



## COMPONENT 2: MARKETING STRATEGY AND OPERATIONAL PLANNING



### TOURISM NATIONAL PROGRAM BARBADOS (BA-T1033)

Design of new heritage/cultural tourism products

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## **1 INTRODUCTION**

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This Marketing Strategy and Operational Marketing Plan to promote new heritage/cultural tourism products in Barbados (focusing on digital channels) forms part of Component II relating to design of new heritage/cultural tourism products included in the National Tourism Programme for Barbados (BA-T1033) supported by the IDB.

The overall goal of the Marketing Strategy is to provide the Government of Barbados with a well-designed and clearly focused marketing plan that addresses tourism promotion at a national level in order to achieve the best possible market positioning and demand growth over the coming years, mainly through new cultural heritage products.

The Marketing Plan includes a previous diagnosis (*Digital Marketing Analysis*) which provides a detailed account of Barbados' current digital marketing strategy.

The strategy should be also read in association with the Component I Report: Design of new heritage/ cultural tourism products. This document sought firstly to identify the country's most valuable heritage resources; secondly to establish a global strategy to promote cultural tourism on the basis of these resources; and thirdly to define the new products the industry needs to develop for this type of tourist market.

Together with the analysis and conclusions of these documents, the Strategy and Operational Marketing Plan is based on intensive market research included in Component I and different variables such as data on the economic health of the country, general motivations and trends relating to travel and holidays, data regarding the presence and importance of digital media in consumption and information on markets and their behaviour in Barbados. This is derived from a wide range of sources: Barbados Tourism White Paper, Barbados Tourism Master Plan 2014-2020, Qualitative Research Barbados Long Haul Markets Report and the Barbados Stayover Visitor Survey 2008-2012. The complete market analysis is attached as Annex 1. Only the key data has been included in the body of the Plan.

A survey was also performed to determine the willingness to pay of cruise passengers. This survey was conducted by our company with the support of the University of Las Palmas de Gran Canaria in August 2015. Although highly interesting as an indication of tourists' expectations and motivations, the survey results have been carefully interpreted in light of the relative representativeness of the month of August for cruise tourism and the profile of the tourists involved. Other data from an identical survey performed with air travellers has also been considered in a similar manner in the Marketing Plan.

Based on the above studies, a series of general objectives were identified that need to be addressed by the Marketing Plan:

1. **To clearly identify and present a cultural tourism offer** for Barbados based principally on the creation of tourism products relating to Bridgetown and the Garrison (now a World Heritage Site) and the Bajan Soul theme based around Oistins in order to add to the global appeal of the destination. The concept of Creative Tourism can provide a basis for this new and revitalized offer.
2. **To provide the Barbados brand with new features (associated with the new offer) and an updated identity** generated by cultural tourism products.
3. **To improve the visibility and unique image of Barbados as a destination** compared to other Caribbean destinations on the basis of content related to these products.

4. **To launch the new products**, as well as improving the visibility of existing attractions not currently receiving enough promotion, via digital tools which also encourage public/private sector collaboration.
5. **To improve digital customer services for tourists** at all stages of the digital visitor experience (inspiration, decision-making, planning, booking, execution and sharing), offering customers all the information and tools they need.
6. **To maximize use** of digital tools to promote loyalty of traditional markets and make their audiences feel part of the cultural offer.
7. **To universalize** the country's presence with messages available in a wide range of languages, not solely intended for an English-speaking audience.
8. **To attract** new visitors in search of a different experience, paying particular attention to both cruise passengers and younger generations.
9. To engage **the local population** and make them active participants in the cultural offer.
10. **To reinforce promotion based on segmentation by products** aimed at specific audiences via the use of information and communication technologies.
11. **To consolidate the online distribution strategy** for the tourism offer based on personalized tools (bookbarbadosnow.com and others) along with public/private sector collaboration.
12. **To monitor digital marketing strategy actions** related to heritage topics via a definition of KPIs and their implementation using active tools for measurement of traffic, reputation and ROI.

This Digital Marketing Plan is divided into two parts:

- The **Strategic Framework**, which defines a global strategy in terms of positioning and target audiences for new iconic products and their respective interpretative umbrellas, key markets by geographic zone and generation, value proposals and communication focus.
- The **Operational Plan**, which presents specific measures to be undertaken in relation to both the overall offer and the specifics of each new product. It should be noted that the main focus of this Plan is on digitally based actions, although other actions may be adopted to complete the marketing mix.

## **2 STRATEGIC FRAMEWORK**

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## 2.1 WHERE WE ARE & WHERE WE WANT TO BE

During the course of Component I, information emerged indicating a certain decline in competitiveness and the perception of Barbados as an old-fashioned destination. Although the trend in recent months seems to indicate an improvement of this situation, there is still an essential need to reposition the collective perception travellers have of Barbados with new stimuli aimed at consolidating traditional audiences and also attracting a new generation of visitors.

Although the new cultural heritage offer may not completely solve all the challenges facing Barbados, we are convinced that it will significantly help to revitalize the image of the destination and attract new audiences.<sup>1</sup>

The Digital Marketing Plan is specifically aimed at Barbados' cultural heritage offer, but it can also be incorporated as a strategic element of other more comprehensive measures or current activities in the country such as the Crop Over Festival, Rihanna and the Ambassadors campaign.

### CURRENT POSITIONING

- The positioning of cultural tourism within Barbados' overall promotional strategy may be defined as 'low intensity', largely due to a traditional focus on Sun & Beach attractions which have overshadowed the country's other resources.
- The cultural offer is not familiar enough and lacks the required degree of promotion and product awareness to make it a primary attraction for the destination.



### DESIRED POSITIONING

- To convert Barbados into a **creative cultural destination** capable of leading the way with an offer that is unique within the Caribbean and making full use of its distinctive features, such as the UNESCO World Heritage listing of Bridgetown and the Garrison. The new offer needs to be based around an interpretative presentation of the themes which give the country its characteristic identity. It also needs to recognize that rejuvenation and modernization are essential for the strategy to advance.
- In terms of audiences, **the current markets need to be consolidated with universal proposals (based on universal human needs, desires and expectations)** while also attracting specific segments linked with a hedonistic, participative and creative culture where the traveller becomes actively involved in local life.
- The Barbadian locals also need to take an active part in the cultural offer as a key element to achieve this goal.

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<sup>1</sup>The results of the visitors' survey conducted by this consultant and the IDB in conjunction with the ULPGC support this idea.



## 2.2 KEY HIGHLIGHTS:

In order to achieve this new positioning, the following key steps may be identified:

### REJUVENATION

Barbados needs to 'refresh' its image with tourist audiences. While this may require a general revitalization process, cultural tourism in particular should become one of the key components of the new impression of the destination.

One of the priorities must be to reverse the decline of younger market segments.<sup>2</sup> This would have a beneficial effect on specific sectors, for example the German market, which is currently experiencing a rise in younger travellers.

Continuing with the rejuvenation theme it is also necessary to revitalize the offer for more mature audiences, who are often looking for a sense of rejuvenation when they travel; this has emerged as one of the key motivations for North American tourists.

The willingness to pay survey<sup>3</sup> results indicate that Oistins and Bajan Soul combine to represent the product most highly valued by younger travellers.

### AUTHENTIC EXPERIENCES

Component I explained the concept and importance of creative tourism as a key component of cultural tourism and how this trend needs to be reflected in Barbados with an experience which provides spontaneous and direct contact with local life.

The field work and surveys from various operators all indicate a current visitor profile in keeping with this trend, showing a keen interest in discovering the real Barbados beyond the traditional elements of sun and beaches. This sector tends to be between 30 and 50 years of age, mainly but not exclusively European and receptive to more authentic experiences.

*"In terms of passenger expectations before their arrival in the country, the results show that, alongside the predictable desire to enjoy the beach which made up 32% of responses, discovering a new destination and experiencing its culture was the second most important priority among visitors (25%). If we add to this the level of interest shown in enjoying local food (18% of responses), we can confirm that the typical cruise passenger arrives in Barbados with the intention of immersing themselves in the life and culture of the country and getting to know aspects that go beyond the attractions of sun and beaches"<sup>4</sup>. Experimental Design for WTP Estimates of Tourism Products in Barbados" cruise passenger survey.*

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<sup>2</sup>The average age of the main source market, the UK, is relatively high. This is also the case of the USA and Canadian markets.

<sup>3</sup>Experimental Design for WTP Estimates of Tourism Products in Barbados" ULPGC for ICN-Artea and IDB.

<sup>4</sup>The specific survey of cruise passengers also indicates an interest in discovering local life and culture. Experimental Design for WTP Estimates of Tourism Products in Barbados" ULPG and ICN-Artea for IDB

### OFFERS FOR FAMILY GROUPS

Family holidays, which represent a growing trend among the main source markets, need to be given specific attention. Cultural tourism proposals need to be geared towards family groups where the needs of children take priority. Given the seasonal nature of such travel plans, specific offers could be designed to coincide with school holiday periods.

### INFORMATION BEFORE, DURING AND AFTER

In direct relation to all of the above, a well-informed tourist will be more inclined to travel and spend. The lack of information on cultural and heritage offers both online and at the destination itself identified in Components I and II reduces awareness of the current offer and the likelihood of maximising the success of specific events and cultural activities. This information obviously needs to be available both in advance and during the visitor's stay. It is also equally important to create and promote social media links so that travellers can subsequently post recommendations and become an ambassador for Barbados as a destination.

### INVOLVEMENT OF THE LOCAL POPULATION

Cultural tourism cannot exist without the involvement of the local population. Accordingly, it is essential that the Barbadians themselves form part of the marketing audience; a marketing strategy in which they participate in the new proposals and feel pride in the way their heritage and identity is presented.

### PARTICIPATION OF THE PRIVATE SECTOR

The new cultural tourism offer must promote active collaboration between the public and private sectors in order to foster cultural and creative initiatives in Barbados by both parties.

### A RELEVANT EXPERIENCE AVAILABLE FOR ALL CRUISE PASSENGERS

To conclude this section, and bearing in mind the importance of cruise tourism, it is vital to remember that Barbados forms part of a chain of destinations, with cruise passengers arriving throughout the year representing a range of cultures and destinations. Products need to be developed aimed at different types of visitor with one common feature: the relatively short stay in the country. Cruise tourists need their own "service window", offering the possibility of a variety of organized excursions, either on their own or with tour groups, all of which successfully present the country's culture and identity.<sup>5</sup>

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<sup>5</sup> The cruise passenger survey indicated that 66% of those asked had not pre-booked any excursions and made their own plans, a significant percentage that would benefit from information provided at the Visitor Centre.

## 2.3 CULTURAL PRODUCTS IN THE CONTEXT OF THE INTERPRETATIVE MAP AND TOURIST SURVEYS

Component I of this Plan lists the new products and interpretative themes for creation and development of the new tourism offer based around culture and heritage.

The Operational Marketing Plan will concentrate on these products and the means of promoting awareness and ensuring their presence within the country's overall offer. During the implementation phase, the interpretative umbrella will need to be integrated in a coherent and creative manner.

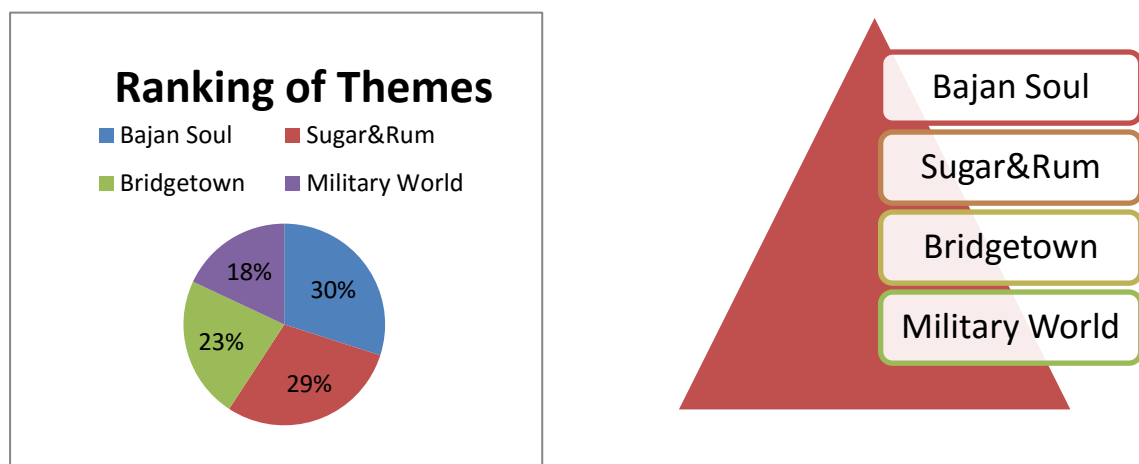
Those in charge of the campaigns and communication proposals will need to give careful attention to the themes and sub-themes which define the country's identity; this does not mean confusing the public with an excess of historical data, but rather **presenting an attractive and identifiable image based on four main icons and themes:**

The Interpretation Plan explains the significance and origins of these four themes that will be developed and brought to life via their associated products. However, the four main areas **need to be presented and understood together in a harmonized way, as they all combine to make Barbados what it is today and they all have an equal part to play in the understanding of the country and its rich heritage.**



It is not necessary to repeat here the full content of the Interpretation Plan and its Extended Themes,<sup>6</sup> although it does seem appropriate to mention the reactions of the tourists surveyed during August 2015,<sup>7</sup> along with other considerations during preparation of the Marketing Plan.

#### Ranking of Proposed Themes



Firstly, the **survey demonstrates the significant effect attractions based around cultural heritage may have on the diversity of the current offer and the unique appeal of the destination for the visitor.**

Although it may not be the principal motivation for tourists, **getting to know and becoming involved in local life in Barbados forms part of the collective imagination** before actually visiting the country.

In the same way, **the thematic preferences demonstrate the importance of a cultural tourism aimed at presenting 'everyday life' in a creative and original manner.**

Of all the themes proposed to tourists, the most successful are those presented under the heading **BAJAN SOUL**, closely followed by **SUGAR & RUM**

Both themes represent both **Barbados' past and present** and need to be exploited as one of the main assets in the marketing and communication strategy.

They also need to be used as **a link to the other two themes, related to Bridgetown and the Garrison**, which need to be enriched in order to transmit the idea of life developing around and stemming from them.

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<sup>6</sup>Interpretive Plan, Component I. Barbados National Tourism Program. Design of new heritage/cultural tourism products pg 94.

<sup>7</sup>"Experimental Design for WTP Estimates of Tourism Products in Barbados" ULPGC for IDB

The idea of **Bajan urban life around Bridgetown and the incorporation of Sugar and Rum via the museum and the Garrison Walking Tour should be a prime example of combining themes** both in terms of product design/presentation and their promotion and communication.

The results of the survey show that the **Sugar and Rum theme has a universal appeal applicable to audiences of all generations and nationalities.**

**Oistins and its Bajan Soul themes are attractive to all nationalities** and especially the younger market. This is a star product that can focus on younger generations in the broadest sense in particular.

We have taken these preferences into account when defining the actions needed for the Operational Plan.

- However, the themes have still not been presented as actual finished products, so it is difficult to market a product that is yet to take on its final shape.
- Care must also be taken when interpreting the survey. It would be advisable to consider tourist motivations and preferences in more detail based on surveys specifically focusing on the objectives of the marketing plan, conducted for both the destination itself and the place of origin of the tourists.
- In relation to the finished products, the possibility exists of subsequently fine-tuning the segmentation strategy according to markets and target audiences.

## 2.4 TARGET MARKETS

If there is one characteristic that defines the new offer of cultural products and associated themes, it is undoubtedly their **UNIVERSAL** character. In other words, these attractions will have a wide appeal for visitors of all nationalities.

Digital marketing via the internet provides access to a wide audience encompassing all the different markets, while also allowing targeting of products for certain primary and secondary markets via specific campaigns designed to optimize implementation of the Plan.

In this sense, we have taken into account the need to align strategies with previously existing projects such as the 2014-2015 Marketing Plan, the 2015-2023 Master Plan and the Tourism White Paper. Each of these plans involves different variables and approaches to segmentation, although an attempt has been made to apply a uniform approach.

In order to design a segmentation plan which reconciles the existing policy with the new requirements of the cultural heritage offer, we have produced a segmentation breakdown by markets based on the following criteria:

- **Representation.** Main source markets.

**Characteristics and general motivation** for travel (see Annex 1).

- **Specific motivations for travellers to Barbados**, as provided by both the cruise and stayover tourists who completed the survey. Here we need to differentiate clearly between target customers who only spend a few hours in the country and those with more time to enjoy a whole range of options.

Regardless, the application to the operational marketing plan must take into account the limitations listed above, the relative newness and untested nature of the products and the need for more qualitative information on individual markets.

The target markets are described based on the general features that define their behaviour according to the extended analysis included in Annex 1. Specific data relating to the market's relationship with Barbados is also included.

The 'target' defines the specific characteristics of the target audiences. 'Communicating new messages' refers to the scope and type of messages associated with these audiences. Finally, the section 'marketing new products to the consumer' concerns the specific focus of new products for the target audience.

Regarding the demographic target, different aspects have been considered (current actions under the Barbados Marketing Plan, identification of demographic gaps and cultural tourism trends).

This roadmap highlights the key areas that should be developed when implementing the operational plan, taking into account the final characteristics of the products and supported by the extended market analysis included in Annex 1.

## 2.4.1 GREAT BRITAIN



The principal market for Barbados now needs its links with the country and other stimuli to be reinforced in a manner that consolidates the traditional audience while at the same time attracting a younger generation with new motivations.

The cultural link with Great Britain now needs to be presented through icons more related to its ongoing life force than its historical past; A fusion of Anglo-Caribbean cultures combining to create the unique Bajan character.

Taking into account the fierce competition from destinations such as Mexico, it is important to present the country's more Caribbean and hedonistic personality through its way of life, music, events and traditions in a way which competes successfully with other 'exotic' destinations now popular with the British public.

Premium offers with exclusive appeal providing a personalized experience with a British/Caribbean balance.

### TARGET

- Traditional UK audience looking for sun and beaches with something extra.
- Young people looking for recreational holidays finding new stimuli in the country.
- A new type of tourist attracted by the combination of sun and beaches and authentic experiences.
- Family groups looking for activities to enjoy together.

### COMMUNICATING NEW MESSAGES

- Rejuvenating the image of the destination via new cultural-creative leisure options, such as the Oistins Bio Museum and its new proposal.
- To offer a sun & beach tourism experience in the Caribbean which stands out from the competition due to added recreational attractions based on its music, cuisine, dance and festivals.
- To attractively present the link with the old Empire based on World Heritage sites and related themes.
- The 'simple life' in a context of exclusivity associated with the image of the country: complementarity.

### MARKETING NEW PRODUCTS TO THE CONSUMER

- **UK tourists are particularly attracted to the Sugar & Rum theme:** Reinforcement of cultural links with the country based on this theme and relating it to other products such as Bridgetown and the Garrison.
- Create an attractive recreational concept based on the music and food at Oistins, as well as the promotion of festivals such as Crop Over.
- Focus on the 'like a local' aspect of activities in Oistins and Bridgetown.
- Offers specifically aimed at families at Oistins and the renovated National Museum.

### DEMOGRAPHIC TARGET

- Baby boomers.
- Millennials.

## 2.4.2 USA



The Caribbean is a nearby destination for this market, which has a large number of sun & beach options to choose from.

The opportunity for Barbados stems from the new trends among North American tourists looking for authentic experiences and historic and cultural themes.

The new trend towards multi-generational travel also needs attention.

A well-structured promotion of the country presenting both authentic experiences and the hedonism of the Caribbean is required for this market.

### TARGET

- Mature tourists looking for both relaxation and rejuvenation.
- Persons aged 30-50 looking for authentic experiences.
- Family groups looking for activities to enjoy together.
- Young people looking for recreational vacations in a sun & beach context.

### COMMUNICATING NEW MESSAGES

- Reasons for a Caribbean trip with a difference based on the complementary offer and focused on the main themes.
- Reinforce interest among younger audiences based on music and local atmosphere.
- References to the peace, tranquillity and safety of Barbados, particularly in relation to family-based offers (safety and tranquillity are particularly highly valued by the American public and should be highlighted in relation to all activities).
- Connection to Rihanna as Barbados' ambassador.

### MARKETING NEW PRODUCTS TO THE CONSUMER

- The Sugar&Rum theme is particularly highly valued. The visit to Bridgetown and Bajan way of life using Oistins as an example of the authentic local experience.
- New offer related to the Garrison and George Washington House as a way of identifying and leading on to other themes.
- Bajan Soul, cuisine, nightlife and music at Oistins to appeal to younger audiences.
- The Oistins Bio Museum and specific activities for families. National Museum and special family group passes.

#### SPECIFIC DEMOGRAPHIC TARGET

- Gen X&Y Singles
- Senior.
- Millennials.
- Multi-generational.



### 2.4.3 CANADA



The typical Canadian tourist is among the most demanding in terms of cultural motivations.

Sun & beaches are clearly important given the colder climate in Canada. However, the addition of cultural attractions and the chance to enjoy authentic experiences is a definite plus for this market.

Multi-generational voyages are very much a trend which needs addressing in the messages and offers presented.

Premium exclusive offers which place value on immersion in culture.

#### TARGET

- Mature tourists looking for both relaxation and rejuvenation.
- Persons aged 30-50 looking for authentic experiences.
- Family groups looking for activities to enjoy together.
- Young people looking for recreational vacations in a sun & beach context.

#### COMMUNICATING NEW MESSAGES

- Reasons for a trip to the Caribbean with a difference based on personally enriching cultural experiences. From Bridgetown to Oistins without forgetting the Garrison.
- Appeal to younger audiences with music and local atmosphere. Connection to Rihanna as Barbados' ambassador.
- Family-based offers with educational activities in a fun and relaxing environment: Discovering Bridgetown through the Urban Route. Fun in the museum for the whole family.

#### MARKETING NEW PRODUCTS TO THE CONSUMER

- Presentation of a strong and distinctive offer based around the UNESCO cultural seal.
- The visit to Bridgetown and Bajan way of life using Oistins as an example of the authentic local experience.
- The Garrison experience as a means of understanding the specific history of the Caribbean.
- The National Museum for all visitors with special family group passes.
- The cuisine, nightlife and music at Oistins as an attraction for the younger generation.
- The Oistins Bio Museum and activities specifically designed for families at Oistins.

#### SPECIFIC DEMOGRAPHIC TARGET

- Baby boomers.
- Senior.
- Millennials.
- Multi-generational.

#### 2.4.4 GERMANY



The German tourist is an active and demanding tourist who seeks hedonistic pleasures and a full range of experiences on their travels.

A creative cultural experience which enriches their enjoyment of sun and beach tourism is definitely an added motivation and can make the difference when comparing with other destinations.

Germans consider enjoying the local cuisine and nightlife as a vital aspect of their holiday.

#### TARGET

- Mature tourists for whom relaxation is inseparable from enjoyment of local cuisine, nightlife and mixing with local people.
  - *Especially interested in Bridgetown and the Garrison.*
- Young people and 30-50 year olds looking for authentic experiences.

#### COMMUNICATING NEW MESSAGES

- Reasons for a visit to the Caribbean with a difference based on additional attractions and immersion in local culture. Oistins Bio Museum: Not just a Museum but a celebration of life.
- The UNESCO seal as a guarantee of interesting cultural sights. Linking knowledge and emotion visiting the Urban Route and the Garrison.
- Inspiring curiosity and interest in Bajan culture as an authentic manifestation of local life: Enjoy a Bajan day.
- Reinforce interest among the younger generation based on music and local atmosphere: The Bajan Agenda
- Offers aimed at family groups as an added plus.

#### MARKETING TO THE CONSUMER

- Immersion in local life through both the visit to Bridgetown and an authentic experience of Bajan culture at Oistins.
- Presentation of a comprehensive offer including the must-see national history exhibits at the Garrison.
- Cuisine, nightlife and music at Oistins.

#### DEMOGRAPHIC TARGET

- Baby boomers.
- Senior.
- Millennials.
- Multi-generational.

## 2.4.5 BRAZIL



The typical Brazilian tourist is particularly focused on luxury and shopping. Accordingly, the focus should be more on a premium and exclusive cultural offer and experience.

Nonetheless, the unique cultural attractions and character of Barbados compared with other Caribbean destinations should not be underplayed or underestimated.

The English language is something of a barrier for the Brazilian tourist and Portuguese should be incorporated in both online and other promotional media.

### TARGET

- Tourists looking for destinations offering added value & status.
- Younger visitors looking for exotic new destinations.

### COMMUNICATING NEW MESSAGES

- Experiencing the unique character of a Caribbean Island within a hedonistic context. Enjoying the Bajan Agenda.
- Linking the history of Brazil and Barbados through the story of Sugar & Rum.
- The Sugar & Rum connection as part of a common history.
- The Brazilian Jewish emigration to the island. Past and present of Bridgetown.

### MARKETING TO THE CONSUMER

- Presentation of the comprehensive offer within the context of Barbados' unique character and identity.
- Reinforcing cultural products in hedonistic terms (cuisine, music).
- Development of premium products and exclusive offers aimed at the Brazilian audience based on common identity links.

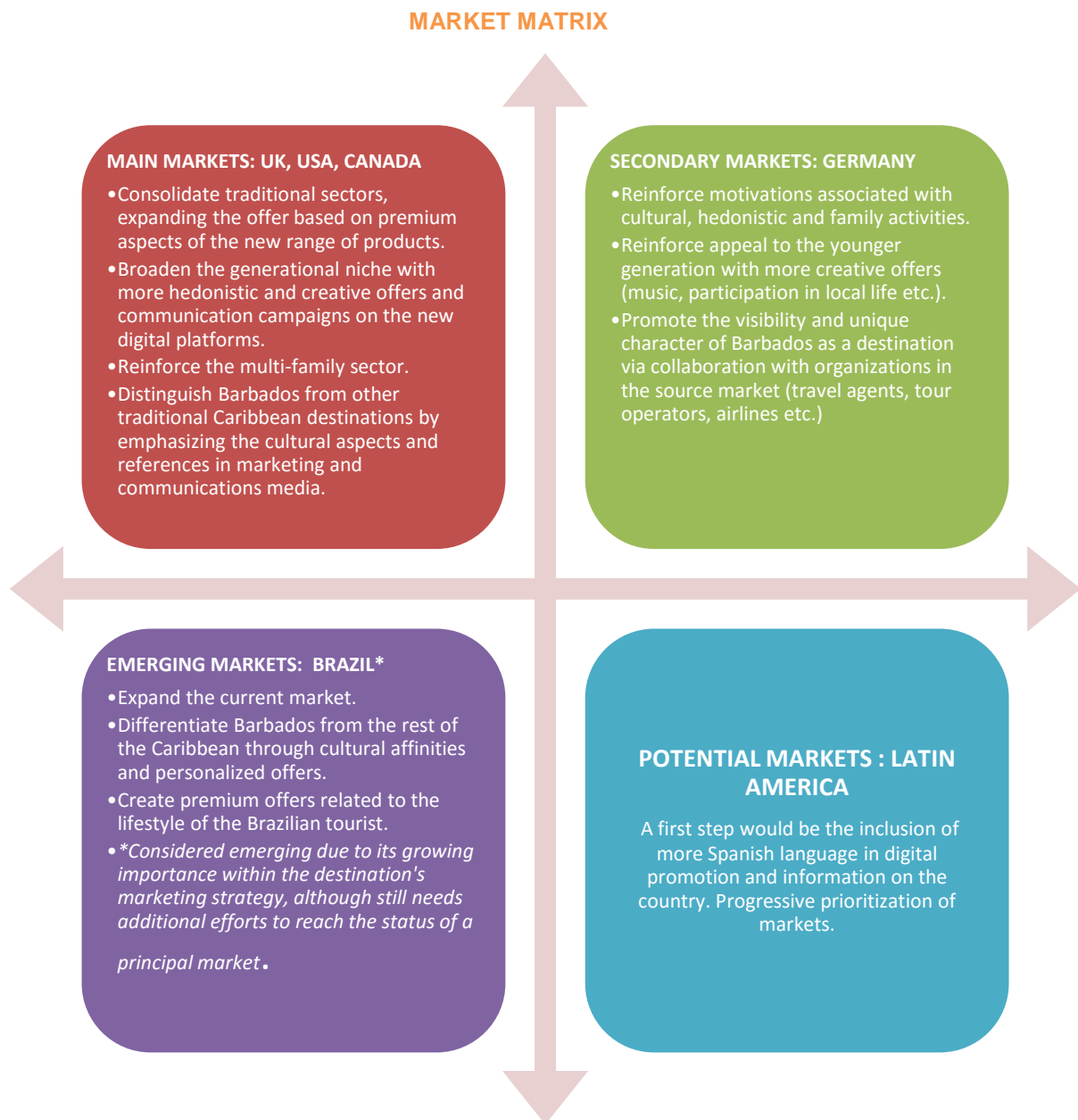
### SPECIFIC DEMOGRAPHIC TARGET

- Baby boomers.
- Senior.
- Millennials.

## 2.4.6 LATIN AMERICA & THE CARIBBEAN

Although information on the individual Latin American markets is lacking, it is clear that overall they represent a significant emerging market with geographical proximity which needs greater attention and active promotion.

Given that the resources are limited, the efforts will need to be proportional to the potential results. One thing is clear however; the inclusion of more Spanish language in digital promotional media and forms of presentation would be an easy and effective first step over the coming years.<sup>8</sup>



<sup>8</sup>In addition to the Latin American and Caribbean Region, we should also consider the large Spanish speaking population in the USA –the country's second largest source market.

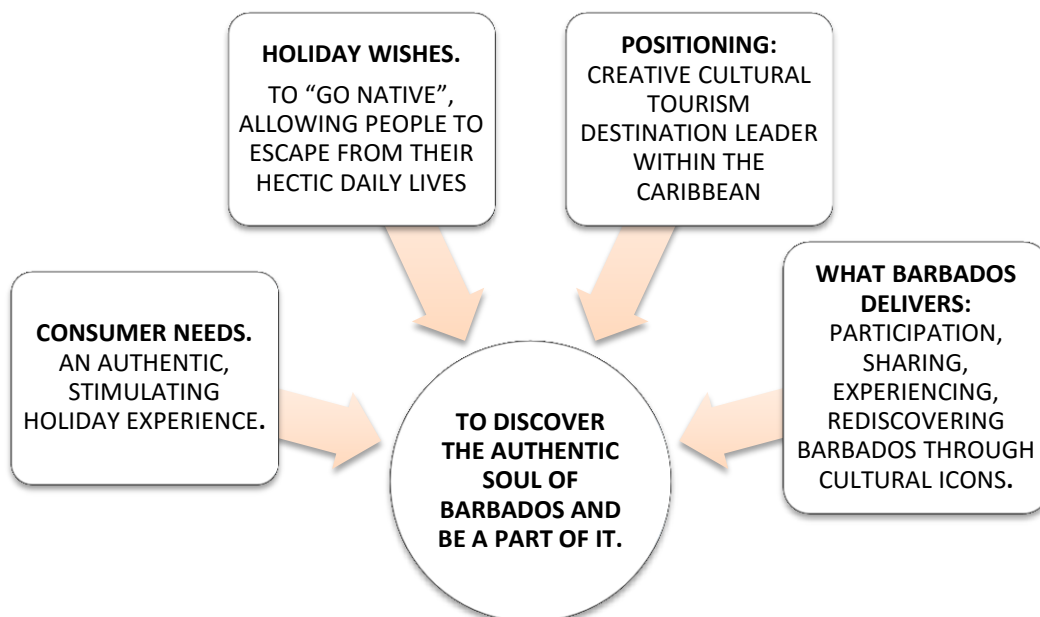
## 2.5 VALUE PROPOSAL & COMMUNICATIONS FOCUS

The value which the new tourism offer adds to the overall image of the destination is based around an **invitation to get involved, to share, experience and rediscover** Barbados like never before.

This idea is central and involves presenting not just another tourist destination, but a search for formulas to enable people visiting the country to become part of the Barbadian world; whether it be through enjoying the sun, the sea, the urban environment, the cuisine, the military and social history or the culture – all of which combine to make up the universe of Barbados and its inhabitants.

The cultural products which are introduced need to exemplify this sense of participation and exposure to everyday Bajan life and culture. The texts and communication messages designed for marketing and promotion should also highlight this premise.

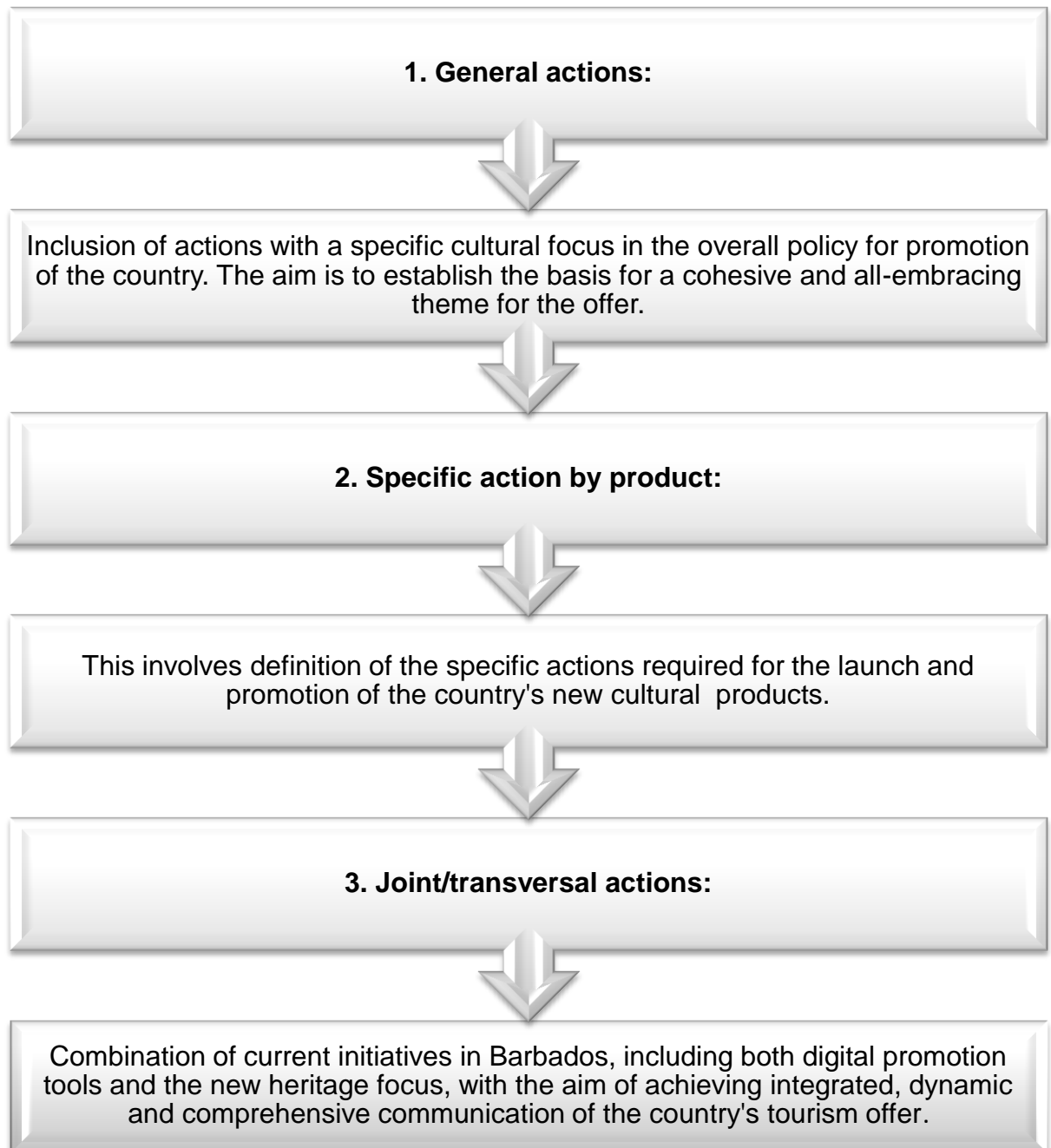
### CREATIVE CULTURAL TOURISM FOR BARBADOS



### **3 OPERATIONAL PLAN: FROM STRATEGY TO ACTION**

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In order to transform strategy into practice, we will divide the Operational Plan into three main courses of action:



### 3.1 GENERAL ACTIONS:

#### **Umbrella actions which combine to present the overall destination offer from a cultural point of view**

Within this operational plan, five general courses of action and development areas have been defined which encompass all the heritage products, communication platforms, tourist profiles and sector protagonists:

- ✓ **The Cultural Heritage Brand** - A recognizable worldwide heritage sub-brand
- ✓ **Rihanna Web Episodes** - The Millennials Ambassador for Barbados Heritage
- ✓ **Thematic 360° Map** - A virtual experience for visitors to Barbados
- ✓ **Barbados QR Experience**—Discovering Barbados' Heritage
- ✓ **Barbados One Click** - Digital synergy between public and private sectors

#### **THE CULTURAL HERITAGE BRAND: A recognizable worldwide heritage sub-brand**

The first main general action would be the development of a sub-brand capable of bringing together the spirit of the new Barbados heritage and cultural offer.

This sub-brand should be incorporated within the main destination brand and be based around the interpretative themes which define the country's DNA. The Bajan Soul theme, which is particularly attractive for tourists, should provide the central axis of the sub-brand concept and design.

The idea of a creative cultural tourism which leads the way within the Caribbean region should also be highlighted. The UNESCO World Heritage listing needs to be exploited to the full in an imaginative and suggestive manner within the presentation.

Both new and previously existing offers need to be recognizable within the sub-brand umbrella, which may need periodic revision. The coherent use and expansion of the sub-brand will be a vital tool for promoting awareness of the country's cultural tourism sector.

It would be helpful to encourage its collective use and inclusion in all types of both public and private material used for marketing the country's cultural offer. Users should be allowed free use of the sub-brand and all its graphic elements to assist in presenting a high quality image (photos, graphic design, texts, etc.).



One of the key objectives of this heritage sub-brand **is to improve and clarify awareness of Barbados on a global scale** among both traditional source markets and newer and potential audiences. This cohesive message should initially be promoted by Barbados' official channels, but also reinforced and repeated via media channels, digital platforms and social networks.

Secondly, it would be ideal if all the various stakeholders begin to adopt and reproduce the sub-brand's message and make ongoing use of all the promotional materials made available to them.

In this sense, the main task of Barbados Tourism Marketing will be to share and transmit the sub-brand's message and graphics using its own channels, as well as promoting their presence on social networks and the entire range of promotional media employed by other stakeholders.

### **RIHANNA WEB EPISODES - The Millennials Ambassador for Barbados Heritage**

Rihanna is the principal ambassador of the Barbados brand for the digital sector and younger generations (Generation Z and millennials). We believe it is important to integrate her as part of heritage promotion via the tools, channels and formats which future generations of tourists use and consume on a daily basis.

Rihanna Web Episodes is a series of short videos in which the ambassador will visit the heritage products accompanied by influential media figures from the main target markets. Over the course of each episode, Rihanna and her companion will visit heritage sites and be given a guided tour by a recognized expert explaining the history and significance of each location.

On a technical level, we recommend that each video is included on the [visitbarbados.org](http://visitbarbados.org) website in an immediately visible space on the landing page to promote the use and positioning of this official tool. The thematic sections should be divided into the four main heritage topics: the Garrison, Bajan Soul, Bridgetown and Industrial Heritage, and within these sections specific videos will be available. Pride of place will be given to Bajan Soul, which according to surveys has the most immediate appeal among all demographic groups, particularly millennials.

One of the main aims of this action is to reconnect the younger local generation with their heritage, encouraging them to identify with and share the history and culture of Barbados via all their communication channels.



The figure of the ambassador will also offer an opportunity to improve positioning on social media channels, enabling connection with the new digital generations and exponentially increasing its exposure on the internet.



Example of YouTube video of Rihanna

All of this will directly affect the organic positioning of Barbados' cultural tourism offer on the internet, which will be increased dramatically through content shared on both official and third party media.

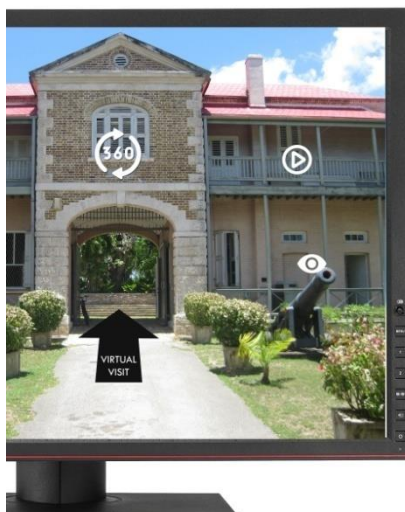
Finally, this action will provide the heritage product with greater interactivity and a fresh and innovative look, more in line with modern trends and the digital communication tools and media employed by the younger generation.

## THEMATIC 360° MAP- A virtual experience for visitors to Barbados

The thematic map of Barbados is a graphic representation of the interpretative themes that make up the DNA of Barbados. It consists of an interactive 360° photographic tour of the main heritage sites and interesting locations in the country.

This interactive tool provides digital users with an introduction to heritage themes, as well as being a useful source of information for tourists once they reach the country.

Its digital nature, its position on the [visitbarbados.org](http://visitbarbados.org) website and its capacity to organically present the official heritage message combine to make it an invaluable promotional and communication tool.



### THEMATIC MAP 360°

A virtual visit to Barbados



PLAY.- Acceso a vídeos relacionados con el lugar visitado.



EYE.- Acceso a información multimedia relacionada.



360.- Acceso a visita fotográfica 360° con el control del ratón.



VIRTUAL VISIT.- Acceso a la visita virtual al interior de los lugares de patrimonio.



INFO.- Información adicional de contacto (ubicación, datos de contacto, etc.).

Opening with an aerial trip around the Country, the tool will point to the main sites of interest with a simple click which then directs the user to an interactive 360° photographic tour, with additional navigational features allowing the viewer to personalize the images according to their particular interests.

The 360° photos will include interactive points with additional information (texts, official documents, images, videos, etc.) opened up at the user's discretion – for example the virtual route which provides links to content on the buildings encountered (Parliament, National

Museum, etc.).

The aim of the thematic map is to introduce new technology into the Barbados presentation by providing user-friendly interactive digital tools to promote the heritage tourism offer. These tools will enhance communication with current, potential and future visitors, enriching the travel experience from the planning stage and the trip itself right through to the subsequent sharing of impressions.

## BARBADOS QR EXPERIENCE- Discovering Barbados' heritage

Encompasses all the main heritage reference points with a selection of QR-coded information



BRIDGETOWN: URBAN TOURIST ROUTE

GARRISON: THE WALKING TOUR EXPERIENCE

OISTINS WATERFRONT: OISTINS BIO MUSEUM

OTHER HERITAGE SITES:

- The Parliament and its museum
- The Barbados Heroes Museum
- Nidhe Israel Museum
- Screw Dock.
- St. Michael's Cathedral
- St. Patrick's Cathedral
- St. Mary's
- St. James churches
- Carnegie Library
- Old Town Hall
- Central Police Station
- Old Law Courts,
- Barbados Mutual Building
- Da Costa Colonial
- Tyrol Cot House
- Sunbury Plantation House
- St. Nicholas Abbey
- Gun Hill Signal Station
- Arlington House Museum
- Springvale Eco Heritage Museum
- Legends of Barbados Cricket Museum

The physical installation should be simple with no structural difficulties, consisting of a rectangular methacrylate plate to attach the QR image with a standardized size and design connecting all the different heritage points which is easily recognizable by tourists.

Like the other digital processes proposed, the QR unit will be fed by a multimedia information source (audio, videos, interviews, photos, etc.) combined with an attractive and responsive design with guaranteed access to the experience using all types of devices (computer, laptop, mobile, tablet etc.).





The main objective of the Barbados QR Experience is to create an information vehicle that explains all the main heritage sites and themes, allowing modern tourists to enjoy a complete experience enriched with extra information.

The information on the Barbados QR Experience, which is also available at [visitbarbados.org](http://visitbarbados.org), will raise the profile of heritage information exponentially via multimedia content that presents the official heritage message of the destination in a clearly accessible manner. The ability to share the content and experiences via social media will reinforce this positioning and enable both public and private stakeholders to achieve far greater global visibility for heritage products.

### **BARBADOS ONE CLICK** - Digital synergy between the public and private sectors



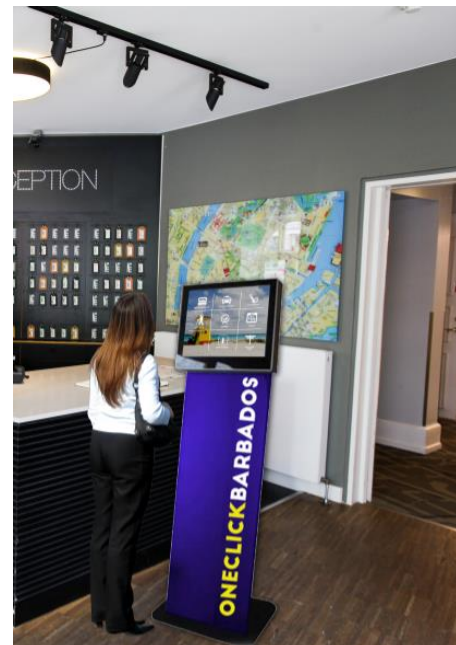
This will be a significant step forward to reinforce public/private sector collaboration in Barbados. This tool will combine information on all the services and attractions available to the visitor in the country (hotels, businesses, sites of interest, activities, excursions, concerts, etc.).

Available in digital format both online and at the visitor centre, it will include an intelligent user-friendly search engine which will immediately identify the visitor's information needs.

The recommended physical support will be a touch screen unit which can be installed at public and private sector locations, providing visitors with easy access to all the information they need to explore Barbados. It will include options for booking and purchasing, as well as contact details for both private sector and official heritage sites (organized according to interpretative themes).

#### MAIN STAKEHOLDERS:

- Hotels and other accommodation.
- Bars & restaurants.
- Tour operators, travel agents.
- Airlines.
- Booking offices.
- Tourist activity companies.
- Museums, theatres and other venues.
- Tourist information offices.
- Sports clubs, cultural and leisure centres.
- Public departments (councils, ministries, etc.).
- Foundations, universities & schools.
- Buildings of tourism/cultural interest.
- World Heritage sites.
- Journalists and specialist media.
- Overseas destination promoters.
- Shops and other businesses.
- Transport sector companies.



The main objective of Barbados Oneclick is to improve public and private sector services and information available to users in the country. It also has a secondary purpose of promoting synergy and collaboration between public organizations and private businesses via a digital information, booking and purchase site. This high visibility platform to be installed in key public and private locations, as well as being digitally available on the Internet, will become an essential means of promoting the country's complete tourism offer.

Finally, this platform can also provide invaluable data via use statistics (navigation time, most frequently consulted information, user profiles, bookings and sales, interests etc.). This analysis can then be used to produce a database of information on user preferences, tastes and behaviour which will be extremely helpful to improve Barbados' tourism and heritage offer in the future.

### 3.2 SPECIFIC ACTION BY PRODUCT:

This involves definition of the specific actions required for the launch and promotion of the country's new cultural products.



#### 3.2.1 BRIDGETOWN: A MARVEL OF MARITIME ENGINEERING



## BRIDGETOWN VISITOR CENTRE AT THE SPIRIT BOND

Currently, tourists arriving in Bridgetown lack a point of reference and information that allows them to organize their visit to the city and the island. Besides being a great information and selling point, the Spirit Bond should become an experiential gateway to the whole country.

**MAIN MARKETS:** USA – CANADA - UK  
Secondary markets: BRAZIL – GERMANY

**MAIN TOURIST TARGETS:** Stayovers, Families, Cruise Tourists

**MAIN DEMOGRAPHIC TARGETS:** Baby boomers, Seniors

**MAIN STAKEHOLDERS:** The entire public sector, the entire private sector

### KEY ACTIONS

#### K1. LAUNCH

Publicity for the Centre and its facilities

#### GOALS:

- To publicize the opening of the new visitor centre.
- To inform tour operators, tourists and locals of the role and facilities provided at the new visitor centre.
- To inform online visitors about the new tourist centre and how it can assist in planning, organizing and enriching their visit on arrival.
- To enhance awareness of Barbados as a diverse, exciting premier travel destination.
- To drive positive awareness and perceptions of Barbados.
- To build engagement, trust and advocacy for Barbados.
- To inspire visitors with a renewed understanding.
- Brand building.
- Empowerment, alignment and focusing of official content.
- To develop co-op opportunities that add, create or amplify value for stakeholders.



**RELATED ACTIONS:****A1. Presentation to national and international tour operators, transmission of the presentation via streaming on the Internet.**

CHANNELS	DESCRIPTION	KPIs	TIMING	GOALS
Visitor Centre	Opening ceremony, ribbon cutting by an important figure, presentation to tour operators and press conference.	Mentions	Opening day	<ul style="list-style-type: none"> <li>• Branding</li> <li>• Stakeholders co-op</li> <li>• Drive positive awareness and perceptions of Barbados</li> <li>• Build engagement, trust and advocacy</li> </ul>
visitbarbados.org	Prior announcement to users of opening via specific website (ex.visitbarbados.org/visitors-centre-opening) and link to video streaming of the ceremony.	Clicks	Two weeks before the opening and opening day	<ul style="list-style-type: none"> <li>• SEO Positioning</li> <li>• Reminder</li> <li>• Visibility</li> </ul>
Online visitor centre	Transmission of the presentation in a prominent place on the home page.	Views, Likes, Shares	Opening day	<ul style="list-style-type: none"> <li>• Visibility</li> <li>• Knowledge</li> </ul>
Press release	Press release for main digital media, blogs and digital platforms specializing in the tourism sector, specifying the objectives of the centre and the opening day. Link to specific content at visitbarbados.org. Link to online visitor centre.	Clicks, Mentions	1 week prior to opening day (what's going to happen) and 1 day after opening day (what happened)	<ul style="list-style-type: none"> <li>• SEO Positioning</li> <li>• Knowledge</li> <li>• Visibility</li> <li>• Diffusion</li> </ul>

**A2. Campaign on social networks. Publicity programming on social networks to increase awareness of the opening.**

CHANNELS	DESCRIPTION	KPIs	TIMING	GOALS
Social Media (Content campaign)	Prior announcement of opening with value content. Link to video streaming of the opening day.	Clicks, Views, Shares, Likes,	Two weeks before the opening and opening day	<ul style="list-style-type: none"> <li>• SEO Positioning</li> <li>• Reminder</li> </ul>

		Mentions, RTs, FAVs, Reactions		<ul style="list-style-type: none"> <li>• Visibility</li> <li>• Engagement</li> </ul>
Social Media (Ad campaign)	Positioning and communication campaign on social networks with prior value content and information and link to streaming of the opening day.	Views, Likes, Shares, Reactions, New Followers, Mentions	1 week prior to launch day.	<ul style="list-style-type: none"> <li>• SEM Positioning</li> <li>• Visibility</li> <li>• Virality</li> <li>• Visible official argument</li> <li>• Create positive engagement within the online community</li> <li>• Increase numbers of subscribers, fans and followers</li> </ul>
<b>A3. Offline publicity to support digital campaign.</b>				
CHANNELS	DESCRIPTION	KPIs	TIMING	GOALS
Marketing mix	Informative campaign regarding the opening in traditional local media.	Mentions	2 months (one month prior to launch day).	<ul style="list-style-type: none"> <li>• Knowledge</li> <li>• Visits to museum</li> <li>• Visibility</li> <li>• Increased engagement with local community</li> </ul>

## K2.ONLINE VISITOR CENTRE

### The online gateway to the Visitor Centre

Interactive digital information tool available at [visitbarbados.org](http://visitbarbados.org) for planning and organizing visits in advance

Digital reference point for all stages of visitor's trip (inspiration, decision, planning, execution & communication)

#### GOALS:

- To publicize the opening of the new visitor centre.
- To introduce the functions and duties of the visitor centre to operators, tourists and locals.
- To introduce the new online visitor centre.
- To increase engaging and dynamic content.
- Empowerment, alignment and focusing of official content.
- To create positive engagement within the online community.
- To establish thought leadership.
- To align measurable objectives with communications.
- To develop richer and more engaging content.
- To improve interactivity with leads/users.
- To inspire visitors with a renewed understanding.
- To enhance awareness of Barbados as a diverse, exciting premier travel destination.
- To build engagement, trust and advocacy for Barbados.
- To increase intent to travel to Barbados.
- To drive positive awareness and perceptions of Barbados.
- To increase active fan community, maintaining positive sentiment across social channels.
- To enhance content, functionality and user experience on all digital platforms.
- To develop co-op opportunities that add, create or amplify value for stakeholders.
- To provide an enhanced digital experience for users/leads.

**RELATED ACTIONS:**

<b>A1. THE BARBADOS AGENDA.</b> Interactive agenda covering all heritage and cultural events in the country, allowing the user to click on those of particular interest and receive e-mail notifications (value database).				
<b>CHANNELS</b>	<b>DESCRIPTION</b>	<b>KPIs</b>	<b>TIMING</b>	<b>GOALS</b>
visitbarbados.org	Banner on landing page hyperlinked to agenda launch page with all information about novelties.	Clicks	Always	<ul style="list-style-type: none"> <li>· SEO positioning</li> <li>· Visibility</li> <li>· Knowledge</li> </ul>
Social media	Campaign with content on social networks to periodically inform followers of new events, with links to the corresponding websites.	Clicks, Shares, Likes, Comments	Periodic (monthly)	<ul style="list-style-type: none"> <li>· SEO positioning</li> <li>· Visible official argument</li> <li>· Increase numbers of subscribers, fans and followers</li> <li>· Improve interactivity with leads/users</li> <li>· Inspiring visitors with a renewed understanding</li> </ul>
Positioning campaign	Visibility campaign on main search engines (Google Adwords, Bing Ads, Yahoo advertising, etc.) with link to agenda.	CTR	Periodic (quarterly)	<ul style="list-style-type: none"> <li>· SEM Positioning</li> <li>· Visibility</li> <li>· Diffusion</li> <li>· Knowledge</li> <li>· Enhance awareness of Barbados as a diverse, exciting premier travel destination.</li> </ul>

A2. ONLINE SUPPORT. Online customer service using the most efficient tools (online chat, suggestion box, consultation ticket, etc.).				
CHANNELS	DESCRIPTION	KPIs	TIMING	GOALS
visitbarbados.org	Creation of an FAQ section to resolve the most common user queries.	Visits	Always (constantly updated)	<ul style="list-style-type: none"><li>· SEO positioning</li><li>· Improve interactivity with leads/users</li><li>· Increase intent to travel to Barbados</li><li>· Improve customer service on digital channels</li></ul>
E-mail	Queries and consultations via e-mail 24 hours a day.	· Requests	Always	<ul style="list-style-type: none"><li>· Obtain value database</li><li>· Improve customer service on digital channels</li><li>· Increase intent to travel to Barbados</li><li>· Improve interactivity with leads/users</li><li>· Provide an enhanced digital experience for users</li></ul>
Chat	Instant web-based consultation service for online users. When the chat service is disconnected, queries will be automatically diverted to e-mail services.			
A3. HERITAGE AWARENESS FILES. Barbados historical heritage files designed to explain the country's World Heritage sites. (Bridgetown & the Garrison).				
CHANNELS	DESCRIPTION	KPIs	TIMING	GOALS
visitbarbados.org	Banner on landing page hyperlinked to Heritage Awareness Files.	Clicks	Always	<ul style="list-style-type: none"><li>· SEO positioning</li><li>· Visibility</li><li>· Knowledge</li></ul>
Social media	Campaign with content on social networks to periodically inform regarding the nature of the space and provide multimedia excerpts to generate interest among followers to visit the Heritage Awareness	Clicks, Shares, Likes, Comments	Periodic (weekly)	<ul style="list-style-type: none"><li>· SEO positioning</li><li>· Visible official argument</li><li>· Increase numbers of</li></ul>

	Files.			subscribers, fans and followers · Improve interactivity with leads/users · Inspiring visitors with a renewed understanding
<b>A4. THE BARBADOS FORUM.</b> Public forum allowing users to register their social media profile (Facebook, Twitter) or e-mail in order to join in conversations about Barbados.				
CHANNELS	DESCRIPTION	KPIs	TIMING	GOALS
visitbarbados.org	Banner on landing page hyperlinked to Barbados Forum launch page.	Clicks	Always	· SEO positioning · Visibility · Knowledge
Social media	Visibility campaign to inform followers on social networks of the forum's existence.	Clicks, Shares, Likes, Comments	Periodic (weekly)	· SEO positioning · Visibility · Diffusion
<b>A5. BARBADOS LIVE ALBUM!</b> Video/photo gallery of the island packed with both official and third party content for publication on social networks, blogs and internet forums. The application will monitor internet content and publications related to Barbados via an algorithm which will share content according to individual timelines, providing credibility, reputation, freshness, interaction and updating.				
CHANNELS	DESCRIPTION	KPIs	TIMING	GOALS
visitbarbados.org	Access button in a prominent place on the landing page leading to the album hosted on the same page.	Clicks	Always	· SEO positioning · Visibility · Knowledge · Increase engagement with users. · Enhance trust and authority
Own social media	Campaign with content to capture users and raise	Views, Likes,	Periodic	· Visibility

	awareness of the tool, encouraging followers to form part of the official content for the destination on the website.	Shares, Reactions, New Followers, Mentions	(weekly)	<ul style="list-style-type: none"> <li>• Knowledge</li> <li>• Diffusion</li> <li>• Increase engagement with users.</li> <li>• Enhance trust and authority</li> </ul>
<b>A6. THE CRUISE PASSENGER EXPERIENCE.</b> Exclusive space for cruise passengers. News, events and personalized offers.				
<b>CHANNELS</b>	<b>DESCRIPTION</b>	<b>KPIs</b>	<b>TIMING</b>	<b>GOALS</b>
visitbarbados.org	Banner on landing page hyperlinked to The Cruise Passenger Experience.	Clicks	Always	<ul style="list-style-type: none"> <li>• SEO positioning</li> <li>• Visibility</li> <li>• Knowledge</li> </ul>
Social media	Periodic campaign with content on social networks to inform cruise passengers of its existence.	Clicks, Shares, Likes, Comments	Periodic (weekly)	<ul style="list-style-type: none"> <li>• SEO positioning</li> <li>• Increase numbers of subscribers, fans and followers</li> <li>• Improve interactivity with leads/users</li> <li>• Inspiring visitors with a renewed understanding</li> <li>• Segmentation</li> </ul>
Positioning campaign	Visibility campaign on main search engines (Google Adwords, Bing Ads, Yahoo advertising, etc.) with link to the space.	CTR	Periodic (quarterly)	<ul style="list-style-type: none"> <li>• SEM Positioning</li> <li>• Visibility</li> <li>• Diffusion</li> <li>• Knowledge</li> <li>• Segmentation</li> </ul>
Digital media	Campaign for the main digital media of the principal source markets to promote and explain the packages for cruise tourists.	CTR, mentions, social reaction.	Periodic (quarterly)	<ul style="list-style-type: none"> <li>• Knowledge</li> <li>• Visibility</li> <li>• Increase engagement with cruise community</li> <li>• Visible official argument</li> <li>• SEM positioning</li> </ul>

				<ul style="list-style-type: none"> <li>· SEO positioning</li> <li>· Increase numbers of subscribers, fans and followers</li> <li>· Identify and segment audience</li> </ul>
<b>A7. INTERACTIVE MAP.</b> Interactive Island map showing the full range of public and private attractions and points of interest around the Island from a bird's eye view. By clicking to zoom onto an area of the map, a window will open providing a whole range of related useful information.				
CHANNELS	DESCRIPTION	KPIs	TIMING	GOALS
visitbarbados.org	Prominent access on the landing page.	Clicks	Always	<ul style="list-style-type: none"> <li>· Visibility</li> </ul>
Own social media	Visibility campaign for the tool aimed at users of social networks.	CTR, mentions, social reaction.	Periodic (monthly)	<ul style="list-style-type: none"> <li>· Visibility</li> <li>· Diffusion</li> </ul>
<b>A8. THE SMART PLANNER.</b> Tool allowing users to automatically receive a whole range of information based on their personal preferences by filling in a simple form (creating an invaluable value database for Barbados).				
CHANNELS	DESCRIPTION	KPIs	TIMING	GOALS
visitbarbados.org	Banner on landing page hyperlinked to Smart Planner.	Clicks	Always	<ul style="list-style-type: none"> <li>· SEO positioning</li> <li>· Visibility</li> <li>· Knowledge</li> </ul>
Social media	Visibility campaign on social networks to periodically inform followers of the existence of this planning tool.	Clicks, Shares, Likes, Comments	Periodic (monthly)	<ul style="list-style-type: none"> <li>· SEO positioning</li> <li>· Visible official argument</li> <li>· Increase numbers of subscribers, fans and followers</li> <li>· Improve interactivity with leads/users</li> <li>· Inspiring visitors with a renewed understanding</li> </ul>
Positioning campaign	Visibility campaign on main search engines (Google Adwords, Bing Ads, Yahoo advertising, etc.) with link	CTR	Periodic (quarterly)	<ul style="list-style-type: none"> <li>· SEM Positioning</li> <li>· Visibility</li> </ul>



	to planner.			<ul style="list-style-type: none"> <li>• Diffusion</li> <li>• Knowledge</li> <li>• Enhance awareness of Barbados as a diverse, exciting premier travel destination.</li> </ul>
<b>A9. MICE HERITAGE CONNECTION.</b> Online program with products and offers specially designed for the MICE sector to promote personalized express visits to island heritage sites.				
<b>CHANNELS</b>	<b>DESCRIPTION</b>	<b>KPIs</b>	<b>TIMING</b>	<b>GOALS</b>
visitbarbados.org	Banner on landing page hyperlinked to MICE Heritage Connection.	Clicks	Always	<ul style="list-style-type: none"> <li>• SEO positioning</li> <li>• Visibility</li> <li>• Knowledge</li> </ul>
Social media	Visibility campaign on social networks to periodically inform followers of the existence of this space.	Clicks, Shares, Likes, Comments	Periodic (monthly)	<ul style="list-style-type: none"> <li>• SEO positioning</li> <li>• Visible official argument</li> <li>• Increase numbers of subscribers, fans and followers</li> <li>• Identify and segment audience</li> </ul>
Positioning campaign	Visibility campaign on main search engines (Google Adwords, Bing Ads, Yahoo advertising, etc.) with link to the space.	CTR	Periodic (quarterly)	<ul style="list-style-type: none"> <li>• SEM Positioning</li> <li>• Visibility</li> <li>• Diffusion</li> <li>• Knowledge</li> <li>• Enhance awareness of Barbados as a diverse, exciting premier travel destination.</li> </ul>
Digital media	Segmented campaign for the main digital media of the principal source markets.	CTR, mentions, social reaction.	Periodic (quarterly)	<ul style="list-style-type: none"> <li>• Knowledge</li> <li>• Visibility</li> <li>• Increase engagement with MICE community</li> <li>• Visible official argument</li> <li>• SEM positioning</li> </ul>

				<ul style="list-style-type: none"> <li>· SEO positioning</li> <li>· Identify and segment audience</li> </ul>
<b>A10. FROM (MARKET) TO BARBADOS.</b> Space with all the information of interest for tourists from each market in order to plan their visit (FromUSAtoBARBADOS, FromBRAZILtoBARBADOS, FromUKtoBARBADOS, etc.). Tourists will be able to quickly access all the relevant general information (flights, accommodation, recommendations, guided tours, etc.), as well as exclusively designed offers aimed at specific source markets.				
CHANNELS	DESCRIPTION	KPIs	TIMING	GOALS
visitbarbados.org	Banner on landing page hyperlinked to this section.	Clicks	Always	<ul style="list-style-type: none"> <li>· SEO positioning</li> <li>· Visibility</li> <li>· Knowledge</li> </ul>
Social media	Campaign with content on social networks to periodically inform followers of the tool.	Clicks, Shares, Likes, Comments	Periodic (monthly)	<ul style="list-style-type: none"> <li>· SEO positioning</li> <li>· Visible official argument</li> <li>· Increase numbers of subscribers, fans and followers</li> <li>· Improve interactivity with leads/users</li> <li>· Inspiring visitors with a renewed understanding</li> </ul>
Positioning campaign	Visibility campaign on main search engines (Google Adwords, Bing Ads, Yahoo advertising, etc.) with link to the section.	CTR	Periodic (quarterly)	<ul style="list-style-type: none"> <li>· SEM Positioning</li> <li>· Visibility</li> <li>· Diffusion</li> <li>· Knowledge</li> <li>· Enhance awareness of Barbados as a diverse, exciting premier travel destination.</li> </ul>
Digital media	Campaign for the main digital media of the principal source markets to promote and explain the section.	CTR, mentions, social reaction.	Periodic (quarterly)	<ul style="list-style-type: none"> <li>· Knowledge</li> <li>· Visibility</li> <li>· Increase engagement in travel community</li> <li>· Visible official argument</li> </ul>

				<ul style="list-style-type: none"> <li>• SEM positioning</li> <li>• SEO positioning</li> <li>• Increase numbers of subscribers, fans and followers</li> <li>• Identify and segment audience</li> </ul>
<b>A11. BARBADOS STREAMING TV.</b> Digital channel for live transmission of all the main cultural events at heritage sites and other locations around Barbados (festivals, public events and celebrations, etc.). The channel will be available on screens at the visitor centre and a range of other sites, allowing visitors to see what's happening at other places of interest around the country at any given time and connect the individual sites with each other.				
CHANNELS	DESCRIPTION	KPIs	TIMING	GOALS
visitbarbados.org	Banner on landing page hyperlinked to Barbados streaming TV.	Clicks	Always	<ul style="list-style-type: none"> <li>• SEO positioning</li> <li>• Visibility</li> <li>• Knowledge</li> </ul>
Social media	Visibility campaign on social networks to periodically inform followers of new developments and the channel programming.	Clicks, Shares, Likes, Comments	Periodic (weekly)	<ul style="list-style-type: none"> <li>• SEO positioning</li> <li>• Visible official argument</li> <li>• Increase numbers of subscribers, fans and followers</li> <li>• Improve interactivity with leads/users</li> <li>• Inspiring visitors with a renewed understanding</li> <li>• Provide an enhanced digital experience for users</li> <li>• Increase engagement and dynamic content</li> </ul>
Positioning campaign	Visibility campaign on main search engines (Google Adwords, Bing Ads, Yahoo advertising, etc.) with link to the TV.	CTR	Periodic (quarterly)	<ul style="list-style-type: none"> <li>• SEM Positioning</li> <li>• Visibility</li> <li>• Diffusion</li> <li>• Knowledge</li> <li>• Enhance awareness of</li> </ul>

				Barbados as a diverse, exciting premier travel destination.
Digital media	Campaign for the main digital media of the principal source markets.	CTR, mentions, social reaction.	Periodic (quarterly)	<ul style="list-style-type: none"> <li>· Knowledge</li> <li>· Visibility</li> <li>· Increase engagement with cruise community</li> <li>· Visible official argument</li> <li>· SEM positioning</li> <li>· SEO positioning</li> </ul>

## URBAN TOURIST ROUTE

This route aims to present the physical and symbolic features of Bridgetown as a World Heritage city.

MAIN MARKETS: USA – CANADA  
Secondary markets: UK - BRAZIL – GERMANY

MAIN TOURIST TARGETS: Stayovers, Locals, Cruise Tourists, VFR

MAIN DEMOGRAPHIC TARGETS: Baby boomers, Seniors

MAIN STAKEHOLDERS: Tourism Marketing Inc., owners and managers of landmarks route, commerce, hotel industry

## KEY ACTIONS

### K1. URBAN TOURIST MAP

Creation of an interactive map which can be downloaded via the [visitbarbados.org](http://visitbarbados.org) website

The digital map offers the possibility of checking all the locations visited and completing challenges en route until the visit is 100% complete. This gamification tool also allows the user to share their experience via social networks.

### GOALS:

- To improve the information and guidance offered to tourists.
- To include gamification in heritage visits.
- To obtain valuable databases on visitor habits which will help improve products.
- To improve the promotion and visibility of the urban tourist route via content created and shared by third parties (map users) on social networks.
- To increase engaging and dynamic content.
- To create positive engagement within the online community.
- To inspire visitors with a renewed understanding.
- To enhance the content, functionality and user experience on digital platforms.
- To provide an enhanced digital experience for users.
- To increase engaging and dynamic content.

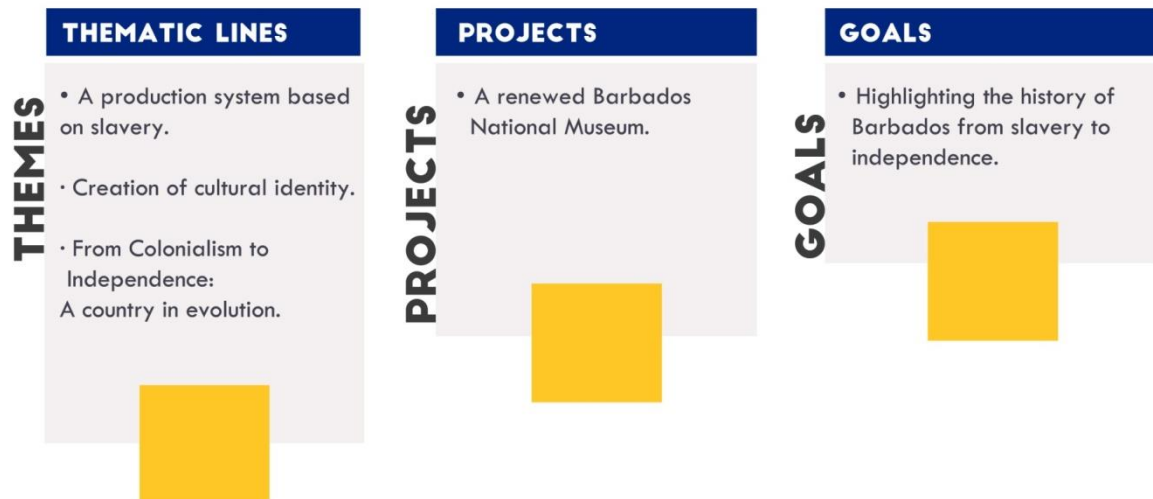
**RELATED ACTIONS:**

**A1. LAUNCH CAMPAIGN.** Space highlighted in brochures available at the Barbados visitor centre and online. Visibility campaign on social networks, own media and third party channels. Presentation of the application via streaming and media.

CHANNELS	DESCRIPTION	KPIs	TIMING	GOALS
Own media	Creation of content for diffusion via interactive map on all own digital platforms (social media, web, app, etc.), with link to own content (e.g. visitbarbados.org/-urban-route-interactive-map.html) and access to download the interactive map.	Clicks, Likes, Shares, Views, Mentions	1 month after Urban Route opening. Social Media (monthly)	<ul style="list-style-type: none"> <li>· SEO Positioning</li> <li>· Visibility</li> </ul>
Digital media	Visibility campaign for the main digital media of local and source markets with a link to own content (e.g. visitbarbados.org/-urban-route-interactive-map.html)) explaining the urban route and the functioning of the application with a link to download the interactive map.	CTR, mentions	1 month after launch day	<ul style="list-style-type: none"> <li>· Knowledge</li> <li>· Visibility</li> <li>· Visible official argument</li> <li>· SEM positioning</li> <li>· SEO positioning</li> </ul>
Forums, blog trips, travel communities, travel websites, etc.	Visibility campaign for the main tourism platforms and websites of the source markets, with a link to own content (e.g. visitbarbados.org/-urban-route-interactive-map.html) and access to download the interactive map.	Mentions, Shares, Clicks, Social reactions	1 month after launch day	<ul style="list-style-type: none"> <li>· Knowledge</li> <li>· Visibility</li> <li>· Visible official argument</li> <li>· SEM positioning</li> <li>· SEO positioning</li> <li>· Increase numbers of subscribers, fans and followers</li> </ul>
Press Release	Press release aimed at the main traditional and digital media explaining the urban route and the functioning of the application.	Mentions, Shares, Clicks		<ul style="list-style-type: none"> <li>· Visibility</li> </ul>
Marketing mix	Campaign on the main traditional and digital media explaining the urban route and the functioning of the application.	Mentions		<ul style="list-style-type: none"> <li>· Visibility</li> <li>· Segmentation</li> </ul>
Tour operators/local	Informative campaign explaining the urban route and	Mentions		<ul style="list-style-type: none"> <li>· Visibility</li> </ul>

guides/travel agencies.	the functioning of the application.			· Stakeholder synergy
<b>A2. SYNERGIES WITH ACTIVE INITIATIVES.</b> Promotional campaign to offer the application to tourists whose visit is specifically planned to attend other events (Crop Over, Gospelfest, etc.), in close collaboration with the private sector.				
<b>CHANNELS</b>	<b>DESCRIPTION</b>	<b>KPIs</b>	<b>TIMING</b>	<b>GOALS</b>
Private stakeholder presentation	Presentation of the application to the different private stakeholders so they can offer the urban tourist route to their customers, along with use of the application.			· Synergies with private sector
Own media	Creation of content for diffusion of joint offers agreed with private stakeholders.	Clicks, Likes, Shares, Views, Mentions	1 month after Urban Route opening. Social Media (monthly)	· SEO Positioning · Visibility
Digital media	Visibility campaign for the main digital media of local and source markets for diffusion of joint offers agreed with private stakeholders.	CTR		· SEM Positioning · Segmentation
Forums, blog trips, travel communities, cruise traveller communities and websites, etc.	Visibility campaign for the main tourism platforms and websites of source markets for diffusion of joint offers agreed with private stakeholders.	Mentions, Shares, Clicks		· SEO Positioning · Segmentation
Marketing mix	Press release aimed at the main traditional and digital media explaining the joint offers agreed with private stakeholders.	Mentions, Shares, Clicks		· Visibility
Marketing mix	Campaign for the main traditional media of local markets, explaining the joint offers agreed with private stakeholders.	Mentions		· Visibility · Segmentation
Tour operators/local guides/travel agencies.	Informative campaign explaining the joint offers agreed with private stakeholders.	Mentions		· Visibility · Stakeholder synergy

### 3.2.2 INDUSTRIAL HERITAGE – THE STORY OF SUGAR AND RUM





## A RENOVATED NATIONAL MUSEUM

A renovated national museum is needed to give a complete and contemporary vision of the history of Barbados to attract cultural tourists.

**MAIN MARKETS:** USA – CANADA - UK  
Secondary markets: BRAZIL – GERMANY

**MAIN TOURIST TARGETS:** Stayovers, VFR, Locals, Cruise Tourists

**MAIN DEMOGRAPHIC TARGETS:** Baby boomers, Seniors

**MAIN STAKEHOLDERS:** Barbados Hotel & Tourism Association, Barbados Tourism Marketing Inc., The Barbados Museum and Historical Society, local guides, tour operators and tourism agencies, owners of public and private heritage.

### KEY ACTIONS

#### K1. LAUNCH

Promotion of the newly renovated museum via digital media

#### KEY ACTION GOALS:

- Publication of the opening of the newly renovated museum.
- Involvement of stakeholders in the launch.
- To promote the viral spread of official information on social networks and digital media.
- To reconnect the local public with their heritage.
- Empowerment, alignment and focusing of official content.
- To enhance heritage awareness.

**RELATED ACTIONS:****A1. Space highlighted on own digital channels.**

CHANNELS	DESCRIPTION	KPIs	TIMING	GOALS
visitbarbados.org	Banner on landing page hyperlinked to launch page with all information about event and museum novelties.	Clicks	Always	<ul style="list-style-type: none"> <li>· Visibility</li> <li>· Knowledge</li> </ul>
visitbarbados.org	Specific page regarding launch event and museum novelties. (e.g.:visitbarbados.org/national-museum-renovated.html).	Visits, Shares, Media mentions	Always (constantly updated)	<ul style="list-style-type: none"> <li>· SEO Positioning</li> <li>· Diffusion</li> <li>· Visible official argument</li> </ul>
Apps	Banner on landing page hyperlinked to launch page with all information about event.	Clicks	Always	<ul style="list-style-type: none"> <li>· Visibility</li> <li>· Knowledge</li> </ul>
Own social media (content campaign)	Prior expectation campaign informing of the launch with hyperlink to visitbarbados.org.	Clicks, Shares, Likes, Comments	1 month prior to launch day.	<ul style="list-style-type: none"> <li>· SEO positioning</li> <li>· Visible official argument</li> <li>· Increase numbers of subscribers, fans and followers</li> </ul>
Online visitor centre	Banner on landing page hyperlinked to launch page with all information about event and museum novelties.	Clicks	Launch day	<ul style="list-style-type: none"> <li>· Visibility</li> <li>· Knowledge</li> </ul>

**A2. Publicity campaigns with digital media tailored to geographic markets.**

CHANNELS	DESCRIPTION	KPIs	TIMING	GOALS
News media	Publicity campaign for the main digital media by source market, with graphic excerpts and content that leads to the official website visitbarbados.org	CTR	2 weeks prior to launch day.	<ul style="list-style-type: none"> <li>· Visibility</li> <li>· Diffusion</li> <li>· Visible official argument</li> <li>· SEM positioning</li> </ul>
Blog trips	Publicity campaign for the main tourism blogs and websites by source market, with graphic excerpts and content that leads to the official website visitbarbados.org	CTR, shares	2 weeks prior to launch day.	<ul style="list-style-type: none"> <li>· Visibility</li> <li>· Diffusion</li> <li>· Visible official argument</li> <li>· SEM positioning</li> </ul>

Community trips, forums	Publicity campaign for the main tourism forums and traveller communities by source market, with graphic excerpts and content that leads to the official website <a href="http://visitbarbados.org">visitbarbados.org</a>	CTR, shares	2 weeks prior to launch day.	<ul style="list-style-type: none"> <li>· Increase active fan community</li> </ul>
Press release	Publication of press releases in the most influential media by source market.	Clicks, mentions	1 week prior to launch day.	<ul style="list-style-type: none"> <li>· SEO Positioning</li> <li>· Knowledge</li> <li>· Visibility</li> <li>· Diffusion</li> </ul>
<b>A3. Social networks. Promotion campaign with information from <a href="http://visitbarbados.org">visitbarbados.org</a> as the main focus.</b>				
CHANNELS	DESCRIPTION	KPIs	TIMING	GOALS
Social media channels (YouTube, Facebook, Twitter, Instagram, Google, Pinterest).	Publicity campaign for the main social networks with hyperlink to the official Facebook site of Barbados and the specific content of the official website <a href="http://visitbarbados.org">visitbarbados.org</a> .	Views, Likes, Shares, Reactions, New Followers, Mentions	1 week prior to launch day.	<ul style="list-style-type: none"> <li>· SEM Positioning</li> <li>· Visibility</li> <li>· Virality</li> <li>· Visible official argument</li> <li>· Create positive engagement within the online community</li> <li>· Increase numbers of subscribers, fans and followers</li> </ul>
<b>A4. Special offers for various local population groups (students, senior citizens, state employees, the unemployed, etc.).</b>				
CHANNELS	DESCRIPTION	KPIs	TIMING	GOALS
Street marketing (Bridgetown)	Street marketing action in Bridgetown to publicize the opening of the new renovated museum, its new functions and the related offers for the different Barbadian population groups. Database information gathering procedure.	Registers, Media mentions	Once a week, starting three weeks prior to the opening and until three weeks afterwards.	<ul style="list-style-type: none"> <li>· Knowledge</li> <li>· Visits to museum</li> <li>· Visibility</li> <li>· Increased engagement with local community</li> </ul>
Marketing mix	Campaign on traditional media to publicize the opening of the new renovated museum, its new functions and the related offers for the different Barbadian population	Mentions	2 months (one month prior to launch day).	

	groups.			
Digital media and social media ads.	Campaign on digital media to publicize the opening of the new renovated museum, its new functions and the related offers for the different Barbadian population groups.  With hyperlinks to the official digital channels.	CTR, Views, Likes, Clicks, Shares, Reactions, New Followers, Mentions	2 months (one month prior to launch day).	<ul style="list-style-type: none"> <li>• Knowledge</li> <li>• Visits to museum</li> <li>• Visibility</li> <li>• Increased engagement with local community</li> <li>• SEM Positioning</li> </ul>
<b>A5. Transmission of presentation via streaming.</b>				
<b>CHANNELS</b>	<b>DESCRIPTION</b>	<b>KPIs</b>	<b>TIMING</b>	<b>GOALS</b>
visitbarbados.org	Prominent space on the home page to access the streaming of the presentation.	Clicks	Previous day (reminder) and launch day	<ul style="list-style-type: none"> <li>• Visibility</li> <li>• Attract viewers</li> </ul>
Visitor centre	Prominent space on the home page to access the streaming of the presentation.			
Social media	Reminders and link to the page displaying the streaming of the presentation.	Clicks, Shares, Reactions		

## K2.THE NATIONAL MUSEUM AGENDA

Space provided in the Visitor Centre to inform users of activities organized at the National Museum.

### GOALS:

- To improve customer service for tourists.
- To improve publicity of the country's cultural and tourism events on digital channels.
- To develop richer and more engaging content.
- Visible official argument.
- To increase engaging and dynamic content.
- Empowerment, alignment and focusing of official content.
- To create positive engagement within the online community.
- To increase numbers of subscribers, fans and followers.

**RELATED ACTIONS:**

<b>A1. Link highlighted on own channels.</b>				
<b>CHANNELS</b>	<b>DESCRIPTION</b>	<b>KPIs</b>	<b>TIMING</b>	<b>GOALS</b>
visitbarbados.org	Button on landing page hyperlinked to agenda.	Clicks	Always	· Visibility
Apps	Development in Barbados app with all agenda information updated weekly.			
Own social media	Weekly publications on social profiles informing of events the following week in the museum.	Clicks, Shares, Likes, Comments	Every week	· SEO positioning · Visibility · Increase numbers of subscribers, fans and followers
Online visitor centre	Banner on landing page hyperlinked to agenda.	Clicks	4 months (1 month prior to launch day).	· Visibility · SEO positioning
<b>A2. Newsletter. The agenda will provide updated information on events and e-mail notifications. (Value database).</b>				
<b>CHANNELS</b>	<b>DESCRIPTION</b>	<b>KPIs</b>	<b>TIMING</b>	<b>GOALS</b>
Mailing	Weekly delivery of the Barbados newsletter with updated information on the museum agenda.	Openings, clicks, views	Monthly (always)	· Obtain value databases · Engagement · Information
visitbarbados.org.	Button to subscribe to Barbados newsletter with information on the agenda.	User registration	Always	

A3. Publicity and awareness campaign via social networks. Monthly content updated on the main social networks (Facebook, Twitter, etc.).				
CHANNELS	DESCRIPTION	KPIs	TIMING	GOALS
Social media channels (YouTube, Facebook, Twitter, Instagram, Google, Pinterest).	Publicity campaign for the main social networks with hyperlink to the museum agenda.	Views, Likes, Shares, Reactions, New Followers, Mentions	4 months (1 month prior to launch day).	<ul style="list-style-type: none"> <li>· Visibility</li> <li>· Engagement</li> <li>· Increase numbers of subscribers, fans and followers</li> </ul>

### K3. THE NATIONAL MUSEUM PACKS

Activity packs which combine the visit to the National Museum with other activities at the Garrison, with special offers for tourist groups and locals

#### GOALS:

- Personalization of visits.
- Offers aimed at specific target audiences.
- To inspire visitors with a renewed understanding.
- To drive positive awareness and perceptions of Barbados.
- To develop co-op opportunities that add, create or amplify value for stakeholders.

#### RELATED ACTIONS:

A1. Exclusive pack for cruise passengers with special conditions.				
CHANNELS	DESCRIPTION	KPIs	TIMING	GOALS
Own digital media	Creation of content for diffusion of the packages for cruise passengers on all own digital platforms (social media, website, app, etc.), with a link to the specific website with all the information and prices.	Clicks, Likes, Shares, Views, CTR, Mentions, Sales	Periodic (Quarterly, firstly 1 month prior to launch day).	<ul style="list-style-type: none"> <li>• Knowledge</li> <li>• Visibility</li> <li>• Increase engagement with cruise community</li> <li>• Visible official argument</li> <li>• SEM positioning</li> <li>• SEO positioning</li> <li>• Increase numbers of subscribers, fans and followers</li> <li>• Identify and segment audience</li> </ul>
Online news media	Campaign for the main digital media of the principal source markets to promote and explain the packages for cruise tourists.	CTR, Mentions, Sales.		
Marketing mix	Campaign for the main traditional media of the source markets (press, radio, TV, etc.) to promote and explain the packages for cruise tourists.	Mentions, Sales		
Tour operators	Informative campaign aimed at all tour operators,	Sales	1 month before launch	• Including stakeholders



	local guides and tourism establishments to present the packages for cruise tourists so that they may offer them for sale in their different channels.		day.	<ul style="list-style-type: none"> <li>· Knowledge</li> <li>· Visibility</li> <li>· Increase engagement with the cruise community</li> </ul>
<b>A2. Exclusive family pack with special conditions.</b>				
<b>CHANNELS</b>	<b>DESCRIPTION</b>	<b>KPIs</b>	<b>TIMING</b>	<b>GOALS</b>
Own digital media	Creation of content for diffusion of the packages for families on all own digital platforms (social media, website, app, etc.), with a link to the specific website with all the information and prices.	Clicks, Likes, Shares, Views, CTR, Mentions, Sales	Periodic (Quarterly, firstly 1 month prior to launch day).	<ul style="list-style-type: none"> <li>· Knowledge</li> <li>· Visibility</li> <li>· Increase engagement with family targets</li> <li>· Visible official argument</li> <li>· SEM positioning</li> <li>· SEO positioning</li> <li>· Increase numbers of subscribers, fans and followers</li> <li>· Identify and segment audience</li> </ul>
Online news media	Campaign for the main digital media of the principal source markets to promote and explain the packages for cruise tourists.	CTR, Mentions, Sales.		
Marketing mix	Campaign for the main traditional media of the source markets (press, radio, TV, etc.) to promote and explain the packages for families.	Mentions, Sales		
Tour operators	Informative campaign aimed at all tour operators, local guides and tourism establishments to present the packages for families so that they may offer them for sale in their different channels.	Sales	1 month before launch day.	<ul style="list-style-type: none"> <li>· Including stakeholders</li> <li>· Knowledge</li> <li>· Visibility</li> <li>· Increase engagement</li> </ul>

**K4. THE SUGAR AND RUM CONNECTION, a public - private collaboration.****Additional Museum activities/experiences related to the history of Sugar and Rum.****GOALS:**

- Encourage additional heritage-based Sugar & Rum activities.
- Heritage connection.
- Develop co-op opportunities that add, create or amplify value for stakeholders.

**RELATED ACTIONS:**

<b>A1. Packs with additional visit to the Plantation Houses, St. Nicholas Abbey and other selected places, special group offers (cruise passengers, families, locals, etc.).</b>				
<b>CHANNELS</b>	<b>DESCRIPTION</b>	<b>KPIs</b>	<b>TIMING</b>	<b>GOALS</b>
Own digital media	Creation of content for diffusion of the packages on all own digital platforms (social media, website, app, etc.), with a link to the specific website with all the information and prices.	Clicks, Likes, Shares, Views, CTR, Mentions, Sales	Periodic (Quarterly, firstly 1 month prior to launch day).	<ul style="list-style-type: none"> <li>• Knowledge</li> <li>• Visibility</li> <li>• Increase engagement with segmentation communities</li> <li>• Visible official argument</li> <li>• SEM positioning</li> <li>• SEO positioning</li> <li>• Increase numbers of subscribers, fans and followers</li> <li>• Identify and segment audience</li> </ul>
Online news media	Campaign for the main digital media of the source markets to promote and explain the packages.	CTR, Mentions, Sales.		
Marketing mix	Campaign for the main traditional media of the source markets (press, radio, TV, etc.) to promote and explain the packages.	Mentions, Sales		
Tour operators	Informative campaign aimed at all tour operators, local guides and tourism establishments to present the packages so that they may offer them for sale in their different channels.	Sales	1 month before launch day.	<ul style="list-style-type: none"> <li>• Including stakeholders</li> <li>• Knowledge</li> <li>• Visibility</li> <li>• Increase engagement</li> </ul>

## K5. THE INTERACTIVE MUSEUM EXPERIENCE

**Mobile phone application based on visit gamification**

**Via GPS and checkpoints the user completes challenges during the visit which can be shared via social networks.**

### GOALS:

- To promote the visit among the local digital generation.
- To enrich the visit experience and promote sharing on social media.
- To enhance the content, functionality, and user experience on new digital platforms.
- To provide an enhanced digital experience for consumers.

### RELATED ACTIONS:

A1. Launch of the application on all the country's official digital channels (web, social media, etc.).				
CHANNELS	DESCRIPTION	KPIs	TIMING	GOALS
Own digital media	Creation of content for diffusion of the application on all own digital platforms (social media, website, app, etc.), with a link to the platform to download the application.	Clicks, Likes, Shares, Views, CTR, Mentions, Downloads	Periodic (quarterly).	<ul style="list-style-type: none"> <li>· Increase numbers of subscribers, fans and followers</li> <li>· Knowledge</li> <li>· Visibility</li> <li>· SEO Positioning</li> </ul>
Online news media	Campaign for the main digital media of the source markets to promote the application, with hyperlink to the platform to download the application.	CTR, Mentions, Sales.		<ul style="list-style-type: none"> <li>· Knowledge</li> <li>· Visibility</li> <li>· SEM positioning</li> </ul>
Marketing mix	Campaign to promote the application on the main traditional media (press, radio, TV, etc.) in Barbados.	Mentions, Sales, Downloads		
Tour operators/local	Informative campaign aimed at all tour operators,	Downloads	After launch	<ul style="list-style-type: none"> <li>· Knowledge</li> </ul>

guides/travel agencies.	local guides and travel agencies to present the application for them to promote it through their different channels.			<ul style="list-style-type: none"> <li>Including stakeholders</li> <li>Increase engagement</li> </ul>
<b>A2. Launch campaign via traditional and digital media.</b>				
<b>CHANNELS</b>	<b>DESCRIPTION</b>	<b>KPIs</b>	<b>TIMING</b>	<b>GOALS</b>
Positioning campaign on search engines	Visibility campaign on main search engines (Google Adwords, Bing Ads, Yahoo advertising, etc.) to publicize the application, with hyperlink to the platform to download the application.	CTR, Downloads	Periodic (quarterly)	<ul style="list-style-type: none"> <li>SEM Positioning</li> <li>Visibility</li> </ul>
Rich media	Visibility campaign for the main digital media to promote the application, with hyperlink to the platform to download the application.	CTR, Downloads		
Forums, blog trips, travel communities, etc.	Visibility campaign for the main digital media to promote the application, with hyperlink to the platform to download the application.	Mentions, Shares, Clicks, Downloads		<ul style="list-style-type: none"> <li>SEM Positioning</li> <li>Visibility</li> <li>Increase active fan community</li> </ul>

### 3.2.3 BRITISH MILITARY LIFE ON A WORLD HERITAGE SITE



# THE GARRISON WALKING TOUR EXPERIENCE

The Garrison Walking Tour Experience Project is a self-guided tour of the Garrison with specific points of interest and interpretive signposts throughout the route to keep the visitor informed as they walk around. The tour will include icons from different periods, offering a comprehensive introduction to the Garrison and its rich history.

**MAIN MARKETS:** USA – CANADA - UK  
Secondary markets: BRAZIL – GERMANY

**MAIN TOURIST TARGETS:** Stayovers, VFR, Locals, Cruise Tourists

**MAIN DEMOGRAPHIC TARGETS:** Baby boomers, Seniors

**MAIN STAKEHOLDERS:** Barbados Hotel & Tourism Association, Barbados Tourism Marketing Inc., The Barbados Museum and Historical Society, local guides, tour operators, tourism agencies, heritage owners (public and private heritage), the entire private sector

## KEY ACTIONS

### K1. LAUNCH

A series of promotional actions to publicize the special features of the Garrison Walking Tour Experience

#### GOALS:

- To publicize the official opening of the activity.
- Involvement of stakeholders in the launch.
- To promote the viral spread of official information on social networks and other specialist media and information channels.
- To reconnect the local public with their heritage.
- Empowerment, alignment and focusing of official content.
- To enhance heritage awareness.
- To enhance awareness of Barbados as a diverse, exciting premier travel destination.
- To drive positive awareness and perceptions of Barbados.
- To develop co-op opportunities that add, create or amplify value for stakeholders.

**RELATED ACTIONS:****A1. Space highlighted on own digital channels.**

<b>CHANNELS</b>	<b>DESCRIPTION</b>	<b>KPIs</b>	<b>TIMING</b>	<b>GOALS</b>
visitbarbados.org	Banner on landing page hyperlinked to launch page with all information about the experience.	Clicks	Always	<ul style="list-style-type: none"> <li>· Visibility</li> <li>· Knowledge</li> </ul>
visitbarbados.org	Specific page for the experience. (ex:visitbarbados.org/garrison-walking-tour-experience.html).	Visits, shares, media mentions	Always (constantly updated)	<ul style="list-style-type: none"> <li>· SEO Positioning</li> <li>· Diffusion</li> <li>· Visible official argument</li> </ul>
Apps	Banner on landing page hyperlinked to launch page with all information about the experience.	Clicks	Always	<ul style="list-style-type: none"> <li>· Visibility</li> <li>· Knowledge</li> </ul>
Own social media (content campaign)	Visibility campaign on social networks to periodically inform regarding the features of the experience.	Clicks, Shares, Likes, Comments	Periodic (monthly)	<ul style="list-style-type: none"> <li>· SEO positioning</li> <li>· Visible official argument</li> <li>· Increase numbers of subscribers, fans and followers</li> </ul>
Online visitor centre	Banner on landing page hyperlinked to launch page with all information about the experience.	Clicks	Launch day	<ul style="list-style-type: none"> <li>· Visibility</li> <li>· Knowledge</li> </ul>

**A2. Publicity campaigns with digital media tailored to geographic markets.**

<b>CHANNELS</b>	<b>DESCRIPTION</b>	<b>KPIs</b>	<b>TIMING</b>	<b>GOALS</b>
News media	Publicity campaign for the main digital media by source market, with graphic excerpts and content that leads to the official website visitbarbados.org	CTR	3 months (1 month prior to launch day).	<ul style="list-style-type: none"> <li>· SEM positioning</li> <li>· Knowledge</li> <li>· Visibility</li> <li>· Diffusion</li> <li>· Visible official argument</li> </ul>
Blog trips	Publicity campaign for the main tourism blogs and websites by source market, with graphic excerpts and content that leads to the official website visitbarbados.org	CTR, shares, mentions	3 months (1 month prior to launch day).	<ul style="list-style-type: none"> <li>· SEO Positioning</li> <li>· SEM positioning</li> <li>· Knowledge</li> <li>· Visibility</li> <li>· Diffusion</li> </ul>

				• Visible official argument
Community trips, forums	Publicity campaign for the main tourism forums and traveller communities by source market, with graphic excerpts and content that leads to the official website visitbarbados.org	CTR, shares, mentions	3 months (1 month prior to launch day).	<ul style="list-style-type: none"> <li>• SEM positioning</li> <li>• Knowledge</li> <li>• Visibility</li> <li>• Diffusion</li> <li>• Visible official argument</li> </ul>
Press release	Publication of press releases in the most influential local media and by source market, both digital and traditional.	Clicks, mentions	1 week prior to launch day.	<ul style="list-style-type: none"> <li>• SEO Positioning</li> <li>• Knowledge</li> <li>• Visibility</li> <li>• Diffusion</li> <li>• Visible official argument</li> </ul>
<b>A3. Social networks. Promotion campaign with information from visitbarbados.org as the main focus.</b>				
<b>CHANNELS</b>	<b>DESCRIPTION</b>	<b>KPIs</b>	<b>TIMING</b>	<b>GOALS</b>
Social media channels (YouTube, Facebook, Twitter, Instagram, Google, Pinterest).	Publicity campaign for the main social networks with hyperlink to the official Facebook site of Barbados and the specific content of the official website visitbarbados.org.	Views, Likes, Shares, Reactions, New Followers, Mentions	4 months (1 month prior to launch day).	<ul style="list-style-type: none"> <li>• SEM Positioning</li> <li>• Visibility</li> <li>• Virality</li> <li>• Positioning of official argument</li> </ul>
<b>A4. Special offers for various local population groups (students, senior citizens, state employees, the unemployed, etc.).</b>				
<b>CHANNELS</b>	<b>DESCRIPTION</b>	<b>KPIs</b>	<b>TIMING</b>	<b>GOALS</b>
Street marketing (Bridgetown)	Street marketing action in Bridgetown to publicize the opening of the Garrison Walking Tour Experience and the related offers for the different Barbadian population groups. Database information gathering procedure.	Registers, Media mentions	Once a week, starting three weeks prior to the opening and until three weeks afterwards.	<ul style="list-style-type: none"> <li>• Knowledge</li> <li>• Visibility</li> <li>• Increase engagement with local community</li> </ul>
Marketing mix	Campaign via traditional media to publicize the opening of the Garrison Walking Tour and the related offers for the different Barbadian population groups.	Mentions	2 months (one month prior to launch day).	



Digital media and social media ads.	Campaign via digital media to publicize the opening of the Garrison Walking Tour and the related offers for the different Barbadian population groups.  With hyperlinks to the official digital channels.	CTR, Views, Likes, Clicks, Shares, Reactions, New Followers, Mentions	2 months (one month prior to launch day).	<ul style="list-style-type: none"> <li>· Knowledge</li> <li>· Visibility</li> <li>· Increase engagement with local community</li> <li>· SEM Positioning</li> </ul>
<b>A5. Transmission of presentation via streaming.</b>				
CHANNELS	DESCRIPTION	KPIs	TIMING	GOALS
visitbarbados.org	Prominent space on the home page to access the streaming of the presentation.	Clicks	Previous day (reminder) and launch day	<ul style="list-style-type: none"> <li>· Visibility</li> <li>· Attract viewers</li> </ul>
Visitor Centre	Prominent space on the home page to access the streaming of the presentation.			
Social media	Reminders and link to the page displaying the streaming of the presentation.	Clicks, Shares, Reactions		

**K2.GARRISON EXPERIENCE 3D VIRTUAL ROUTE**

The 3D virtual route includes additional multimedia material and information points.

**GOALS:**

- To promote the physical visit.
- To offer additional information.
- To integrate new technologies into the visit experience.

**RELATED ACTIONS:****A1. Link highlighted on own channels.**

CHANNELS	DESCRIPTION	KPIs	TIMING	GOALS
visitbarbados.org	Button on landing page hyperlinked to 3D Virtual Route.	Clicks	Always	· Visibility
Apps	Development in Barbados app with all 3D Virtual Route information.	Clicks	Always	· Visibility
Own social media	Weekly publications on social profiles to inform regarding the route with links to the same.	Clicks, Shares, Likes, Comments	Every week	· SEO positioning · Visibility
Online visitor centre	Button on landing page hyperlinked to 3D Virtual Route.	Clicks	4 months (1 month prior to launch day).	· Visibility · SEO positioning

**A2. Digital media campaign**

CHANNELS	DESCRIPTION	KPIs	TIMING	GOALS
Positioning campaign on main search engines.	Visibility campaign on main search engines (Google Adwords, Bing Ads, Yahoo advertising, etc.) to publicize the application, with hyperlink to the 3D Virtual Route.	CTR		· SEM Positioning · SEO Positioning · Visibility
Digital Media ()	Press release for main digital media, blogs and	Clicks,	Two weeks before the	

	digital platforms specializing in the tourism sector, specifying the details of the 3D Virtual Route and with link to the 3D Virtual Route.	Mentions	opening and opening day	
<b>A3. Publicity and awareness campaign via social networks. Monthly content updated on the main social networks (Facebook, Twitter, etc.).</b>				
<b>CHANNELS</b>	<b>DESCRIPTION</b>	<b>KPIs</b>	<b>TIMING</b>	<b>GOALS</b>
Social media channels (content campaign)	Publicity campaign for the main social networks with hyperlink to the 3D Virtual Route.	Views, Likes, Shares, Reactions, New Followers, Mentions	Monthly (always)	<ul style="list-style-type: none"> <li>· Visibility</li> <li>· Promotion</li> <li>· Diffusion</li> </ul>
Social Media (Ad campaign)	Positioning and communication campaign on social networks with prior value content and link to 3D Virtual Route.	CTR, Social reactions	1 month	<ul style="list-style-type: none"> <li>· SEO Positioning</li> <li>· Reminder</li> <li>· Visibility</li> <li>· Diffusion</li> </ul>

### K3.WALKING TOUR MULTIMEDIA EXPERIENCE

**Production of multimedia material (audio, interviews, videos, photos, digital archive footage, etc.) to promote the Barbados brand on all digital channels**

#### GOALS:

- To produce content to promote sharing and visibility of the Garrison.
- To improve the organic positioning of visitbarbados.org
- To make the official message clearly visible and position the Barbados brand in conversation.

#### RELATED ACTIONS:

A1. Audio guides for visitors and other multimedia material (videos etc.).				
CHANNELS	DESCRIPTION	KPIs	TIMING	GOALS
visitbarbados.org	Web space with the audio guides available for consultation by users.	Plays		<ul style="list-style-type: none"> <li>• Give additional information to users.</li> <li>• SEO Positioning</li> </ul>
A2. Interviews with key figures associated with Garrison topics, the area & its history (cultural historians, working people, politicians etc.)				
CHANNELS	DESCRIPTION	KPIs	TIMING	GOALS
visitbarbados.org	Web space with video interviews available for users. (videos embedded via social networks).	Views, Likes, Shares, Visits		<ul style="list-style-type: none"> <li>• SEO Positioning</li> <li>• Give additional information to users.</li> </ul>
Social video networks (YouTube, Vimeo, etc.)	Hosting of video interviews on own profiles.			

A3. Accessible historical archives providing documents and information related to heritage themes.				
CHANNELS	DESCRIPTION	KPIs	TIMING	GOALS
visitbarbados.org	Web space with all the files and documents available to users.	Views, Likes, Shares, Visits		<ul style="list-style-type: none"> <li>· SEO Positioning</li> <li>· Give additional information to users.</li> <li>· Positioning of official argument</li> </ul>
A4. Short video presentations for publication on digital channels.				
CHANNELS	DESCRIPTION	KPIs	TIMING	GOALS
visitbarbados.org	Web space with the video presentations and occasionally on the home page. (videos embedded via social networks).	Views, Likes, Shares, Visits		<ul style="list-style-type: none"> <li>· SEO Positioning</li> <li>· Giving additional information</li> </ul>
Social media (content campaign)	Information and visibility campaign with content, integration of the videos and link to the blog.	Clicks, Shares, Views, Likes, Comments		<ul style="list-style-type: none"> <li>· SEO Positioning</li> <li>· Giving additional information</li> <li>· Virality</li> </ul>
Social video networks (YouTube, Vimeo, etc.)	Hosting of video presentations on own profiles.	Views, Likes, Shares		<ul style="list-style-type: none"> <li>· SEO Positioning</li> <li>· Giving additional information</li> <li>· Virality</li> </ul>

#### K4. THE GARRISON AGENDA

Agenda located in the visitor centre with full information on the Garrison (horse races, guided tours, news, upcoming events, etc.).

##### GOALS:

- To improve customer service for tourists.
- To improve publicity of the country's cultural and tourism events on digital channels.
- To develop richer and more engaging content.
- Visible official argument.
- To increase engaging and dynamic content.
- Empowerment, alignment and focusing of official content.
- To create positive engagement within the online community.
- To increase numbers of subscribers, fans and followers.

##### RELATED ACTIONS:

A1. Link highlighted on own channels.				
CHANNELS	DESCRIPTION	KPIs	TIMING	GOALS
visitbarbados.org	Button on landing page hyperlinked to agenda.	Clicks	Always	· Visibility
Apps	Development in Barbados app with all agenda information updated weekly.	Clicks	Always	· Visibility
Own social media	Weekly publications on social profiles informing of events the following week in the museum.	Clicks, Shares, Likes, Comments	Every week	· SEO positioning · Visibility · Increase numbers of subscribers, fans and followers
Online visitor centre	Banner on landing page hyperlinked to agenda.	Clicks	4 months (1 month prior to launch day).	· Visibility · SEO positioning

A2. Newsletter. The agenda will provide updated information on events and e-mail notifications. (Value database).				
CHANNELS	DESCRIPTION	KPIs	TIMING	GOALS
Mailing	Weekly delivery of the Barbados newsletter with updated information on the museum agenda.	Openings,clicks, views	Monthly (always)	· Obtain value databases · Engagement · Information
visitbarbados.org.	Button to subscribe to Barbados newsletter with information on the agenda.	User registration	Always	
A3. Publicity and awareness campaign via social networks. Monthly content updated on the main social networks (Facebook, Twitter, etc.).				
CHANNELS	DESCRIPTION	KPIs	TIMING	GOALS
Social media channels (YouTube, Facebook, Twitter, Instagram, Google, Pinterest).	Publicity campaign for the main social networks with hyperlink to the museum agenda.	Views, Likes, Shares, Reactions, New Followers, Mentions	4 months (1 month prior to launch day).	· Visibility · Engagement · Increase numbers of subscribers, fans and followers

**K5. THE GARRISON PACKS: MUSEUM- GEORGE WASHINGTON HOUSE - HORSE RACES**

Activity packs combining two or more Walking Tour Experiences, with special offers and group prices for tourists (cruise passengers, families) and locals (students, senior citizens, etc.).

**GOALS:**

- Special trips and visits for specific local and tourist groups.
- To increase and enrich the experience through a combination of activities.
- Personalization of visits.
- Offers aimed at specific target audiences.
- To inspire visitors with a renewed understanding.
- To drive positive awareness and perceptions of Barbados.
- To develop co-op opportunities that add, create or amplify value for stakeholders.

**RELATED ACTIONS:**

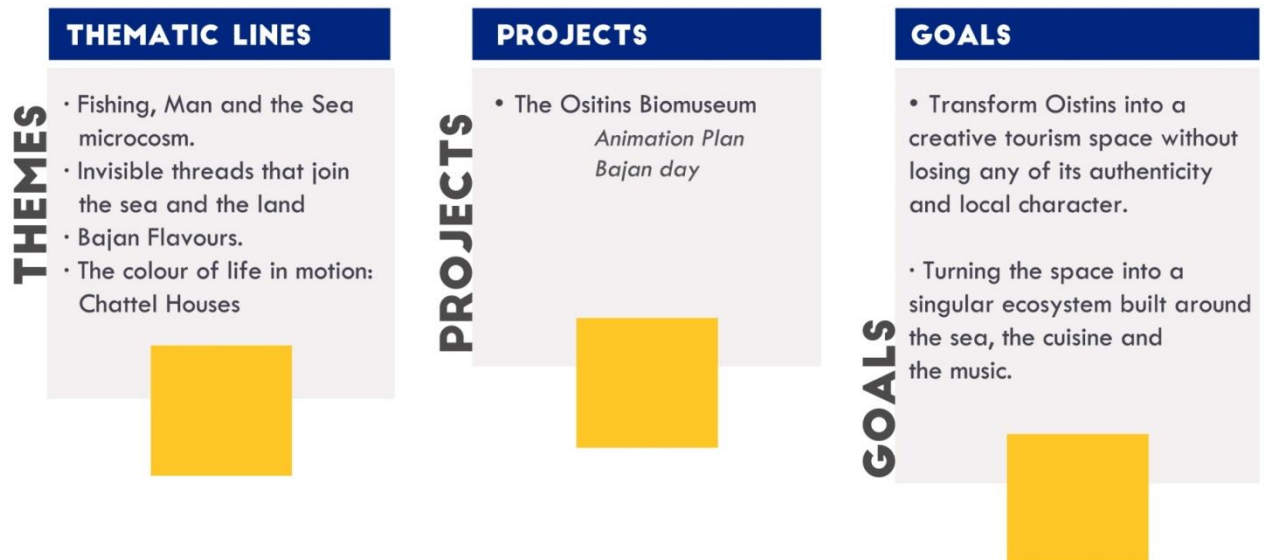
A1. Exclusive pack for cruise passengers with special conditions.				
CHANNELS	DESCRIPTION	KPIs	TIMING	GOALS
Own digital media	Creation of content for diffusion of the packages for cruise passengers on all own digital platforms (social media, website, app, etc.), with a link to the specific website with all the information and prices.	Clicks, Likes, Shares, Views, CTR, Mentions, Sales	Periodic (Quarterly, firstly 1 month prior to launch day).	<ul style="list-style-type: none"> <li>• Knowledge</li> <li>• Visibility</li> <li>• Increase engagement with cruise community</li> <li>• Visible official argument</li> <li>• SEM positioning</li> <li>• SEO positioning</li> <li>• Increase numbers of subscribers, fans and followers</li> <li>• Identify and segment audience</li> </ul>
Online news media	Campaign for the main digital media of the principal source markets to promote and explain the packages for cruise tourists.	CTR, Mentions, Sales		
Marketing mix	Campaign for the main traditional media of the source markets (press, radio, TV, etc.) to promote and explain the packages for cruise tourists.	Mentions, Sales		
Tour operators	Informative campaign aimed at all tour operators,	Sales	1 month before launch	<ul style="list-style-type: none"> <li>• Including stakeholders</li> </ul>



	local guides and tourism establishments to present the packages for cruise tourists so that they may offer them for sale in their different channels.		day.	<ul style="list-style-type: none"> <li>· Knowledge</li> <li>· Visibility</li> <li>· Increase engagement with the cruise community</li> </ul>
<b>A2. Exclusive family pack with special conditions.</b>				
<b>CHANNELS</b>	<b>DESCRIPTION</b>	<b>KPIs</b>	<b>TIMING</b>	<b>GOALS</b>
Own digital media	Creation of content for diffusion of the packages for families on all own digital platforms (social media, website, app, etc.), with a link to the specific website with all the information and prices.	Clicks, Likes, Shares, Views, CTR, Mentions, Sales	Periodic (Quarterly, firstly 1 month prior to launch day).	<ul style="list-style-type: none"> <li>· Knowledge</li> <li>· Visibility</li> <li>· Increase engagement with family targets</li> <li>· Visible official argument</li> <li>· SEM positioning</li> <li>· SEO positioning</li> <li>· Increase numbers of subscribers, fans and followers</li> <li>· Identify and segment audience</li> </ul>
Online news media	Campaign for the main digital media of the principal source markets to promote and explain the packages for cruise tourists.	CTR, Mentions, Sales.		
Marketing mix	Campaign for the main traditional media of the source markets (press, radio, TV, etc.) to promote and explain the packages for families.	Mentions, Sales		
Tour operators	Informative campaign aimed at all tour operators, local guides and tourism establishments to present the packages for families so that they may offer them for sale in their different channels.	Sales	1 month before launch day.	<ul style="list-style-type: none"> <li>· Including stakeholders</li> <li>· Knowledge</li> <li>· Visibility</li> <li>· Increase engagement</li> </ul>
<b>A3. Special offers for various local population groups (students, senior citizens, state employees, the unemployed, etc.).</b>				
<b>CHANNELS</b>	<b>DESCRIPTION</b>	<b>KPIs</b>	<b>TIMING</b>	<b>GOALS</b>
Street marketing (Bridgetown)	Street marketing action in Bridgetown to publicize the opening of the new proposals for the Garrison and the related offers for the different Barbadian population groups. Database information gathering procedure.	Registers, Media mentions	Once a week, starting three weeks prior to the opening and until three weeks afterwards.	<ul style="list-style-type: none"> <li>· Knowledge</li> <li>· Visits to museum</li> <li>· Visibility</li> <li>· Increased engagement with local community</li> </ul>
Marketing mix	Campaign via traditional media to publicize the opening of the new proposals for the Garrison.	Mentions	2 months (one month prior to launch day).	
Digital media and	Campaign via digital media to publicize the new	CTR, Views,	2 months (one month	<ul style="list-style-type: none"> <li>· Knowledge</li> </ul>

social media ads.	proposals for the Garrison and the related offers.  With hyperlinks to the official digital channels.	Likes, Clicks, Shares, Reactions, New Followers, Mentions	prior to launch day).	<ul style="list-style-type: none"> <li>· Visits to museum</li> <li>· Visibility</li> <li>· Increased engagement with local community</li> <li>· SEM Positioning</li> </ul>
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### 3.2.4 BAJAN SOUL: BAJAN CULTURAL PRACTICES



## OISTINS WATERFRONT, THE BIO MUSEUM

The Oistins Bio Museum represents a different museum concept, where human life is the centre around which all the museum's activities revolve.

**MAIN MARKETS:** USA – CANADA - UK - BRAZIL – GERMANY

**MAIN TOURIST TARGETS:** Stayovers, Millennials, Locals, Cruise Tourists

**MAIN DEMOGRAPHIC TARGETS:** Baby boomers, Seniors

**MAIN STAKEHOLDERS:** Barbados Tourism Marketing Inc., hospitality, commerce, hotel industry, local guides, tour operators, tourism agencies, associations in the Oistins community

### KEY ACTIONS

#### K1. LAUNCHING NOT JUST A MUSEUM BUT A CELEBRATION OF LIFE

**Publicity campaign to increase awareness of the content and features of the Bio Museum**

#### GOALS:

- Presentation of the Bio Museum as a unique product in the Caribbean region.
- Involvement of stakeholders in the launch.
- Promote the viral spread of official information on social networks.
- Highlight the vibrant, hedonistic and creative tourism features which define the Bio Museum.

**RELATED ACTIONS:****A1. Space highlighted on own digital channels.**

<b>CHANNELS</b>	<b>DESCRIPTION</b>	<b>KPIs</b>	<b>TIMING</b>	<b>GOALS</b>
visitbarbados.org	Banner on landing page hyperlinked to launch page with all information about the Bio Museum.	Clicks	Always	<ul style="list-style-type: none"> <li>· Visibility</li> <li>· Knowledge</li> </ul>
visitbarbados.org	Specific page about launch event and museum novelties. (e.g.:visitbarbados.org/the-biomuseum.html).	Visits, shares, media mentions	Always (constantly updated)	<ul style="list-style-type: none"> <li>· SEO Positioning</li> <li>· Diffusion</li> <li>· Visible official argument</li> </ul>
Apps	Banner on landing page hyperlinked to launch page with all information about the Bio Museum.	Clicks	Always	<ul style="list-style-type: none"> <li>· Visibility</li> <li>· Knowledge</li> </ul>
Social media (Content campaign)	Prior expectation campaign informing of the opening of the Bio Museum with hyperlink to a specific page at visitbarbados.org	Clicks, Shares, Likes, Comments	1 month prior to launch day.	<ul style="list-style-type: none"> <li>· SEO positioning</li> <li>· Visible official argument</li> <li>· Increase numbers of subscribers, fans and followers</li> </ul>
Online visitor centre	Banner on landing page hyperlinked to launch page with all information about the Bio Museum.	Clicks	Launch day	<ul style="list-style-type: none"> <li>· Visibility</li> <li>· Knowledge</li> </ul>

**A2. Publicity campaigns with digital media tailored to geographic markets.**

<b>CHANNELS</b>	<b>DESCRIPTION</b>	<b>KPIs</b>	<b>TIMING</b>	<b>GOALS</b>
News media	Publicity campaign for the main digital media by source market, with graphic excerpts and content that leads to the official website visitbarbados.org	CTR	2 weeks prior to launch day.	<ul style="list-style-type: none"> <li>· Visibility</li> <li>· Diffusion</li> <li>· Visible official argument</li> <li>· SEM positioning</li> </ul>
Blog trips	Publicity campaign for the main tourism blogs and websites by source market, with graphic excerpts and content that leads to the official website visitbarbados.org	CTR, shares	2 weeks prior to launch day.	
Community trips /Forums	Publicity campaign for the main tourism forums and traveller communities by source market, with graphic	CTR, shares	2 weeks prior to launch day.	<ul style="list-style-type: none"> <li>· Visibility</li> <li>· Diffusion</li> </ul>

	excerpts and content that leads to the official website visitbarbados.org			<ul style="list-style-type: none"> <li>Visible official argument</li> <li>SEM positioning</li> <li>Increase active fan community</li> </ul>
Press release (online and offline media).	Publication of press releases in the most influential media by source market.	Clicks, mentions	1 week prior to launch day.	<ul style="list-style-type: none"> <li>SEO Positioning</li> <li>Knowledge</li> <li>Visibility</li> <li>Diffusion</li> </ul>
<b>A3. Presence on social networks, promotional campaign with visitbarbados.org information as key content.</b>				
<b>CHANNELS</b>	<b>DESCRIPTION</b>	<b>KPIs</b>	<b>TIMING</b>	<b>GOALS</b>
Social media channels (YouTube, Facebook, Twitter, Instagram, Google, Pinterest).	Publicity campaign for the main social networks with hyperlink to the official Facebook site of Barbados and the specific content of the official website visitbarbados.org.	Views, Likes, Shares, Reactions, New Followers, Mentions	1 week prior to launch day.	<ul style="list-style-type: none"> <li>SEM Positioning</li> <li>Visibility</li> <li>Virality</li> <li>Visible official argument</li> <li>Create positive engagement within the online community</li> <li>Increase numbers of subscribers, fans and followers</li> </ul>
<b>A4. Special offers for various local population groups (students, senior citizens, state employees, the unemployed, etc.).</b>				
<b>CHANNELS</b>	<b>DESCRIPTION</b>	<b>KPIs</b>	<b>TIMING</b>	<b>GOALS</b>
Street marketing (Bridgetown)	Street marketing action in Bridgetown to publicize the opening of the Oistins Bio Museum, its new functions and the related offers for the different Barbadian population groups. Database information gathering procedure.	Registers, Media mentions	Once a week, starting three weeks prior to the opening and until three weeks afterwards.	<ul style="list-style-type: none"> <li>Knowledge</li> <li>Visits to museum</li> <li>Visibility</li> <li>Increased engagement with local community</li> </ul>
Marketing mix	Campaign via traditional media to publicize the opening of the Oistins museum, its new functions and the related offers for the different Barbadian population groups.	Mentions	2 months (one month prior to launch day).	
Digital media and	Campaign via digital media to publicize the opening of	CTR, Views,	2 months (one month	<ul style="list-style-type: none"> <li>Knowledge</li> </ul>

social media ads.	the Oistins museum, its new functions and the related offers for the different Barbadian population groups.  With hyperlinks to the official digital channels.	Likes, Clicks, Shares, Reactions, New Followers, Mentions	prior to launch day).	<ul style="list-style-type: none"> <li>• Visits to museum</li> <li>• Visibility</li> <li>• Increased engagement with local community</li> <li>• SEM Positioning</li> </ul>
<b>A5. Transmission of presentation via streaming.</b>				
<b>CHANNELS</b>	<b>DESCRIPTION</b>	<b>KPIs</b>	<b>TIMING</b>	<b>GOALS</b>
visitbarbados.org	Prominent space on the home page to access the streaming of the presentation.	Clicks	Previous day (reminder) and launch day	<ul style="list-style-type: none"> <li>• Visibility</li> <li>• Attract viewers</li> </ul>
Visitor centre	Prominent space on the home page to access the streaming of the presentation.			
Social media	Reminders and link to the page displaying the streaming of the presentation.			

**K2.BAJAN DAY**

**Open air activities which enable the visitor to experience a day of Bajan culture.**

Split into specific packs by target audience or segment.

**GOALS:**

- To encourage museum visits via personalized features and immersion in Bajan culture.
- To create positive engagement within the local community.
- To enhance heritage awareness.
- To drive positive awareness and perceptions of Barbados.

**RELATED ACTIONS:****A1. A BAJAN DAY FOR BARBADIANS. Informative trips for school groups to encourage involvement with local heritage among the younger generation.**

CHANNELS	DESCRIPTION	KPIs	TIMING *1	GOALS
visitbarbados.org	Link on the home page with specific information on the experience "A Bajan Day for Barbadians" aimed at schoolchildren.	Clicks	Periodic (quarterly)	<ul style="list-style-type: none"> <li>• Visibility</li> <li>• SEO positioning</li> </ul>
visitbarbados.org	Specific page about experience (e.g.:visitbarbados.org/a-bajan-day-for-barbadians-students.html).	Visits, Shares, Likes, Mentions, Bookings	Always	<ul style="list-style-type: none"> <li>• SEO Positioning</li> <li>• Diffusion</li> <li>• Positioning of official argument</li> <li>• Develop richer and more engaging content</li> </ul>
Social media (content campaign)	Prior expectation campaign informing of the experience, with hyperlink to a specific page at visitbarbados.org	Clicks, Shares, Likes, Comments, Bookings	Periodic (monthly)	<ul style="list-style-type: none"> <li>• SEM positioning</li> <li>• Positioning of official argument</li> <li>• Increase numbers of subscribers, fans and followers</li> </ul>
Press release	Official informative campaign aimed at the education sector informing of the experience, with hyperlink to a specific page at visitbarbados.org.	Bookings	1 week prior to launch day.	<ul style="list-style-type: none"> <li>• SEO Positioning</li> <li>• Knowledge</li> <li>• Visibility</li> <li>• Diffusion</li> </ul>



A2. A BAJAN DAY FOR CRUISE PASSENGERS. Exclusive pack for cruise passengers with special conditions.				
CHANNELS	DESCRIPTION	KPIs	TIMING	GOALS
Own media	Creation of content for diffusion of the package on all own digital platforms (social media, website, app, etc.), with a link to own content (e.g. <a href="http://visitbarbados.org/a-bajan-day-for-cruisers.html">visitbarbados.org/a-bajan-day-for-cruisers.html</a> ) explaining the conditions and prices of the pack.	Clicks, Likes, Shares, Views, Mentions, Sales	Periodic (quarterly)	<ul style="list-style-type: none"> <li>• SEO Positioning</li> <li>• Segmentation</li> <li>• Diffusion</li> <li>• Increase numbers of subscribers, fans and followers</li> </ul>
Positioning campaign on search engines	Visibility campaign on main search engines (Google Adwords, Bing Ads, Yahoo advertising, etc.) with link to own content (e.g. <a href="http://visitbarbados.org/a-bajan-day-for-cruisers.html">visitbarbados.org/a-bajan-day-for-cruisers.html</a> ) explaining the conditions and prices of the pack.	CTR, Sales	Periodic (quarterly)	<ul style="list-style-type: none"> <li>• SEM Positioning</li> <li>• Segmentation</li> <li>• Diffusion</li> </ul>
Rich media	Visibility campaign via main digital media of source markets with link to own content (e.g. <a href="http://visitbarbados.org/a-bajan-day-for-cruisers.html">visitbarbados.org/a-bajan-day-for-cruisers.html</a> ) explaining the conditions and prices of the pack.	CTR, Sales	Periodic (quarterly)	<ul style="list-style-type: none"> <li>• SEM Positioning</li> <li>• Segmentation</li> <li>• Diffusion</li> </ul>
Forums, blog trips, travel communities, cruise traveller communities and websites, etc.	Visibility campaign for the main tourism platforms and websites of the source markets, with a link to own content (e.g. <a href="http://visitbarbados.org/a-bajan-day-for-cruisers.html">visitbarbados.org/a-bajan-day-for-cruisers.html</a> ) explaining the conditions and prices of the pack.	Mentions, Shares, Clicks, Sales	Periodic (quarterly)	<ul style="list-style-type: none"> <li>• SEM Positioning</li> <li>• Segmentation</li> <li>• Diffusion</li> </ul>
Press Release	Press release aimed at the main traditional and digital media explaining the pack and its conditions.	Mentions, Sales	1 week prior to launch day.	<ul style="list-style-type: none"> <li>• SEO Positioning</li> <li>• Knowledge</li> <li>• Visibility</li> <li>• Diffusion</li> </ul>
Marketing mix	Campaign via the main traditional media of the source markets to explain the conditions, price of the pack and main sales points.	Mentions, Sales	Periodic (quarterly)	<ul style="list-style-type: none"> <li>• Visibility</li> <li>• Segmentation</li> </ul>
Tour operators/local guides/travel	Informative campaign to present the pack for them to promote through their different channels.	Mentions, Sales	1 week prior to launch day.	<ul style="list-style-type: none"> <li>• Visibility</li> <li>• Stakeholder synergy</li> </ul>

agencies.				
<b>A3. A FAMILY BAJAN DAY. Exclusive pack for families with special conditions.</b>				
<b>CHANNELS</b>	<b>DESCRIPTION</b>	<b>KPIs</b>	<b>TIMING</b>	<b>GOALS</b>
Own media	Creation of content for diffusion of the package for families on all own digital platforms (social media, website, app, etc.), with a link to own content (e.g. <a href="http://visitbarbados.org/a-family-bajan-day.html">visitbarbados.org/a-family-bajan-day.html</a> ) explaining the conditions and prices of the pack.	Clicks, Likes, Shares, Views, Mentions, Sales	Periodic (quarterly)	<ul style="list-style-type: none"> <li>· SEO Positioning</li> <li>· Segmentation</li> </ul>
Positioning campaign on search engines	Visibility campaign on main search engines (Google Adwords, Bing Ads, Yahoo advertising, etc.) with link to own content (e.g. <a href="http://visitbarbados.org/a-family-bajan-day.html">visitbarbados.org/a-family-bajan-day.html</a> ) explaining the conditions and prices of the pack.	CTR, Sales	Periodic (quarterly)	<ul style="list-style-type: none"> <li>· SEM Positioning</li> <li>· Segmentation</li> </ul>
Rich media	Visibility campaign via main digital media of source markets to publicize the application with link to own content (e.g. <a href="http://visitbarbados.org/a-family-bajan-day.html">visitbarbados.org/a-family-bajan-day.html</a> ) explaining the conditions and prices of the pack.	CTR, Sales	Periodic (quarterly)	<ul style="list-style-type: none"> <li>· SEM Positioning</li> <li>· Segmentation</li> </ul>
Forums, blog trips, travel communities, cruise traveller communities and websites, etc.	Visibility campaign for the main tourism platforms and websites of the source markets, with a link to own content (e.g. <a href="http://visitbarbados.org/a-family-bajan-day.html">visitbarbados.org/a-family-bajan-day.html</a> ) explaining the conditions and prices of the pack.	Mentions, Shares, Clicks, Sales	Periodic (quarterly)	<ul style="list-style-type: none"> <li>· SEO Positioning</li> <li>· Segmentation</li> </ul>
Press Release	Press release aimed at the main traditional and digital media explaining the pack and its conditions.	Mentions, Sales	1 week prior to launch day.	<ul style="list-style-type: none"> <li>· SEO positioning</li> <li>· Visibility</li> <li>· Diffusion</li> <li>· Visible official argument</li> </ul>
Marketing mix	Campaign via the main traditional media of the source markets to explain the conditions, price of the pack and main sales points.	Mentions, Sales	Periodic (quarterly)	<ul style="list-style-type: none"> <li>· Visibility</li> <li>· Segmentation</li> </ul>

Tour operators/local guides/travel agencies.	Informative campaign to present the pack for them to promote through their different channels.	Mentions, Sales	1 week prior to launch day.	<ul style="list-style-type: none"> <li>· Visibility</li> <li>· Stakeholder synergy</li> </ul>
<b>A4. A BAJAN DAY FOR BARBADIANS. Exclusive pack for locals with special conditions.</b>				
<b>CHANNELS</b>	<b>DESCRIPTION</b>	<b>KPIs</b>	<b>TIMING</b>	<b>GOALS</b>
Own media	Creation of content for diffusion of the package on all own digital platforms (social media, website, app, etc.), with a link to own content (e.g. <a href="http://visitbarbados.org/a-bajan-day-for-barbadians.html">visitbarbados.org/a-bajan-day-for-barbadians.html</a> ) explaining the conditions and prices of the pack.	Clicks, Likes, Shares, Views, Mentions, Sales	Periodic (quarterly)	<ul style="list-style-type: none"> <li>· SEO Positioning</li> <li>· Segmentation</li> </ul>
Positioning campaign on search engines	Visibility campaign on main search engines (Google Adwords, Bing Ads, Yahoo advertising, etc.) with link to own content (e.g. <a href="http://visitbarbados.org/a-bajan-day-for-barbadians.html">visitbarbados.org/a-bajan-day-for-barbadians.html</a> ) explaining the conditions and prices of the pack.	CTR, Sales	Periodic (quarterly)	<ul style="list-style-type: none"> <li>· SEM Positioning</li> <li>· Segmentation</li> </ul>
Rich media	Visibility campaign for the main digital media to promote the application, with link to own content (e.g. <a href="http://visitbarbados.org/a-bajan-day-for-barbadians.html">visitbarbados.org/a-bajan-day-for-barbadians.html</a> ) explaining the conditions and prices of the pack.			
Forums, blog trips, travel communities, cruise traveller communities and websites, etc.	Visibility campaign for the main local tourism platforms and websites, with a link to own content (e.g. <a href="http://visitbarbados.org/a-bajan-day-for-barbadians.html">visitbarbados.org/a-bajan-day-for-barbadians.html</a> ) explaining the conditions and prices of the pack.	Mentions, Shares, Clicks, Sales	Periodic (quarterly)	<ul style="list-style-type: none"> <li>· SEO Positioning</li> <li>· Segmentation</li> <li>· Diffusion</li> <li>· Identify and segment audience</li> </ul>
Press Release	Press release aimed at the main traditional and digital media explaining the pack and its conditions.	Mentions, Sales	1 week prior to launch day.	<ul style="list-style-type: none"> <li>· SEO Positioning</li> <li>· Knowledge</li> <li>· Visibility</li> <li>· Diffusion</li> </ul>

Marketing mix	Campaign via the local media to explain the conditions, price of the pack and main sales points.	Mentions, Sales	Periodic (quarterly)	<ul style="list-style-type: none"> <li>· Visibility</li> <li>· Segmentation</li> </ul>
Tour operators/local guides/travel agencies.	Informative campaign to present the pack for them to promote through their different channels.	Mentions, Sales	1 week prior to launch day.	<ul style="list-style-type: none"> <li>· Visibility</li> <li>· Stakeholder synergy</li> </ul>

### K3. THE BAJAN AGENDA

Agenda of events and activities related to areas of interest: Bajan Soul, Local Life, Sugar and Rum Night, Oistins Friday Night, Oistins Fish Festival.

#### GOALS:

- To improve online customer services for tourists and sharing on social media.
- Empowerment, alignment and focusing of official content.
- To increase numbers of subscribers, fans and followers.
- To enhance heritage awareness.
- To inspire visitors with a renewed understanding.
- To enhance awareness of Barbados as a diverse, exciting premier travel destination.
- To drive positive awareness and perceptions of Barbados.
- To build engagement, trust and advocacy for Barbados.

#### RELATED ACTIONS:

A1. Link highlighted on our own channels to improve visibility.				
CHANNELS	DESCRIPTION	KPIs	TIMING	GOALS
visitbarbados.org	Button on landing page hyperlinked to the Agenda.	Clicks	Always	· Visibility
Apps	Button on app landing page hyperlinked to the Agenda.			
Social media (content campaign)	Routine visibility campaign with hyperlink of content in the agenda.	Clicks, Shares, Likes, Comments	Periodic (weekly)	· SEO positioning · Positioning of official argument
Online visitor centre	Button on landing page hyperlinked to the Agenda.	Clicks	Always	· Visibility

A2. Newsletter. The agenda will provide updated information on events and e-mail notifications. (via user database).				
CHANNELS	DESCRIPTION	KPIs	TIMING	GOALS
Mailing	Weekly delivery of the Barbados newsletter with updated information on the museum agenda.	Openings,clicks, views	Periodic (monthly)	<ul style="list-style-type: none"> <li>· Value Databases</li> <li>· Engagement</li> <li>· Information</li> </ul>
visitbarbados.org.	Button to subscribe to Barbados newsletter with information on the agenda.	User registration	Always	<ul style="list-style-type: none"> <li>· Visibility</li> <li>· SEO positioning</li> </ul>
A3. Publicity campaign via social networks. Monthly content updated on the main social networks (Facebook, Twitter, etc.).				
CHANNELS	DESCRIPTION	KPIs	TIMING	GOALS
Social media channels (YouTube, Facebook, Twitter, Instagram, Google, Pinterest).	Publicity campaign for the main social networks with hyperlink to the agenda, segmented for public who are going to travel to or are located in Barbados.	Views, Likes, Shares, Reactions, New Followers, Mentions	Periodic (monthly)	<ul style="list-style-type: none"> <li>· SEM Positioning</li> <li>· Visibility</li> <li>· Virality</li> <li>· Visible official argument</li> <li>· Create positive engagement within the online community</li> <li>· Increase numbers of subscribers, fans and followers</li> </ul>

#### K4. 3D VIRTUAL ROUTE

##### 3D virtual route with information points and additional multimedia material

###### GOALS:

- To promote the physical visit.
- To offer additional information.
- To integrate new technologies into the visit experience.
- To increase engaging and dynamic content.
- To provide an enhanced digital experience for users/leads.
- To enhance the content, functionality and user experience on digital platforms.

###### RELATED ACTIONS:

A1. Link highlighted on our own channels to improve visibility.				
CHANNELS	DESCRIPTION	KPIs	TIMING	GOALS
visitbarbados.org	Button on landing page hyperlinked to 3D Virtual Route.	Clicks	Always	<ul style="list-style-type: none"> <li>• Visibility</li> <li>• Knowledge</li> </ul>
visitbarbados.org	Specific page with all information on the 3D Virtual Route. (e.g.:3d-virtual-route.html).	Visits, shares, media mentions		<ul style="list-style-type: none"> <li>• SEO Positioning</li> <li>• Diffusion</li> <li>• Visible official argument</li> </ul>
Apps	Button on landing page hyperlinked to 3D Virtual Route.	Clicks		<ul style="list-style-type: none"> <li>• Visibility</li> <li>• Knowledge</li> </ul>
Social media (content campaign)	Routine visibility campaign with hyperlink of content on the 3D Virtual Route.	Clicks, Shares, Likes, Comments	1 week prior to launch day.	<ul style="list-style-type: none"> <li>• SEO positioning</li> <li>• Visible official argument</li> <li>• Increase numbers of subscribers, fans and followers</li> </ul>
Online visitor centre	Button on landing page hyperlinked to 3D Virtual Route.	Clicks	Always	<ul style="list-style-type: none"> <li>• Visibility</li> <li>• Knowledge</li> </ul>

A2. Campaign for sharing content on social networks. Monthly content updates via social network links.				
CHANNELS	DESCRIPTION	KPIs	TIMING	GOALS
Social media channels (YouTube, Facebook, Twitter, Instagram, Google, Pinterest).	Visibility campaign via own content on the main social networks with hyperlink to the 3D Virtual Route.	Views, Likes, Shares, Reactions, New Followers, Mentions	Periodic (monthly)	<ul style="list-style-type: none"> <li>· SEO positioning</li> <li>· Visible official argument</li> <li>· Increase numbers of subscribers, fans and followers</li> <li>· Visibility</li> <li>· Knowledge</li> </ul>
A3. Launch campaign on all media.				
CHANNELS	DESCRIPTION	KPIs	TIMING	GOALS
Positioning campaign on search engines	Visibility campaign on main search engines (Google Adwords, Bing Ads, Yahoo advertising, etc.) to publicize the application, with hyperlink to the 3D Virtual Route.	CTR,	Periodic (quarterly)	<ul style="list-style-type: none"> <li>· SEM Positioning</li> <li>· Visibility</li> </ul>
Rich media	Visibility campaign on main search engines (Google Adwords, Bing Ads, Yahoo advertising, etc.) to publicize the application, with hyperlink to the 3D Virtual Route.	CTR,		<ul style="list-style-type: none"> <li>· SEM Positioning</li> <li>· Visibility</li> </ul>
Forums, blog trips, travel communities, etc.	Visibility campaign on main search engines (Google Adwords, Bing Ads, Yahoo advertising, etc.) to publicize the application, with hyperlink to the 3D Virtual Route.	Mentions, Shares, Clicks		<ul style="list-style-type: none"> <li>· SEM positioning</li> <li>· Visibility</li> <li>· Diffusion</li> <li>· Increase active fan community</li> </ul>
Press Release	Press release aimed at the main traditional and digital media explaining the functioning of the application and how to access it.	Mentions	1 week prior to launch day.	<ul style="list-style-type: none"> <li>· SEO Positioning</li> <li>· Knowledge</li> <li>· Visibility</li> <li>· Diffusion</li> </ul>



**K5. DAILY LIFE AT THE BIO MUSEUM (MULTIMEDIA CORE)**

**Production of multimedia material (audio, interviews, videos, photos, digital archive footage, etc.) to promote the Barbados brand on all digital channels.**

**GOALS:**

- To create content to promote the visibility and presence of the Bio Museum.
- To improve the organic positioning of visitbarbados.org
- To present the official message alongside the conversation for positioning of the Barbados brand.
- To develop richer and more engaging content.
- To improve interactivity with leads/users.
- To inspire visitors with a renewed understanding.
- To drive positive awareness and perceptions of Barbados.
- To build engagement, trust and advocacy for Barbados.
- To provide an enhanced digital experience for consumers.

**RELATED ACTIONS:**

<b>A1. Audio guides for visitors and other multimedia material (videos etc.).</b>				
<b>CHANNELS</b>	<b>DESCRIPTION</b>	<b>KPIs</b>	<b>TIMING</b>	<b>GOALS</b>
visitbarbados.org	Web space with the audio guides available for consultation by users.	Plays	Always	<ul style="list-style-type: none"> <li>• SEO Positioning</li> <li>• Visible official argument</li> <li>• Increase engaging and dynamic content</li> <li>• Empowerment, alignment and focusing of official content.</li> </ul>

A2. Interviews with key figures associated with bio museum topics, the area & its history (cultural historians, working people, politicians etc.)				
CHANNELS	DESCRIPTION	KPIs	TIMING	GOALS
visitbarbados.org	Web space with video interviews available for users. (videos embedded via social networks).	Views, Likes, Shares, Visits	Always	<ul style="list-style-type: none"><li>• SEO Positioning</li><li>• Visible official argument</li><li>• Increase engaging and dynamic content</li><li>• Empowerment, alignment and focusing of official content.</li><li>• Create positive engagement within online community</li><li>• Increase numbers of subscribers, fans and followers</li></ul>
Social video networks (YouTube, Vimeo, etc.)	Hosting of video interviews on own profiles.			

A3. Accessible historical archives providing documents and information related to heritage themes.				
CHANNELS	DESCRIPTION	KPIs	TIMING	GOALS
visitbarbados.org	Web space with all the files and documents available to users.	Views, Likes, Shares, Visits		<ul style="list-style-type: none"><li>• SEO Positioning</li><li>• Visible official argument</li><li>• Increase engaging and dynamic content</li><li>• Empowerment, alignment and focusing of official content.</li></ul>

A4. Short video presentations for publication on digital channels.				
CHANNELS	DESCRIPTION	KPIs	TIMING	GOALS
visitbarbados.org	Web space with the video presentations and occasionally on the home page (videos embedded via social networks).	Views, Likes, Shares, Visits	Always	<ul style="list-style-type: none"> <li>· SEO Positioning</li> <li>· Visible official argument</li> <li>· Increase engaging and dynamic content</li> <li>· Empowerment, alignment and focusing of official content.</li> <li>· Create positive engagement within online community</li> <li>· Increase numbers of subscribers, fans and followers</li> </ul>
Social media (content campaign)	Information and visibility campaign with content, integration of the videos and link to the blog.	Clicks, Shares, Views, Likes, Comments	Periodic (monthly)	
Social video networks (YouTube, Vimeo, etc.)	Hosting of video presentations on own profiles.	Views, Likes, Shares	Always	

## K6. BAJAN CUISINE BLOG

Bajan cuisine blog with recipes, recommendations on where to eat and shop and culinary reports. Participation of well-known Barbadian personalities as invited guests and participants to discuss historical and cultural topics, programmes filmed on heritage sites and other culturally significant locations, all made available on YouTube.

### GOALS:

- To promote Bajan culture with food as a central theme.
- To improve organic positioning and visibility on digital channels.
- To create positive engagement within the online community.
- To increase numbers of subscribers, fans and followers.
- To increase engaging and dynamic content.
- To develop richer and more engaging content.
- To improve interactivity with leads/users.
- To inspire visitors with a renewed understanding.

### RELATED ACTIONS:

A1. Space highlighted on own digital channels.				
CHANNELS	DESCRIPTION	KPIs	TIMING	GOALS
visitbarbados.org	Hyperlink/banner on landing page to blog.	Clicks	Always	<ul style="list-style-type: none"> <li>• Visibility</li> <li>• Knowledge</li> </ul>
visitbarbados.org	Specific page about Bajan Cuisine (e.g.:visitbarbados.org/bajan-cuisine.html) with hyperlink to blog.	Visits, Shares, Likes, Mentions	Always (constantly updated)	<ul style="list-style-type: none"> <li>• SEO Positioning</li> <li>• Diffusion</li> <li>• Visible official argument</li> </ul>
Apps	Button on landing page hyperlinked to the blog.	Clicks	Always	<ul style="list-style-type: none"> <li>• Visibility</li> <li>• Knowledge</li> </ul>
Online visitor centre				

A2. Awareness campaign on social networks. Updated monthly links to the blog on main social networks (Facebook, Twitter, etc.).				
CHANNELS	DESCRIPTION	KPIs	TIMING	GOALS
Own social media (content campaign)	Information and visibility campaign with content and link to the blog.	Clicks, Shares, Likes, Comments	Periodic (quarterly)	<ul style="list-style-type: none"> <li>• SEO positioning</li> <li>• Visible official argument</li> <li>• Increase numbers of subscribers, fans and followers</li> </ul>
Social video networks (YouTube, Vimeo, etc.)	Hosting of video presentations on own profiles.	Views, Likes, Shares		<ul style="list-style-type: none"> <li>• SEO Positioning</li> <li>• Increase engaging and dynamic content</li> <li>• Create positive engagement within online community</li> <li>• Increase numbers of subscribers, fans and followers</li> </ul>

### K7. A BAJAN BLOG TRIP

The most influential bloggers from the principal source markets will be invited to visit the country and experience Bajan culture.

A competition will be held previously amongst the bloggers participating in order to achieve the maximum visibility and virality of the action.

#### GOALS:

- To promote and give visibility to Bajan culture.
- To improve the positioning of Barbados' heritage offer on the internet.
- To drive positive awareness and perceptions of Barbados.
- To build engagement, trust and advocacy for Barbados.
- To maintain positive sentiment across social channels.
- To inspire visitors with a renewed understanding.
- To enhance awareness of Barbados as a diverse, exciting premier travel destination.
- To develop richer and more engaging content.
- To improve interactivity with leads/users.
- Brand building.
- To create positive engagement within the online community.

**RELATED ACTIONS:****A1. Campaign to attract bloggers in source markets via a competition.**

CHANNELS	DESCRIPTION	KPIs	TIMING	GOALS
Own media channels,	Campaign to capture and promote the blog trip on own media (website, app, online visitor centre, official websites, etc.) with content and link to the website with terms and conditions of the competition to form part of the trip.	Clicks, Views, Shares, Likes, Mentions	1 week prior to launch day.	<ul style="list-style-type: none"> <li>• SEO Positioning</li> <li>• Visibility</li> </ul>
Social media (content campaign)	Information on the competition to join the blog trip, along with monitoring via social networks throughout the process (competition, trip, interviews, links to bloggers, links to the blog, etc.)	Clicks, Views, Shares, Likes, Mentions, RTs, FAVs, Reactions	1 week prior to launch day.	<ul style="list-style-type: none"> <li>• SEO positioning</li> <li>• Virality</li> <li>• Increase numbers of subscribers, fans and followers</li> </ul>
Blogs	Monitoring of all the websites of all the bloggers and creation of shared content to generate backlinks.	Backlinks, Mentions, Social media reactions		<ul style="list-style-type: none"> <li>• SEO Positioning</li> <li>• Segmentation</li> <li>• Diffusion</li> <li>• Increase numbers of subscribers, fans and followers</li> </ul>
Forums, travel communities	Publication of competition terms and conditions and the objectives of the blog trip.	Shares, Mentions		<ul style="list-style-type: none"> <li>• SEO positioning</li> <li>• Visibility</li> <li>• Increase numbers of subscribers, fans and followers</li> </ul>
Digital media	Promotional campaign on digital media to inform regarding the terms and conditions of the competition and the objectives of the blog trip.	CTR, Shares, Mentions		<ul style="list-style-type: none"> <li>• SEM Positioning</li> <li>• Visibility</li> <li>• Diffusion</li> <li>• Knowledge</li> </ul>
Press release	Press release via main digital media to inform regarding the terms and conditions of the competition and the objectives of the blog trip.	Mentions		
Marketing mix	Promotional campaign via traditional media to inform regarding the terms and conditions of the	Mentions		<ul style="list-style-type: none"> <li>• Visibility</li> <li>• Diffusion</li> </ul>

	competition and the objectives of the blog trip.			
<b>A2. Awareness campaign on social networks and digital media, monitoring the experience and sharing the content of bloggers.</b>				
<b>CHANNELS</b>	<b>DESCRIPTION</b>	<b>KPIs</b>	<b>TIMING</b>	<b>GOALS</b>
Own social media (content campaign)	Information and visibility campaign with content and link to the blog.	Clicks, Shares, Likes, Comments	Continuously (during blog trip experience)	<ul style="list-style-type: none"> <li>• SEO Positioning</li> <li>• Segmentation</li> <li>• Diffusion</li> <li>• Increase numbers of subscribers, fans and followers</li> </ul>
Social video networks (YouTube, Vimeo, etc.)	Hosting of videos of the blog trip on own profiles.	Views, Likes, Shares		

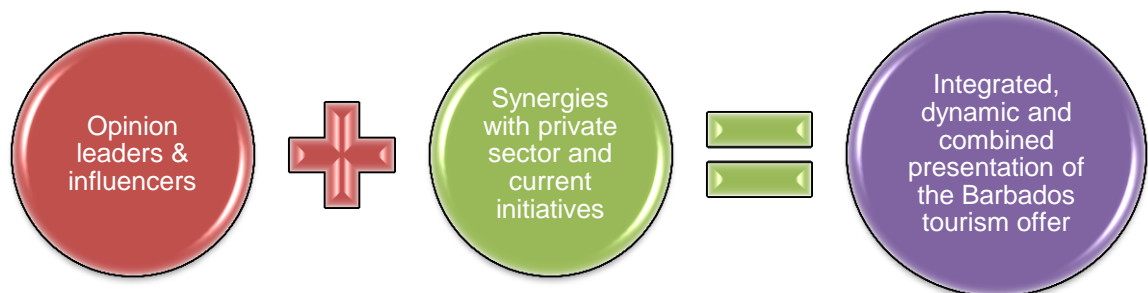




### 3.3 JOINT/TRANSVERSAL ACTIONS:

**Convergence of the current initiatives in the country, digital promotion tools and the new cultural and heritage tourism focus**

TRANSVERSAL ACTIONS ARE FOCUSED ON TWO MAIN AREAS:



#### 3.3.1 OPINION LEADERS: BLOGS & ONLINE INFLUENCERS

##### ▪ HERITAGE BLOG TRIP

An invitation to influential bloggers from the main source markets and other potential audiences to visit the country and enjoy a guided tour of the principal sights and attractions in order to promote awareness and publicity of the new Barbados heritage tourism offer.

##### General Goals:

- To improve the scope and diffusion of new heritage products in the digital media via the most relevant platforms and opinion leaders in the tourism sector.
- To promote the new heritage focus for the country applying highly experiential promotional dynamics (group trip), using the most innovative channels and formats (social media, blogs, video) and in line with new generations (millennials, Gen Z).
- To use opinion leaders in the digital tourism field as spokespersons for the new heritage approach, making them participants in the heritage experience as co-creators of content on its platforms, favouring diffusion on social networks, improving organic positioning (SEO) of the official argument (being promoted by Barbados) and improving the credibility and confidence of targets via the respected opinions of their opinion leaders (bloggers).

## Content

Organization of a trip to Barbados for 25 bloggers from the main source markets, during which they will visit the main points of interest of the new heritage products.

The trip will be monitored and published on official Barbados media (social networks, website, etc.) and the media of the bloggers themselves, with content focusing on experiences and the use of formats with high potential to be shared and publicized by users (short videos, photographs, etc.).

## Related promotion and publicity actions:

Promotion and publicity actions on social networks				
CHANNELS	DESCRIPTION	KPIs	TIMING	GOALS
Social media (content campaign)	Campaign with content on social networks to publicize the blog trip, via official profiles and profiles of the bloggers invited.	Social reactions, (Shares, Likes, Comments, etc.), Clicks	Periodic (daily)	<ul style="list-style-type: none"> <li>· Visibility</li> <li>· Virality</li> <li>· SEO Positioning</li> </ul>
Social media (SEM campaign)	Publicity campaign on social networks to publicize the blog trip.	CTR	Always (during blog trip)	<ul style="list-style-type: none"> <li>· SEM Positioning</li> <li>· Segmentation</li> <li>· Visibility</li> </ul>
Promotion and publicity actions via digital media				
CHANNELS	DESCRIPTION	KPIs	TIMING	GOALS
Press Release	Press release for all relevant digital media to explain all the details of the blog trip.	Mentions	1 month before blog trip and always during blog trip	<ul style="list-style-type: none"> <li>· Visibility</li> <li>· Diffusion</li> <li>· SEO Positioning</li> <li>· Expectation</li> <li>· Engagement</li> </ul>
Digital media	Campaign for the digital media of the principal source markets.	CTR, Social reactions, mentions		<ul style="list-style-type: none"> <li>· Visibility</li> <li>· Diffusion</li> </ul>
Blog trips / Forum / Trip communities	Visibility campaign on the main search engines	CTR		<ul style="list-style-type: none"> <li>· SEM Positioning</li> </ul>

	(Google Adwords, Bing Ads, Yahoo advertising, etc.) on a continuous basis and with special intensity during the planning periods of the main source markets.			<ul style="list-style-type: none"> <li>• Expectation</li> <li>• Engagement</li> </ul>
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budget		
Concept	DESCRIPTION	AMOUNT
Promotion and publicity actions on own channels	Publicity campaign on social networks to publicize the blog trip.	0 <sup>*1</sup>
Positioning campaign (SEM) on social networks.	Search advertisements and display network, according to key words and market.	20,000
Publicity campaigns with digital media tailored to geographic markets.	Campaign on the most relevant digital media and digital platforms in the sector.	30,000
TOTAL		50,000

<sup>\*1</sup> Assumed under the current items covering management of social networks and channels on the internet).

#### ▪ CROP OVER BLOG TRIP

An invitation for influential bloggers from the main source markets and other potential audiences to attend the Crop Over Festival, in order to promote awareness and publicize the event on digital media through the influence of opinion leaders and content creators in each market.

#### General Goals:

- **To enrich promotion of new heritage products** via the Crop Over Festival, (a leading heritage event in the country with a high degree of recognition among the main targets of the source markets), with the aim of **exponentially multiplying their diffusion and reach and associating them with the identity and cultural and heritage features of the Festival.**
- To promote the new heritage focus for the country applying **highly experiential promotional dynamics** (group trip), using the most innovative channels and formats (social media, blogs, video) and in line with new generations (millennials, Gen Z).
- To draw support from the high degree of recognition and positioning of the **Crop Over Festival as a promotional vehicle** to introduce new heritage products.
- To use **opinion leaders in the digital tourism field as spokespersons for the new heritage approach**, making them participants in the heritage experience as co-creators of content on its platforms, favouring diffusion on social networks, improving organic positioning (SEO) of the official argument (being promoted by Barbados) and improving the credibility and confidence of targets via the reputable opinions of their opinion leaders (bloggers).

#### Content

Organisation of a trip to Barbados for 25 bloggers from the main source markets, during which they will visit the main points of interest of the new heritage products.

The trip will be monitored and published on the official Barbados media (social networks, website, etc.) and the media of the bloggers themselves, with content focusing on experiences and the use of formats with high potential to be shared and diffused by users (short videos, photographs, etc.).

**Related promotion and publicity actions:**

Promotion and publicity actions on social networks				
CHANNELS	DESCRIPTION	KPIs	TIMING	GOALS
Social media (content campaign)	Campaign with content on social networks to publicize the blog trip, via official profiles and profiles of the bloggers invited.	Social reactions, (Shares, Likes, Comments, etc.), Clicks	Periodic (daily)	<ul style="list-style-type: none"> <li>· Visibility</li> <li>· Virality</li> <li>· SEO Positioning</li> </ul>
Social media (SEM campaign)	Publicity campaign on social networks to publicize the blog trip.	CTR	Always (during blog trip)	<ul style="list-style-type: none"> <li>· SEM Positioning</li> <li>· Segmentation</li> <li>· Visibility</li> </ul>
Promotion and publicity actions via digital media				
CHANNELS	DESCRIPTION	KPIs	TIMING	GOALS
Press Release	Press release for all relevant digital media to explain all the details of the blog trip.	Mentions	1 month before blog trip and always during blog trip	<ul style="list-style-type: none"> <li>· Visibility</li> <li>· Diffusion</li> <li>· SEO Positioning</li> <li>· Expectation</li> <li>· Engagement</li> </ul>
Digital media	Campaign for the digital media of the principal source markets.	CTR, Social reactions, mentions		<ul style="list-style-type: none"> <li>· Visibility</li> <li>· Diffusion</li> </ul>
Blog trips / Forum / Trip communities	Visibility campaign on the main search engines (Google Adwords, Bing Ads, Yahoo advertising, etc.) on a continuous basis and with special intensity during the planning periods of the main source markets.	CTR		<ul style="list-style-type: none"> <li>· SEM Positioning</li> <li>· Expectation</li> <li>· Engagement</li> </ul>

budget		
Concept	DESCRIPTION	AMOUNT
Promotion and publicity actions on own channels	Publicity campaign on social networks to publicize the Crop Over blog trip.	0 <sup>*1</sup>
Positioning campaign (SEM) on social networks.	Search advertisements and display network, according to key words and market.	20,000
Publicity campaigns with digital media tailored to geographic markets.	Campaign on the most relevant digital media and digital platforms in the sector.	30,000
TOTAL		50,000

<sup>\*1</sup> Assumed under the current items covering management of social networks and own channels on the internet).

## ▪ BARBADOS AMBASSADORS

A blog involving all the Barbados ambassadors. This will be hosted on the visitbarbados website and aimed at promoting the country's reputation, positioning and branding, combining information and other content from opinion leaders related to other areas and topics (concerts, sporting events, etc.).

### General Goals:

- To create reference content in line with the heritage argument hosted on the official website for Barbados and diffused via its digital channels, with the aim of **enriching the organic positioning (SEO)** of the official argument and **improving credibility and confidence in heritage products via the respected opinions of opinion leaders in the country.**
- **To integrate country ambassadors in the diffusion and promotion of the new heritage sub-brand**, generating heritage-related content under the new communication umbrella.
- **To position the official argument for Barbados in internet conversations** via content edited using the main **SEO techniques**, ensuring that the most visible results on the main internet search engines are in line with the **main identity arguments for the country.**

### Content

Development of a blog hosted at visitbarbados.org with content in line with the new heritage focus and edited according to SEO guidelines and techniques in order to guarantee its positioning on the main internet search engines and predominance of the official argument being presented by Barbados in online conversations.

The trip will be monitored and published on official Barbados media (social networks, website, etc.) and the media of the bloggers themselves, with content focusing on experiences and the use of formats with high potential to be shared and diffused by users (short videos, photographs, etc.).



**Related promotion and publicity actions:**

Promotion and publicity actions on social networks				
CHANNELS	DESCRIPTION	KPIs	TIMING	GOALS
Social media (content campaign)	Campaign with content on social networks to publicize the ambassadors blog, creating periodic links to publicize its content.	Social reactions, (Shares, Likes, Comments, etc.), Clicks	Periodic (weekly)	<ul style="list-style-type: none"> <li>· Visibility</li> <li>· Virality</li> <li>· SEO Positioning</li> </ul>
Promotion and publicity actions via digital media				
CHANNELS	DESCRIPTION	KPIs	TIMING	GOALS
Press Release	Press release for all relevant digital media to explain all the details of the ambassadors blog.	Mentions	Launch week	<ul style="list-style-type: none"> <li>· Visibility</li> <li>· Diffusion</li> <li>· SEO Positioning</li> <li>· Expectation</li> <li>· Engagement</li> </ul>
Digital media	Campaign via the digital media and platforms of the principal source markets.	CTR, Social reactions, mentions	Periodic (quarterly)	<ul style="list-style-type: none"> <li>· Visibility</li> <li>· Diffusion</li> <li>· SEM Positioning</li> <li>· Expectation</li> <li>· Engagement</li> </ul>

BUDGET		
CONCEPT	DESCRIPTION	AMOUNT
Promotion and publicity actions on own channels.	Publicity campaign on own media to publicize the ambassadors blog.	0 <sup>*1</sup>
Publicity campaigns with digital media tailored to geographic markets.	Campaign on the most relevant digital media and digital platforms in the sector.	20,000
TOTAL		20,000

<sup>\*1</sup> Assumed under the current items covering management of social networks and own channels on the internet).

### 3.3.2 SYNERGIES WITH PRIVATE SECTOR AND CURRENT INITIATIVES

#### BOOKBARBADOSNOW

Positioning and promotion campaign using this tool, offering special prices, discounts and promotions previously agreed with private sector businesses.

##### General Goals:

- To compete with other reservation platforms via offers and exclusive products on the online platform.
- To offer tourists a more complete and attractive experience, granting the current tourism offer the characteristic features of the new heritage focus.
- To integrate the public and private sector in the new heritage offer via synergies involving a combination of their products and services with heritage products.
- To offer the sector an innovative technological information tool to facilitate and improve customer experiences and increase their satisfaction (Barbadosoneclick).

##### Content:

Development of specific packages and actions for the online platform, offering all the possible synergies to public and private stakeholders. The new heritage-related interpretative themes will be presented as a focus for communication of offers and promotions, exploiting Barbados' argument as a heritage destination to enrich the current tourism offer based on sun and beaches.

##### How?

Via integrated collaboration proposals with the main stakeholders:

##### · Hotels and other accommodation

- Offering accommodation packages with heritage activities included, supported by the specific heritage products and packs developed under the operational plan.

(e.g. *2 nights + Bio Museum Visit + Bajan Day Experience*)

- Indexing of the accommodation offers in bookbarbadosnow via the new heritage-related interpretative themes, as a means of bringing tourists directly into contact with heritage via organisation of the private sector offer on the website, making the private sector a part of the heritage theme.

(e.g. *The best hotels to enjoy the Bajan Soul*).

- Offer the sector the possibility of installing Barbadosoneclick terminals in their establishments.

• **Tourist activity companies**

• Offer activity packs combining the current offer in the sector with new heritage-related activities, thereby enriching and completing the tourist experience.

(e.g. *Day Dive + Bio Museum Ticket*).

• Categorize the offer of products and activities on the website through new heritage-related interpretative themes.

(e.g. *Bajan Soul Activities, The Story of Sugar and Rum activities*).

• **Museums, theatres and other venues**

• Offer activity packs that combine the current offer of culture and events with new heritage-related activities.

(e.g. *A culture and heritage day in the Garrison: Garrison Walking Tour experience + museum ticket + ticket to the Barbados Reggae Festival /Holders Season/Barbados Gospelfest*).

• Categorisation of the cultural offer on the website under the new heritage-related interpretative themes, so that they are presented under the heritage communication umbrella.

(e.g. *Crop Over, Holetown Festival, the Barbados Reggae Festival /Holders Season/Barbados Gospelfest*).

**Other stakeholders** for the development of proposals and collaboration in the context of bookbarbadosnow:

- Bars & restaurants. - Tour operators, travel agents. - Airlines. - Booking offices. - Tourism offices. - Sports clubs, cultural and leisure centres. - Buildings of tourism/cultural interest - World Heritage sites. - Journalists and specialist media - Shops and other businesses - Transport sector companies.

**Related promotion and publicity actions:**

Space highlighted on own digital channels.				
CHANNELS	DESCRIPTION	KPIs	TIMING <sup>*1</sup>	GOALS
visitbarbados.org/ Stakeholder sites	Banner located in a prominent space on the website informing regarding the exclusive nature of the offers and promotions. Link to bookbarbadosnow.com	Clicks	Always	<ul style="list-style-type: none"> <li>· SEO Positioning</li> <li>· Visibility</li> </ul>
visitbarbados.org	Specific web page for bookbarbadosnow offers. (e.g.: visitbarbados.org/book-barbados-now-offers.html).	Visits, shares,	Always ----- <i>content must be updated frequently</i>	
Apps	Banner located in a prominent space on the website informing regarding the exclusive nature of the offers and promotions. Link to bookbarbadosnow.com	Clicks	Always	
Social media (content campaign)	Periodic campaign with content informing regarding the offers and promotions at bookbarbadosnow.com.	Clicks, Shares, Likes, Comments	Periodic (monthly)	<ul style="list-style-type: none"> <li>· SEO positioning</li> <li>· Visibility</li> <li>· Social Diffusion</li> <li>· Engagement</li> </ul>
Online visitor centre	Banner located in a prominent space on the website informing regarding the exclusive nature of the offers and promotions. Link to bookbarbadosnow.com	Clicks	Always	<ul style="list-style-type: none"> <li>· SEO Positioning</li> <li>· Visibility</li> </ul>

Social networks. Promotion campaign with information from visitbarbados.org as the main focus.				
CHANNELS	DESCRIPTION	KPIs	TIMING	GOALS
Main social media channels (YouTube, Facebook, Twitter, Instagram, Google, Pinterest).	Publicity campaign for the main social networks with hyperlink to the official Facebook site of Barbados and the specific content of the official website visitbarbados.org.	Views, Likes, Shares, Reactions, New Followers, Mentions	Periodic (quarterly)	<ul style="list-style-type: none"> <li>· Visibility</li> <li>· Positioning of official argument</li> </ul>
Publicity campaigns with digital media tailored to geographic markets. (not included in estimate)				
CHANNELS	DESCRIPTION	KPIs	TIMING	GOALS
News media	Publicity campaign for the main digital media by source market, with graphic excerpts and content that leads to the official website visitbarbados.org	CTR	Periodic (quarterly)	<ul style="list-style-type: none"> <li>· SEM Positioning</li> <li>· SEO Positioning</li> <li>· Visibility</li> <li>· Diffusion</li> </ul>
Blog trips	Publicity campaign for the main tourism blogs and websites by source market, with graphic excerpts and content that leads to the official website visitbarbados.org	CTR, shares	-----Quarterly launch and renewal, coordinating with the promotional agenda of BTMI	
Community trips /Forums	Publicity campaign for the main tourism forums and traveller communities by source market, with graphic excerpts and content that leads to the official website visitbarbados.org	CTR, shares	-----	
Press releases (online and offline media).	Publication of press releases in the most influential media by source market.	Clicks, mentions	Launch ----- Once the website restructuring has been completed.	
Positioning campaign on search engines	Visibility campaign on the main search engines (Google Adwords, Bing Ads, Yahoo advertising, etc.) on a continuous basis	CTR	Periodic (quarterly)	

	and with special intensity during the planning periods of the main source markets.			
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<sup>\*1</sup> Three types of timing are established: **always** in the case of general positioning actions which due to their importance must have a permanent presence; **periodic** when it corresponds to the duration of a specific campaign limited in time and **unspecified** where due to the nature of the action the timing cannot be predetermined.

BUDGET		
CONCEPT	DESCRIPTION	AMOUNT
Web Development	Restructuring of the web categories, grouping the items into sections related with the interpretative themes.	0 <sup>*1</sup>
Space highlighted on own digital channels.	Campaign on official Barbados media channels.	0 <sup>*2</sup>
Social networks. Promotion campaign with information from visitbarbados.org as the main focus.	Positioning campaign on social networks using advertisements segmented according to user profile, behaviour profile and source market.	20,000
Positioning campaign (SEM) on the main internet search engines.	Search advertisements and display network, according to key words and market.	30,000
Publicity campaigns with digital media tailored to geographic markets.	Comprehensive campaign on the most relevant digital media of the principal source markets.	50,000
TOTAL		110,000

<sup>\*1</sup> included in the current web maintenance, unless the BTMI considers that in order to start up some aspect of this initiative it is necessary to carry out extra developments on the website.

<sup>\*2</sup> Assumed under the current items covering management of social networks and own channels on the internet).

## ▪ CONNECTING BARBADOS

Collaboration with the private sector to offer heritage-based products to visitors arriving for a specific event (Top Gear Festival, Crop Over, Barbados Food & Wine and Rum Festival etc.), using their social networks to launch campaigns related to heritage.

### General Goals:

- To reach tourists who initially arrive for other reasons and use event databases and digital channels to position heritage as an integral part of the complete island tourism offer.
- To provide incentives for the private sector to use the new heritage communication umbrella, via the heritage sub-brand and its implementation in publicity and promotional communication carried out jointly by the destination and its most relevant events.
- To improve the scope and diffusion of communication for both the destination itself and its events, sharing own databases and communication channels.

### Content

Development of joint promotional and publicity actions between Barbados and the country's most relevant events, making use of own resources (social networks, websites, apps, databases) and third party resources (traditional and digital), allowing both parties to present their offer under the new communication umbrella based around the interpretative themes developed in the operational plan.

### How?

Reaching promotional and publicity agreements with the main event promoters in the country with the aim of creating communication synergies to improve the visibility and effectiveness of heritage events and products.

Sharing of own communication channels (social networks, websites, apps, etc.) to promote the event and heritage products that may be of interest to the target markets.

Offering heritage products through event databases using specific communications (newsletter) and vice versa (Barbados offering events to its database).

Creation of experiential packs (event + heritage activities) offering customers the possibility of completing their experience during the event with heritage-related activities as a further incentive to attend the event.



**Related promotion and publicity actions:**

Promotion and publicity actions via own resources				
CHANNELS	DESCRIPTION	KPIs	TIMING	GOALS
Newsletter (Barbados Databases) (Event Databases)	Sending of commercial information to the respective databases.	Openings, Clicks	Not specified ----- <i>Dependent on the holding of events</i> -----	· Visibility · Engagement
Social networks (Barbados social networks) (Event social networks)	Campaign with content on social networks to publicize heritage products, events and possible combined packs and offers.	Social reactions, (Shares, Likes, Comments, etc.), Clicks		· Visibility · Virality · Positioning of official argument
Positioning campaign on main search engines.	Visibility campaign on main search engines (Google Adwords, Bing Ads, Yahoo advertising, etc.)	CTR, Sales		· SEM Positioning · Segmentation
Promotion and publicity actions via media and search engines				
CHANNELS	DESCRIPTION	KPIs	TIMING	GOALS
Marketing mix	Shared campaign on traditional media of the principal source markets.	Mentions	Not specified -----	· Visibility  · SEM Positioning
Digital media	Shared campaign on digital media of the principal source markets.	CTR, Social reactions, mentions	<i>Dependent on the holding of events</i> -----	
Positioning campaign on search engines	Visibility campaign on the main search engines (Google Adwords, Bing Ads, Yahoo advertising, etc.) on a continuous basis and with special intensity during the planning periods of the main source markets.	CTR, Downloads	Periodic (quarterly)	

BUDGET		
CONCEPT	DESCRIPTION	AMOUNT
Promotion and publicity actions on own channels.	Campaign with content on own media to publicize heritage products, events and possible combined packs and offers.	0 <sup>*1</sup>
Positioning campaign (SEM) on the main internet search engines.	Search advertisements and display network, according to key words and market.	30,000
Publicity campaigns with digital and traditional media tailored to geographic markets.	Comprehensive campaign on the most relevant digital media of the principal source markets.	90,000
TOTAL		120,000

<sup>\*1</sup> Assumed under the current items covering management of social networks and own channels on the internet).

## ▪ BEC & BFF PROGRAMMES

Barbados Elite Club Specialist Programme and Barbados Friends & Family Programme. Development of products and specific heritage offers for these niche markets in order to add the new heritage products to the current range of attractions.

### General Goals:

- Integration of Barbados' main tourism programmes under the new heritage-based communication umbrella through implementation of the heritage sub-brand in the joint promotional communication for the programmes and Barbados as a destination.
- To improve the scope and diffusion of communication for both the destination itself and programmes, sharing own databases and communication channels.

### Content

Development of joint promotional and publicity actions between Barbados and the country's most relevant programmes, making use of own resources (social networks, websites, apps, databases) and third party resources (traditional and digital), allowing both parties to present their offer under the new heritage-based communication umbrella based around the interpretative themes developed in the operational plan.

### How?

Reaching promotional and publicity agreements with the aim of creating communication synergies to improve the visibility and effectiveness of heritage programmes and products.

Offering a subsidy to programmes to carry out publicity promotion duly aligned with the new heritage focus, allowing Barbados to integrate the communication of the country's main programmes under the new heritage-based communication umbrella.

Sharing of own communication channels (social networks, websites, apps, etc.) to promote the programmes and heritage products that may be of interest to the target markets.

Offering heritage products through programme databases using specific communications (newsletter) and vice versa (Barbados offering specific programmes to its database).

Creating packs that offer members signed up for the programme the possibility of completing their visit to the country with related heritage activities as a further incentive to sign up for the programme or make the decision to make the trip in the planning stage.

**Related promotion and publicity actions:**

Related promotion and publicity actions:				
CHANNELS	DESCRIPTION	KPIs	TIMING	GOALS
Newsletter (Barbados Database) (BFF and BEC Database)	Sending of commercial information to the respective databases.	Openings, Clicks	Periodic (quarterly)	<ul style="list-style-type: none"> <li>· Inform members of the club.</li> <li>· Encourage subscription to these clubs by potential members.</li> </ul>
Social networks (Barbados social networks) (BFF and BEC social networks)	Campaign with content on social networks to publicize heritage offers for members signed up under the programme.	Social reactions, (Shares, Likes, Comments, etc.), Clicks	Periodic (monthly)	<ul style="list-style-type: none"> <li>· Improve the visibility of the programmes and associate them with the heritage communication umbrella.</li> </ul>
Official websites (visitbarbados.org) (BFF and BEC sites)	Campaign with content on official websites including information on heritage offers for members signed up under the programme.	Clicks, Visits	Always	
Marketing mix	Publicity campaigns with digital and traditional media tailored to geographic markets (subsidized).	CTR, Social reactions, mentions	Periodic (quarterly)	<ul style="list-style-type: none"> <li>· SEM Positioning</li> <li>· SEO Positioning</li> <li>· Diffusion</li> <li>· Visibility</li> </ul>

BUDGET		
CONCEPT	DESCRIPTION	AMOUNT
Promotion and publicity actions on own channels.	Campaign with content on own media to publicize heritage products, events and possible combined packs and offers.	0 *1
Positioning campaign (SEM) on the main internet search engines.	Search advertisements and display network, according to key words and market.	20,000
Publicity campaigns with	Subsidy for promotion and	60,000

digital and traditional media tailored to geographic markets.	publicity under the heritage communication umbrella.	
<b>TOTAL</b>		<b>80,000</b>

<sup>\*1</sup> Assumed under the current items covering management of social networks and own channels on the internet).

## AIRLINES AND HERITAGE

Cooperative digital campaigns in conjunction with airlines from the main target markets to link the heritage experience with the traditional sun & beach offer.

### General Goals:

- Integration of the main airlines under Barbados' new heritage-based communication umbrella through implementation of the heritage sub-brand in the joint promotional communication for the airlines and Barbados as a destination.
- Improvement to the scope and diffusion of heritage communication.

### Content

Development of joint promotional and publicity actions between Barbados and the country's most relevant programmes, making use of own resources (social networks, websites, apps, databases) and third party resources (traditional and digital), allowing both parties to present their offer under the new heritage-based communication umbrella based around the interpretative themes developed in the operational plan.

### How?

Reaching promotional and publicity agreements with the aim of creating communication synergies to improve the visibility and effectiveness of heritage programmes and products.

Offering airlines promotional use of official Barbados channels and the possibility of sending data to databases if the communication is duly aligned with the new heritage focus for Barbados.

Increased visibility via positioning campaigns on the main internet search engines.

## Related promotion and publicity actions

Promotion and publicity actions via own resources				
CHANNELS	DESCRIPTION	KPIs	TIMING	GOALS
Newsletter (Barbados Databases) (Airline Databases)	Sending of commercial information to the respective databases.	Openings, Clicks	Periodic (quarterly)	<ul style="list-style-type: none"> <li>· Inform users of the airline.</li> <li>· Encourage subscription.</li> </ul>
Social networks (Barbados social networks) (Airline social networks)	Campaign with content on social networks to publicize airline offers with a heritage focus.	Social reactions (Shares, Likes, Comments), Clicks	Periodic (monthly)	<ul style="list-style-type: none"> <li>· Visibility</li> <li>· Virality</li> <li>· SEO positioning</li> </ul>
Promotion and publicity actions via media and search engines				
CHANNELS	DESCRIPTION	KPIs	TIMING	GOALS
Marketing mix	Shared campaign on traditional media of the principal source markets.	Mentions	Not specified -----	<ul style="list-style-type: none"> <li>· Visibility</li> <li>· SEM Positioning</li> </ul>
Digital media	Shared campaign on digital media of the principal source markets.	CTR, Social reactions, mentions	Dependent on the holding of events -----	
Positioning campaign on search engines	Visibility campaign on the main search engines (Google Adwords, Bing Ads, Yahoo advertising, etc.) on a continuous basis and with special intensity during the planning periods of the main source markets.	CTR, Downloads	Periodic (quarterly)	<ul style="list-style-type: none"> <li>· SEM Positioning</li> </ul>

BUDGET		
Concept	DESCRIPTION	AMOUNT
Promotion and publicity actions on own channels.	Campaign with content on own media to publicize heritage products, events and possible combined packs and offers.	0 <sup>*1</sup>
Positioning campaign (SEM) on the main internet search engines.	Search advertisements and display network, according to key words and market.	30,000
Publicity campaigns with digital and traditional media tailored to geographic markets.	Comprehensive campaign on the most relevant digital media of the principal source markets.	80,000
TOTAL		110,000

<sup>\*1</sup> Assumed under the current items covering management of social networks and own channels on the internet).

#### OTA PRESENCE PROGRAMME

A public initiative to support the private sector involving the creation of a handbook for the main OTAs, as well as a digital space for the private sector. The aim is to provide the private sector with the tools and know-how necessary to improve their digital image and clearly differentiate their respective offers. This initiative indirectly benefits the image, credibility and positioning of Barbados as a destination.

## **4 GENERAL RECOMMENDATIONS FOR CORRECT SEGMENTATION**

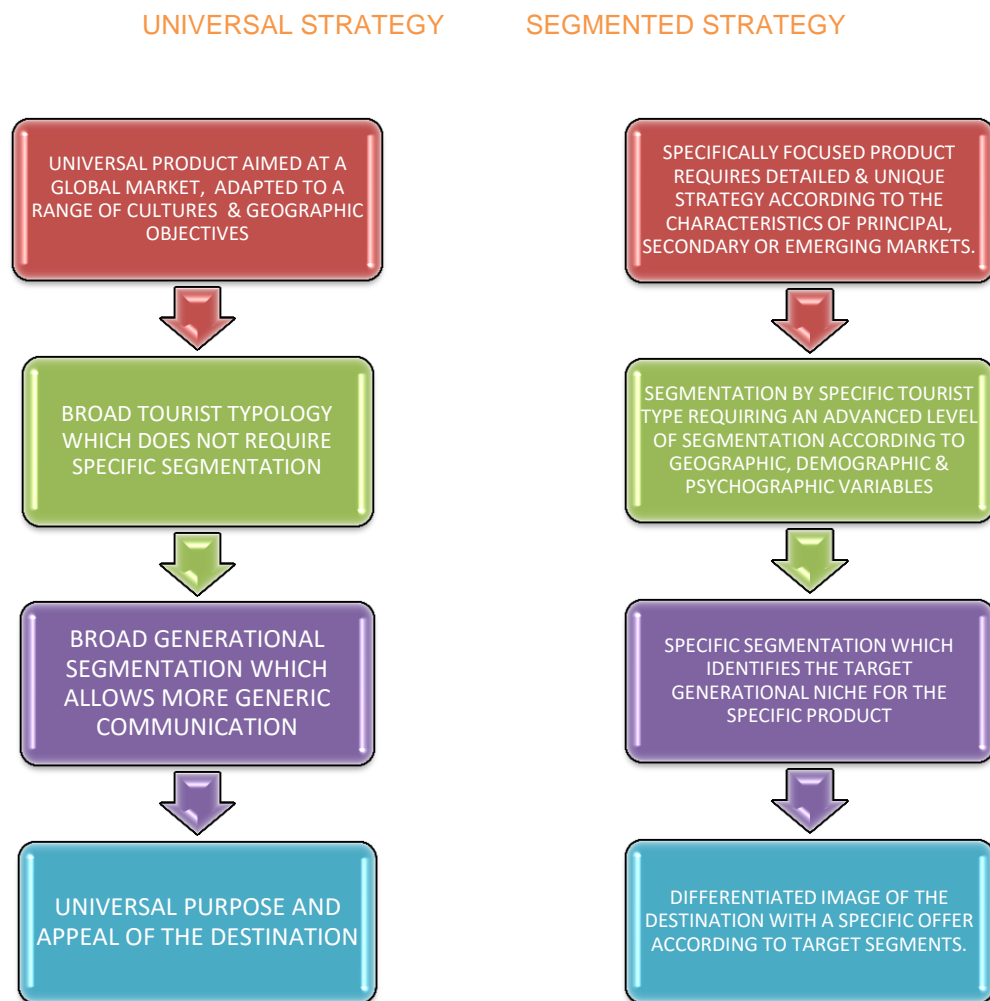
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This plan is characterized by the universal and plural nature of the new cultural offer created around the heritage of Barbados. Nevertheless, considering the objectives of consolidating and rejuvenating traditional markets and expanding secondary targets, the operational plan still needs to identify the differences between particular tourist groups in terms of origin, demographics and generational types.

Both universal and segmented strategies should go hand in hand in terms of global marketing.

Once the products are established and their individual characteristics are clearer this segmentation can become more defined.

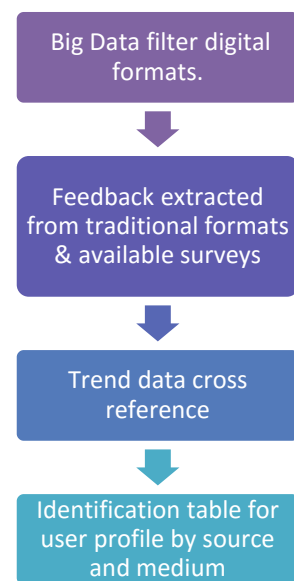


Together with the development of the products and the new offer, the implementation of this Plan should align segmentation with the general strategy of the destination.

In all events, it is useful to list the key segmentation definitions and the selection of media and formats that are appropriate for the actions proposed within the operational plan. These basic rules should form part of the work undertaken by the suppliers responsible for implementing the actions.

## BASIC RULES FOR SEGMENTATION AND SUBSEQUENT SELECTION OF CHANNELS

### BIG DATA analysis of target market.



Analysis of available big data, both own data via the **official digital formats** (website, social networks, etc.), and general sources relating to **tourism trends in each source market by channel, media and format**. From this comparative analysis we will extract the dominant tourist profile for each medium (demographic, psychographic, socio-economic, etc.).

Example:

For the launch campaign of the Bio Museum, once the big data has been analysed guidelines can be prepared by market, medium and format which will serve as a basis for the measures proposed.

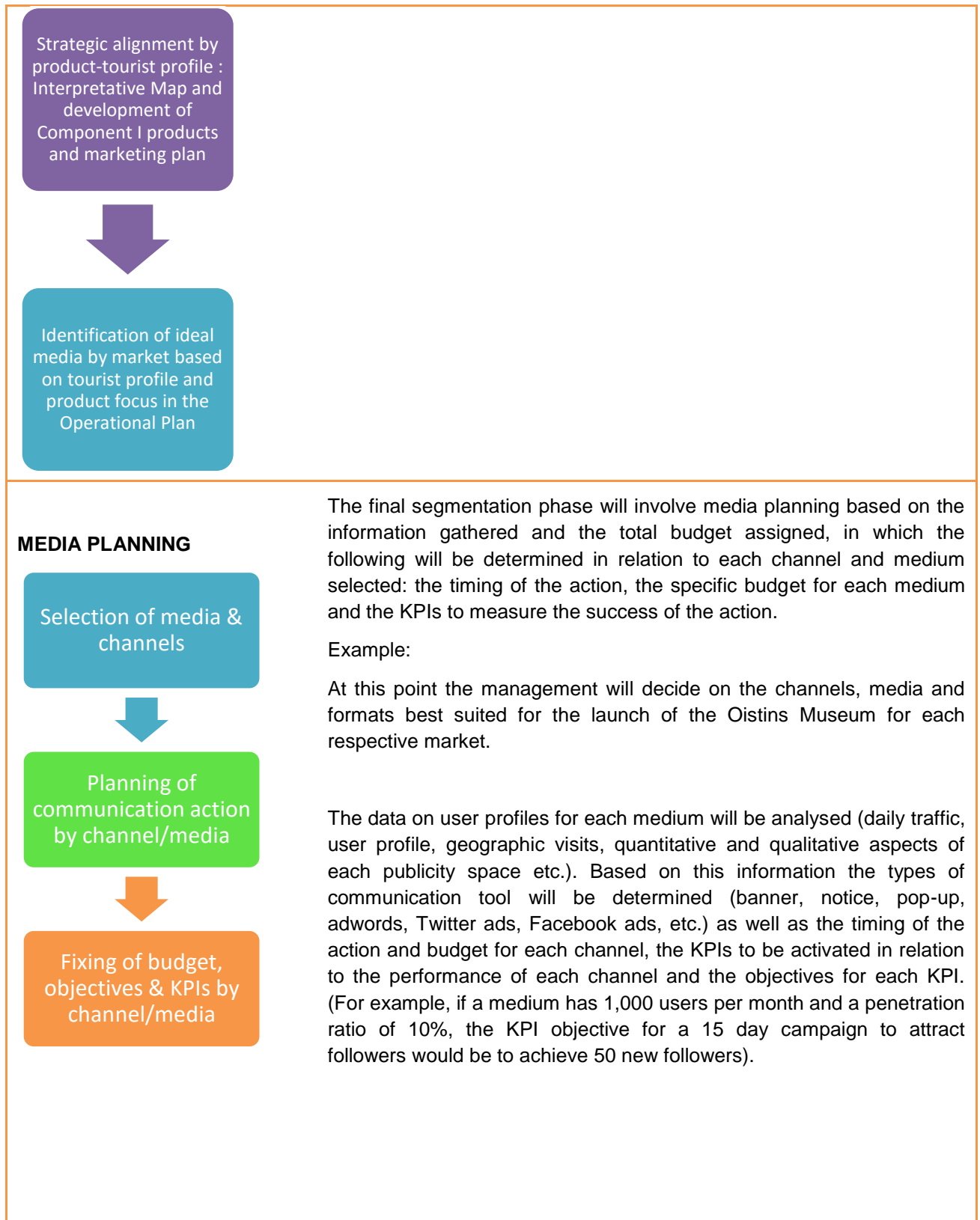
MARKET	OWN RESOURCES		TRENDS PER MEDIUM	
USA	FACEBOOK	USER PROFILE	FACEBOOK	USER PROFILE
		43% of total followers		45% of total social network traffic
		54% male/46% female		58% male/42% female
		Average age: 34.3		Average age: 29.3
		Interactivity with publications:		
		Browsing time:		
		Geographic location: Florida, New York, California		Most active geographic locations: Florida, New York
	TWITTER			
	YOUTUBE			
	VISITBARBADOS			

### Product-strategy ALIGNMENT of marketing plan and target market/segment.

Initial analysis of information available in Ministry documents (Barbados Tourism Master Plan, Tourism White Paper, Marketing Plan, etc.) and in components I & II, where the target segmentation for Barbados is listed (principal and secondary markets, current and desired tourist types, market niches etc.).

Using this information, the most suitable channels and media can be identified for each market (according to big data analysis) to reach target tourists (in line with the analysis of segmentation and market objectives listed in Ministry documents).

Lastly, and prior to media selection and planning, the results of the previous analysis will be aligned with the marketing strategies for each product defined in the operational plan.



As has been highlighted in the operational plan and also in the diagnoses and Components I & II, the selection of media and formats and the corresponding objectives and KPIs for the various communication actions (social media, publicity or PR), should be defined by Barbados Marketing Tourism Inc. (in collaboration with externally appointed publicity, development and design consultants) only once the products and developments have been completed. This ensures the appropriate decisions are made and the necessary follow-up and control parameters are in place based on the particular circumstances and locations of each project.

## **5 DEFINITION OF STAFF PROFILES FOR DEVELOPMENT AND CONSOLIDATION OF DIGITAL MARKETING SKILLS**

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Digital marketing is an essential strategic tool that will need to be progressively updated by Barbados Marketing Inc. The implementation of this Operational Plan undoubtedly represents a technical challenge which will require the contribution of a professional team specializing in digital marketing.

To ensure and monitor the continued success of the action plan and provide supervision and support for the various external companies chosen to collaborate in the implementation of the project (design, publicity, development, PR) we have defined a management staff structure based on a range of professional profiles:

Professional profile	Duties
<b>Branding Manager</b>	In charge of <b>creation, publicity and consolidation of the Barbados brand</b> . Duties will include overseeing the effective use of the brand in all formats, consolidating the brand at a global level and defining the communication focus according to market and tourist type. Will need to view the brand as a strategic asset for differentiation and personalization which will unite all the participants in the Barbados tourism industry (stakeholders, official bodies, locals and visitors). This person will be fundamental in the creation of the sub-brand defined in the Operational Plan, both during the creation and design stage (overseeing and collaborating with the external consultants appointed to define the identifying features of this sub-brand) and also the implementation stage, ensuring its effective use and promotion in all communication actions in the media and digital formats.
<b>Digital Marketing Manager</b>	In charge of <b>implementing the digital marketing strategy and adapting the general strategy to digital media in collaboration with the Barbados Marketing Director</b> . Duties will also include designing publicity and promotional content for distribution on the various online platforms. Their role is to generate traffic to increase the digital presence of the Barbados brand, coordinate the various agents involved in digital communication and follow up the campaigns in quantitative and qualitative terms in collaboration with the web analyst to reach decisions based on the performance data provided by the KPIs.
<b>Programmers and Multimedia Designers</b>	Their role will be to <b>develop the tools and creative multimedia designs required</b> for both the operational and general marketing plans, and otherwise to offer assistance and support to any additional design companies appointed to ensure the required technical and quality standards. They will need to adapt programs and designs to the technological requirements of each platform, medium or format.
<b>SEO/SEM Professional</b>	Responsible for <b>positioning the content of own digital platforms on the various internet search engines</b> , using the appropriate technical methods (linkbuilding, key word implementation, tag creation, SEO of content, internet labels, etc.). Also jointly responsible together with the Digital Marketing Manager for determining the best audience segment for each marketing action, the key words to promote on search engines for each segment, the most appropriate creative design and the most efficient locations. In terms of SEM, their role will be to improve positioning on search engines via the purchase of publicity spaces and

	the creation and optimization of positioning campaigns. They will oversee the SEO and SEM results of externally appointed companies, offering assistance and monitoring the success of their respective campaigns.
<b>Social Media Planner/Community Manager</b>	In charge of <b>communication on social media</b> (social media marketing), setting the objectives that need to be reached (reputation, attracting clients, loyalty, etc.) and designing the necessary strategies to obtain them. In their role as Community Manager they will be responsible for managing, moderating and energizing profiles and communities, or otherwise supervising and providing support for the external companies appointed for these roles. They will also be responsible for establishing the KPIs to monitor social networks and provide the web analyst with the information needed to keep track of the online communications strategy. In the event of external companies being appointed for individual source markets, they will be in charge of coordinating with the former and ensuring that the content and strategy remain consistent within the various markets.
<b>Content Editor/Journalist (Content Manager)</b>	Their role will be to <b>oversee digital content and the correct use of the official message</b> on the part of the external companies appointed, as well as management and analysis of all digital information (web content, videos, podcasts and images). They should combine journalism skills and knowledge with an understanding of SEO and metrics analysis, as well as being familiar with basic web design and development concepts. Their objective is to develop well-structured quality texts aimed at a range of target audiences, promoting active conversation and providing a reference point and inspiration for digital tourists.
<b>Web Analysis and Usability Specialist</b>	Their role will be to compile, measure, evaluate and explain Internet big data findings in order to facilitate decisions for the improvement of both official websites and online marketing actions on external media. Their main responsibility will be to interpret the statistics generated by internet users (number of visits, rebound percentages, traffic sources, conversions, ROI, etc.) from the various source markets, media and formats, in order to reach conclusions which will improve the results of all digital communication actions.

The incorporation of these profiles will enable Barbados Marketing Inc. to execute many of the creative design elements, modifications and innovations required themselves, resulting in greater control and personalization, an improved response capacity in the event of reputational crises and reduced budget costs in terms of outsourcing of services.

## **6 TIMING**

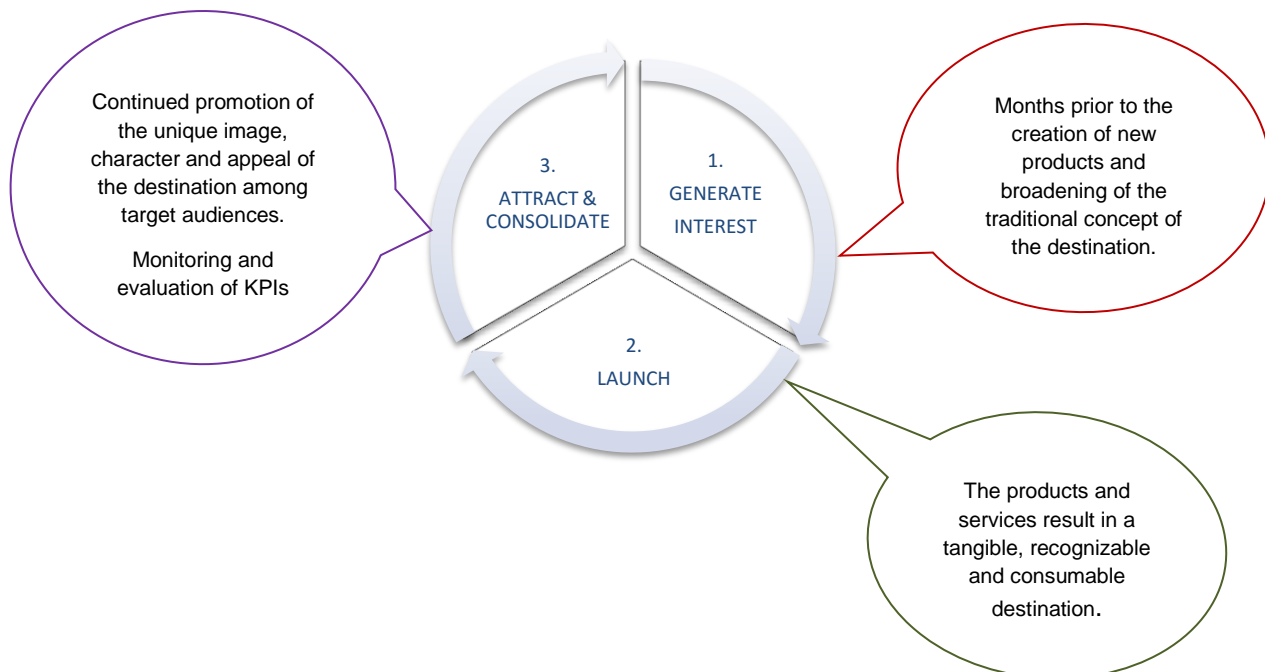
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Bearing in mind that the full implementation of all products is expected to take between three and four years, the overall strategy should be defined in terms of the various phases for each product - namely design & creation, launch and consolidation.

We have identified three distinct stages:

- **Phase 1. Create prior interest.** While the fixed objectives are yet to be set at the destination, the communication strategy needs to focus on generating interest and expectation for a new project which will shortly be appearing on the market and the specific products which will initially be unveiled.
- **Phase 2. Launch.** Once the products and services are fully in place, the presentation and promotion should begin – this should NEVER commence before they are completed.
- **Phase 3. Attract and consolidate audiences.** The launch of Barbados as a destination with a strong cultural appeal will require ongoing work and commitment to the commercial strategy to ensure that the 'novelty effect' of the launch will be maintained and continue to attract audiences in the future.



*Timing for the ongoing development of the Marketing Plan.*

## **7 BUDGET**

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The drafting of a budget of this nature requires an in-depth analysis of a wide range of costs in a number of areas. These include graphic and audio-visual production, management and negotiation with promotional space suppliers, selection of media and formats according to target markets and production expenses deriving from the manufacture, purchase and maintenance of formats and support systems. The timing and intensity of the campaigns will also be a key element.

Bearing in mind these characteristics and the fact that we are dealing with an approximate budget where certain costs have not been defined yet (materials, formats, units, time, intensity, etc.), this budget is intended merely as a guideline. It has been prepared on the basis of campaign and supplier costs provided by Barbados Tourism Marketing in collaboration with the IDB, with market prices for those items for which we do not have a historic cost comparison.

For a better understanding of the cost breakdown of this budget, additional information will be offered on the calculations (time/quantities) of some of the budget items, as well as detailed recommendations regarding areas for spending.

## GENERAL ACTIONS

	ESTIMATED COST	ITEMS INCLUDED
THE HERITAGE SUB BRAND	\$ 150,000	· Creativity and design, SSMM* <sup>1</sup> campaign, Mkt mix campaign, brand application manual, awareness and integration programme to the private sector.
RIHANNA WEB EPISODES	\$ 250,000	· Production, SSMM campaign, Marketing mix campaign
THEMATIC MAP 360°	\$ 60,000	· Development, Design, Mkt campaign, SEO/SEM campaign
BARBADOS QREXPERIENCE	\$ 10,000	· Design, Web content, Mkt campaign, Production
BARBADOS ONECLICK	\$ 90,000	· Development and design, Mkt campaign, Production* <sup>2</sup>
TOTAL	\$ 560,000	

\*1. Search and social media campaign

\*2. 100 units (furniture + touch device)

## SPECIFIC ACTIONS

### VISITOR CENTRE AT THE SPIRIT BOND

KEY ACTIONS	ESTIMATED COST	ITEMS INCLUDED
K1. LAUNCH* <sup>1</sup>	\$ 50,000	· Presentation, SSMM campaign Mkt mix campaign
K2. VISITORS CENTRE ONLINE	\$ 200,000	· Web development, SSMM campaign* <sup>2</sup> , Digital media campaign* <sup>2</sup>
TOTAL	\$ 250,000	

### BRIDGETOWN TOURIST URBAN ROUTE

KEY ACTIONS	ESTIMATED COST	ITEMS INCLUDED
K1. TOURIST URBAN MAP	\$ 20,000	· Presentation, SSMM campaign, Mkt mix campaign
TOTAL	\$ 20,000	

\*1. Each launch actions include:  
presentation (\$10,000), SSMM (\$20,000 during one year)  
marketing mix (\$20,000).

\*2. Launch and maintenance during first year.

## SPECIFIC ACTIONS

### THE GARRISON WALKING TOUR EXPERIENCE

KEY ACTIONS	ESTIMATED COST	ITEMS INCLUDED
K1. LAUNCH* <sup>1</sup>	\$ 50,000	· Presentation, SSMM campaign, Mkt mix campaign
K2. 3D VIRTUAL ROUTE	\$ 50,000	· Web development, Graphic production 3D, SSMM campaign, Mkt mix campaign
K3. A WALKING TOUR MULTIMEDIA EXPERIENCE	\$ 60,000	· Web development, production of audio guides, video creations and interviews SSMM campaign, Mkt mix campaign
K4. THE GARRISON AGENDA	\$ 20,000	· Web development, SSMM campaign
K5. GARRISON PACKS	\$ 30,000	· Web development, SSMM campaign, Digital media campaign, awareness plan for private sector
<b>TOTAL</b>	<b>\$ 210,000</b>	

\*1. Each launch actions include:  
presentation (\$10,000), SSMM (\$20,000 during one year)  
marketing mix (\$20,000).

## SPECIFIC ACTIONS

## OISTINS WATERFRONT: THE BIO MUSEUM

KEY ACTIONS	ESTIMATED COST	ITEMS INCLUDED
K1. LAUNCH* <sup>1</sup>	\$ 50,000	· Presentation, SSMM campaign, Mkt mix campaign
K2. A BAJAN DAY	\$ 60,000	· Web development, SSMM campaign, Mkt mix campaign
K3. BAJAN AGENDA	\$ 20,000	· Web development, SSMM campaign
K4. 3D VIRTUAL ROUTE	\$ 30,000	· Web development, SSMM campaign, Digital media campaign
K5. A DAILY LIFE IN BIOMUSEUM, MULTIMEDIA	\$ 20,000	· Web development, SSMM campaign
K6. BAJAN CUISINE BLOG	\$ 30,000	· Web development, Video edition, SSMM campaign
K7. A BAJAN BLOGTRIP	\$ 50,000	· SSMM Campaign, Digital media campaign, Trip expenses* <sup>2</sup>
<b>TOTAL</b>	<b>\$ 260,000</b>	

\*1. Each launch actions include:  
presentation (\$10,000), SSMM (\$20,000 during one year)  
marketing mix (\$20,000).

\*2. Travel expenses for 25 bloggers

## SPECIFIC ACTIONS

## A RENEWED NATIONAL MUSEUM

KEY ACTIONS	ESTIMATED COST	ITEMS INCLUDED
K1. LAUNCH* <sup>1</sup>	\$ 50,000	· Presentation, SSMM campaign, Digital media campaign
K2. NATIONAL MUSEUM AGENDA	\$ 10,000	· Web development, SSMM campaign
K3. NATIONAL MUSEUM PACKS	\$ 30,000	· SSMM campaign, Digital media campaign
K4. THE SUGAR & RUM CONNECTION	\$ 30,000	· SSMM campaign, Digital media campaign, awareness plan for private sector
K5. THE INTERACTIVE MUSEUM EXPERIENCE	\$ 40,000	· App development, SSMM campaign, Digital media campaign
<b>TOTAL</b>	<b>\$ 160,000</b>	

\*1. Each launch actions include:  
 presentation (\$10,000), SSMM (\$20,000 during one year)  
 marketing mix (\$20,000).



## TRANSVERSAL ACTIONS

### OPINION LEADERS: BLOGS & ONLINE INFLUENCERS

KEY ACTIONS	ESTIMATED COST	ITEMS INCLUDED
HERITAGE BLOGTRIP	\$ 50,000	· SSMM campaign, Digital media campaign, Trip expenses*1
CROPOVER BLOGTRIP	\$ 50,000	· SSMM campaign, Digital media campaign, Trip expenses*1
BARBADOS AMBASSADORS	\$ 20,000	· SSMM campaign
TOTAL	\$ 120,000	

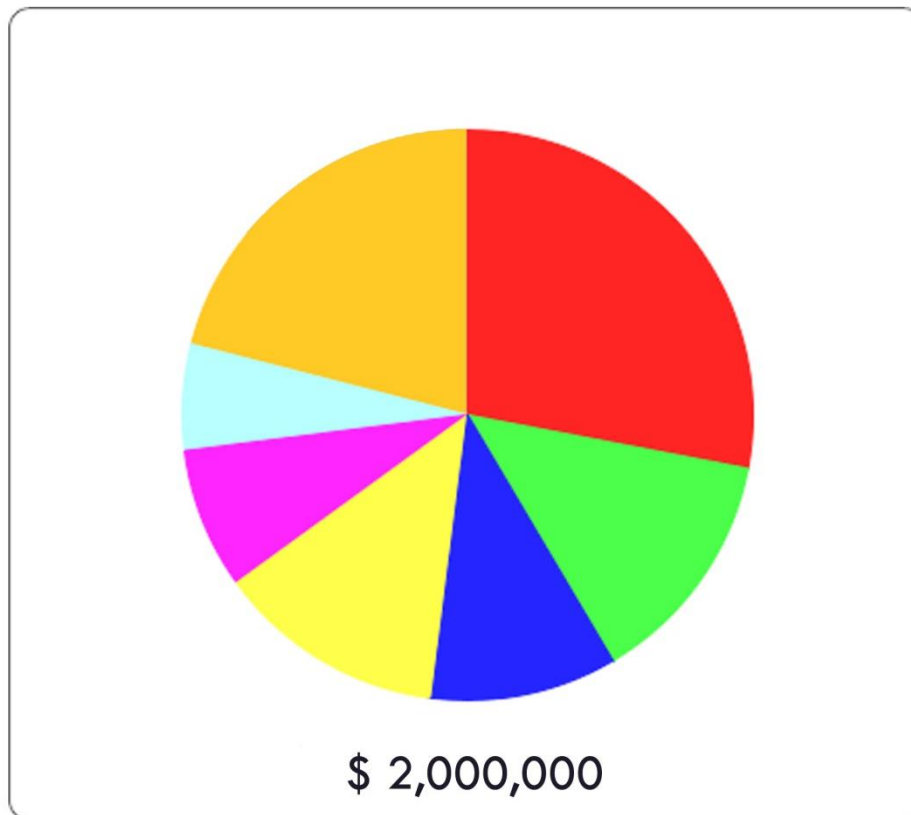
\*1. Travel expenses for 25 bloggers

## TRANSVERSAL ACTIONS

### SYNERGIES WITH PRIVATE SECTOR AND CURRENT INITIATIVES

KEY ACTIONS	ESTIMATED COST	ITEMS INCLUDED
BOOKBARBADOSNOW.COM	\$ 110,000	· SSMM campaign, SEM campaign, Marketing mix campaign
CONNECTING BARBADOS INITIATIVES WITH HERITAGE	\$ 120,000	· SSMM campaign, SEM campaign, Marketing mix campaign
BEC AND BFF PROGRAMME SYNERGY	\$ 80,000	· Mailing campaign, subvention to the private sector for promotional purposes
AIRLINES AND HERITAGE	\$ 110,000	· Mailing campaign, SEM campaign, Marketing mix campaign
<b>TOTAL</b>	<b>\$ 420,000</b>	

## BUDGET DISTRIBUTION



\$ 560,000

· General actions

\$ 270,000

· Visitor Centre at the Spirit Bond  
· Bridgetown tourist urban route

\$ 210,000

· Garrison walking tour experience

\$ 260,000

· Oistins Waterfront: The Bio Museum

\$ 160,000

· A renewed National museum

\$ 120,000

· Blogs and influencers

\$ 420,000

· Synergies with private sector and  
current initiatives

## 8 ANNEX

### 8.1 GENERAL PROFILE OF THE MAIN MARKETS, TRENDS AND GENERAL BEHAVIOUR ON ARRIVAL

Motivated Cultural Tourists	Inspired Cultural Tourists	Incidental Cultural Tourists
The holiday is motivated by the cultural element – their interest may be specialist or general in nature, and their focus might be on permanent features such as architecture or transient opportunities such as a festival.	These have a strong, broad interest in Culture and Sightseeing. A large part of their holiday is inspired by the cultural opportunities associated with a destination.	These typically have another primary reason for their trip and participate in cultural activities that are in keeping with their travel plans or itinerary.

*Types of cultural tourist defined by Fáilte Ireland. National Tourism Development Authority:*

It could be said that Barbados' natural characteristics, geographical position and history limit the offer for motivated and inspired cultural tourists, which have the cultural element as their main reason for travelling to a destination. However, in the case of incidental cultural tourists, although they have another main reason when choosing a destination, cultural elements influence them when making the final decision. The development of an interesting and appealing cultural offer in the country will therefore result in a deviation of tourists from competitor countries.<sup>9</sup>

Image building for Barbados' heritage products is required to increase the enthusiasm of cultural tourists for the country.

Currently, Barbados does not have an image as a cultural heritage site, basing most of its tourism attractiveness on the sun & sand & sea brand.

As previously said, Barbados has a unique opportunity to take advantage of the inclusion of Bridgetown and its Garrison as a UNESCO World Heritage Site to redirect the existing brand towards a more sophisticated cultural tourism image.

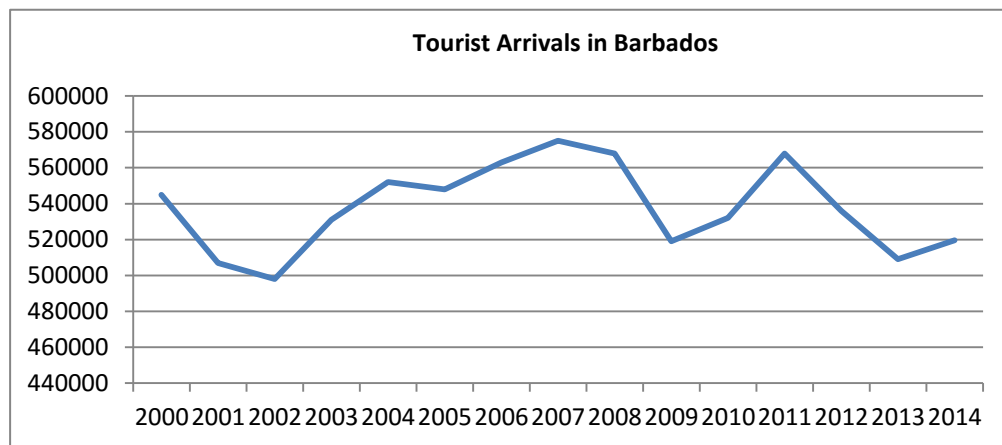
As previously stated in relation to creative tourism, cultural tourists have become increasingly interested in experiences that develop their creative potential such as learning the skills, crafts, cooking, activities and language of the communities they visit, particularly traditional skills. In doing so, they also have opportunities to engage with locals and experience a range of other tourism opportunities. Barbados needs to explore this area and strengthen ties with its Bajan culture, which differentiates it from the rest of the Caribbean universe.

<sup>9</sup>Recent research regarding tourist expenditure in Barbados shows that cultural motivations represent 18% for American tourists and 24% for Canadian tourists. *Tourist Expenditure Research. University of Las Palmas for IDB. 2015.*

### 8.1.1 General Data

According to official data<sup>10</sup> the total number of international tourists arriving in Barbados was nearly 1,300,000 in 2013; 60% of these were cruise passengers (86% in transit, and 14% embarking in Barbados) and the other 40% (around 510,000 people) were stay-over visitors.

In recent years, Barbados' tourism has suffered a decline since 2008 when it reached its peak. There were 10.5% less tourists in 2013 than in 2008, with the exception of 2011 when tourist numbers matched those of 2007. However, in 2014 there was a recovery, with the number of tourists increasing to levels similar to those of 2008.



ICN-Artea compilation based on World Bank data and Caribbean Tourism Organisation Data.

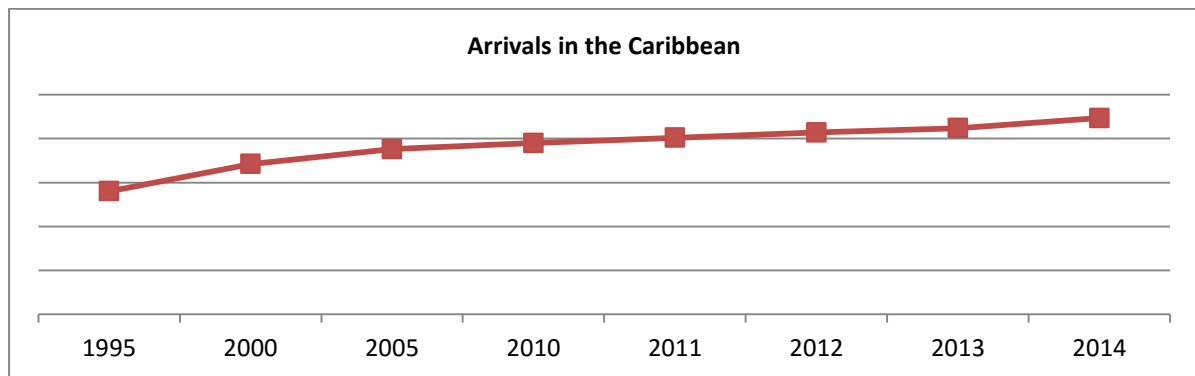
**In terms of tourism origin Barbados is highly dependent on UK visitors, who represented 35% in 2013, followed by the USA with 24%. However, up to 32% of tourists from the USA travel to Barbados to visit friends and family, so their expenditure is lower than tourism for holiday purposes. Canada is another country with a high proportion of tourists visiting family and friends in Barbados (25%).** Only tourists from Germany & the rest of Europe have slightly increased their number over the period considered.

It is significant that Barbados has been declining since 2000 while the Caribbean has experienced steady growth for the last 10 years.<sup>11</sup> The Caribbean registered a 5.4% increase in arrivals in 2014, continuing with its upward trend. Barbados, as shown in the graph above, had a 2.2% increase in arrivals in 2014. This is a great improvement since it represents a change in its declining trend.

<sup>10</sup> All the information included in this chapter is taken from World Bank statistics and data forwarded by IDB.

<sup>11</sup> In any case, it should be noted that in recent years (2009-2013) and by markets, the presence of the UK has declined in the Caribbean, affecting emblematic destinations such as the Dominican Republic, Jamaica, the Bahamas and Cuba.

Source: Outbound tourism - trips abroad by resident visitors to countries of destination (basis: arrivals in destination countries). UNTWO, 2015.



*ICN-Artea compilation based on data from the Caribbean Tourism Association*

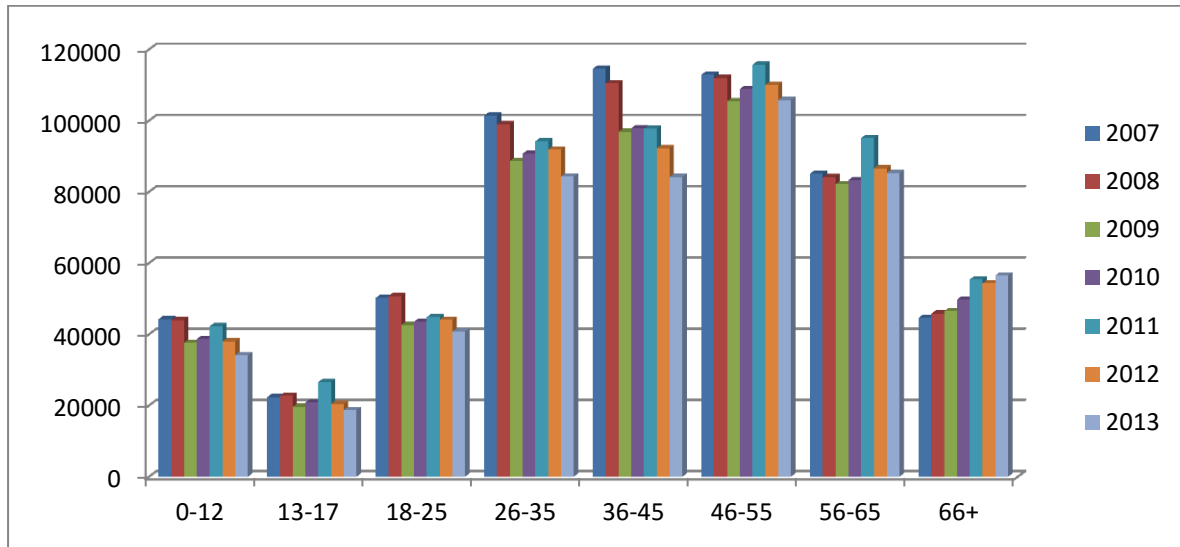
The destinations that have absorbed the increase in arrivals include large destinations such as Puerto Rico (+4%) and the Dominican Republic (+3%) which grew above the sub-regional average. However, smaller destinations such as Aruba (+8%), the Cayman Islands, Anguilla (both +7%) and Curaçao (+5%) also reported healthy growth.

So in general terms, we can affirm that not only is Barbados losing position within the regional market, it is unable to attract new demand at the same rate as other destinations despite increasing interest in the region.

Since writing this report new information has arisen (Tourism Caribbean Association) indicating that Barbados' tourism sector has begun to show signs of growth. In 2014, long-stay visitor arrivals increased for the first time in two years by 2.2 percent to 519,638 visitors, compared to the previous year. There was also a record-breaking number of arrivals in December 2014 when Barbados welcomed 56,132 long-stay visitors, the highest on record in any given month since April 2007. The Country has also recently recorded strong levels of visitor arrivals, with preliminary figures showing January 2015 as being the highest on record for the last 15 years with 56,132 arrivals.

#### Age profile, stays and accommodation

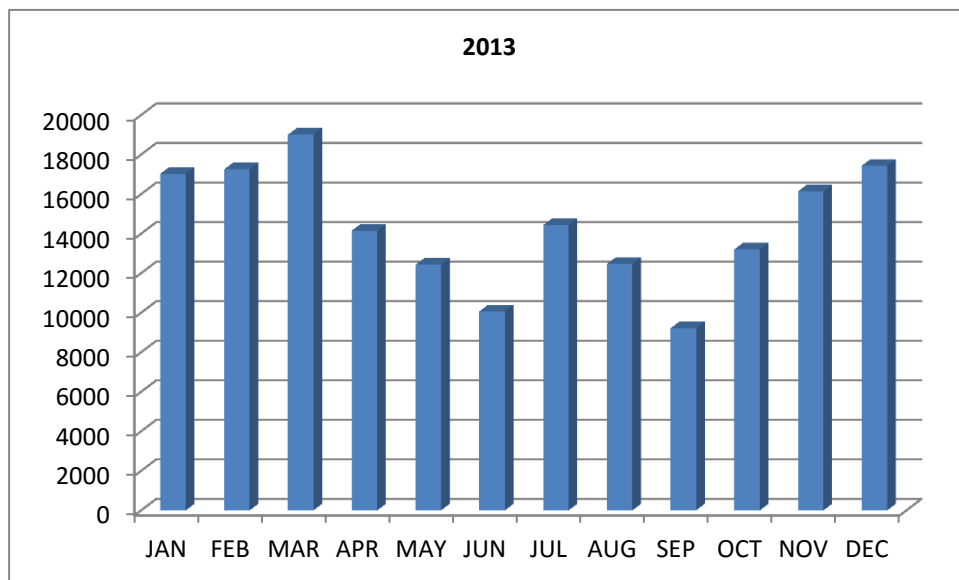
According to official data in 2013, **Barbados is regarded as a holiday destination for an older aged tourism market, with the UK and Canada being the countries with the highest proportion of visitors aged over 56 (32%-33% average), while Germany and Latin American countries have the youngest visitors. In 2013 the highest share was for tourists aged 46-55 (21%), closely followed by those aged 56-65 (17%). Over the years, only the 56-65 and over 65 age groups have had an upward trend, while the younger age groups have decreased.** This is a worrying trend, especially when we consider the 26-35 and 36-45 age groups (which have experienced the biggest decrease), since these age groups have a higher expenditure potential.



ICN-Artea compilation based on data from the Barbados Statistical Service

Barbados' main tourist stay is predominantly 7-10 days, followed by those who stay 4-6 days and 11-14 days, which were practically the same in number in 2013. This length of stay is the same regardless of their country of origin.

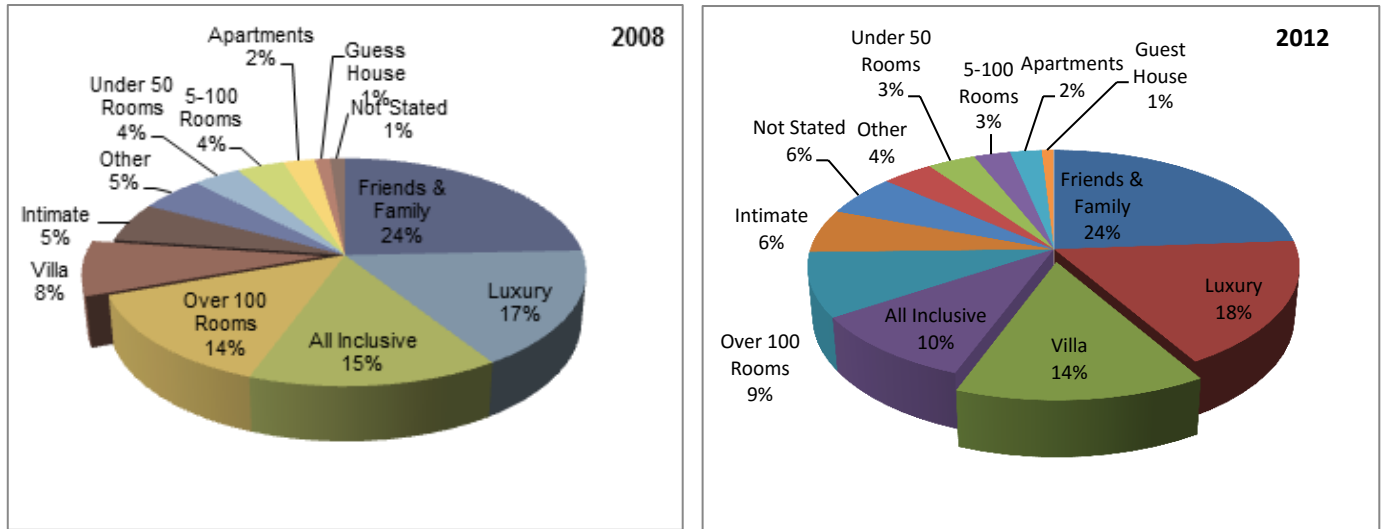
There is a higher number of visitors in the winter months from November to March.



ICN-Artea compilation based on official data from the Barbados Statistical Service.

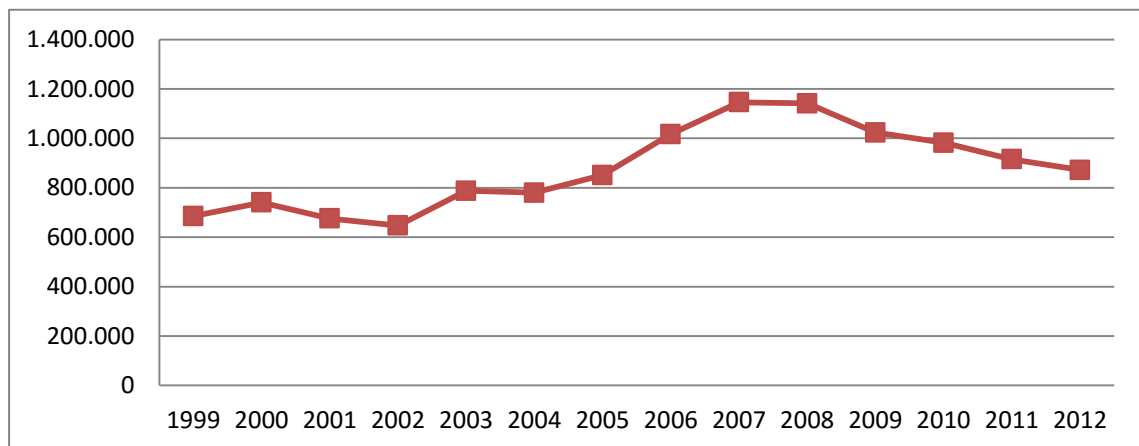
The type of accommodation preferred by visitors has changed over the years. The percentage of tourists looking for luxury accommodation, all-inclusive and over 100-room hotels has dropped in favour of villas,

which has grown from an 8% share in 2008 to 14% in 2013. This trend is in line with a more personalized tourism searching for real experiences.<sup>12</sup>



ICN-Artea compilation based on official data.

Finally, with regard to stay-over tourists, expenditure has been on a downward trend since 2007 as shown in the graph below, returning to the levels of 2006 in 2012. Unfortunately, the World Bank data is not updated for Barbados so we can only rely on the official figures from the Barbados Central Bank, which only provides the evolution of average expenditure up to 2012.



ICN-Artea compilation based on official data.

<sup>12</sup> "...An increasing number of Brits are making their own travel arrangements (47% in 2012 compared to 38% in 2008)<sup>1</sup>. We have two theories that may explain these shifts: they may be saving by having a shorter holiday, and/or the closure of a major all-inclusive resort forced holidaymakers to plan their trips themselves. This trend may be correlated to the rise in apartment/villa rentals since 2008 as visitors can easily connect directly with owners and have a more personalized experience". THE 'NEW' BRITISH VISITOR TO BARBADOS. A Profile of British Visitors Post-2008. 21 APRIL 2015. Antilles Economics.



### 8.1.2 Specific profile of the main markets

The markets considered for this analysis are those identified as target markets by the country's various strategic and marketing plans, along with those deemed important by the main sources surveyed. They include both consolidated and emerging markets.

Due to the wealth of existing data regarding the target markets, in the following analysis we have focused on the following variables:

1. **Data on the economic health of the country** and their potential willingness to travel (this data is also considered in the 2015 Marketing Plan for Barbados).
2. **Data defining general motivations and trends** related to travelling and holidays. This qualitative data has been gathered from the following main sources: Studies of Ireland, National Tourism Development Authority, Visit Britain and Canadian Tourism Commission.
3. **Data defining the presence and importance of digital media** in consumption (studies of Adroit Digital reports).
4. **Data providing information about the markets and their behaviour in Barbados.** This is derived from a wide range of sources: Barbados Tourism White Paper, Barbados Tourism Master Plan 2014-2020, Qualitative Research Barbados Long Haul Markets Report and the Barbados Stayover Visitor Survey 2008-2012.

In order to obtain all this information several resources have been used with varying quality and quantity of information; we have attempted to offer a consistent and relevant in-depth analysis for application in the design of products and marketing.

#### 8.1.2.1 United Kingdom Market Profile

##### Key findings:

Beach holidays and cruises are expected to continue to be the most important type of holiday for British tourists, especially those that are perceived as being more simple and authentic. Their intention is to 'go native' and get away from their hectic daily lives.

The number of people going on holiday with extended family has more than doubled in the last year according to research. The main long-haul destinations for this type of family trip tend to be countries such as the *Dominican Republic, Mexico, Thailand, Malaysia, Mauritius, Antigua and Cuba*, since for many the Caribbean is the epitome of an ideal holiday destination, and therefore these destinations are direct competitors with Barbados.

The total population for 2014 has been estimated at 63,743,000 people. In the global travel context, the UK ranks 5th for international tourism expenditure with a total of \$52.6 billion in 2013, as per UNWTO figures.

Most workers who work a 5-day week receive 28 days' paid annual leave per year.

In 2013, the number of outbound trips made by UK residents reached 56 million, reflecting a rise of 2% compared to the previous year. This represents a return to positive growth after the 1% decline in 2012. The positive growth in terms of the number of trips contributed to an increase in outgoing tourist expenditure, which increased by 6%. However, as also stated in the Barbados Global Marketing Plan 2014-2015, UK residents took 6.9 million long-haul holidays in 2013, down 19% compared to 2008. This market contraction was driven by weak economic conditions and tight household budgets, along with high jet fuel costs and increases in Air Passenger Duty rates, with a magnified impact for long-haul airfares.

There was a small decline in the number of breaks taken during the year in the UK. This was offset by a small increase in people taking a greater number of breaks abroad, with 16% of people having at least three holidays abroad during the year, compared with 14% in 2013.

Beach holidays and city breaks are expected to remain the most popular holiday choices and cruises and all-inclusive holidays look to continue to be in demand; 10% of consumers are considering a cruise, double the number who went on a cruise in the 12 months to August 2013 and one in five (21%) say they may take an all-inclusive offer in 2014 compared to 15% who took one in the past 12 months.

Consumers are planning to spend more on holiday in 2015 than they have in 2014: 20% state they will spend more on holiday and only 15% say they will spend less. In 2013, the spending figures over the next year stood at 19% spending more and 16% spending less so the very tentative optimism that we saw last year has continued to increase this year.

In the next 12 months, one third (35%) of consumers think that they will go on holiday to a new country (quite likely or practically certain).

The value of the long-haul holiday market is also expected to grow steadily over the next five years. However, a lower financial barrier to entry will see much of the growth stem from people who have previously found themselves priced out of the market. Growth from lower spenders will see the average spending per trip decline each year, and the market value is expected to grow at a slower rate than the market volume.

By 2018, Mintel expects UK consumers to spend £8.2 billion on long-haul holidays, up 9% compared to 2013. This compares to an anticipated 14% growth in the number of trips made over the same period. The average spending per trip is expected to fall to £1,039 by 2018, compared to an estimated £1,090 in 2013.

The most important drivers for destination preferences are:

- Lots of once-in-a-lifetime experiences.
- An exciting place.
- Provides unique holiday experiences.
- A place to have a real adventure.
- A place where I would feel welcome.

The key trends identified for UK travellers are:

- Package holidays – these will continue to be popular, driven by consumer demand for value and the ease of having arrangements taken care of, as well as the greater choice and flexibility now offered by the package holiday market.
- The simple life – while 5 star luxury will continue to appeal to many who can afford it, holidays that are perceived as more simple and authentic which remove people from their hectic daily lives are also set to be popular in the coming year.
- The number of people going on holiday with extended family has more than doubled in the last year according to research. One in five (19%) consumers had at least one holiday with their extended family in the 12 months to July 2014 compared to just 7% the previous year.

The top ten most visited places by UK travellers are all within a relatively close distance from the UK. Spain is the most visited, largely due to ownership of a second residence in this country:

Rank	Destination
1	Spain

2	USA
3	Italy
4	France
5	Turkey
6	Germany
7	Portugal
8	Greece
9	Cyprus
10	Ireland

However, when it comes to long-haul holiday destinations for British tourists, new countries appear on the list: the Dominican Republic, Mexico, Thailand, Malaysia, Mauritius, Antigua and Cuba.

Popular long-haul destinations such as Mexico, Florida and the Caribbean will continue to attract Brits in 2014, with expansion of UK operators in Mexico, new attractions in Florida and renewed interest in Caribbean resorts. Holidaymakers heading east are just as likely to travel to the increasingly popular destinations of Burma, Vietnam and Sri Lanka as they are to choose traditional favourites such as Thailand. For good weather a little closer to home, Dubai continues to attract British holidaymakers and is particularly well regarded by families.

Increasingly, travellers are looking for a more local experience of their holiday destinations; they want to 'go native'. Whilst traditional hotel accommodation remains by far the most popular type of accommodation, UK travellers tend to increase their search for apartment accommodation and B&Bs, which often offer more personalized experiences.

### **Digital Universe**

85% of the total population is an active internet user. In 2014, 38 million adults (76%) in Great Britain accessed the internet every day, 21 million more than in 2006, when directly comparable records began. 74% of all adults bought goods or services online this year, up from 53% in 2008.

Consumers use a very diverse range of sources – print, online and face-to-face – for holiday ideas and information. In general, younger consumers actively use a much wider range of different sources than average to inspire and inform them in their holiday choices.

Most travellers use online sources to plan their trips: online retailers, traveller review sites, and websites of hotels, airlines, attractions, etc. Some travellers continue to rely on travel guides/books.

The PC remains the most popular device when booking a holiday online with 93% of consumers using this in the past 12 months. There has been a significant increase in people using tablets to book with nearly a fifth (18%) doing so, compared to 10% in 2013. There has also been an increase in bookings made via smartphone (up from 13% to 17%).

Smartphones are now being used not just to plan a trip but throughout the journey, particularly by British under-35s; one in four use their smartphone for sharing their trip whilst travelling and one in seven use their smartphone to make modifications to a trip.

### UK Market behaviour in Barbados

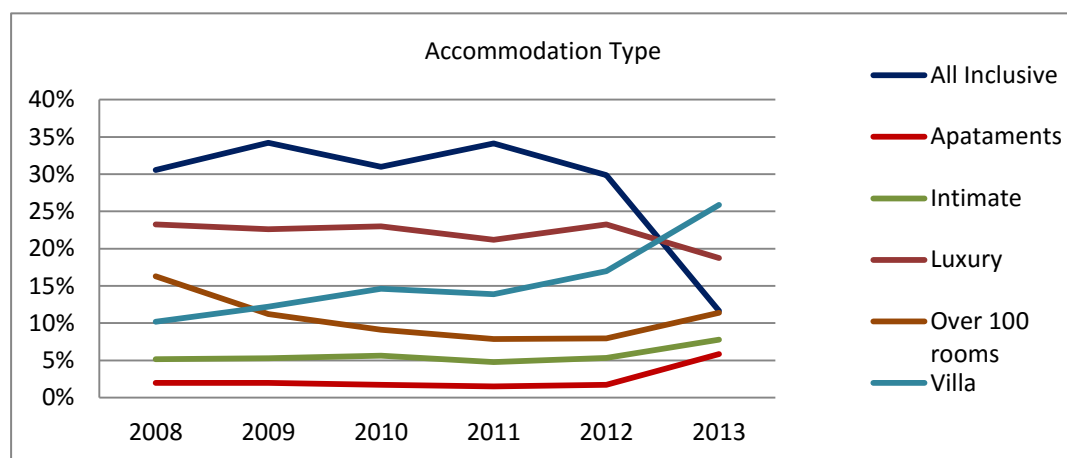
The UK is the most important market in terms of tourist visitors for Barbados. However, there has been a noticeable downward trend since 2008 when the number of tourists reached 226,000. This figure has dropped dramatically over the years to as little as 168,000 visitors in 2013, a fall of 25.3%. However, an analysis of the data for 2014 provided by the Barbados Statistical Services shows that UK visitor arrivals rose by 10.65% compared to 2013, reaching a total of 186,823.

The percentage of people holidaying in Barbados has remained stable over the years at 75% of total visitors, followed by those travelling to Barbados to visit friends and family (16%).

By age group, the UK market is after Canada, and in line with the USA, the oldest-aged tourist market for Barbados. Currently, over 32% of tourists are more than 56 years old. The 36-45 age group has also suffered a decline<sup>13</sup> in line with the rise in the next age group (46-55), which in 2013 was the predominant age group with a 22.33% share. This is a sign that Barbados is unable to attract new tourism from this market.

The most popular length of stay is 7-10 days by 42% of total tourists in 2013, followed by 11-14 days in the case of 28% of visitors.

Without taking into consideration the percentage of visitors that stay with friends or relatives, we have analysed the accommodation type preferred by visitors from the UK. During the period from 2008 to 2012 the only clear trend is the increase in the demand for Villas by UK visitors. In 2013, this demand leaped to become the most popular accommodation type, in contrast to All Inclusive and Luxury accommodation, which dropped.

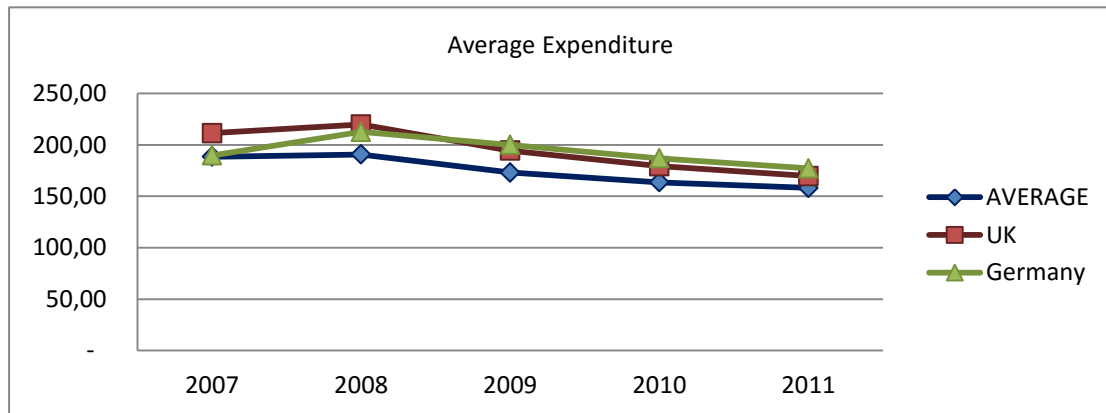


ICN-Artea compilation based on official data.

As shown in the graph above, personalized accommodation such as villas, apartments and boutique hotels is steadily growing. The villa segment continues to undergo consistent growth. All mass accommodation has dropped with the exception of over 100-room hotels, which recovered from their downward trend in 2013.

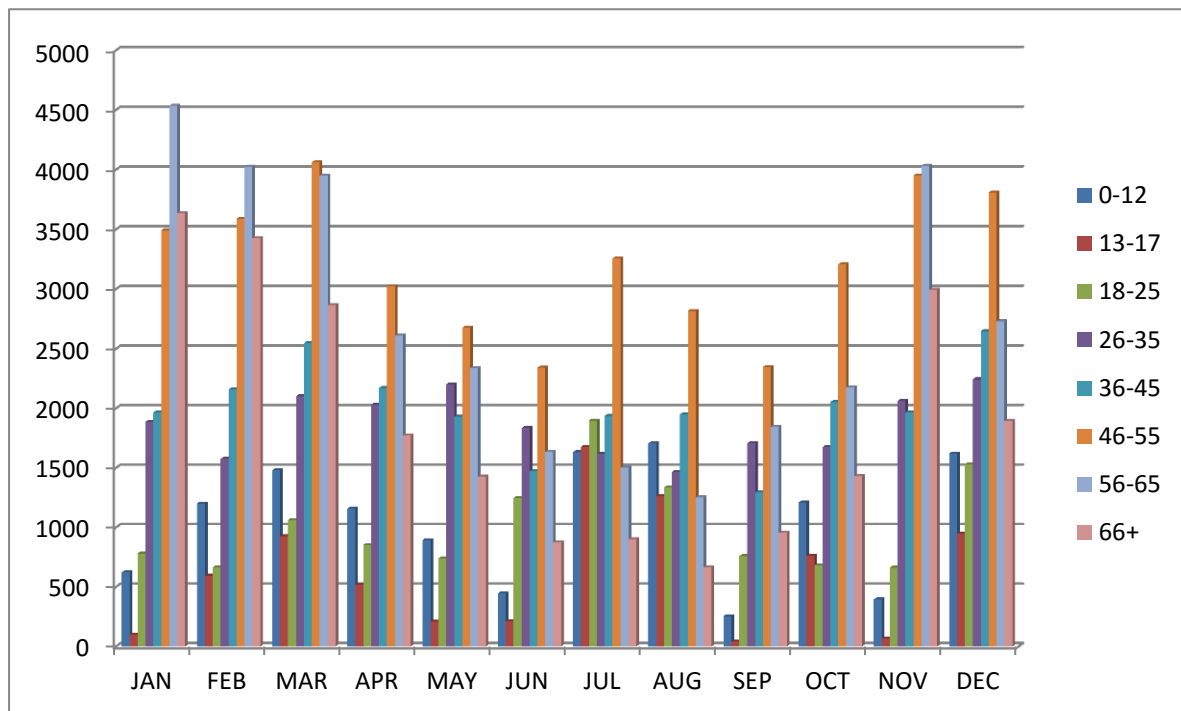
<sup>13</sup> "Its reputation as 'Little Britain' in the Caribbean was an advantage in the past. However, the new generation of long-haul tourists from the UK is increasingly looking for exotic destinations that are quite different from home. Recently there are many more destinations worldwide able to offer the 'exoticism' that Barbados cannot offer via its current tourism offer because it sells a traditional product that is available cheaper in other destinations in the world (i.e. other Caribbean islands, South East Asia)". Qualitative research through in-depth interviews among the UK and Germany outbound trade Barbados Long Haul Markets Report. Professor Chris Cooper

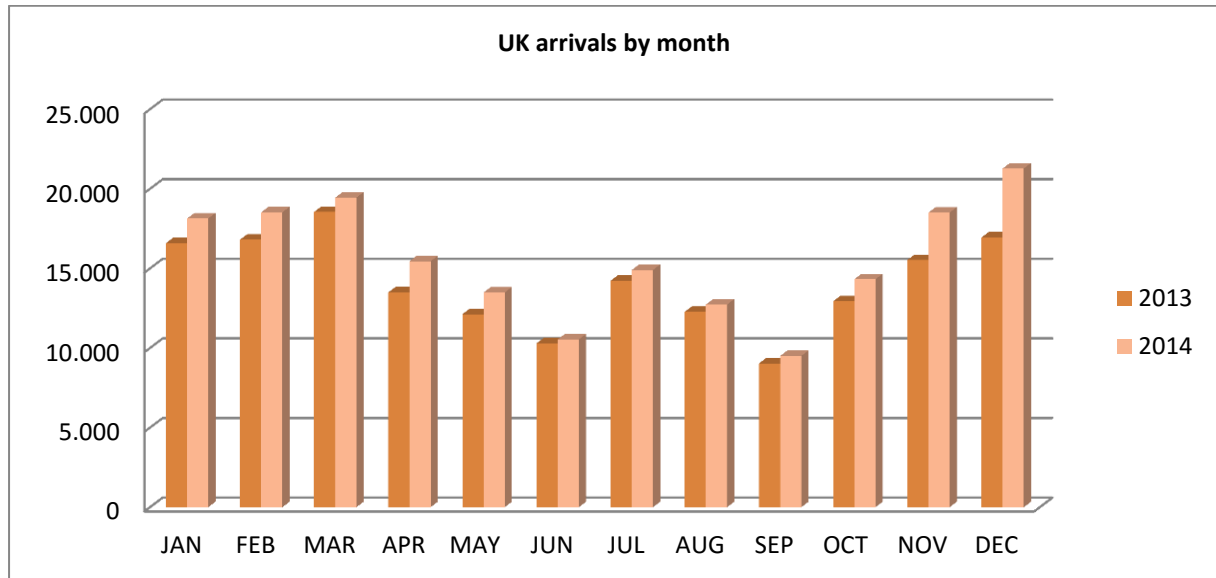
With regard to average expenditure for stay-over tourists, the UK is the only target market with above-average expenditure together with Germany, which has a slightly higher average.



ICN-Artea compilation based on official data.

The seasonality of UK markets is highly age-dependent, with summer, Christmas and Easter being the periods preferred by UK families to travel to Barbados, while the older generation prefers the winter months.





ICN-Artea compilation based on data collected from the Barbados Statistical Service.

#### 8.1.2.2 USA Market Profile <sup>14</sup>

##### Key findings:

Beach holidays and cruises are of high importance for the USA outbound market. The Caribbean is key for cruises, while *Mexico, Puerto Rico, the Dominican Republic and Jamaica* are the main beach holiday destinations. Mexico is the top holiday destination, although this might not be wholly true, since family links in this country are high for the Hispanic population in the USA.

In line with other target markets, there is a growing consumer demand for more experience-related adventure travel. There are three main emerging market segments: adventure, culture/history and family/multi-generational vacations. Therefore, Barbados has a great opportunity to gain and retain American tourists by developing a culture project that offers activities for all ages.

Three new segments to consider as potential market segments are singles, women with no children on trips with friends and millennials (this last group went on more international trips than baby boomers). All of these segments seek authentic experimental experiences.

<sup>14</sup>Data collected from the UK National Tourism Board.

The total estimated population for the USA in 2014 is 318,892,000 people. In the global travel context, the USA ranks second for international tourism expenditure with a total of \$86.2 billion in 2013, as per UNWTO figures, with Mexico being the most visited country. Of the 200.4 million American adults in 2000, about 34.5 million were Heritage Tourism Enthusiasts (17%). There will be an increase in the absolute number of Americans in the market for heritage activities between 2000 and 2025 to about 47.1 million in 2025.

The norm in the USA is for a worker to receive between 9 and 15 days of paid annual leave per annum. In addition, there are 10 national public holidays per year.

With regard to holiday motivations beach holidays are clearly important, with 44% taking more than one and a further 30% a single such holiday during the past three years, ahead of those opting for a single city destination (39% multiple and 36% single city-breaks).

The cruise industry has long relied on custom from Americans and it can be seen that over the last three years 31% have gone on one cruise and a further 20% have gone on multiple trips.

It is common for the bulk of outbound travel from any single source market to be to countries that are within a relatively short distance. This is the case for Americans, with five of the top ten destinations all being 'close to home'. By their nature, the following are direct competitors for Barbados: Mexico, Puerto Rico, the Dominican Republic and Jamaica.

Rank	Destination
1	Mexico
2	Canada
3	France
4	Italia
5	United Kingdom
6	Puerto Rico
7	Germany
8	China
9	Dominican Republic
10	Jamaica

It is important to note that internal trips within the USA are popular. This is shown by the record 24 million tourists from different parts of the USA that visited Florida during spring of 2014, due in part to the unusually cold northern weather, as well as a Google program that allows virtual beach tours. Therefore, Florida could also be said to be a direct competitor.

The forecast for 2015 is that US travel sales will increase in line with the growing consumer demand for more experience-based and adventure travel. There are three main emerging market segments: adventure, culture/history, and family/multi-generational vacations.

The multi-generational travel trend has come about due to families increasingly living much farther apart than they once did. When families reunite it is a much bigger deal now. Research has shown that nearly 21 million households in the US are actively looking to travel in the multi-generational segment.

Travel is the number one aspirational activity for people aged 50 and over in the USA. The 50+ segment are mainly looking to relax and rejuvenate during their travel next year; 45% plan to go on at least one international trip and 23% plan to go on more international trips in 2015 compared to 2014.

US consumers have also shown that in line with other international travellers, they no longer want to be a tourist and they have a desire to do more than just 'see'. This new type of travel focuses on experiencing a

wide variety of local life in a country, city, or place by connecting to its history, people, and culture. 72% of US travellers would rather spend money on experiences than things.

The US has a large proportion of Hispanics. This segment is more likely to go on holiday with all of their family members. They associate holidays with relaxation, having time off, spending time with the family, unwinding, exploring and learning about new cultures. They are also interested in experiencing history and culture and visiting places of natural scenic beauty.

### Digital Universe

Internet access is almost universal (85-90% of adults) and it is clearly being used for researching travel information and making bookings.

The major change of the last decade has been in how Americans research, plan and purchase vacations, with an overwhelming shift toward online activity. Online reviews are extremely influential when it comes to travel decisions, especially amongst affluent Americans.

When choosing a destination, 38% of US consumers use internet reviews, 30% use online travel forums and 19% use Facebook (2012). Blogs also play a crucial role in inspiring American decision-making. This virtual word-of-mouth will continue to increase.

The one thing travellers want when it comes to searching and shopping for travel is price transparency, and confidence in knowing that they are getting the best value for money.

Mobile consumers don't engage with mobile travel ads that are spammy and irrelevant. On the other hand, once initial barriers are overcome and trust is established, users are more eager to make use of travel-related ads to get information and even book travel. More engagement comes with trusting the source of the ad. People care most about trusted brands, good offers, and relevance.

The smartphone is the top device for researching travel, although most people still prefer to do early research such as planning and booking on a laptop; only 16% of the total online booking was booked on smartphones. This trend is forecast to change in the near future since younger American travellers make more last-minute reservations on mobile devices.

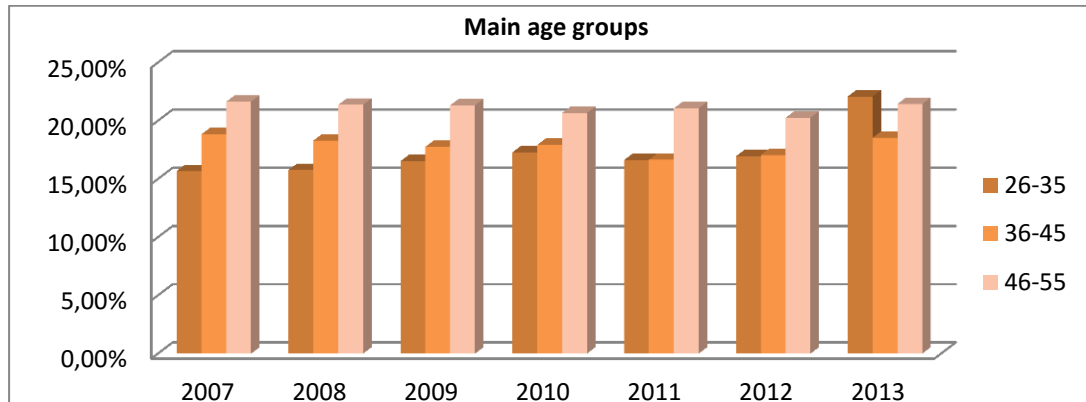
Social media usage is now standard practice; nearly three quarters of online adults use one social networking site and 42% use multiple sites.

### USA Market trends in Barbados

The USA visitor market has been steady since 2008, with an average of 130,000 visitors per year. There was a peak in 2011 of 144,000 visitors and a drop in 2009 to 122,000 visitors. The purpose of these visits is either holidays (approximately 55% over the period) or visiting friends and relatives (32% average from 2008 to 2013). Business accounts for 5.5% of visits.

The main age group is 46-55 years with around 21% over this period, followed by 36-45 year-old visitors. However, there was a peak of 26-35 year-old tourists in 2013, reaching 22% of total visitors from the USA (similar to the German and Latin American markets). American tourists over 55 account for an average of 27.5% of total visitors, the same percentage as UK tourists and slightly below the Canadian market for this age, which accounts for 33% of total visitors.

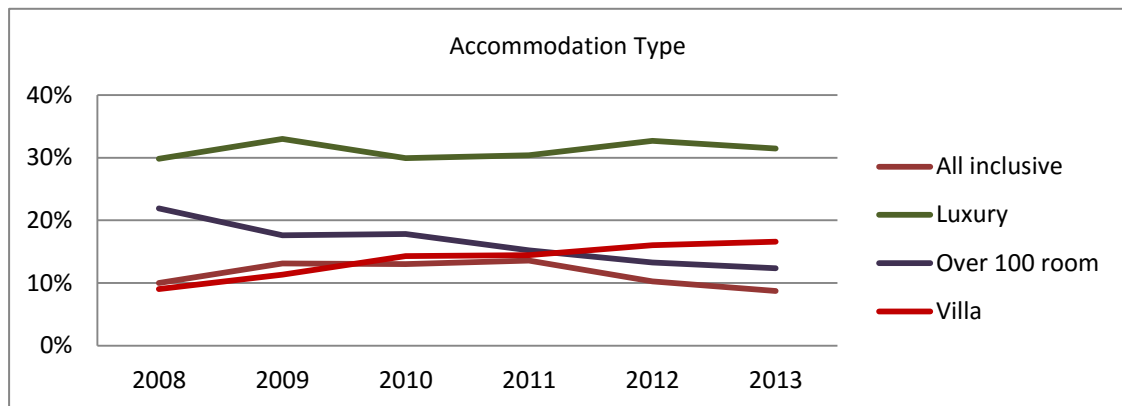




ICN-Artea compilation based on official data forwarded by IDB.

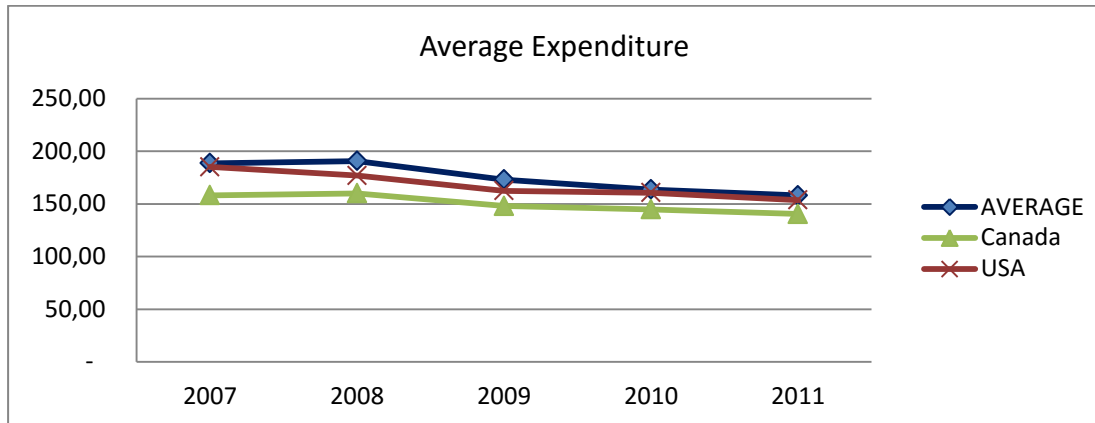
The length of stays in Barbados for visitors from the United States is 7 to 10 days for 36% of total tourists, while 4 to 6 days is the most preferred length for 25% of visitors.

The most popular type of accommodation for American visitors is friends or relatives' homes, as is to be expected since visiting family is one of their main purposes for visiting. We have disregarded that data for our analysis. As the graph below shows, the most popular type of accommodation is Luxury, currently followed by Villas, which is the only accommodation type that has grown for the period from 2008 to 2013. Over 100-room accommodation has had the most dramatic decrease, from a 22% share in 2008 to just over 10% in 2013. All inclusive accommodation has also undergone a steady decline since 2011.



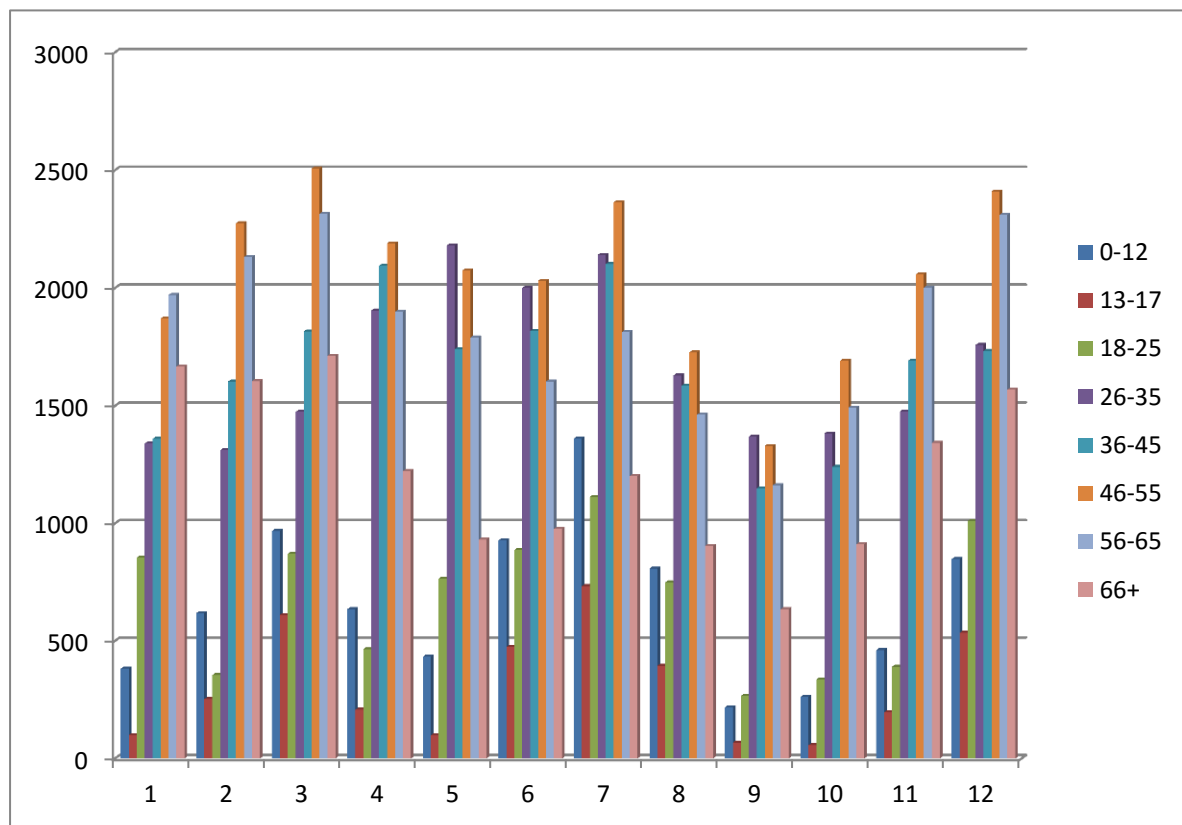
ICN-Artea compilation based on official data obtained from Barbados Central Bank.

The average expenditure by the USA market is just below the average in keeping with the downward trend, but is higher than the Canadian market expenditure for the whole period.

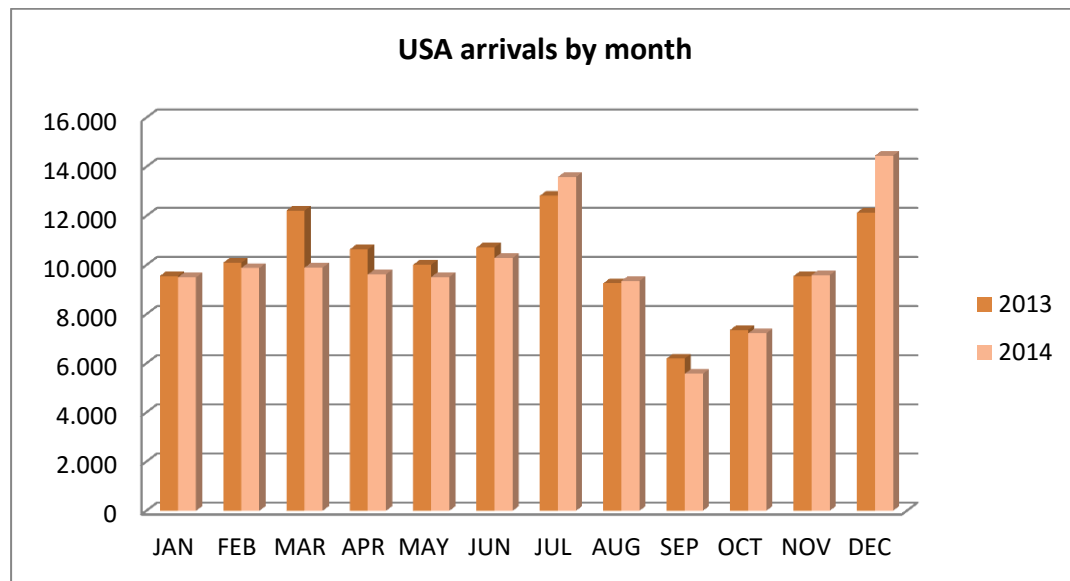


ICN-Artea compilation based on official data obtained from Barbados Central Bank

In contrast to all the other countries analysed, there is no preferred period for travelling to Barbados. However, there are two months with less incoming visitors from the USA: September and October. Families travelling with children chose the summer holidays, Easter and Christmas to visit Barbados in 2013.



ICN-Artea compilation based on data forwarded by the IDB



ICN-Artea compilation based on data obtained from the Barbados Statistical Service

### 8.1.2.3 Canada Market profile<sup>15</sup>

#### Key findings:

Canada's international outbound market has increased in recent years. Canadians are interested in cultural tourism if properly motivated, especially in recent years where there has been a clear tendency to go on multi-generation family trips, looking for unique and authentic cultural experiences. Mature Canadian residents search for sun and beach destinations in the winter, with *Cuba, the Dominican Republic and Jamaica* being the main competitors for Barbados in the region.

One emerging market is millennials, who are surpassing older generations in terms of travel and luxury expenditure. In fact, this group increased their travel expenditure between 2009 and 2011 by 74%.

The total population for 2014 has been estimated at

34,835,000 people. In the global travel context, Canada ranks 7th for international tourism expenditure with a total of \$35.2 billion in 2013, as per UNWTO figures. This means that international travel expenditure has nearly doubled since 2005. Canadians have reached the highest level of outbound international travel in 42 years. The USA is the main travel destination but in the first quarter of 2014 they travelled to other countries up to 2.5% more than in the previous year.

Employees in Canada receive a statutory minimum of 10 days' annual leave per year, in line with workers in the USA. In addition, workers in Canada have 9 public holidays each year.

The main motivations and attitudes to holidays for Canadians are:

<sup>15</sup> Information obtained from the UK National Tourism Board.

- Making the most of leisure time and spending time with family and friends are important priorities for Canadians.
- Canadians strongly believe that travel to foreign countries helps broaden understanding of different cultures.
- Many older Canadians look to escape the harsh winter weather by heading south. Therefore, beach holidays are popular. However, Canadians travel for a variety of reasons, including mainly for shopping, and for this reason trips to city destinations are popular. They also enjoy the great outdoors, e.g. camping trips.

Around one in three Canadians have gone on multiple beach holidays and city breaks over the course of the past three years. For beach holidays, Canadians prefer Cuba, Mexico, the Dominican Republic and Jamaica, with the following 10 top destinations for Canadian outbound trips:

Rank	Destination
1	USA
2	Cuba
3	France
4	United Kingdom
5	Mexico
6	Dominican Republic
7	China
8	Italy
9	Jamaica
10	Germany

According to an Expedia survey, Canadians planning to travel this winter holiday season by plane will mostly be visiting sunny locations, with the top destinations being cities in Florida, Arizona, California, Nevada, Hawaii and Mexico.

With regard to cultural tourism, of the 23.3 million Canadian adults in 2000, about 2.6 million are Heritage Tourism Enthusiasts (11%). About one third are likely to be in the market for heritage tourism experiences that take into account the interests and needs of teenagers or children (34%). The most popular heritage activities – sought by between a half and one third of these tourists while on a trip in the past couple of years – include museums, farmers' markets, festivals and historic sites.

It is estimated that there will be an increase in the absolute number of Canadians who will be in the market for heritage activities between 2000 and 2026, from an estimated 2.6 million now to about 3.7 million in 2026.

A recent study<sup>16</sup> showed that recommendations are clearly important when making the decision to choose a holiday destination, being influenced by friends, relatives or colleagues as much as by traveller review websites (58%). In this same study, Canadians strongly agree that spending time with family and friends was very important, nearly as much as making the most of their leisure time. Accordingly, the Canadian travel trends are:

- Family travel, including multi-generational and adult children. Multi-Generational travel is increasing: families want to travel with everyone, baby boomers want to gather families together, bringing along adult children and grandchildren in order to create special times and powerful bonds. In the past few years, there has been a major increase in multi-generational travellers looking for diversity.

<sup>16</sup>ArkenfordResearch 2013.

- Unique and authentic cultural experiences, shifting value from accumulation of more products to accumulation of richer experiences and memories. Consumers demand surprise, delight, amusement and entertainment.

Canadians are quite price conscious, with 55% saying that a special offer or price deal has influenced destination choice. This has resulted in a new travelling trend for Canadians: “tight budget trips”. Consumers expect more, however they are willing to pay providers who can offer what they really value.

### Digital Universe

83% of the total population are active internet users. The weekly internet usage of online Canadians has moved ahead of the number of hours spent watching television. Online Canadians are now spending more than 18 hours a week online. There is a minimal gap between age groups. The number of Canadians over 55 accessing internet is increasing rapidly, and these senior users are embracing trends that are currently popular with the younger generation.

Canadian consumers are among the most engaged consumers in the online world. Nearly a third of them often book travel or accommodation online. Virtually 28% of online consumers often look at holiday websites with a further 50% looking “occasionally”.

Half of all Canadians and the majority of online Canadians now have a social networking profile. By age group:

- 86% Canadians aged 18-34 years
- 62% Canadians aged 35-54 years
- 43% Canadians aged 55 and over.

### Canadian behaviour in Barbados

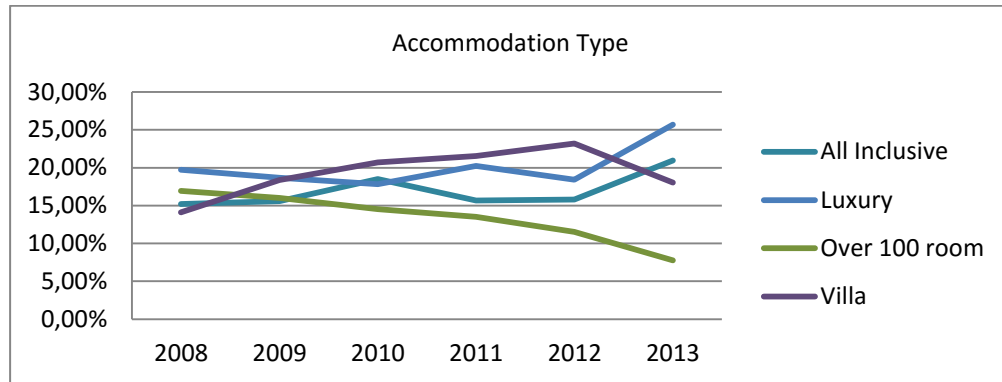
Canadian visitor numbers have been steady since 2008, with a peak in 2010 that has levelled out over the following years. The main reason for visiting Barbados is holidays with a 65% share over the period from 2008 to 2013, followed by ‘visiting family and friends’ with around a 25% share.

By age, the percentages of each group have also remained stable over the years. The main group is 46-55 years with a 21% share followed closely by 56-65 years (19%). The 36-45 and over 65 age groups have around 14% each. This demonstrates that tourists coming from Canada are generally older. This is in line with the UK, which also has mainly older visitors.

The length of stays in Barbados is mainly 7 to 10 days, preferred by 40% of Canadian visitors during the period from 2007 to 2013. The following two lengths of stay preferred by Canadians are 4-6 days and 11-14 days.

The most popular accommodation is ‘friends or relatives’ houses’ with a share similar to the percentage of visitors coming to Barbados for the purpose of visiting their relatives. Therefore, we will not take into consideration this visitor group for our analysis.

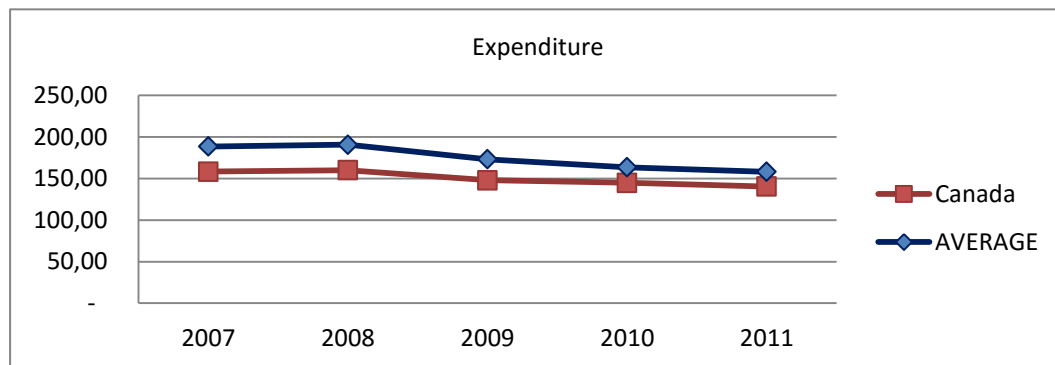
The four types of accommodation preferred during the period analysed were: all inclusive, luxury, over 100 rooms and villas, although the trends for these have changed over the period as shown in the following graph:



ICN-Artea compilation based on official data forwarded by the IDB.

The above graph demonstrates two clear trends regarding the preferences of Canadian tourists; on the one hand the decline of demand for large hotels with more than 100 rooms and a clear increase in the demand for Villas. This has been the most popular type of accommodation for four years in a row, with the exception of 2013 when demand dropped, probably due to an increase in promotions for all-inclusive and luxury hotels. Also, as stated in the *Barbados Global Marketing Plan 2014-2015* this is the only segment that has grown annually for more than five years. Therefore it should be given further consideration when planning a marketing strategy.

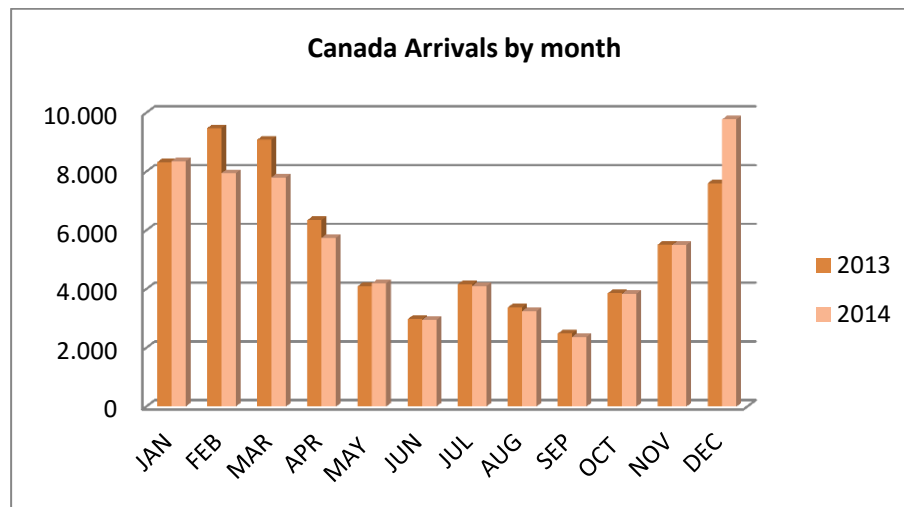
This trend confirms the evolution of Canadian tourism towards a more personalized holiday without leaving aside budget matters. Expenditure by Canadians has been below average for the whole period analysed and it is reducing in line with the reduction in average expenditure by all visitors to Barbados.



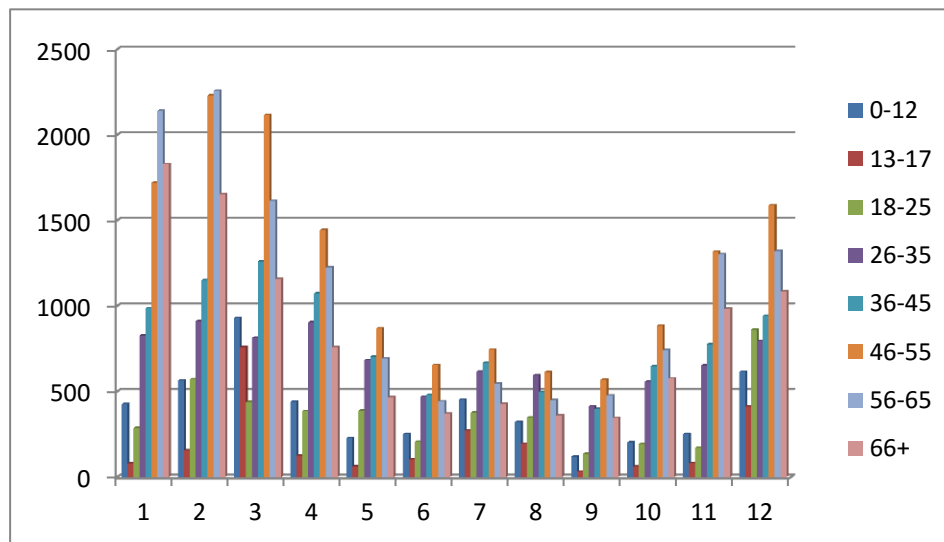
ICN-Artea compilation based on official data forwarded by the IDB

Although Canada has above-average tourism expenditure, this is not the case for stay-over tourists from Canada in Barbados. This could be due to the fact that over 25% of tourism travel to Barbados is to visit family and friends. This group is less likely to spend money on tourism-related activities, including accommodation. As the data shows, they stay with relatives. Therefore the lower expenditure of this group reduces the average expenditure for the Canadian market as a whole.

With regard to seasonality, Canadians travel to Barbados more in the winter months to avoid the cold weather in their own country as we can see in the graph below. Easter, July, August and December were the periods when more families with children travelled to Barbados in 2013.



ICN-Artea compilation based on data from the Barbados Statistical Service



ICN-Artea compilation based on official data forwarded by the IDB

#### 8.1.2.4 Germany market profile<sup>17</sup>

##### Key findings:

Sun and beach holidays are one of the main motivations when it comes to holidays. At the same time, they believe that going abroad forms part of their personal enrichment and helps them to better understand and learn more about foreign culture. They are looking for authentic destinations, but combined with social and nightlife activities.

Cruises represent a growing market and Germany could overtake the UK to become Europe's largest ocean cruise market next year after strong growth again this year, especially for 7-10 day cruises. There is margin for an increase in German cruise passengers in the Caribbean as it is an aspirational destination for German holidaymakers.

<sup>17</sup>Information obtained from the UK National Tourism Board

The total population for 2014 has been estimated at 80,997,000 people. In the global travel context, Germany ranks 2nd for international tourism expenditure with a total of \$85.9 billion in 2013, as per UNWTO figures. This is an increase of more than 50% since 2000, with France being the most visited destination.

German full-time employees receive 30 days' annual leave plus up to 10 days of public holidays (depending on the state) each year.

The main motivations and attitudes to holidays for Germans are:

- Sun/beach, nature and visiting friends or family are among the most important reasons for going on holiday.
- Germans are keen to strike a work-life balance with plenty of time for relaxation.
- Nearly half of Germans would return to the same place for a holiday on the basis of its 'natural features'.
- There is a large market for sun/beach destinations, and 'budget' destinations such as Turkey are growing in popularity.
- Germans strongly agree with the statement that travelling to new countries broadens one's understanding of different cultures.

Statistics show that there is an increasing willingness to travel among under 35s and over 65s. Singles are also expected to generate strong growth in the travel sector. There is a trend towards late bookings that is expected to continue.

German travellers have a strong interest in wellness programmes and spas, as well as nightlife offers. The popularity of short breaks is growing in Germany.

The economic situation has not really affected travel expenditure and tourism has grown over the last two years.

Short breaks are becoming increasingly popular in Germany, with nearby countries benefiting from this trend:

Rank	Destination
1	France
2	Austria
3	Italy
4	Spain
5	Turkey
6	Poland
7	The Netherlands
8	UK
9	Hungary
10	Greece

Aspirational destinations for Germans are long-haul destinations. The most visited countries in the long-haul market are: the USA, China, Canada, Brazil,



Australia and New Zealand. Behind these top ten destinations are the Caribbean and South Africa. Winter destinations in Asia (Malaysia and Thailand in particular) and Dubai are very popular.

In the Caribbean, the main destinations chosen by Germans are: the Dominican Republic with 215,000 visitors in 2013 and Cuba with 116,000 visitors, greatly exceeding Barbados with 38,000 visitors.

Other long-haul destinations competing with Barbados and offering comparative tourism products include Mauritius (60,530 German visitors in 2013), Seychelles (29,500 German visitors in 2013) and Malaysia (140,000 German visitors in 2013).

The European Commission conducted a survey in 2012 that showed that half of Germans would be lured back to the same place courtesy of its natural features, while more than one third are prepared to be loyal to a destination due to the quality of the accommodation.

Germany is one of the main source markets for adventure tourism in the EU. 12% of German travellers had 'Nature' as the motivation of their main holiday trip in 2010 and another 5.3% had 'Sports' as their motivation. Both figures were higher than the EU average of 6.5% and 3.3% respectively. The location's environment and attractiveness was the attraction that had the most influence on the choice of destination of German holidaymakers in 2010 (52%). This is followed by 'cultural heritage' (2%) and 'Options for entertainment' (6.0%). Nature-based tourists who travel to engage in nature-related activities in (protected) natural areas also form part of the German adventure travel market. These tourists are between 30 and 59 years of age, mostly 40 to 50. Around 65% of them are women, and most have attained a high level of education. 60% prefer to travel in couples.

Active holidays are identified as one of the main growth niche markets in Germany for 2011. Demand for holidays focusing on adventure, exploration and sports has increased steadily over the past years, driven by German tourists' motivations to seek unique experiences and the trend for healthy holidays.

### Cruises

The cruise market is still experiencing strong growth and is becoming more and more popular, also for younger travellers. The number of Germans going on sea cruises grew<sup>18</sup> by 11% to nearly 1.6 million in 2012, while there was a 5% decrease in Germans going on river cruises. Interest in package holidays has been declining.

The average spending of Germans on cruises with a flight is €168 per night, more than twice that of other package holidays. A drop in the average length of cruise holidays was also noted. The proportion of seven-day cruise bookings increased from 41% in 2012 to 50%.

### Language

Most Germans learn English as their first foreign language in schools, so the majority of younger and middle-aged Germans speak English to a sufficient level.

### Digital Universe

According to statistics, 75% of the German population aged over 14 use the internet. The average daily time spent online by German internet users grew by 36 minutes to 169 minutes in 2013. Mobile internet has undergone strong growth and smartphones are the most popular mobile internet access method, although television and radio continue to be the leading media in terms of average time spent. A study conducted by Adobe found that 62% of German consumers deem online advertising annoying, and 73% consider that advertising needs to sell a story and not just a product.

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<sup>18</sup> DRV Cruise study 2012.

Three quarters of German web surfers used social media in 2013, with the highest rates among those aged under 30 (90%). The strongest growth was in the 40-49 age group, while 2013 was the first year that more than half of those over 60 were also found to have used social media.

E-commerce is becoming increasingly popular in Germany: 29% of Germans have already booked a hotel and 28% have booked a holiday online, rating the experience as easy.

The online travel industry is booming in Germany, with a yearly increase of 8%. It is important to note that 47% of travel agency clients conduct their own online research before booking a product offline.

Looking at holiday websites is an activity done “often” by 26% and “occasionally” by internet users. Hotel websites had influenced 58% of internet holidays booked by German consumers. Other sources of information and influence include friends and relatives.

### German tourist trends in Barbados

Although the German market is significantly smaller compared to other target markets, it is the only one with an upward trend during the period from 2008 to 2014. There has been an increase of over 40% since 2007, reaching a figure of nearly 12,000 German tourists in 2014 (16.43% over 2013), representing 2.03% of total stay-over tourists.

The main purpose is holidays with over 70%. A small 10% of tourists go to visit friends and relatives, the other 20-25% visit Barbados for several reasons, with business reasons representing 6% of the total.

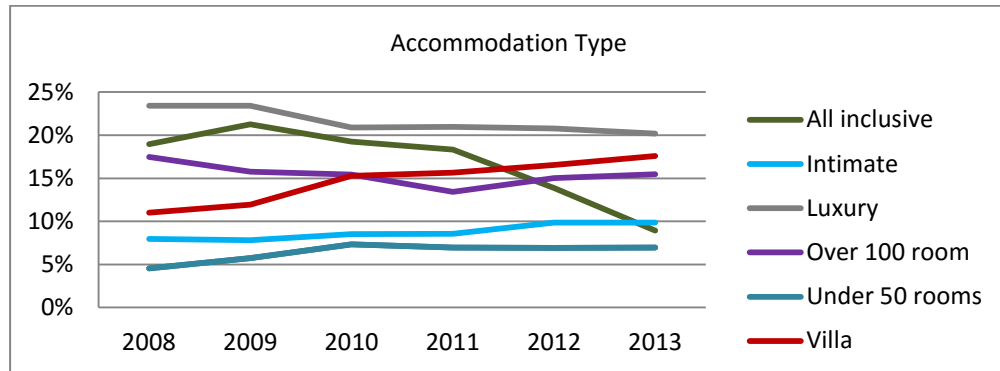
By age, Germany together with the USA and Latin American countries has the largest proportion of 26-35 year-old tourists, 22-23% of total tourists for the period from 2007 to 2013. They were followed closely by the 46-55 age group (which is growing) with a 20.21% share in 2013, and the 36-43 age group with a 19% share in 2013 (this age group has been in steady decline since 2007). Tourists aged 56 and over comprise 21% of total tourists from the German market.

The length of stays in Barbados preferred by German tourists is 7-10 days, although in the period analysed this is changing towards a longer stay of 11-14 days. Currently, 25% chose the shorter period of time while 23% opt for an 11-14 day visit. Stays of 4-6 days and 15-22 days remain constant at around 13% and 12% respectively.

As in the case of the other countries analysed, the percentage of people visiting family and friends is nearly the same as the percentage of people staying with relatives. Accordingly, we will not take into account this data for the analysis of tourist accommodation.

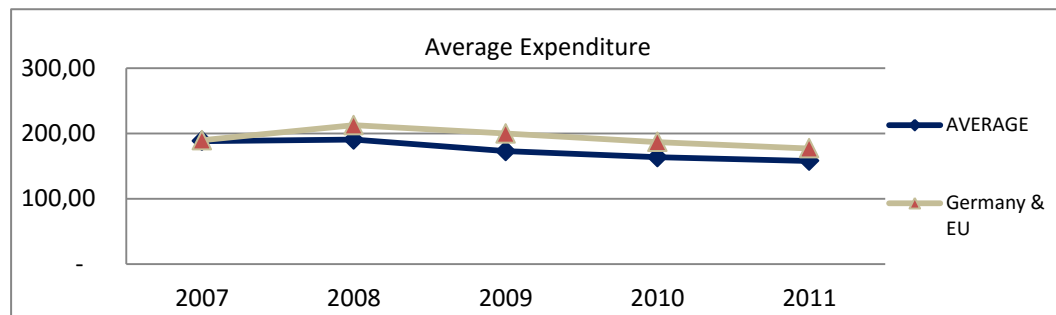
Although Luxury Accommodation is the most popular, the graph below shows a decline for this type of accommodation. There are two further clear trends for the German market: the dramatic decrease in ‘all inclusive’ accommodation, which has suffered a radical drop since 2011 when it reached its peak; secondly, a major increase in the demand for Villas, the accommodation type which has increased the most since 2009 (132%).

The German preference for villas relates to the trend towards experience-based tourism that this market has experienced over the last few years, along with budget issues.



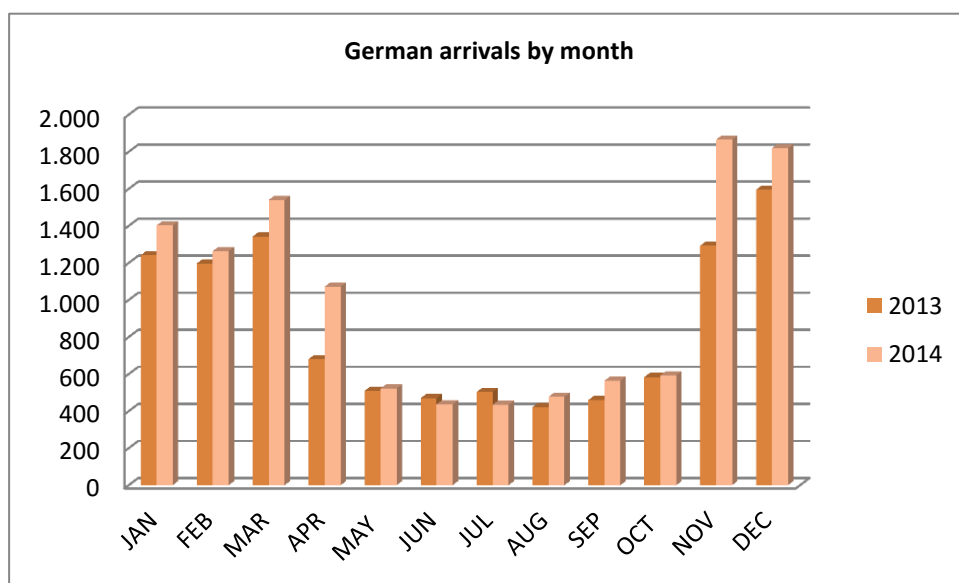
ICN-Artea compilation based on official data.

The expenditure of the German stay-over market remains above average but has been in line with the steady decline since 2008 in the average market expenditure in Barbados.

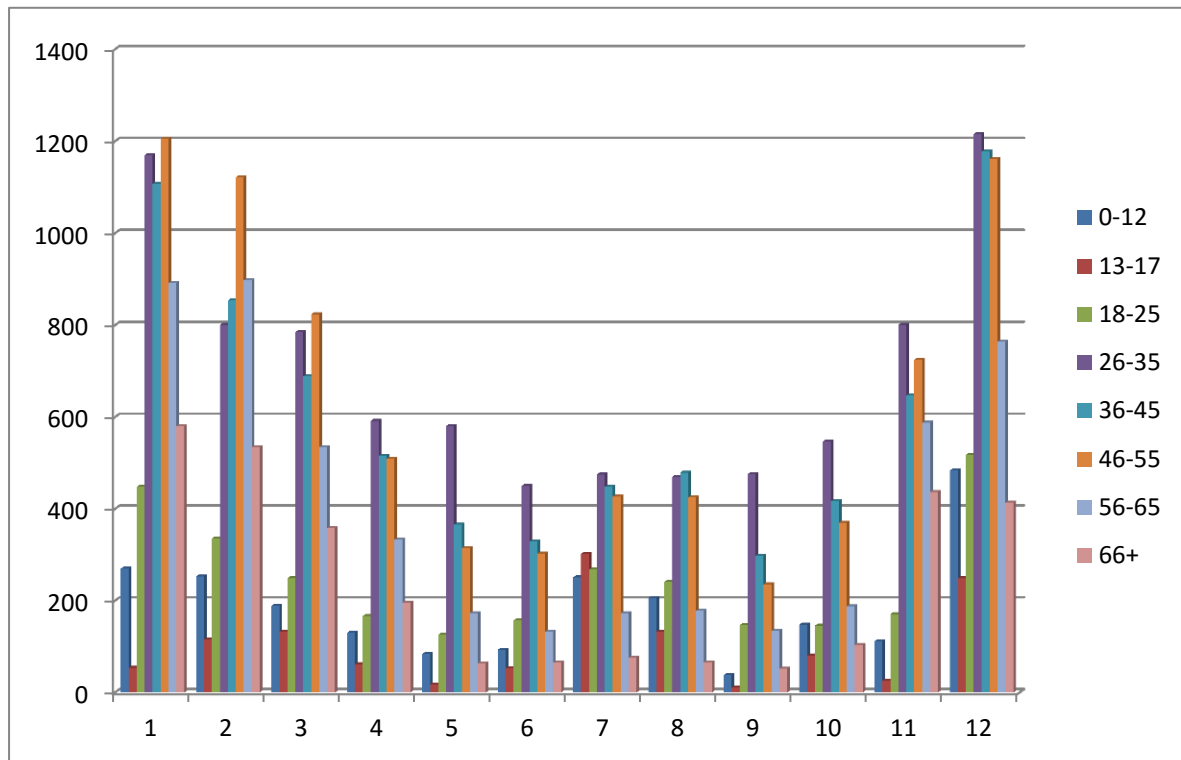


ICN-Artea compilation based on official data forwarded by The IDB.

Like Canadians, German tourists mostly travel to Barbados in winter. In 2013, families travelling with children chose July and December to visit Barbados.



ICN-Artea compilation based on data from the Barbados Statistical Service



ICN-Artea compilation based on official data forwarded by The IDB.

#### 8.1.2.5 Brazil Market Profile <sup>19</sup>

The total population for 2013 has been estimated at 202,656,000 people. In the global travel context, Brazil

##### Key findings:

The emerging middle class is travelling internationally in greater numbers. Most outbound travel is within the region, where language difficulties are easy to overcome because of the similarity between Spanish and Portuguese. This is a barrier that Barbados needs to tackle by providing enough signs and personnel qualified in languages so that Brazilian travellers are confident about coming to Barbados.

Most of the trips by Brazilians include several destinations. Therefore, it would appear there is an opportunity for Barbados to tap into this interest in visiting multiple destinations on the same trip through the provision of appropriate itineraries within the Caribbean.

More experienced Brazilian travellers (the wealthiest segment of Brazilians), look for specific experiences when selecting a destination such as traditional gastronomy routes (Bajan cuisine) combined with an appealing cultural offer that can be marketed in the Brazilian market.

Shopping is a major activity while abroad; most of the trips organized to the USA have shopping as one of their aims. Therefore, shopping routes should be easy to find and walkable to encourage tourists from Brazil.

<sup>19</sup> Information obtained from the UK Tourism National Board.

ranks 12th for international tourism expenditure with a total of \$22.2 billion in 2012, an increase of one third over the previous two years.

Brazilians are entitled to 22 days of annual leave from work. The major holiday periods are in July and January and also during Carnival week (usually in February). In addition there are 13 national public holidays each year.

Brazilians' main motivations and attitudes to holidays are:

- Making the most of leisure time and spending time with family and friends are important priorities for Brazilians.
- Shopping now forms an integral part of Brazilians' overseas travel experience, with travel agencies even putting together packages specifically targeting this activity, especially for the United States.
- The emerging middle class is now able to travel overseas, which is leading to a boom in Brazilian travel to destinations closer to home such as Argentina and Uruguay, but also the USA and Europe.

According to statistics in 2012, more than 6.9 million Brazilians travelled abroad as tourists in 2012. This figure is expected to grow steadily, reaching 9 million Brazilians in 2017. Brazilian travellers have gone on an average of 5 trips in the last two years. The most frequent types of trip are touring holidays and trips that included two or more city destinations, but with almost half also reporting having taken more than one beach holiday over the last three years.

The top ten destinations are:

Rank	Destination
1	USA
2	Argentina.
3	France
4	Spain
5	Portugal
6	Chile
7	Uruguay
8	Italy
9	Germany
10	UK

While outbound travel takes place to a multitude of destinations not all of them are 'genuine' competitors for Barbados, in the sense that there are broad similarities in terms of distance from the market in question, what the destination offers and so on.

For example, many Germans go to Spain for their holidays, but Barbados is not competing directly with Spain for the German market in the same way that it is competing with the Dominican Republic.

By region, Europe is the most popular destination, with 2.3 million Brazilian visitors. This may reflect family or historic links, as well as a growing middle class going on their first overseas trip in recent years and who can now afford long-haul travel.

By country, the USA is the main destination, with Orlando, New York, Miami, Las Vegas and Los Angeles being the most visited cities. Shopping is a major driver for these visits (shopping expenditure grew 347% between 2004 and 2011, reaching US\$8.5 billion), combined with other activities such as theme parks and gambling. Other top activities were 'eating in restaurants' and 'visiting historic sites' (59%).

Other destinations in Latin America account for 31% of outbound visitors and almost half of that travel is to Argentina. In 2012, 2.5 million Brazilians visited Latin America, a 1.95% increase compared to 2011. This figure is expected to rise to 4.8% in 2014.

High-income Brazilians are familiar with destinations such as the USA and Europe. These more experienced travellers seek exotic destinations or specific experiences such as car racing or luxury gastronomy (wine routes in Chile, Spain and Italy and motorcycle and car racing in the USA and the UK are increasingly popular among this demographic sector).

Luxury travel has grown in Brazil, with 50% of travel trade professionals booking more than four luxury trips per client in 2012. There is a growing interest in exclusivity, quality and the reputation of a destination or hotel when selecting luxury travel. The wealthier classes are travelling overseas more than ever, but are increasingly looking for newer and more exotic destinations such as Turkey, India, Dubai and South Africa. Some of these new destinations, such as New Zealand and Dubai, are making specific efforts to capture Brazilian long-haul markets.

Shopping for fashion items is one of the preferred activities. South American destinations are favoured by more budget-conscious shoppers. Other popular activities include visits to historic sites, art galleries and museums, sightseeing in cities, visits to cultural heritage sites and amusement/theme parks. There is a growing interest in Caribbean destinations. Brazilians also enjoy nightlife and culture. They go out to cafes, bars and clubs whilst visiting a foreign country and are also interested in going to the theatre, opera, ballet, etc.

### Language

It is important to note that foreign languages are not widely spoken in Brazil. Estimates indicate that less than 5% of the population speak fluent English. Therefore, Brazilians feel more comfortable travelling to destinations where they can communicate with trained tourism professionals that speak Portuguese.

### Digital Universe

105.1 million Brazilians had access to the internet in 2013, an increase of 3% compared to the previous year. Brazil has the world's fourth largest population of 'digital natives', with 20.1 million people.

Internet use is more frequent with mobile devices than desktop PCs, although shopping via smartphone is not common.

E-commerce is now also starting to gain ground in Brazil. Online booking sites are competing heavily with the traditionally dominant travel agencies (especially with regard to price) for flights and hotels.

When planning a trip, two sources of information tend to dominate: websites and personal recommendations from friends or family. Looking at holiday websites is something that is done often by 52% of internet users and reviews written by other travellers are commonly consulted when planning a trip.

Social networks are used to share photos and videos of travel experiences.

A survey conducted of 40 brand sites on Facebook in Brazil found that the sites with the highest number of fans did not necessarily generate the highest customer engagement. The most important factors in the success of fan pages were found to be variety and regularity of posts, inclusion of new information and reliable news about the brand and contests/giveaways.

### Brazilian tourism trend in Barbados

Since 2010, Barbados has been benefitting from a scheduled GOL airline connection from Sao Paulo. Barbados welcomed 4,703 Brazilian tourists in 2013, compared to 2,354 at the end of 2010.<sup>20</sup>

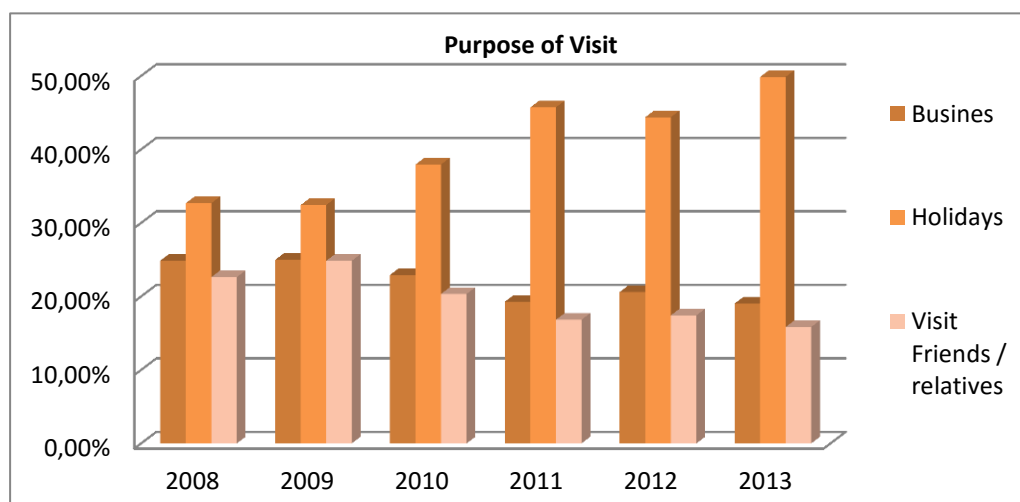
A study conducted by Cristina Jonsson, a tourism lecturer at the University of the West Indies, concluded that Barbados' tourism sector is not truly prepared to either receive or meet the needs of Brazilian tourists. The study identified a lack of knowledge of the travel trends, characteristics and motivations of this market segment, which is imperative for destination marketers to determine whether the destination is suited to the potential target market.

The findings of this study revealed that "there is significant domestic travel within Brazil and its surrounding region which shows that Barbados has to compete with Brazil and the entire South American region, which in essence has the same 'sun, sea and sand' product on offer, on a higher quality level."

### Latin American & other Caribbean Countries

Unfortunately, we do not have disaggregated data for the Brazilian market so this market will be analysed together with the aggregated data for Latin American & other Caribbean Countries.

The number of Latin American and Caribbean visitors is low in comparison to all the other countries analysed. There were close to 17,000 tourists in 2013 which reflects a slight drop compared to the period from 2007 until the preceding year, during which this figure was steady at around 20,000 visitors. There are three main purposes for visits, with an increase in the number coming to spend their holidays over the last four years.

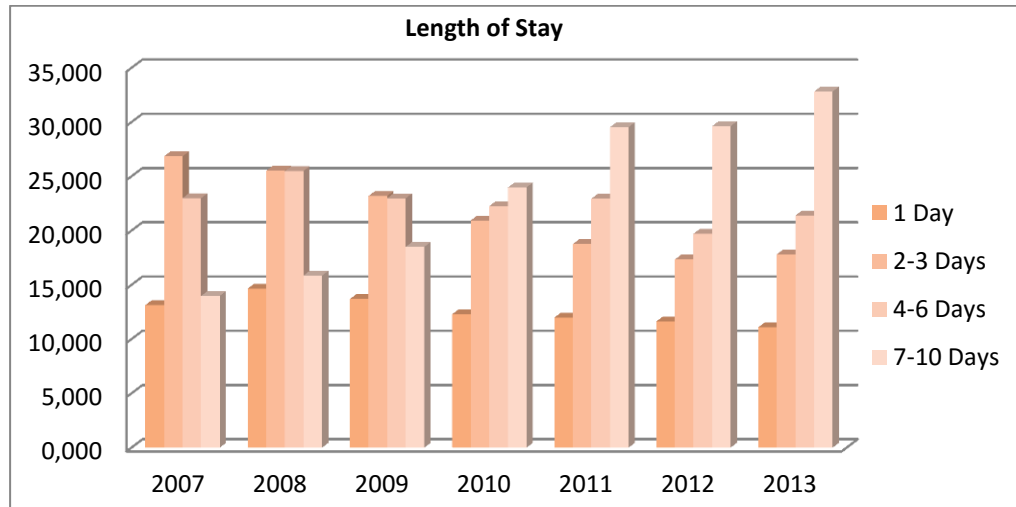


ICN-Artea compilation based on official data forwarded by the IDB.

By age, the 36-45 age group accounts for 25% over the period analysed, followed by the 26-35 age group with a 21.6% average for the period and 56-65 years with a 19% share. Visitors over 56 represent approximately 15%.

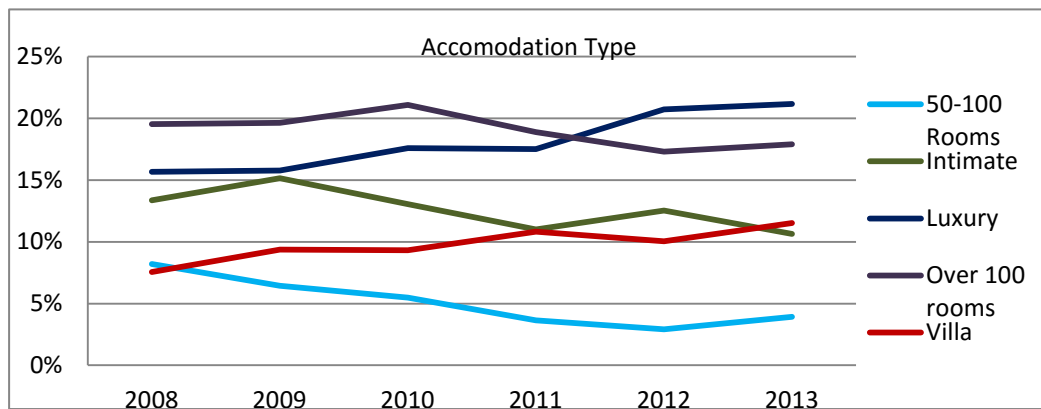
The length of stay preferred by Latin American and Caribbean visitors has increased over the period analysed from 2-3 days to 7-10 days, in line with the rest of the target market. There has also been a slight reduction in 4-6 day stays in favour of 7-10 day stays, which in 2013 had a 33% share.

<sup>20</sup>Targeting A New Tourism Market: Is Barbados Ready For The Brazilian Market? Cristina Jonsson, Barbados Business Authority News, March 2015.



ICN-Artea compilation based on official data forwarded by the IDB.

As in the case of the other markets analysed 'Friends or relatives' house' has a similar share to the percentage of visitors coming to Barbados with the purpose of visiting their relatives. Therefore, this analysis will not take into consideration this visitor group. All types of accommodation have dropped in 2013, in line with the decrease in tourism for the region that year. Luxury accommodation is the most popular and has had the largest increase over the years. Villas have also experienced steady growth and in 2013 were the third most popular type of accommodation, just above intimate hotels.

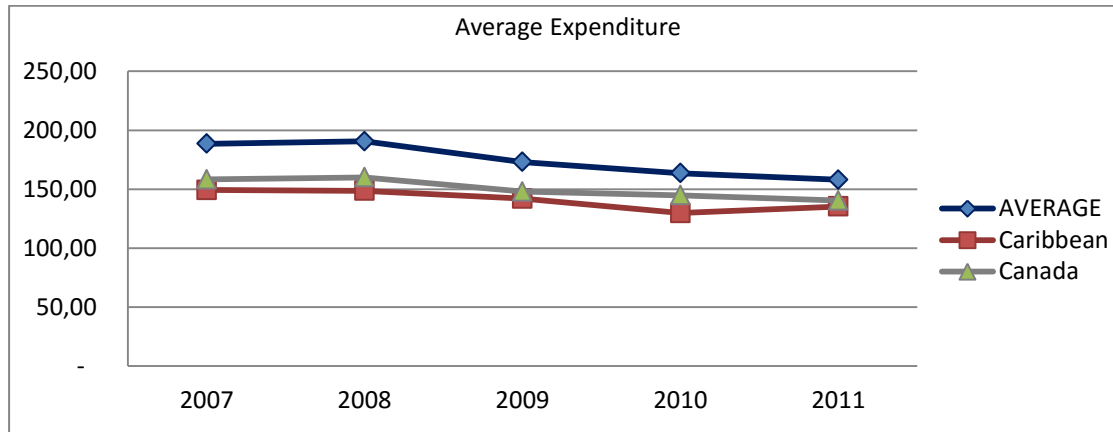


ICN-Artea compilation based on official data.

This graph is in line with accommodation demands by age, with villas being more popular among younger markets.

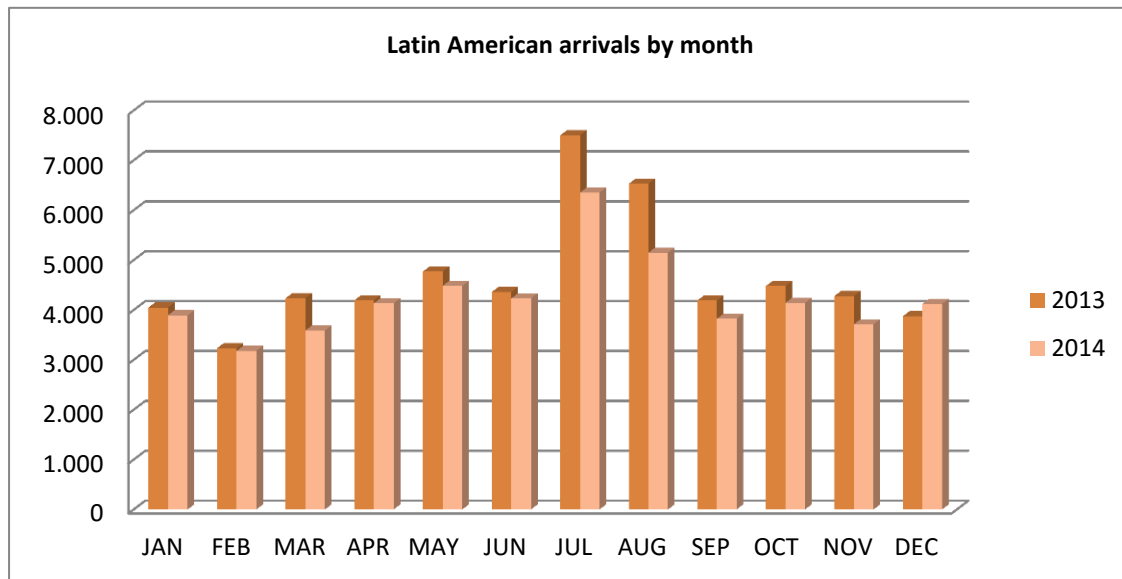
The expenditure for the stay-over market is below average and slightly lower than the Canadian market as shown by the graph:





ICN-Artea compilation based on official data forwarded by the IDB.

Latin American tourists travel to Barbados nearly all year around, although July and August are more popular, being the favourite months to travel with children. In comparison to other target markets, families from this region travel to Barbados with younger family members.



ICN-Artea compilation based on data obtained from the Barbados Statistical Service.

### 8.1.3 Forecast and trend of the Caribbean region by country of origin

Together with the information of the official institutions mentioned above, we consider that it is interesting to refer to the most recent forecasts by the hotel industry and operators for the Caribbean region, since it integrates several variables.

In general, tourism companies operating in the Caribbean expect good results for all countries of origin in 2015, as stated in the HOSTELTUR magazine in its April edition. The magazine pointed to the positive evolution of the **United Kingdom, Germany and the USA**. Nonetheless, there are still uncertainties in the

industry due to the weakness of some countries of origin such as **Russia** and **Brazil**, and the confusing situation in the Middle East.

### **British Market**

The ABTA (Association of British Travel Agents and Tour Operators) points out that the Caribbean is very well placed for summer of 2015, with a 10% increase in reservations.

According to ABTA sources, this growth is due to an increase in consumer confidence, a strong currency and a reduction in Air Passenger Duty, including the elimination of this duty for children under 12 as from May 2015.

Within the Caribbean region, Barbados, Jamaica and Antigua are the most popular English-speaking countries. The Dominican Republic and Cuba are also quite popular with British tourists. In the case of Cuba, demand has grown because the British are trying to visit the Country before it is opened up to the USA in 2016.

### **German Market**

The German Travel Association (DRV) foresees that the Dominican Republic and Cuba will continue to be the favourite destinations in the Caribbean region. The DRV points out that both countries have good tourism infrastructure, a wide variety of all-inclusive hotels and a range of charter flights from the main German airports.

Proportionally, the long-haul market is experiencing an upward trend, with a 30% increase. There is major demand in Germany for travel to the **USA, the Dominican Republic, Mexico, Canada and Thailand** during 2015.

The German tour operator FTI Touristik has identified a growing demand for **Cuba**, while **Mexico** and the **Dominican Republic** have a less favourable outlook due to the depreciation of the dollar.

Expedia LPS in Spain identifies the **Dominican Republic, Puerto Rico, Jamaica, Aruba and Bahamas** as the main destinations, with significant growth in the case of Haiti as a new sun & beach destination. Regarding Cuba, a positive impact is expected from the new arrangement with the USA.

### **USA and Canadian Markets**

The North American tour operator Apple Leisure Group points out that American tourists prefer short-haul trips and **Mexico and the Dominican Republic** will continue to be the favourite destinations.

It also highlighted the growth of **Aruba**, with a 3.7% increase in 2014. The improvement of the American economy and flight connections will also favour the Caribbean region this year. There will also be increased interest in Cuba due to the reduction of restrictions and this destination is considered to be a major opportunity for the hotel industry due to the current lack of top-range hotels.

It is worth noting that USTOA (United States Tour Operators Association) has registered significant growth in demand for travel to Cuba, the second destination among emerging markets just after Myanmar.

An improvement is also expected for Canada after the weakness of its currency last year.

### **Latin American market**

Nearly 1.5 million Latin American tourists visited the Caribbean in 2013, 13% more than in 2012 and 70% more than the 859,000 visitors registered in 2009. Moreover, in 2013 trips within the Caribbean region grew by 2.1%, with a total of 1.6 million Caribbean residents travelling for holidays and leisure activities within the region.

It is important to note that in 2014 there was a 9.84% drop in the number of Latin American tourists visiting Barbados, compared to the numbers in 2013 (as per data from the Barbados Statistical Service).

**Brazil** is the largest market of origin but not the only one in Latin America. The report on trends during the World Travel Market 2013 in London showed that in the last two years the tourism industry has focused its attention on **Mexico and Argentina**.

According to the Spanish firm Magma Hospitality Consulting, apart from Brazil and Mexico other emerging countries in the region such as **Colombia, Peru and Chile** also offer opportunities for the expansion of hotel chains.

Regarding holiday types, IPK has identified a growth in tours around an area (+13%), city breaks (+6%) and beach holidays (+4%).

IPK also established that **total expenditure** by Latin American tourists during trips to foreign countries increased by 12%. The average expenditure was up 4% to €1,679, equivalent to €233 per night.

## Conclusions

- Although 2014 (and the trend for 2015) indicates a slight recovery, we can conclude the analysis by saying that over the last 5 to 10 years Barbados has suffered a decline in the number of visitors, as well as a lack of interest in visiting the country among younger generations (mainly British).
- The preferred length of stay is 7-10 days, with apartments & villas becoming popular in detriment to over 100-room hotels. This trend appears to reflect the search for a more personalized holiday.
- With the growing geographical tourism offer, people are more aware of their possibilities and are changing to places where they can get good value for money regardless of other factors such as familiarity with the place or language. The Dominican Republic, Cuba and Jamaica are three of the competitor countries that are gaining in interest among tourists. The opening up of Cuba to the USA is a potential risk to Barbados that has to be given special consideration in relation to this traditional market.
- Germany is the country that has increased the number of visitors to Barbados, in keeping with their motivations of looking for authentic places with social and nightlife activities. This is a growing market of major importance, since the average expenditure of Germans is higher compared to other tourists.
- The use of internet as a tool for information, reservation and purchases is increasingly important in all markets.
- Although recent trends reflect a slight recovery, Barbados' loss of competitiveness makes it necessary to develop a new image, new products and a new marketing strategy to reposition the country as a creative force in the tourism sector.
- The constant decrease in younger tourism is especially worrying; this means that these potential consumers are not interested in the destination. The younger segment should therefore be an objective in all markets, since it represents the future growth of the industry.

- Traditional markets should be stimulated not only with price strategies (Brilliant Barbados) but also with new proposals that appeal to their inner motivations. The price factor is relevant in an economically difficult situation but is insufficient in itself to reactivate the market.
- Specific niches such as families could be motivated with a programme of activities during Easter, July, August and December when more families travel to Barbados on family trips.

### **By market**

#### **- UK market**

- This is the main market by origin for Barbados, so its decrease in recent years due to the economic situation has greatly affected Barbados' tourism economy.
- Although it seems to be recovering from the economic crisis, this market should be strengthened from a motivational point of view, taking into consideration that while these tourists demand traditional factors such as the sun and the beach, they also seek experiences that allow them to 'feel like a local' and form a part of the place. In this context, the new offer of cultural products should play an important role in the generation of such experiences.
- The new generation of British travellers do not appear to be interested in the current offer in Barbados, being more attracted to a more exotic offer clearly differentiated from their usual cultural environment.
- More specifically, the 36-45 age segment has decreased by 10% in recent years, while the main segment is tourists aged over 52 (32%).
- The new cultural offer should be capable of attracting younger generations through a more creative image of the country mixing culture, fun and sun. Barbados' colonial past should acquire a new meaning for these travellers. The international image of Rihanna as part of the country's identity could also be a way of changing the traditional image of the country.
- The average expenditure of the British market in Barbados is higher than average (although it has slightly decreased).
- The Dominican Republic, Mexico, Antigua and Cuba are the main competitors in the Caribbean area.
- Family trips are increasing for this market so they should be taken into consideration. It is necessary to offer a range of proposals where enjoyment and culture forms part of a travel experience able to reinforce family ties.
- There is also an increasing interest in cruises and all-inclusive trips which should be taken into account.
- The increasing interest in villas reflects the preference for an alternative experience on the Country which is more appropriate for families.

#### **- USA Market**

- This is the second most important market for the country and it also has less seasonality due to its geographical proximity.
- As in other markets, changes in the behaviour and mentality of American travellers have resulted in a search for more emotional experiences and integration in local life.
- More specifically, there are three segments on the rise in the USA: adventure, cultural/history and family/multi-generational.

- Singles and millennials are considered high-potential segments to be taken into consideration, since their willingness to pay on international trips and the number of experience-based activities they take part in is quite high.
- Nevertheless, there has been an increase in the 26-35 age segment over the last three years after a drop in 2008. Rihanna's status as the country's main ambassador for events such as Crop Over and the Food & Wine and Rum Festival should play a key role in the marketing strategy for this niche.
- For tourists over 50, travel represents a rejuvenating and relaxing experience. This is something to be considered given the average age of visitors to Barbados. Security, accessibility, culture, relaxing places, gastronomy and fun should be integrated in a wider image of the country.
- Their average expenditure is somewhat lower than the total average.
- Due to their proximity to the Caribbean, Barbados competes with a wide range of countries, including Mexico, Puerto Rico, the Dominican Republic and Jamaica. Cuba will undoubtedly soon join this group of the most popular destinations.
- Cruises around the Caribbean from Miami or closer ports represent a typical activity for North American travellers, with Bridgetown forming part of some of these routes.
- Current products such as George Washington House in the framework of the tour of the Garrison World Heritage Site should be reinforced for this market.

- **Canadian Market**

- This is the third main traditional market (13%). As opposed to the British market, it has remained stable despite the global economic situation in recent years.
- The search for cultural experiences during travel is one of the main motivations for this market, reinforced by an increase in multi-generational travel, which places importance on sharing knowledge, experiences and enjoyment of a new country.
- For more mature Canadian tourists, one of the main motivations is the sun & sand offer. Therefore, Barbados' main competitors are Cuba, the Dominican Republic and Jamaica. Culture also represents a strong motivation for Canadian tourists and should be a way for Barbados to match the offer of its competitors with its own identity proposals.
- It is clear that promotion of Barbados as a UNESCO World Heritage site would be an attraction for this market, and Barbados is not fully taking advantage of this situation.
- The millennial segment has become a key target segment due to its high expenditure potential.
- Barbados welcomes a low percentage of young Canadians, with only 14% being less than 45 years old. A shared strategy for the North American youth segment related to Rihanna as the country's image and enhancement of music festivals should be implemented in the near future.
- Their average expenditure is below average and reflects a growing trend toward 'all-inclusive' holidays.
- Paradoxically, luxury hotels have also increased in popularity in detriment to villas.

- **The German market**

- Although it is not one of the main markets, it is the second largest market in Europe. It has stable behaviour due to its stronger economy, which has not been as severely affected by the economic crisis.
- Germans consider travelling as a means of personal enrichment and a way of forming part of the destination; social life is a valuable asset, especially the nightlife. This is a market which is closely connected with the concept of creative tourism.

- Adventure and nature tourism is also popular with German tourists.
- Barbados should offer a richer experience for this market oriented towards all these motivations in order to compete more effectively with the Dominican Republic and Cuba (the most popular Caribbean countries among Germans).
- Revealing the peculiarities of a World Heritage site in the Caribbean context could be an interesting way to generate curiosity and attraction for this European market.
- Although most Germans speak English, Barbados' commitment to this market should include the promotion of new tourism products in German (on and offline).
- Cruises are a growing trend in the preferences of this market.
- Germany is one of the biggest sources of young tourists in Barbados.
- German tourism is concentrated in the winter months, although families with children tend to travel mostly in July and December.
- In terms of accommodation, demand for all-inclusive trips has decreased, while villas have enjoyed steady growth. The expenditure is above average.

- **The Brazilian Market.**

- The growth of the Brazilian middle class has seen Brazil become an emerging market of potential interest worldwide, including neighbouring countries such as Barbados, which has benefited from this situation to welcome several thousand visitors to the country.
- The main motivations for this market are shopping and leisure.
- Sharing time with friends and family during holidays is one of the main reasons for going on a trip.
- Brazilian people travel to nearby countries in Latin America such as Argentina and Uruguay. The USA and Europe are also common destinations.
- The Brazilian market has certain entry barriers due to the language, as only a small minority speaks English. In order to consolidate this market it is necessary to offer more informative material in Portuguese.
- According to recent studies, there is a lack of connection between the existing offer in Barbados for this market and its motivations. Further research is required regarding their travel expectations in order to be able to compete with other sun & beach destinations.
- Given the importance of luxury for this market, premium/exclusive cultural proposals are especially recommended for these tourists.

## 8.2 BUDGET FOR ACTION PACKS FOR SERVICE TENDER

PACK 1. WEBSITE DEVELOPMENT & PROGRAMMING FOR MOBILE APPLICATIONS & DIGITAL PLATFORMS.		
<b>BACKGROUND.</b>	Synthesis of strategic bases and general objectives within the Marketing Plan	
<b>OBJECTIVES.</b>	Specific objectives related to the activity as listed in the reference file.	
	<b>GENERAL ACTIONS</b>	<b><u>KEY RELATED ACTIONS</u></b>
<b>ACTIVITY PACK</b>	<ul style="list-style-type: none"> <li>- Barbados QR Experience</li> <li>- Barbados OneClick</li> <li>- Thematic 360° Map</li> </ul>	
	<b>SPECIFIC ACTIONS</b>	
	- BRIDGETOWN -TOURIST URBAN ROUTE	K3
	- INDUSTRIAL HERITAGE- THE RENOVATED NATIONAL MUSEUM	K5
	- GARRISON – WALKING TOUR EXPERIENCE	K2
	- BAJAN SOUL- OISTINS WATERFRONT: THE BIO MUSEUM	K4
<b>CANDIDATE COMPANY PROFILE</b>	Advertising agency, Multimedia, Audiovisual& Graphic Design Company.	
<b>TEAM PROFILE</b>	<ul style="list-style-type: none"> <li>- Programmers in various programming languages (HTML, CSS, JAVA, Apache, etc.) and CMS platforms (Joomla, Wordpress, Magento, etc.).</li> <li>- Graphic designers.</li> <li>- Positioning specialists.</li> <li>- UX Designers (User Experience)</li> </ul>	

PACK 2. AUDIOVISUAL PRODUCTION		
<b>BACKGROUND.</b>	Synthesis of the strategic bases and general objectives defined within the Marketing Plan.	
<b>OBJECTIVES.</b>	Specific objectives related to the activity and listed in the reference file.	
<b>ACTIVITIES PACK</b>	<b>GENERAL ACTIONS</b>	<b><u>KEY RELATED ACTIONS</u></b>
	- Rihanna Web Episodes	
	- Thematic 360° Map	
	<b>SPECIFIC ACTIONS</b>	
	- BRIDGETOWN –VISITOR CENTRE AT THE SPIRIT BOND	K2 (A3,A5,A14)
	- INDUSTRIAL HERITAGE- THE RENOVATED NATIONAL MUSEUM	K3
<b>CANDIDATE COMPANY PROFILE</b>	- GARRISON – WALKING TOUR EXPERIENCE	K5 (A1,A2, A4)
	- BAJAN SOUL- OISTINS WATERFRONT: THE BIO MUSEUM	K5, K6
<b>TEAM PROFILE</b>	<ul style="list-style-type: none"> <li>- Camera/recording technicians</li> <li>- Audio &amp; video editors</li> <li>- Designers</li> </ul>	



PACK 3.PROMOTIONAL CAMPAIGNS, CORPORATE IMAGE & COMMUNICATION		
<b>BACKGROUND.</b>	Synthesis of strategic bases and general objectives defined within the Marketing Plan	
<b>OBJECTIVES.</b>	Specific objectives related to the activity and listed in the reference file.	
<b>ACTIVITIES PACK</b>	GENERAL ACTIONS	<u>KEY RELATED ACTIONS</u>
	- ALL	- all
	SPECIFIC ACTIONS	
	- ALL	- all
	TRANSVERSAL ACTIONS	
	- ALL	- all
<b>CANDIDATE COMPANY PROFILE</b>	Publicity & PR agency with proven experience in the tourism sector, digital media and main source markets.	
<b>TEAM PROFILE</b>	<ul style="list-style-type: none"> <li>- Creative publicists</li> <li>- Publicity designers</li> <li>- Media planners</li> <li>- Account managers</li> </ul>	

PACK 4. SEO/SEM POSITIONING		
<b>BACKGROUND.</b>	Synthesis of strategic bases and general objectives defined within the Marketing Plan	
<b>OBJECTIVES.</b>	Specific objectives related to the activity and listed in the reference file.	
<b>ACTIVITIES PACK</b>	<b>GENERAL ACTIONS</b>	<b><u>KEY RELATED ACTIONS</u></b>
	- Barbados QR Experience	
	- Rihanna Web Episodes	
	- The Culture Heritage brand	
	<b>SPECIFIC ACTIONS</b>	
	- BRIDGETOWN	K2 (A1, A6,
	- INDUSTRIAL HERITAGE- THE RENOVATED NATIONAL MUSEUM	A8,A9,A13,A14) K2. K3, K5
	- GARRISON – WALKING TOUR EXPERIENCE	K2
	- BAJAN SOUL- OISTINS WATERFRONT: THE BIO MUSEUM	K2 K2, K3, K4
<b>CANDIDATE COMPANY PROFILE</b>	Agency specializing in positioning on search engines with a team of SEO, SEM & Social Network experts.	
<b>TEAM PROFILE</b>	<ul style="list-style-type: none"> <li>- SEO specialists</li> <li>- SEM specialists</li> <li>- Social Network positioning specialists</li> </ul>	