally, the same instrument has been used throughout the research, so the interview guide has not been adjusted. An aspect that reduced the internal validity however, was the language barrier which forced the researcher to depend on translated answers after the interview has been conducted. Consequently, it was impossible to ask follow-up questions and gain more insights as the answers have been available only afterwards. As it was not possible to travel to Málaga, not all interviews could happen properly and some questions

needed to be answered through e-mail. Unfortunately, the respondent was not able to answer all questions, which could have been avoided in a real interview. The misunderstandings could have been cleared by explaining the questions or asking follow-up question. This means that correct conclusions cannot be guaranteed because the presented information by the respondent lacks completeness. Although the creation of the COVID-19 situation is not under the influence of the researcher, efficient time management could have solved the problem to a certain extent. The respondent of interview 3 was not available on the chosen date and it was not possible for the researcher to postpone it because of time issues regarding the submission date. Planning interviews earlier would have given the researcher more time as well as opportunities to postpone interviews if necessary without affecting the planning too much. With regards to the language barrier, the researcher could have communicated better that the responses of the interviewee are immediately required in order to be able to ask follow-up questions.

External validity refers to the generalisability to other situations, thus whether it is a correct reflection of the population (Verhoeven, 2015). Streefkerk (2019) states that there are threats to external validity such as sampling bias, which indicates that the participants differ from the population and the results cannot be generalised. Unfortunately, this is the case for this research because not enough subjects have been interviewed to reflect the population. For each interview topic solely one person has been interviewed, which reflects personal opinions rather than a general opinion to be able to reflect the population. It can be concluded that the research is not externally valid and would require a follow-up research with more subjects to be able to generalise.

4.4.2 Reliability

Reliability means that the research is free of random errors and can be replicated by other researchers under different circumstances but would produce similar results. Qualitative research uses an open approach, which has no demarcated setting and makes assessing the reliability challenging. However, Verhoeven (2015) suggests a few possibilities that can enlarge the reliability, of which some have been applied to this research. A possibility to increase the reliability is 'reporting and justification', which has been applied by recording all interviews, certainly with the approval of the interviewees. The interviews have been recorded and stored afterwards in order to make them available for further reference. Another positive aspect is that the client, the first examiner as well as some fellow thesis-students have provided peer feedback by checking the results and reading the findings, which is another possibility and has a positive effect on the reliability. Lastly, reliability increases when the triangulation method is used, which means to use different methods of data collection to justify the results. This research made use of a literature review, qualitative research as well as desk research to support certain statements from different angles. However, there are also things that reduce the reliability of this research. For instance, there was no logbook created to justify progresses and decision-making. This could help other researchers that want to replicate this research in the future to understand why certain decisions have been made and what can be learned from them. Another aspect that reduces the reliability is that one interviewee did not have the time to answer to questions during an interview but had to answer them via e-mail and was not able to answer all of them. This affects the reliability negatively because it is a random error when the subject cannot answer a question. This could have been prevented when the interview would have taken place. Any questions or misunderstandings could have been explained and the questions could have been answered. For the next research, it is important to arrange interviews on time to postpone them eventually, which was not possible in this case and forced the researcher to accept the answers via e-mail.

5 Advice

The project Flavours of Málaga has initiated the second phase, which does not only address the women from Trinidad and Perchel anymore but will focus on all women of Málaga that have a desire to improve their socio-economic status by participating in gastronomic tourism. Next to the attraction of these future participants, the project also aims to begin enticing international tourists to book cooking workshops and tours to ensure the future prospects of the project. It becomes obvious that the project is in need of a strategy to inform both target groups, capture their interest or to influence their attitude towards it. Due to the fact that the project includes the Sustainable Development goals (Gender Equality, Decent Work and Economic Growth, Reduced Inequalities and Sustainable Cities & Communities), it is essential to incorporate sustainable and responsible principles in such strategy as well. Therefore, the management question has been formulated as “How can the project Flavours of Málaga communicate its objectives to the chosen target groups in line with the principles of responsible tourism development?” Consequently, the objective of the advice is to create a marketing communications plan that supports the principles of responsible tourism. A marketing communications plan has the specific aim to deliver messages to the target groups to drive positive business outcomes and means: Who should be reached? What message should they receive? How can they be reached? These questions have been addressed during the research process and form the basis of the advice.

5.1 Advice options

There are several frameworks for the creation of a marketing communications plan, which can be either operational or strategic. The two frameworks that have been mentioned by many authors are the SOSTAC model by Smith and the PASTA model by Zweers. Smart Insights (2017) claims that the PASTA model is more favourable since it is operational, includes the objectives in the strategy and highlights the problem recognition. Consequently, the PASTA model will be used to create a marketing communications plan per target group, which are both based on the input of the research results. Both target groups possess different demands and desires and are equally important. Therefore, the advice focuses on the correct order of the advice options rather than the elimination of one of them.

5.1.1 Potential Participants

Advice option number one addresses a marketing communications plan that recommends to focus on the potential participants specifically. The acronym of PASTA stands for *problem definition, analysis, strategy, tactics* and *action*. This model follows certain outlines of the organisation but also looks into the target audience to be able to tailor a correct marketing communications plan. The first step is to look at the problem definition, which includes aspects such as goals that want to be achieved by the organisation as well as the issues that are present. Figure 5.1 illustrates the objectives of the project Flavours of Málaga II with regards to the potential participants as well as the problems that appear.

The project Flavours of Málaga II wants to improve the socio-economic situation of the women in Málaga by offering them the opportunity to become a female entrepreneur in the tourism industry. Since the project focusses very much on aspects such as the Sustainable Development Goals and inclusion of the local community, the second goal is to ensure a sustainable and responsible growth of the project. This is necessary to ensure a positively connoted future of the project.

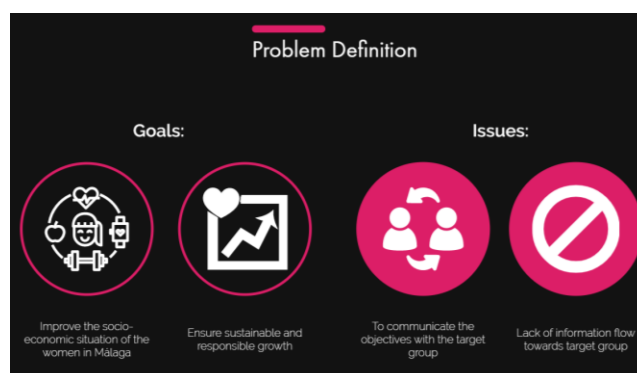


Figure 5.1 Problem Definition potential participants

It is vital to keep these goals in mind as they form the basis of the marketing communications plan. Contrary to the goals, there are certain issues involved as well that need to be tackled. Research revealed that the project experienced complications concerning the communication of objectives with the potential participants, which has been one of the key aspects to develop this advice. Corresponding to this issue, there was also a general lack of information flow towards the target group as the project has just started and the target group was unknown. This problem definition gives a glance at what the marketing communications plan should contribute to as well as which issues it should improve.

Second, a brief analysis of the market as well as the organisation will be presented in order to be able to understand the opportunities and weaknesses. With regards to the external analysis, thus the market, research revealed that there are not many competing responsible tourism projects in the same region as Flavours of Málaga. This gives the project the possibility to attract more potential participants and expand the project. Furthermore, research showed that the unemployment rate in the neighbourhoods of Málaga is quite high, especially amongst women. Since the project aims for women with such status, there are many potential participants available that the project can target, which is favourable. Additionally, desk research revealed that the trends such as heritage, responsible, gastronomic and community-based tourism are developing and becoming more important in the tourism industry. That forms an opportunity for Flavours of Málaga II because it includes all four of these trends within the project. The internal analysis, thus for the organisation, illustrates that the project works in close collaboration with their partners. The project prefers to perceive similar companies as collaborations rather than competitors because it will support them to achieve their goal to help the women and ensure a responsible growth. Moreover, it strengthens and expands the network, which is advantageous too. The organisation has a strong mission and vision and works towards it, which is highly valuable for the local community as well. An aspect that requires attention is that the internal structure lacks clarity since it is challenging to see through the different roles of the employees. Additionally, there is minor presence on the media, which is caused by the fact that the project has just initiated the second phase but remains a point of attention. This analysis highlights that there are many opportunities for the project Flavours of Málaga II to reach their goals but also puts the required internal changes in the spotlight.

Third, the strategy had to be developed. The model divides the element strategy into four sub aspects, which are the target group, the communication objectives, the positioning as well as the value proposition. The target group has been mentioned on multiple occasions, the potential participants, and the following paragraph examines the details that are essential for a functioning marketing communications plan.

Potential Participants	
Demographics	Motivations
Age: 35-45	Economic independence
Gender: Female	Pride and equality
Location: Málaga	Self-accomplishment
Income: Low	Preserve traditions and heritage
Children: Yes	
Interests	Expectations
Cooking	Assistance
Entrepreneurship	Provision of future perspectives
Tourism	Join networks

Desk and field research uncovered that the potential participants should be women from Málaga that have a minor educational background and want to improve their socio-economic status with the aid of tourism. Figure 5.2 elucidates the demographics, motivations, interests and expectations of the potential participants. During the interviews, the women mentioned that they would want to participate in such project to gain economic independence to support their families as well as to achieve a sense of pride and self-accomplishment. In order to attract the potential participants successfully, it is crucial to include such motivational aspects in the message as well as to assure their expectations. This suits the

Figure 5.2 *Potential Participants' Attributes* marketing communications approach in responsible tourism because it stresses that the message should be customer-centred and highlight the personal benefits and experiences.

The next aspect of the strategy was to develop communication objectives that illustrate what the marketing communications plan should achieve. Naturally, these communication objectives focus on the potential participants and are based on the issues that desk as well as field research have revealed. The first objective is to achieve an increase in website and social media traffic, meaning that more people from the chosen target group will notice the advertisements (see Figure 5.3). That leads to the second goal, which is to capture the interest of the potential participants and to persuade them into further research on the project. The ultimate objective is to attract new potential participants that apply for the workshops, webinars and eventually the idea competition. In order to find out whether these objectives have been achieved, simple tools can be used. The increase in website and social media traffic as well as the increase in interest can be analysed with programmes such as Google or Facebook analytics that provide insights into the visitors' behaviour. The engagement of new potential participants can be measured by looking at the numbers of women that have registered for the options offered.



Figure 5.3 Communication objectives potential participants

After having elaborated on the communication objectives, the positioning strategy has been examined. The positioning strategy indicates the image that an organisation wants to project in the minds of the customers, which can be achieved in different ways (Bhasin, 2018). It is possible to highlight that the product or service has the best price compared to competitors; the best quality compared to competitors or is the best solution to the customers' problems. The recommended positioning strategy for Flavours of Málaga II is to focus on the product attributes and benefits for the customer when choosing this organisation. Figure 5.4 highlights the benefits of the product for the potential participants. This strategy has been chosen since it complies with the principles of marketing communications in responsible tourism, which has been illustrated in the conceptual model during the literature review.

It is important to add that these benefits are connected to Flavours of Málaga II specifically and show

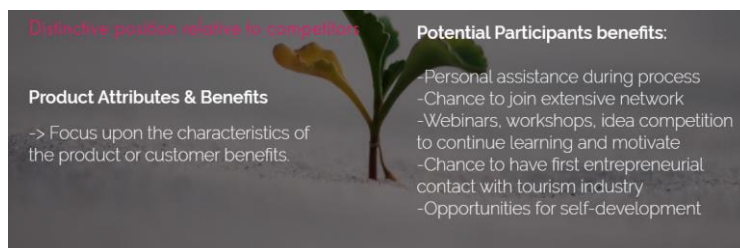


Figure 5.4 Positioning strategy potential participants

what the potential participants can expect when working with this project rather than another one. It can be stated that the focus within this positioning strategy lies on the expression of personal as well as professional benefits for the potential participants.

Stating some of the benefits leads to the last aspect of the strategy, which is the value propositioning. According to Smart Insights (2017), a value proposition is shaped by visible as well as invisible benefits that the customer experiences. Figure 5.5 describes the value proposition from Flavours of Málaga II for the potential participants. The most important benefits are derived from field research and are the improvement of the socio-economic situation, the conservation of the heritage and old traditions, the opportunity to leave their families a legacy, the chance to enter the tourism industry and the option to become a part of a larger network.



Figure 5.5 Value proposition

Now that the issues, objectives, details of the target group and the benefits have been discussed, the model suggests diving into tactics, which examines how the target group can be reached. The conducted

desk as well as field research yielded useful results with regards to the channel usage of the potential participants and serves as a basis for the chosen tactics.

The project Flavours of Málaga is recommended to make use of a mixture of online and offline marketing, which has been indicated in Figure 5.6 as well. Social media platforms such as Facebook,

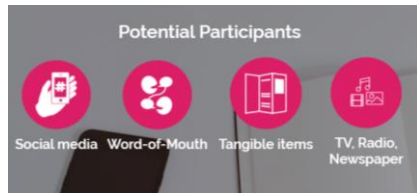


Figure 5.6 Channels potential participants

Instagram and YouTube can be used to share information with the target group and to introduce them virtually to the project. Doing so will contribute to achieving the communication objective of an increase in website and social media traffic. Another important aspect is that the potential participants value word-of-mouth highly and trust suggestions of people they know. Although this is challenging to rely on, the social media platforms can be used to promote calls of action, which stimulate viewers to share it with their surroundings. Next to these online marketing options, the project is advised to make use of tangible items such as pamphlets, brochures, business cards, flyers or branded merchandise. Research prove that many people find it pleasant to receive something tangible that can be taken home or shown to other people. Lastly, it is recommended to also include the traditional media such as television, local radio stations and local newspapers because they are still regularly used and trusted by the local population.

The last step of the model, action, indicates that the described steps from the model need to be combined and developed to a content plan that will carry out the messages. Since this advice focusses on giving recommendations on such content plan rather than the creative execution of it, the following paragraph illuminates what kind of messages could be created when bearing the mentioned aspects in mind. Melnik (2019) suggests several categories that need to be included in a content plan, which have been incorporated in the suggested content plan below. In order to give one illustrated example, a visualisation of one of the content types can be found in Appendix XVIII.

Table 5.1 Suggestion Content Plan for the potential participants

Content Type	Topics	Channel	Objective	Measurement
Post (image+ text)	Point out personal benefits of participating in the project to motivate. Call to action: Join us!	Facebook	Create interest+ increase website & social media traffic+ applications	Likes+Shares+ Followers+ Google& Facebook Analytics+ number of applications
Video	Share succes stories of other women. Motivate women to become the bosses of their own life and achieve the same when they join Flavours of Málaga	YouTube, Facebook	Interest, increase in traffic+ applications	Views+Shares+ Subscriber+ Google& Facebook Analytics+ number of applications
Brochure	Objectives of project; Personal benefits when joining; Refer to social media accounts & website	Offline marketing	Create interest + increase media traffic+ customer retention	Google& Facebook Analytics
Business Card	Logo; Refer to social media accounts & website	Offline marketing	Create interest+ Customer retention	Google& Facebook Analytics
News paper article	Objectives of project, personal benefits; Guide: How to join?; Refer to media channels	Offline marketing	Create interest+ media traffic + applications	Google & Facebook Analytics + number of applications

5.1.2 Tourists

Advice option number two recommends a marketing communications plan that addresses the future tourists of Flavours of Málaga II. For this option, the PASTA model has been used in the identical manner and thus starts with the problem definition. The project Flavours of Málaga II aims to achieve the goal



Figure 5.7 Problem definition tourists

conducted research has elucidated that certain issues complicate the achievement of the goals. Traditionally, responsible tourism activities would target specifically responsible tourists only, thus have a negatively connoted image in the eyes of non-responsible tourists. The challenge is to attract tourists beyond that niche group and to make responsible tourism accessible for everyone. The research pointed out that all types of tourists are mainly motivated by selfish reasons anyhow, thus these personal benefits should be pointed out when targeting tourists. This complies with the aspects of marketing communications in responsible tourism, which have been developed during the literature review. The second aspect that complicates this is the current lack of information flow towards the target group, which needs to be improved with this marketing communications plan.

Second, the external and internal analysis has been executed and will be briefly elaborated on in the following paragraph. Concerning the external environment, thus the market, research highlighted the ongoing trend of responsible tourism and the corresponding need for authenticity and escapism when on holiday. This is favourable for the project and can be used as an opportunity to attract more tourists. Although responsible tourism offers many possibilities for 'non-responsible' tourists, the majority of people interested in this type of tourism remain persons that are inquisitive about local interaction, sustainability or mastering new skills. It remains challenging to attract a typical mass tourist that enjoys all-inclusive facilities to an activity where the food needs to be cooked by themselves. Consequently, the focus for responsible tourism lies on tourists that are open for change and self-transcendence. The internal analysis refers to the organisation and is identical to the one that has been described in chapter 5.1.1. The mentioned aspects included close collaborations with partners, which strengthens the network, the strong mission of the project as well as the lack of clarity of internal structures and the minor presence in the media.

The third aspect of the model deals with the strategy and examines the details of the target group first. It is essential to keep the characteristics of the tourists in mind in order to be able to deliver a tailor made marketing communications plan. The following description of the attributes of the target groups is based on the conducted desk as well as field research (See Figure 5.8). The tourists are mainly from the United Kingdom, Germany and France and travel as couples that have the desire to stay longer at a destination to experience all of it. Their motivations such as interacting with locals, escape from daily life, experiencing an authentic destination or learning new skills are aspects that are advised to be included in the tailor made message to attract this specific type of tourist.

Tourists	
Demographics	Motivations
Age: 45-69	Meet locals
Travels as: Couple	Travel independently
Location: UK, Germany, France	Escapism
Income: Above average	Purchase locally
Interests	Learning new skills
Responsibility	Experience the 'real' destination
Culture	
Interaction with locals	

Figure 5.8 Tourists' Attributes

The question arises what the marketing communications plan should achieve, which can be answered when looking at the communication objectives. The first objective is to achieve an increase in website

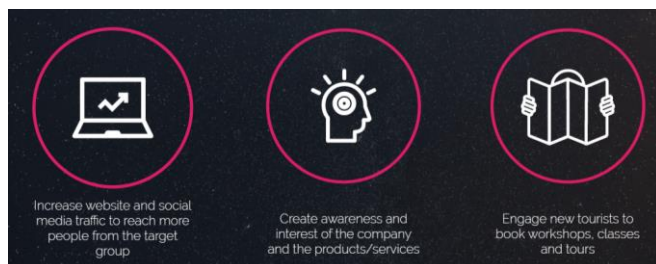


Figure 5.9 *Communication objectives tourists*

and tours of Flavours of Málaga II. In order to find out whether these objectives have been achieved, simple tools can be used. The increase in website and social media traffic as well as the increase in interest can be analysed with programmes such as Google or Facebook analytics that provide insights into the visitors' behaviour. The engagement of new bookings by tourists can be measured by looking at the numbers of confirmed bookings and can reveal which of the activities is most popular as well.

The next sub-aspect of the strategy looks at the positioning method of the project Flavours of Málaga II. Due to the fact that the positioning method contributes to the perceived image by the tourists, the project is recommended to focus on the product attributes and benefits for the tourist when choosing this specific project. This is based on the conducted research as well as the conceptual model that illustrates marketing communications in responsible tourism. As mentioned earlier, responsible tourism is deeply concerned about ensuring personal benefits for the community as well as for the tourists. Figure 5.10 highlights the personal benefits of the product for the tourists. Since the project aims for a responsible growth and does not want to extend the carrying capacity, small and individualistic groups are preferred in order to not overwhelm the local population and to provide a pleasant experience. This also guarantees the personal interaction with the hosts, which cannot be guaranteed with many other tourism activities that treat tourists as numbers. This aspect corresponds with the memorable and unique experiences the activities from the project Flavours of Málaga offer. These aspects are advised to be mentioned when realising the positioning strategy.



Figure 5.10 *Positioning strategy tourists*



Figure 5.11 *Value proposition Tourists*

These benefits can be found in the value proposition, which is the last aspect of the strategy. The value proposition for the tourists can be found in Figure 5.11 and describes briefly what the project Flavours of Málaga offers, to whom and what the gain creators are. It has been retrieved by analysing the motivations of tourists as well as the characteristics of the tourists that are being targeted for this project.

The fourth step of the model addresses the tactics, which refers to the channel usage of the tourists. Desk as well as field research provided useful insights into this topic and have been used to formulate the ideal channel usage to attract future tourists (See Figure 5.12). It is recommended to use online marketing options such as social media, in particular YouTube and Facebook to inform and persuade tourists when they are still in their home countries. However, offline marketing is advised to be included as well but only

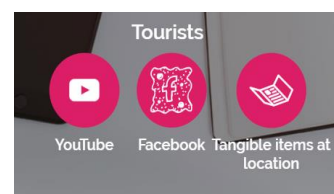


Figure 5.12 *Channel usage tourists*

when the tourists are at the location already. Research revealed that tourists find tangible items pleasant because they remind them of their holiday activities when returning back home. Additionally, this provides the possibility to make tourists recommend the project to their surroundings and support it with a tangible item such as free brochures, pamphlets or branded merchandise such as stickers, t-shirts or bottle openers.

The last step of the model calls for the development of a content plan that includes all the information from the previously described steps. Such content plan reveals what kind of message will be carried out in what way. Since this advice focusses on giving recommendations on a content plan rather than the creative execution of it, the following paragraph illuminates what kind of messages could be created when bearing the mentioned aspects in mind. Melnik (2019) suggests several categories that need to be included in a content plan, which have been incorporated in the suggested content plan below. In order to give one illustrated example, a visualisation of one of the content types can be found in Appendix XIX.

Table 5.2 *Suggestion Content Plan for the tourists*

Content Type	Topics	Channel	Objective	Measurement
Post (image + text)	“must see – must do”; Gastronomy heritage trails; Good food!; Make new friends with locals; Impress your friends!; Escape from daily life; Call to action	Facebook	Create interest + increase media traffic + bookings	Likes + Shares + Followers + Google & Facebook Analytics + number of confirmed bookings
Video	Portrait activities: cooking with locals; meeting new people; having a great time!; How to book?	YouTube + Facebook	Create interest + increase media traffic + bookings	Views + Likes + Shares + Google & Facebook Analytics + number of confirmed bookings
Branded merchandise	Logo	Offline marketing (at location)	Create interest + Customer retention	Google & Facebook Analytics
Brochure	Logo; Main activities; Personal benefits; Refer to website & social media accounts	Offline marketing (at location)	Create interest + increase media traffic + customer retention	Google & Facebook Analytics

5.2 Evaluation of advice options

After having presented both advice options, the question arises which one is recommended most to the client. As elucidated earlier, both target groups are essential to the project, thus need to be included. However, the following evaluation highlights which option is advised to focus on first and which second. The options have been strategically compared to each other whilst considering several factors throughout the process. Due to the fact that a marketing communications strategy is always created for a short-term period, thus no longer than a year, it was essential to score the factors based on their current impact on the situation (Keane, 2019). The factors as well as the meaning of them have been illustrated below.

- *Urgency*: How urgent is it to implement the advice?
- *Impact*: What kind of impact does it have on the project Flavours of Málaga II?

- *Responsible Principles*: Is the advice conform to the responsible tourism principles?
- *Time*: How much time is required in the realisation of the advice?
- *Budget*: How many financial resources are required?
- *Resources*: What is the amount of resources that are needed?

The factors have been evaluated in a matrix with the aid of a scoring system that ranges from 1 to 3, whereas 1 means low, 2 medium and 3 high. The first three aspects are positively connoted, which means that a higher score on these ones is more favourable and speaks for a beneficial advice. The last three aspects however, are negatively connoted and a higher score would mean a less favourable advice. Moreover, all factors were viewed as equally important, thus no weighting criteria have been applied. The matrix below presents the evaluation of both suggested advice options.

Table 5.3 *Evaluation of suggested advice options*

	Urgency	Impact	Responsible principles	Total	Time	Budget	Resources	Total
<i>Advice Option 1:</i> Potential Participants	3	2	3	8	2	2	1	5
<i>Advice Option 2:</i> Tourists	2	1	2	5	2	2	1	5

The matrix reveals that both options score similar results in the majority of the factors. The following paragraph enlightens the reasoning behind the scores and ends with the suggested order of the advice options. Commencing with advice option 1 shows that the factor urgency received a high score, which can be explained by the fact that the project Flavours of Málaga II is dependent on the engagement of new female entrepreneurs. The marketing communications plan will attract these future entrepreneurs and gives the project the possibility to successfully establish the second phase. It can be stated that without the potential participants, no products and services can be created nor offered to the tourists, thus the attraction of the future entrepreneurs is crucial. Regarding the factor impact, advice option 1 received a medium score. Although the potential participants are significant to the progress of the project, the implementation of the plan does not immediately have a high impact. Certainly, it will allow the continuation of the process but does not ensure that the project gains enough attention to function as a tourism activity. The third factor of the positively connoted ones, concerns to what extent advice option 1 complies with the responsible tourism principles. This factor received a high score since the project has strong objectives such as to foster female entrepreneurship, help women to improve their socio-economic situation, shift from mass tourism to responsible tourism and include the Sustainable Development Goals such as gender equality and economic growth. Implementing advice option 1 supports the completion of all the mentioned objectives since the marketing communications plan aims to contribute to this. Moreover, responsible tourism principles such as improved quality of life for locals, local pride, inclusion or conservation are ensured when implementing this option.

Advice option 2 received a medium score for the category urgency because it is currently not as important to attract many tourists since there are not a lot of products and services that can be offered since the second phase of the project has just started. That is also the reason why the factor impact scored low because the tourists are at this very moment less essential in comparison to the potential participants. Advice option 2 scored medium on the responsible principles, since there are certain aspects that comply with the principles whereas other do not. Attracting tourists to such responsible tourism activities will contribute to the reduction of poverty of the local population as well as to the shift of mass tourism to responsible tourism. However, the enticement of tourists also means that there is a need of transporting them to the destination, which in most cases happens by plane and portraits negative consequences for the environment.

Since both options scored the same on the other three factors, the reasoning will be combined. The creation of both marketing communications strategies requires time since the detailed preparation of

content plans, messages, and methods are extensive processes. However, after the preparation has been completed, the marketing communications can be executed immediately and do not require further large time investments. Therefore, that aspect has received a medium score. With regards to the budget, both options obtained a medium score since the implementation of such plan requires especially human/intellectual capital that needs to be paid rather than a lot of physical elements such as buildings, cars or IT-devices. Additionally to the human capital, money will be invested in the tangible items such as brochures, business cars and branded merchandise. Lastly, the resources that are required received a low score. Next to devices that can be used to distribute the message with the target groups and intellectual capital, there are no additional resources needed.

To conclude, both advice options are significant to the progress of the project Flavours of Málaga. However, the matrix highlights that advice option 1 scores higher on the positive factors and means that it is more urgent, has a higher impact and highly complies with the responsible tourism principles. Consequently, it is recommended to implement the marketing communications plan that addresses the potential participants first. At a later stage, when a sufficient number of female entrepreneurs has entered the project and the opportunity to share their products and services with the tourists is present, advice option 2 is advised to be executed.

5.3 Implementation of the advice

The chosen advice option focusses on the creation of a marketing communications plan that addresses the development of offline as well as online content to spread a tailor-made message with the potential participants. There are several steps that need to be taken in order to realise the advice, which have



Figure 5.13 PCDA cycle. ASQ, 2020

been materialised with the PDCA cycle. ASQ (2020) states that the PDCA cycle is a project-planning tool and should be repeated constantly to gain continuous improvement (See Figure 5.13). The acronym stands for *plan*, *do*, *check* and *act* and dives into the details of activities such as an elaboration, period of time, location or executer. The first step is to plan what type of change is required to solve a certain problem, to establish objectives and think of measurement methods. The second step is to transform the planning into concrete actions that need to be executed. The third step addresses the monitoring of the progress to control if any changes are required. Lastly, the question arises whether the plan worked and achieved the objectives in order to either standardise that procedure or improve it. The following paragraph illustrates the concrete activities that the project Flavours of Málaga II is recommended to execute when implementing the advice. The corresponding systematic overview can be found in Appendix XX.

Planning

Desk and field research revealed that there are certain aspects that need to be tackled such as the lack of clarity regarding the organisational structure. Therefore, the first activity is to create an organisational chart that reveals the positions and roles of all employees to ease the internal communication processes. After that has been done, an internal marketing communications team should be established to ensure that there are one or more individuals concerned with the topic rather than everyone doing everything. Together with this team, the Flavours of Málaga team can refresh their thoughts on the mission, vision as well as objectives that they aim to achieve. Setting clear goals will support the marketing communications team to develop specific messages and gives them the possibility to define measurement methods as well, which is the following activity. It is vital to establish the measurement methods in the beginning together with the objectives to be able to assess whether the plan has been successful in the end. In order to remain innovative with the marketing communications it is important

to research current trends and developments that reveal interests of the target group as well as changes in the industry. After these steps have been completed, the team of Flavours of Málaga is advised to find a qualified marketing communications bureau to support them in the creation of professional websites, campaigns, designs and analysis. Since some of the research has been conducted on the surface already and can be used for further application, the estimated time of the planning phase is about 5 weeks.

Doing

After having prepared important aspects such as objectives, missions and measurement methods, the next step is to create a specific content plan for the potential participants that considers those aspects. Additionally, campaigns, designs and topics can be established with the aid of the marketing communications bureau. After having set the content, the website for Flavours of Málaga II is advised to be created. Next to the website, social media accounts such as Facebook and YouTube should be created to increase the online presence of the project. In order to attract the potential participants, posts, especially image and video posts should be shared frequently on these platforms. Myers (2020) suggests that an organisation should post content on Facebook at least three times a week but preferably once a day to remind the audience of the existence of the organisation. The tool Facebook Insights/Analytics can be consulted to find out about the ideal timing of the posts based on the behaviour of the audience. Concerning YouTube, Myers (2020) suggests creating a consistent upload schedule that is the same for every post. Traditionally, an upload once a week is recommended but Flavours of Málaga will probably have not as much content in the beginning of the phase, thus this can be changed to once in two weeks. Lastly, the items for the offline marketing can be produced and distributed within the neighbourhoods and during events. In order to have enough time to publish multiple online as well as offline marketing items to be able to see results, the 'do' stage is estimated to last 11 weeks.

Checking

In order to be able to assess the effectiveness of the marketing communications plan, evaluation meetings are required after the 'do' stage has been completed. During these meetings, the team can discuss whether the developed objectives have been achieved or whether the team is still on track with the processes. These moments can also be used to receive feedback from the employees regarding problems that were not expected in the beginning or other concerns. Next to the feedback from employees, it is essential to retrieve information about the thoughts of the potential participants as well. Small questionnaires can be posted on the media platforms to find out about the effectiveness of the chosen strategies.

Acting

The evaluation of the process serves as a key element to be able to understand the flaws of it. If something did not happen as expected, corrective action is required. Finding out about the aspects that hindered the solving of the problem should not be repeated. This will help to detect alternative solutions that can be implemented into the new cycle. Starting over again will strengthen and improve the marketing communications strategy each time and increases the success of Flavours of Málaga. However, even when no flaws have been detected, it is necessary to continue learning and adapting to the changing industry and demands of the target group. This will provide competitive advantages and guarantee continuous improvements.

5.4 Financial Implication

The implementation of the marketing communications plan leads to an attraction of potential participants but does not yield revenue immediately since that can only happen when tourists are actively being targeted as well to spend their money. Consequently, the financial implication focuses on the costs that can be expected when implementing advice option 1. The described costs refer to the elements that have been mentioned in the PDCA cycle, since these activities describe what needs to happen and who needs to execute them. The table below describes the aspect, an elaboration as well as the expected costs.

Table 5.4 *Expected costs advice option 1*

Activity	Elaboration	Costs
Management Intern	<ul style="list-style-type: none"> A management intern can regulate social media accounts 	350 per month x 6 months = €2100
Marketing Communications Bureau	<ul style="list-style-type: none"> 3 weeks are calculated for the creation of website and campaign. 	27,50 per hour x 8 hours x 5 days x 3 weeks = €3300
Promotional materials	<ul style="list-style-type: none"> Producing flyers and business cards Producing branded merchandise such as pens, notebooks or bags 	1000 <i>business cards</i> = €80 1000 <i>flyers</i> = €99 400 <i>branded items</i> cost on average €440
Total costs	Based on a time period of 6 months	2100 + 3300 + 80 + 99 + 440 = €6019

The first aspect mentioned is the employment of a management intern that can take care of the social media account as well as the posted content and frequency. On average, an intern receives €350 per month, which leads to the total amount of €2100 when hiring the intern for the whole period of the implementation and include him or her in all steps of the PDCA cycle. It is important to add that the intern should preferably have a study background that related to marketing, communication, graphic design or digital media to ensure a decent result. This option provides the project Flavours of Málaga the possibility to decrease the costs for the personnel.

The second aspect regards the marketing communications designer that will be outsourced to create a professional website as well as campaign. Thomas (2020) argues that the creation of a website normally lasts 4 to 6 weeks when building it from scratch. However, much knowledge on ideas and topics is prevalent already, thus the designer solely needs to visualise them in a professional manner. Therefore, it is assumed that this task can be completed within 3 weeks, which gives the remaining activities of the 'do' phase 8 weeks to be executed. PayScale (n.d.) adds that on average, a marketing designer in Spain charges €27,50 per hour, which results in the total amount of €3300 when assuming an eight hour day from Monday until Friday. Although there are many online tools available to create a website, it is recommended to outsource a professional designer, unless someone within the team Flavours of Málaga has sufficient skills to produce a similar result and lower the costs.

The third aspect looks into the creation of promotional materials such as pens, bags, notebooks, flyers and business cards. Local producers such as MyM Regalos Promocionales reveal on their website that branded items range from €0,50 to €1,50, depending on the item. For the first phase, it is expected that 400 items are enough to share with interested potential participants to remind them of the organisation. On average, 400 medium sized items cost €440 (MyM Regalos Promocionales, 2020). Concerning business cards and flyers, an estimation of 1000 items has been created. Cheap Printing Spain (2020) offers 1000 business cards in colour and double sided for 80€. Furthermore, they supply 1000 customised brochures in colour and double sided for 99€.

The total cost of the implementation of advice option 1 results in €6019, which is based on the period of 6 months. However, when the PDCA cycle restarts again, some costs such as the marketing designer will be significantly lower since the website has been created already and solely some support in the creation of new campaign designs is required. The described expenses can be covered by TUI Care Foundation, which provides the funds for Flavours of Málaga. Although no specific budget restriction has been mentioned by any of the stakeholders, it should be kept in mind to keep the costs as low as possible as has been suggested in this implication.

5.5 Conclusion

This suggested advice has been created for the project Flavours of Málaga II that has recently initiated the second phase and was in need of a suitable marketing communications strategy in order to be able to share their objectives with the target groups. Both target groups, thus potential participants and tourists, are equally important for the project but due to urgency and compliance with the responsible tourism principles, it was recommended to focus on the potential participants first. This does not exclude the tourists but postpones their targeting to a later moment in order to be able to offer them products and services that have been developed by the potential participants by then.

The conducted desk as well as field research highlighted the attributes of the potential participants as well as their channel usage, needs regarding communication and motivations. Based on those research results, the advice option has been created with the help of a strategic model that serves as a framework for a marketing communications plan. This model revealed that aspects such as objectives, analysis, target groups, positioning strategies, value propositions and tactics are crucial for the creation of a marketing communications plan. The advice is based on achieving the created objectives, which aim to increase media traffic, create interest and awareness and to engage new potential participants to join the project. To be able to do so, a detailed description of the potential participants was required and led to the suggestion to aim for women that are between 35 and 45 years old, from Málaga and lack a major educational background. These women should be interested in their own heritage, culture, city as well as entrepreneurship in tourism. The advice recommends to attract these women by presenting them the personal benefits they can gain from becoming a part of the project, such as gaining economic independence, joining networks or leaving their children a legacy. Additionally, success stories from other female entrepreneurs can be shared in order to inspire and motivate the potential participants. With regards to the spreading of that message, a combination of online and offline marketing is advised since it ensures the highest reach and increases the success chances of the project.

The implementation of the advice is estimated to take nearly 6 months of which the largest part is reserved for the 'do' phase, thus the effective execution of the marketing communication.

Due to the fact that the objective of the advice was to create a marketing communications plan that is based on responsible tourism principles, it is important to add that the suggested advice complies to them. This advice creates value for the sociocultural environment by providing them with the opportunity to improve their quality of life with the support of tourism. Additionally, the local population will gain a sense of pride and is included in the business processes. Lastly, attracting these women with the marketing communications plan will ensure the progress of the project Flavours of Málaga, which adds to the conservation of the heritage.

Afterword

The following part presents a personal reflection on the thesis semester as well as the identified value for the tourism industry.

Personal afterword

When I started with the thesis semester back in February, I thought that nothing could demotivate me and that I could easily stick to my created schedule. I never had problems with writing larger reports, I actually enjoyed it and I thought that the same would apply for the thesis assignment. I have to admit that the first weeks went well because I was cautious and developed a daily routine. I told myself to get up early every day, go to the gym studio three times a week in the morning and go to school afterwards to work on the thesis. I planned a weekly gathering with other students from my class that started their thesis as well to exchange thoughts and concerns. Due to the fact that I am the procrastination in person, I learned from previous reports and exams that I need a strict routine, daily tasks and weekly deadlines to continue working. I was glad that I finally developed such routine but then the global pandemic changed everything. No gym, no meetings with students, no working at school. Great. Up until the Thesis Proposal Defence (TPD) in March, everything seemed to work out anyhow. However, I experienced a huge lack of motivation for almost 4 weeks in which I could not persuade myself to do anything. This was caused by the fact that I did not have a proper connection with the project because I was not able to visit, I felt isolated in my student room and also dealt with personal problems regarding my family that lives abroad. Looking back at this situation now, I realise that I could have communicated this earlier with the project team, my examiner or my study career counsellor. I waited too long until I mentioned it and lost nearly a month. I know now that it is not bad to feel demotivated and that the other girls from the project team experienced the same struggles. That gave me a better feeling because it showed me that I am not the only one feeling that way. After having communicated my concerns with my first examiner, he suggested weekly meetings with the project team as well as himself. That really helped me because it 'forced' me to do something in order to be able to show my progress during the next meeting. In the end, I still managed to finish the thesis project on time, of which I am proud.

With regards to the communication, I already mentioned that there were some up's and down's. After the TPD I had the feeling that there was nearly no contact with the first examiner, which is my fault. I told the examiner that I did not need a meeting because I knew that I would have nothing to present to him. That would have been out of my comfort zone so I decided to postpone the meeting until I could show him something. As I said, I should have communicated my concerns earlier, which could have prevented the "month of doom" as I call it now. However, I am satisfied about the further communication processes with my first examiner since we arranged regular meetings, in which he would provide me with the feedback, ask questions and gave me the room to ask questions as well. This is exactly how I described my ideal way of working with the examiner, which I described in the thesis proposal. Concerning the client, I feel like it was not the traditional client – student relationship as other students would describe it. Although the client and I had contact regularly so that I could present the updates, ask questions or set dates for interviews, I had the feeling that I had too much free room to create the advice and not that much guidance. Although I knew what the objective of the client was, I think that he could have been more critical with regards to the content of my thesis. Again, I did not communicate this, which I should have in order to not let this situation happen. I learned about myself that I have strengths in many fields but communication is not necessarily one of them.

If I would redo my thesis project, there are certain aspects that I would do similarly but also things that I would do differently. I would definitely stick to the creation of a daily routine that includes having appointments with other people (gym classes, meetings etc.) in order to have some obligations. I learned from previous experiences that that helps me and it worked the last 4 weeks of the thesis semester. The things that I would do differently address my communication style. If I would encounter similar problems,

I would try my best to communicate them earlier with the correct person that can help me to improve that situation.

Value for the tourism industry

Responsibility and sustainability are two topics that are being discussed since a couple of years already. However, the focus never seemed to lie that much on the tourism industry. That can especially be seen when looking at the majority of tourists that do not want to think about their non-responsible behaviour and its consequences when they are on their holiday.

Tourist behaviour and sociology in responsible tourism is a complex topic and has not been explored thoroughly by many. Consequently, the majority of responsible tourism operators uses the sustainable aspects and benefits as their unique selling points because they assume that that are the reasons for tourists to choose them. Unfortunately, there are not as much responsible operators as regular operators that do not prioritize responsibility although that is needed, especially since a large part of the world travels. This thesis responds to the need of the industry to become a better industry and decrease the negative impacts of tourism and to change the former service-oriented industry into a purpose and experience industry. It highlights the necessity to make responsibility a manner of operating rather than just a niche tourism type. Responsible tourism offers more personal, valuable, unique and memorable experiences than mass tourism ever could and this should be promoted. The thesis shows that personal benefits seem more important to people nowadays and that tourism organisations should behave accordingly. Large impersonal hotel complexes that see their guests as money machines are less accepted by tourists and makes tourists strive for personal experiences. The industry needs to react to this, think in opportunities and adapt its operations. Offering personal experiences can go together with responsible principles such as inclusion of local communities, provision of employment for local communities, the conservation of heritage or the usage of local produce. Additionally, responsible operations benefit the tourism organisation as well when thinking about water usage, electricity usage, waste management and naturally their image, which is perceived by the tourists.

I believe that this study is valuable for the industry because it reveals that marketing communications in responsible tourism should focus on the tourists in order to be able to support the responsible principles.

"It is time to make responsibility a norm and not just a trend"

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Appendices

Appendix I Number of hits: Search commands

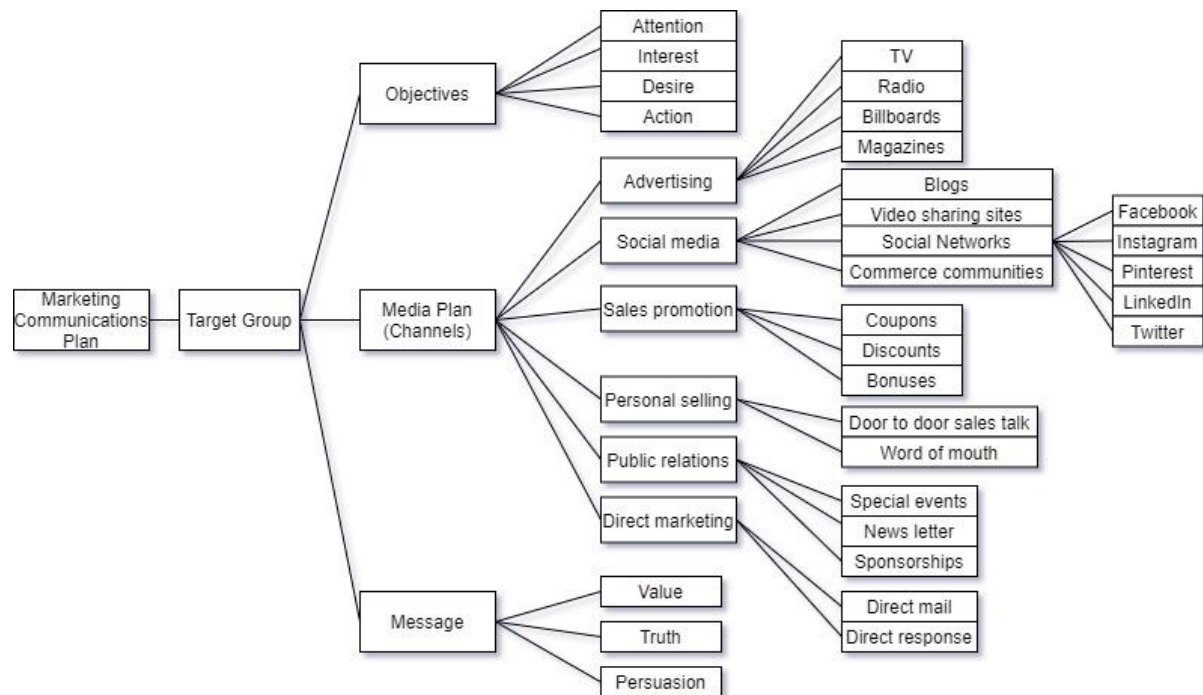
Search commands	Search engine / Database	Number of hits
Marketing Communications	Ebscohost	101.822
	ScienceDirect	49.845
	Research Gate	1.450.000
	Google Scholar	2.930.000
	Emerald Insight	107.000
Marketing Communications Definition	Ebscohost	978
	ScienceDirect	22.206
	Research Gate	326.000
	Google Scholar	1.920.000
	Emerald Insight	53.000
Marketing Communications Aspects	Ebscohost	7.550
	ScienceDirect	30.559
	Research Gate	762.000
	Google Scholar	2.370.000
	Emerald Insight	73.000

Search commands	Search engine / Database	Number of hits
Responsible Tourism	Ebscohost	1,615
	ScienceDirect	26,590
	Research Gate	1.090.000
	Google Scholar	1.470.000
	Emerald Insight	8.000
Responsible Tourism Principles	Ebscohost	75
	ScienceDirect	8,201
	Research Gate	266.000
	Google Scholar	663.000
	Emerald Insight	4.000
Responsible Tourism Definition	Ebscohost	16
	ScienceDirect	11,516
	Research Gate	487.000
	Google Scholar	918.000
	Emerald Insight	4.000
Responsible Tourism Impact	Ebscohost	349
	ScienceDirect	21,851
	Research Gate	709.000
	Google Scholar	1.240.000
	Emerald Insight	7.000

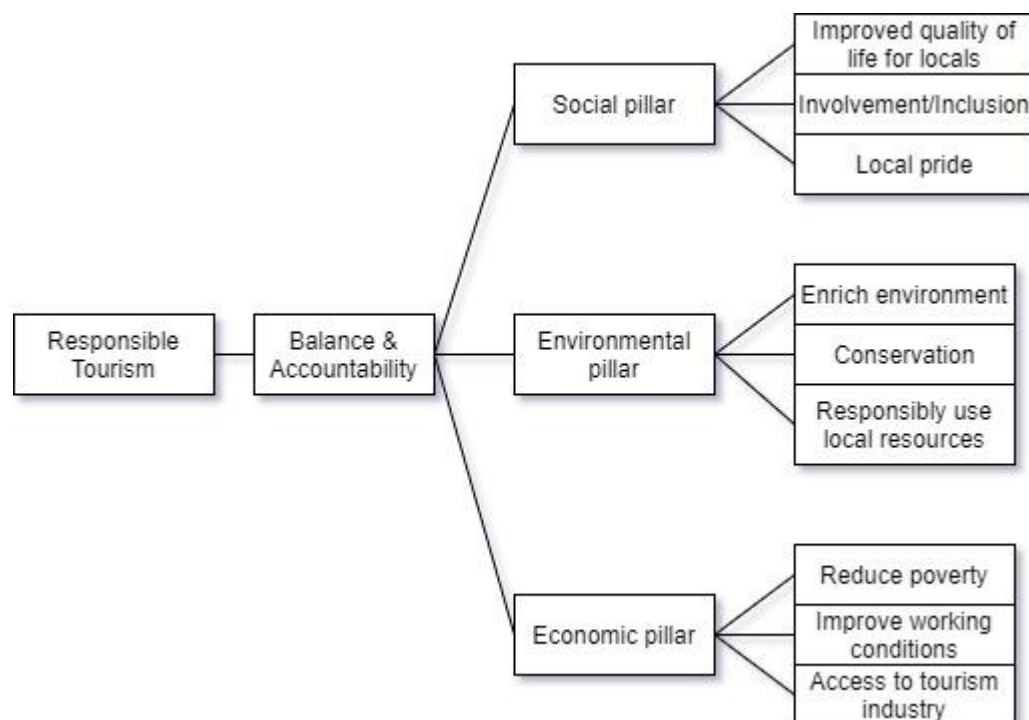
Appendix II AAOCC Evaluation of Sources

Source	Authority	Accuracy	Objectivity	Currency	Coverage	Overall
<i>Debicka & Oniszczyk-Jastrzabek, 2014</i>	<i>Authors are two university professors, professional, knowledgeable</i>	<i>Scientific sources are mentioned, article based on scientific research and theories</i>	<i>Written without bias</i>	<i>2014: current</i>	<i>Topic extensively covered</i>	<i>Good extensive source with a lot of information about the topic, reliable.</i>
<i>Porcu, del Barrio-Garcia & Kitchen, 2012</i>	<i>The authors made use of other scientific research</i>	<i>Extensive bibliography, information based on scientific theories</i>	<i>Objective, without bias or personal opinions</i>	<i>2012: current</i>	<i>Different aspects are covered in depth</i>	<i>Good quality source, written professionally, very informative</i>
<i>Schultz & Schultz, 1998</i>	<i>The authors are 'icons' in this topic and many other researchers refer to these authors</i>	<i>Based on scientific research, very accurate</i>	<i>Author is objective and is not biased, no personal opinions</i>	<i>1998: not necessarily current but was referred to by many other researchers</i>	<i>Very extensive extract of journal, many topics thoroughly explained</i>	<i>Reliable source, based on facts & research</i>
<i>Verhoeven, 2015</i>	<i>Verhoeven is well-known researcher and university professor</i>	<i>Based on specific and scientific research, very extensive bibliography</i>	<i>Written very independently, without bias</i>	<i>2015: current</i>	<i>Topics are explained in an extensive way.</i>	<i>Good source with scientific background and research, very reliable</i>

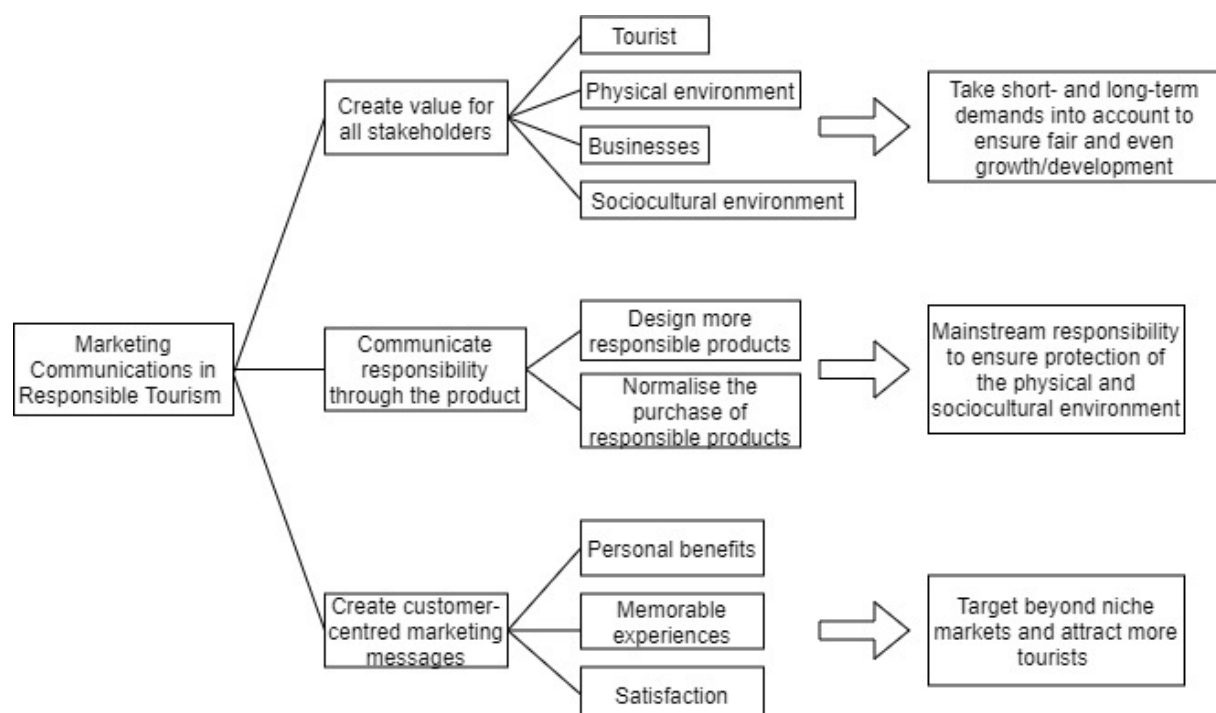
Appendix III Operationalisation of core concept Marketing Communications



Appendix IV Operationalisation of core concept Responsible Tourism



Appendix V Conceptual Model Marketing Communications in Responsible Tourism



Appendix VI Systematic Overview of Research Methods

Research Questions	Research Strategy	Method of Data Collection	Selection of Data Sources	Methods of Data Analysis
1 Which target groups are targeted by similar responsible tourism projects?	Desk Research	Secondary Analysis	Reports, articles, websites related to responsible tourism projects that are similar to FOM	Summarising and structuring the information
2 Which attributes of the target groups are of importance according to the client?	Qualitative Field Research	Semi structured interview	Non probability sampling: self-selection	Transcribe, Open Coding, Axial Coding, Coding table
3 What are the objectives of the client?	Qualitative Field Research	Semi structured interview (Combined with SQ2)	Non probability sampling (Combined with SQ2)	Transcribe, Open Coding, Axial Coding, Coding table
4 What are the needs of the potential participants regarding communication?	Qualitative Field Research	Semi structured interview	Non- probability sampling: self-selection	Transcribe, Open Coding, Axial Coding, Coding table
5 Which channels do the tourists use?	Desk Research	Secondary Analysis	Reports, articles, statistics related to channel usage per required target group	Summarising and structuring the information
6 Which channels do the potential participants use?	Qualitative Field Research	Semi structured interview (Combined with SQ4)	Non probability sampling (Combined with SQ4)	Transcribe, Open Coding, Axial Coding, Coding table
7 What are motivations for tourists to participate in a responsible tourism project?	Desk Research	Secondary Analysis	Reports, articles, statistics related to motivations of tourists participating in responsible tourism projects	Summarising and structuring the information
8 What were motivations of the local community members (LAC) to become engaged in a responsible tourism project?	Qualitative Field Research	Semi structured interview	Probability sampling: Simple random sampling	Transcribe, Open Coding, Axial Coding, Coding table

Appendix VII Interview 1 Transcript with Open Coding

1 Interview Carlos García Martínez

2 Interviewer: Naomi Legin (N); Interviewee: Carlos García Martínez (C)

3 The interview started with small talk, a short introduction of the topic and the question whether it can
4 be recorded.

5 N: As I told you, the questions I want to ask are actually addressing the target group and the objective
6 of the project in your opinion. So, I think I am going to start right away with the first question. I am going
7 to develop this marketing communications plan for tourists as one target group and then, also for other
8 women that could potentially become a part of the project. So we have these two groups. What do you
9 think are the characteristics of the tourists that should be targeted? Where do they come from, how old
10 are they, so do you have something in mind?

11 C: Is it important for your thesis to include the COVID-19 situation or not?

Kommentiert [NL1]: Impact pandemic

12 N: No, that is not necessary

13 C: Ok. Let's imagine that we still keep focusing on international tourism. Because I wanted to say that
14 maybe nowadays national tourism might become more important but it would not have happened, then
15 the target group will be people overall coming from the UK in first place. In second place, I would say
16 people coming from Germany. Then, the third one is France. Then in fourth place, the area of the
17 Netherlands and Belgium and then the fifth one is Scandinavian countries. Relating to the demographic
18 data of the target group, they are overall people over 40 years old. Most of them are a couple without
19 children and yeah I would say that.

Kommentiert [NL2]: Focus international tourism long-term

Kommentiert [NL3]: Short-term national tourists

Kommentiert [NL4]: Top 3 UK, Germany, France

20 N: Okay, so they come from the UK, Germany, France, Netherlands, Belgium and Scandinavia. And
21 now of course you are also going to look more into national tourism I guess, but I am not sure if it is
22 necessary to put in there but I will keep it in mind.

23 C: Okay, maybe they will ask you something about the situation nowadays. On the short term, we will
24 focus more on the national tourists because that is probably the only one possible this year.

25 N: Yes exactly. You also said couples without children. Do you mean no children at all or just travelling
26 without children?

27 C: Travelling without children. The most common target group is over 40, sometimes even over 50,
28 retired couples who have families with children. But they will travel without their children.

Kommentiert [NL5]: Generation X & Baby boomers

Kommentiert [NL6]: Retired couples

Kommentiert [NL7]: Empty nesters

29 N: Is there a reason why this is the chosen target group? So, why for example not choose families? Why
30 exactly those people?

31 C: Yes, this is based on the data of the municipality of Málaga. They keep this up during the years and
32 they offer you some summaries of the target groups, maybe I can share it with you?

Kommentiert [NL8]: Reliable data

33 N: Yes, that would be nice.

34 C: Great. So, yeah I did it actually perfect. First one United Kingdom, second Germany, third France.
35 The average age is 41 years old, actually. The second target group is from 18-29 years old, so a bit
36 younger people. The third target group is people between 30-39 years old. Then also relating to the
37 professional situation. Most of them are occupied, so they are workers, almost 70% of the total.

Kommentiert [NL9]: Average age

Kommentiert [NL10]: High employment rate

38 N: Do you also have any information about their economic status? So, do these people have more
39 money and are willing to spend?

40 C: The most common range of incomes is from 2500 up to 3000 euros. The second target group is
41 people that have from 2000 up to 2500 euros.

Kommentiert [NL11]: Above average income

42 N: Okay, but you are looking for people that are in the 2500 to 3000 range. Is there also a reason for
43 that to choose this group?

44 C: Also, that is the same. It is called observatorio turístico de Málaga. It is like a research that the
45 municipality does every year, so based on that.

Kommentiert [NL12]: Reliable data

46 N: Okay, that is good to know. That would be nice if you could share that with me or can I find it
47 somewhere myself?

48 C: No, I can send it to you. There you will find behaviour before and during the travel, most information
49 about during the travel, their satisfaction. It is really good info.

50 N: That is great. I think regarding the tourists I have sufficient information now. There is also the other
51 target group, the potential participants, so the women that eventually re going to take part as well. Do
52 you have something in mind for these women? Where do they come from, do they have a certain age?

53 C: Yes. So, I have like a, do you know the concept of the buyer persona? So, the concept of the target
54 group but also includes social, demographic data, their behaviour online, their challenges, personal
55 attitudes or curiosities. With that in mind we can create a kind of storytelling about that person, which I
56 call Maria. Maria is like the typical target, so I can share it with you too. I did a little research about it. I
57 base it on Facebook, the tool is called Facebook Audience Insight. You can get information, so for
58 example I tap on the requirements people that are from Málaga, are women, are interested in
59 entrepreneurship and on tourism. That is kind of the target group we are looking for. It came out that the
60 age for example, the most common range, is between 35 and 45 years old, that is 26% of the total. But
61 almost 70% of the total is from 25 up to 55 years old. But we will focus on the first one. Most of them
62 are in a relationship like they are married, they have a university degree (66% of the total). Most of them
63 currently are working either on administration or selling. They live in Málaga city and have interest on
64 business and more. I can share it with you as well.

65 N: If I understand correctly, the focus is actually on women that have a university degree and are also
66 kind of working already but you want to get them in to the tourism industry? Weren't it supposed to be
67 other women?

68 C: I mean, the real aim is to help the women as from La Alacena del Corralón. They have no university
69 degree, no job, so that are the women that we really would like to approach. But according to Facebook
70 data, the people that are more interested in this entrepreneurship in the tourism area is this other type
71 of target group.

72 N: Yes, of course people that are already educated and so. What do you think could be a solution to
73 attract these women that you actually want to approach? How would that be possible then?

74 C: We thought of going through other streams, like for example there is an association of female
75 entrepreneurship here in Málaga, which is called Amupema. They also have a data base of women that
76 are becoming entrepreneurs, and not all of them have a university degree. Let's say that there is a
77 difference between two streams of attracting the target. So, one would be through Facebook ads, to get
78 more engagement, we will use that data that I told you about. The other stream is through Amupema,
79 municipality of Málaga, also through the social media devices, so probably are the women that are not
80 in that target group of workers with education, but the other women.

81 N: So the women that already have degrees and education will be attracted with Facebook and
82 Facebook ads and the other women without it through Amupema and municipality of Málaga?

83 C: Exactly. Amupema, municipality of Málaga and there is also another organisation called CEM, so
84 confederacion empesarios Málaga, they have another database that we would like to use for that.

85 N: Do you think it is possible to reach out to these organisations to find out more about what we are
86 looking for?

87 C: Yes, would you like to reach out to Amupema, or?

88 N: Yes, I think Amupema is the one because I also talked to Jan Willem and he said maybe it is the best
89 to talk to Amupema about the other women, so the potential participants.

90 C: Yes because the point is, that we are sure that CEM would like to collaborate but we haven't reached
91 them yet due to the situation. I have a relative working there and he told me that they are really busy
92 and that it is not the best moment to approach them. But for Amupema, Almudena, Jan Willem and
93 myself had a meeting and the president of the organisation was willing to cooperate, so that is possible.

Kommentiert [NL13]: Local female population

Kommentiert [NL14]: Potential participants attributes

Kommentiert [NL15]: Objectives

Kommentiert [NL16]: Other groups show interest

Kommentiert [NL17]: Networking

Kommentiert [NL18]: Accessing information

Kommentiert [NL19]: Engagement

Kommentiert [NL20]: Approaching potential participants

Kommentiert [NL21]: Networking

Kommentiert [NL22]: Unavailability

Kommentiert [NL23]: Dependence on others

94 N: How does the collaboration with Amupema look like exactly? How do they help the project?

95 C: Basically, we see it two ways. One way is **using their database** to find out about women that want to
 96 become engaged in entrepreneurship in tourism area **and thanks to us they will get education, networks**
 97 **and financial helps**. The second one is that they already have women that are **successful entrepreneurs**
 98 **and they offered us that for example for a workshop or a webinar and we need a success story**, we will
 99 use those people for that.

100 N: Alright, that sounds good. I am going to talk to Jan Willem regarding Amupema because I would like
 101 to talk to them about this as well to gain more input from other people. So, that was about the
 102 characteristics what I wanted to know so I know who I am going to look into. The second question is
 103 about the objective of the project. Have you ever heard from the AIDA model?

104 C: AIDA model, yeah attraction and ehm I only know it in Spanish.

105 N: Yes it is attraction, interest, desire and action. I am using that one as a basis and I would like to find
 106 out where we are standing now. Of course we want to go towards action but what is the current objective
 107 in your opinion?

108 C: I would say that the **current objective is overall interest**. Because attraction I think is easy to get
 109 through Facebook adds and other messages, to create curiosity. But then now is really important to get
 110 interest. Imagine you are a female living in Spain, which is in lockdown. **Let's do some entrepreneurship**
 111 **in tourism, people will say you are crazy because now is not the right moment**. Because the industry is
 112 not working. **We should focus on how to wake up the interest despite the situation. We have been**
 113 **thinking about it and we came to the conclusion to highlight that now is an opportunity. We need to focus**
 114 **on the opportunity that a new kind of industry is going to come out. After that it is not going to me a mass**
 115 **tourism but more sustainable tourism and we want to wake them up like that. So, because once they**
 116 **are already interested in the opportunity we are presenting to them, we are sure that we can target them**
 117 **to the webinar, presenting them the idea, the initiative hermalaga. I am sure they will be happy to follow**
 118 **the webinars and once it is finished to participate in the idea competition to come up with good ideas**.

119 N: So most important thing is, you already have this attraction kind of, because people are aware of the
 120 project but now you have to get their interest to encourage their research to get more into the whole
 121 project and to eventually participate in the idea competition and so on.

122 C: Exactly.

123 N: Great. Another question that I actually wanted to ask to Amupema, because they know what these
 124 new women entrepreneurs what they would like to achieve but maybe you also have an idea. What are
 125 their objectives and what do they want to achieve?

126 C: The main thing they want to achieve, their main motivation is the **empowerment of changing their**
 127 **situation. Their dependence on the government, on a job that is underpaid. They want to become the**
 128 **bosses of their own life and take control of their own life, which is a big motivation.**

129 N: Okay, so would that be something how to gain their interest by mentioning these different aspects of
 130 independence and development?

131 C: Exactly. Actually Naomi, I will send you the research I told you about by the municipality and in there
 132 I prepare a storytelling of Maria. It is written in Spanish but I think you will be okay. There I wrote why
 133 Maria wants to change her current situation and why she dives into entrepreneurship. Maybe you can
 134 use it.

135 N: Yes I think that is very good because I have to come up with their objectives, why they want to
 136 participate and their motivations to do so. So, I think that is good. And you said that it is based on your
 137 research too right?

138 C: Correct. Maybe to summarise, I would say that the main thing is to get **an increase on their status,**
 139 **their personal development, economic situation.** It is going to happen thanks to the entrepreneurship in
 140 sustainable tourism. Of course they will face challenges which are going to be to **obtain the education**
 141 **and necessary information. Generate nice ideas, which are viable. And also to network.**

Kommentiert [NL24]: Accessing information

Kommentiert [NL25]: Objectives

Kommentiert [NL26]: Share success stories

Kommentiert [NL27]: Create interest

Kommentiert [NL28]: Doubts

Kommentiert [NL29]: Think in opportunities

Kommentiert [NL30]: Interest leads to action

Kommentiert [NL31]: Improve situation

Kommentiert [NL32]: Gain economic independence

Kommentiert [NL33]: Self-development

Kommentiert [NL34]: Personal motivations

Kommentiert [NL35]: Challenges

142 N: Okay. So that was actually it about the objectives. Then I have one last thing. I was wondering, do
143 you have any knowledge about similar projects that are either in Spain or somewhere else that are these
144 responsible entrepreneurship projects?

145 C: Actually, last week I discovered one called Malaga Tourism Challenge. It came up last week and
146 Almu, Jan Willem and myself approached them to see how can we collaborate together because their
147 aim is the same as ours. To reactive, renew and reinvent tourism here in Málaga. The partners are for
148 example as well municipality of Málaga, university of Malaga, university of tourism, CEM, so this is kind
149 of an initiative like ours. They do not offer straight information what they offer, but not like us. We do first
150 the webinars and then the idea competition. They go first for the idea competition, so you have an idea
151 and can apply but the deadline is fifth of May. So that could be another stream to get more women
152 involved in our project because maybe some people are not going to be on time and our project is further
153 away and we can help them. They help their participants with money, and business coaches and they
154 do have brainstorm on their site of the opportunities for the entrepreneurs. So that is a nice initiative.

155 N: Okay, I am asking because I want to look into what other projects are targeting to get it from other
156 angles as well. But would you see this project as a competition or rather as a collaboration?

157 C: It is direct competition but I do not want to see it like competition but more like a collaboration. We
158 are sharing the same objective but they are not just focussing on females, but males as well. We sent
159 them an email and we are waiting for an answer. We proposed them a collaboration but we are not sure
160 about what answer we will receive. We hope that they see us as collaboration and not as competition.

161 N: So next to this Malaga Tourism challenge, are there any other projects that you know of or just this
162 one?

163 C: There is another organisation called Pro Málaga, which is dependent on the municipality of Málaga.
164 It helps start-ups and entrepreneurship with the first steps, so paperwork, assessors and they help you
165 out with it. It is not focused on tourism but on starting entrepreneurship in Málaga.

166 N: Alright, so they assist starting entrepreneurs, which is similar to the Flavours of Málaga project. I think
167 that that were my questions that I wanted to ask and I cannot come up with anything else right now. So,
168 it would be nice if you could share the information with me that you told me about.

169 C: Yes, I can send it to you immediately.

170 N: Thank you very much! I will look into it today then and I can see what I can do with it. Thank you
171 again for your time and I guess we will speak to each other soon again, have a good day!

172 C: Thank you, you too Naomi. Bye.

173

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Kommentiert [NL36]: Networking

Kommentiert [NL37]: Recognising similar projects

Kommentiert [NL38]: Think in opportunities

Kommentiert [NL39]: Achieve goals together

Appendix VIII Coding Table Interview 1

Axial Code	Open Codes	Line numbers of Open Codes
Attributes Tourists	Top 3 UK, Germany, France	15-16
	Retired couples	27-28
	Empty nesters	28
	Generation X & Baby boomers	27
	High employment rate	37
	Average age	35
	Above average income	40
Attributes Potential Participants	Local female population	58
	Potential participants attributes	58-61
	Objectives	68-69; 96-97
	Approaching potential participants	78-80
	Engagement	77-78
Future oriented	Impact pandemic	11
	Focus international tourism long-term	13
	Short-term national tourists	14
	Think in opportunities	112-115; 151-152
	Challenges	140-141
	Similar projects	148-149
	Achieve goals together	160
Objectives	Success stories	97-98
	Create interest	108
	Self-development	127-128
	Economic independence	127
	Improve situation	126-127
	Personal motivations	138-139
	Interest leads to action	115-118
Cooperation	Networking	74-75; 83-84; 145-147
	Accessing information	75; 95
	Unavailability	90-91
	Similar projects	148-149
	Achieve goals together	160
	Dependence on others	90-91

Appendix IX Interview 2 Transcript with Open Coding

Interview Yolanda

8th May 2020 – Interviewer: Naomi Legin (N); Interviewee: Yolanda (Y)

1	N: How did you find out about the project Flavours of Málaga?	
2	Y: Really, the project was known to us because we are the project .	Kommentiert [NL1]: Initiators of project
3	N: Why did it tackle your interest?	
4	Y: Our project, because I go back to repeating it again that we had a project, which was about	
5	recovering our traditions and our cuisine together with our corralones , for anyone that wanted to know	Kommentiert [NL2]: Bear traditions
6	about it could visit us. It seemed to us as a great idea; it was a manner to improve our neighbourhood .	Kommentiert [NL3]: Expose gastronomic heritage
7	N: What motivates you each day to stay involved in the project?	Kommentiert [NL4]: 'our' -> Pride
8	Y: For me, it involves the desire to work and to leave my children a legacy that our ancestors have left	Kommentiert [NL5]: Improve neighbourhood
9	us.	Kommentiert [NL6]: Self-actualisation
10	N: How do you keep motivated when you experience a setback?	Kommentiert [NL7]: Economic development
11	Y: We always work with setbacks because it is not easy what we do with all the obstacles , but we put	Kommentiert [NL8]: Family-oriented
12	a lot of love in it.	Kommentiert [NL9]: Proud of culture
13	N: What are things that lower your motivation?	Kommentiert [NL10]: Difficulties
14	Y: It decreases when we do not see any results.	Kommentiert [NL11]: Challenges
15	N: Where do you see yourself in five years from now (and the project)?	Kommentiert [NL12]: Committed to the cause
16	Y: In 5 years, I hope to be enjoying our neighbourhood and keep working in our kitchen.	Kommentiert [NL13]: Result-oriented
17	N: Are there any things regarding the project that you would like to be different (or would have done	Kommentiert [NL14]: Positive about future
18	differently)? If you said yes, which ones?	Kommentiert [NL15]: Sense of ownership
19	Y: Sorry, I cannot answer because I do not know anything about the project, I am sorry.	Kommentiert [NL16]: Proud of achievement
20	N: Did you have any expectations when you started with the project? If you said yes, which ones?	
21	Y: Sorry, I cannot answer because I do not know anything about the project, I am sorry.	
22	N: Did the project meet your expectations?	
23	Y: Sorry, I cannot answer because I do not know anything about the project, I am sorry.	
24	N: Do you think that other women might be interested in participating in the project and why?	
25	Y: Sorry, I cannot answer because I do not know anything about the project, I am sorry.	

Appendix X Coding Table Interview 2

Axial Codes	Open Codes	Line numbers of Open Codes
Motivation	Bear traditions	5
	Expose gastronomic heritage	5
	Improve neighbourhood	6
	Self-actualisation	8
	Economic development	8
	Proud of culture	8
	Family-oriented	8
Points of Attention	Difficulties	11
	Challenges	11
	Result-oriented	14
Future-proof	Pride	5; 16
	Committed to the cause	11-12
	Positive about future	16
	Sense of ownership	16

Appendix XI Interview 3 Transcript with Open Coding

Interview Macarena Regueira

28th March 2020 – The questions were asked by interviewer Naomi Legin, translated by Carlos García Martínez and answered by Macarena Regueira in Spanish. Consequently, the translated answers will be used to transcribe this interview. Interviewer: Naomi Legin (N); Interviewee: Macarena Regueira (M)

After a short introduction and explanation of the thesis assignment, the interviewer asked the first question.

1 N: I would like to ask you some questions about the potential participants because it is kind of difficult
2 for me to attract them directly so I am going to ask you about their perceptions. My first question would
3 be in your opinion, what do you think are motivations of these women to participate in such projects, for
4 example such as Flavours of Málaga?

5 M: It depends per adult. Women have evolved a lot along the time. I am a president for 8 years already
6 and I have seen the evolution of the women and their thoughts on projects. For example in sectors,
7 where women did not have presence at all, it has been very motivating that also the society was not
8 prepared for women to be in certain sectors. They have also thought women from around 40-50 years
9 old and they have decided to start entrepreneurship soon, not long ago. Also, when the last economic
10 crisis happened, the entrepreneurial way was a gateway for lots of women, so an opportunity to work
11 and reconcile. It is important to carry on the house and the enterprise at the same time, but it is also true
12 that the main motivation is that you can choose your profession and start up your own company and no
13 one is stopping you. There are more difficult sectors for entrepreneurs, but now you can find women
14 entrepreneurs in pretty much every sector. So, summarising, their main motivation is that they can
15 choose their own profession and start up their own company. And even though along the time it has
16 been difficult for women to access certain sectors, now a days they are pretty much everywhere.

17 N: So they are basically motivated because there are no restrictions anymore so they can do anything
18 they want basically.

19 M: Exactly, they can be the bosses of their own life.

20 N: Okay, then the next question would be, so what do you think what kind of channels do these women
21 use? So, how do they get in contact, how do they find out about such a project?

22 M: Basically there are three channels. Their own memberships, social media and press. Mainly, the best
23 one, is the memberships of Amupema, so that is the best channel. The main channel is that the old
24 memberships, when they know other entrepreneurs, they talk about Amupema. So you are for example
25 a membership, you have friends, you told them about Amupema and then they come to Amupema. Then
26 also, the media, the normal media like television, newspaper, radio, not the social media, it works for
27 both. For press events and survey. They do surveys about the female entrepreneurs, and they provide
28 this information of the media. And the third one is the social media. They are always posting things about
29 actuality, current situation, news for the memberships and also for the external world.

30 N: (Asks Carlos) Did she mention which one was the most popular one? Which one has the most
31 results?

32 M: Ya, between them the memberships. Memberships are the ones that work best.

33 N: Okay, my next question would be, what do you think is the best way to attract these women? So how
34 for example is Amupema doing their marketing. Are they sharing success stories or are you explaining
35 just the benefits they can have, so how do you exactly do that?

36 M: We have two different types of communication, internal communication and external. Inside the
37 internal, they do newsletters of two different types. One is ehm, news for the old memberships and they
38 offer promotions, offers and events that they organise between each other and that they spread with the
39 other memberships. The second type of newsletter talks about grants as well, extend projects, so they
40 communicate that through the newsletter. And then the other communication, so the external
41 communication is from Amupema to the world for people to know case studies of the memberships,
42 success stories of companies that have started. Also, nowadays with the pandemic, we are talking about
43 things that the women can take advantage of, so for example help for freelancers and companies and

Kommentiert [NL1]: Differences

Kommentiert [NL2]: Changes in behaviour

Kommentiert [NL3]: Oppression of women

Kommentiert [NL4]: Opportunities

Kommentiert [NL5]: Having a choice

Kommentiert [NL6]: Independence

Kommentiert [NL7]: Normalise equality

Kommentiert [NL8]: Types of channels

Kommentiert [NL9]: Word-of-mouth

Kommentiert [NL10]: Networking

Kommentiert [NL11]: Research

Kommentiert [NL12]: Spreading information

Kommentiert [NL13]: Efficiency

Kommentiert [NL14]: Communication styles

Kommentiert [NL15]: Networking

Kommentiert [NL16]: Spread information

Kommentiert [NL17]: Inspiration

Kommentiert [NL18]: Think in opportunities

44 examples of other entrepreneurs that they have helped changing their businesses. So they try to inspire
45 other women.

Kommentiert [NL19]: Networking

46 N: Then, another question would also be: What kind of women are you trying to attract? So where are
47 they from, how old are they, what is their social status for example, so yeah.

48 M: The profile is, you can find everything, but mostly are women from 35-45 years old. On average they
49 have 1,5 children. There are around 20% of women without children. Also, they come from different
50 sectors. The major sectors they have are services, communication, consultancies, commerce. But the
51 services sector has increased commerce, which used to be the top sector. So, commerce used to be
52 the top sector but now it is services.

Kommentiert [NL20]: Diversity

Kommentiert [NL21]: Family-oriented

Kommentiert [NL22]: Educated

53 N: Another question that I wanted to ask is: What do you think are the needs of the women with regards
54 to communications? So what do they expect from you and what do they want to give to you?

55 M: Mainly, what they are looking for is advice. The women are looking for advice. Overall, the women
56 who are just starting, they are pretty lost. Amupema helps them to study the project and idea and to give
57 advice about the process. Then there are also women that already have a company or work in a
58 company, so the business women. The business women need a moral support, to visualise themselves
59 in the future and the need a community where they can comment their problems they have. Every
60 business man and women have them, but they try to focus on the reconcile, because the rest problems
61 are the same for men and women. They try to visualise the work that businesswomen do, to be shown
62 as something normal. So they offer support and visualisation. This is the secret to keep having around
63 200 memberships, even in this time of the pandemic. So during this pandemic, women are asking a lot
64 of information about how can they proceed. So Amupema is offering consolations and different ideas.

Kommentiert [NL23]: Need for advice

Kommentiert [NL24]: Provide help

Kommentiert [NL25]: Future perspectives

Kommentiert [NL26]: Networking

Kommentiert [NL27]: Normalise equality

Kommentiert [NL28]: Support and visions

65 N: (Asks Carlos) I was just wondering, did she answer the expectations with regards to the
66 communication? So for example, how often the women would like to have contact with the organisation,
67 these kind of things?

68 M: In normal times, we have two ways of communication. We have an office and we are there from 9
69 until 2. So every women can come with whatever frequency they want to talk to them on the office. The
70 other way to communicate is they have email and phone and are always paying attention to this. So,
71 they have lawyers, people that can give advice on everything. The same day that a member has a doubt,
72 we can solve it.

Kommentiert [NL29]: High availability

Kommentiert [NL30]: Presence

Kommentiert [NL31]: Efficiency

73 N: Now the last question. What do you think are things that these women don't like at all? So what are
74 things that other projects should avoid? So, what do they not want when they are becoming part of such
75 a project. For example, Yolanda from la Alacena del Corralón she answered that she doesn't like it when
76 they don't see the results. So are there maybe other things that lower the motivation of the women?

77 M: I agree with what Yolanda says. The motivation goes down when you put a lot of effort and you work
78 hard but you see that the results are not the ones that you have been waiting for. Also, when someone
79 tries to compare you to other sector or other business men. It is really annoying to have this language
80 of 'todas y todos'. This kind of language is not important for Amupema at all. We feel that we struggle,
81 when women do not get any opportunities because they are women. That is really annoying for us. That
82 happens in lots of sectors, so we are missing many women in more sectors. Also, when women decide
83 to become a mother, they feel like they have to choose between the child or the career. It is not their
84 fault, it is an ideology that has been for ages and it is difficult to remove it or take away. Amupema is
85 trying to help with this.

Kommentiert [NL32]: Result-oriented

Kommentiert [NL33]: Comparisons

Kommentiert [NL34]: Normalise equality

Kommentiert [NL35]: Oppression of women

Kommentiert [NL36]: Oppression of women

Kommentiert [NL37]: Provide help

86 N: Basically Amupema is really there for giving advice, helping other people, showing other women
87 these success stories to show that 'even when you are a woman, you can make it'.

88 M: Exactly.

89

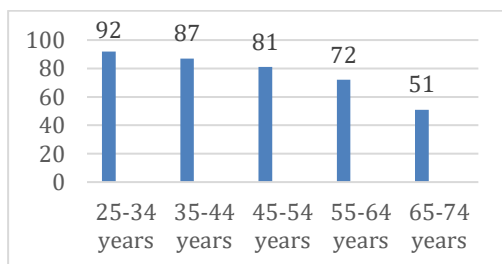
90 N: A pleasure to meet you! Muchas gracias, adios!

91

Appendix XII Coding Table Interview 3

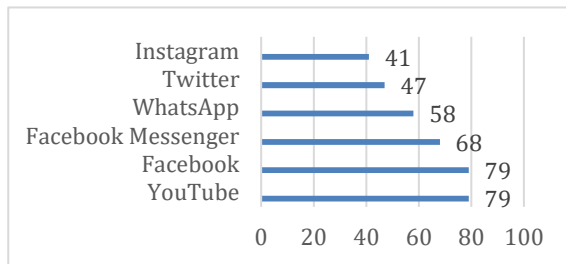
Axial Codes	Open Codes	Line numbers of Open Codes
Communication	Networking	23-25; 43-44; 59; 38
	Efficiency	32; 71-72
	Inspiration	41-42
	Think in opportunities	42-43
	Need for advice	55
	Provide help	56; 71; 85
	Future perspectives	58-59
	Support and visions	62
	High availability	68-69
	Presence	70
Channels	Types of channels	22-23
	Word-of-mouth	25
	Research	27
	Spread information	28-29; 37-40
	Communication styles	36
Motivation	Oppression of women	7; 81; 82-84
	Opportunities	9-10
	Having a choice	12
	Independence	12-13
	Normalise equality	13-14; 61-62; 79-81
	Result-oriented	77-78
	Comparisons	78-79

Appendix XIII Social Media Usage UK



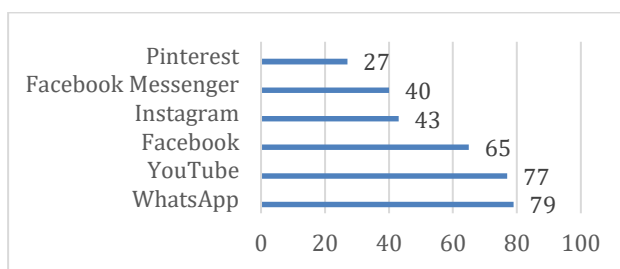
Social media usage UK 2018. Johnson, 2020

Appendix XIV Social Media Popularity UK



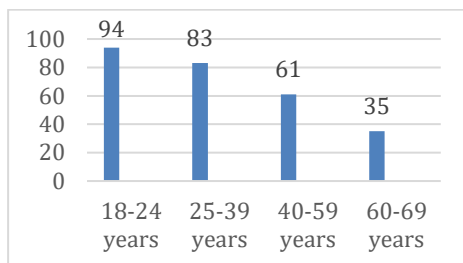
Social media popularity UK 2018. Cast from Clay, 2018

Appendix XV Social Media Usage Germany



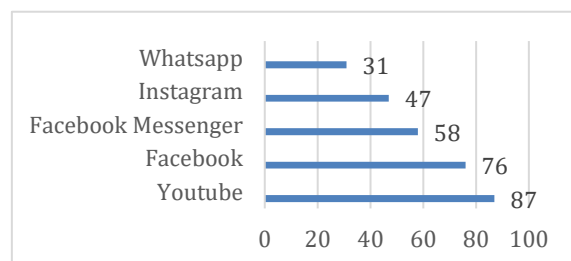
Social media usage Germany 2019. Koptyug, 2020

Appendix XVI Social Media Usage France



Social media usage France. SRD, 2019

Appendix XVII Social Media Popularity France



Social media popularity France. Kemp, 2020

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Appendix XX Systematic Overview PDCA Cycle

STAGE	TIME	ACTIVITY	WHO	WHERE
Plan	Week 1-5	<ul style="list-style-type: none"> • Create organisational chart • Establish marketing communications team • Refresh mission, vision and objectives • Define measurement methods • Research trends to remain innovative • Find qualified marketing communications design bureau 	Flavours of Málaga	Málaga
Do	Week 6-17	<ul style="list-style-type: none"> • Design content plan for potential participants • Brainstorm about campaigns, designs and topics • Develop the website for Flavour of Málaga II • Create social media accounts (Facebook and YouTube) • Post content frequently and consistent on media accounts • Produce business cards, brochures and branded merchandise 	Flavours of Málaga & MarCom Bureau	Málaga
Check	Week 18-20	<ul style="list-style-type: none"> • Hold evaluation meeting (Objectives achieved? Everyone on track?) • Receive feedback from participants 	Flavours of Málaga	Málaga
Act	Week 21-23	<ul style="list-style-type: none"> • Understand the flaws of the process • Implement the new insights into the new cycle 	Flavours of Málaga	Málaga