

EXECUTIVE SUMMARY

2026-2029 STRATEGIC PLAN FOR THE COSTA
BRAVA GIRONA TOURIST BOARD AND THE COSTA
BRAVA AND GIRONA PYRENEES DESTINATION

Girona Patronat de Turisme
Costa Brava Girona



Diputació de Girona



Costa Brava
Pirineu de Girona





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1—INTRODUCTION

The **2026–2029 Strategic Plan for the Costa Brava Girona Tourist Board and the Costa Brava and Girona Pyrenees** destination provides the strategic framework to guide both the development of tourism across the destination and the work of its tourism promotion and marketing organization over the coming years. The Plan responds to a rapidly evolving environment shaped by digital transformation, changing visitor expectations, sustainability and increasing global competition, while remaining firmly rooted in the identity, distinctive landscapes and values that define the Costa Brava and the Girona Pyrenees.

The Plan is grounded in a **rigorous analysis of the destination's current** situation. It identifies the key challenges ahead, sets out a shared Vision 2029, and defines a portfolio of strategies and projects to be implemented over the coming years, supported by a monitoring and evaluation framework to ensure continuous review and adaptation.

Within this framework, the **Costa Brava Girona Tourist Board**, as the province's leading tourism promotion organization, **will lead the implementation of the Plan**. The document reinforces the Board's role as the organization responsible for coordinating, supporting and driving tourism development across the destination. This includes strengthening tourism promotion and marketing, accelerating digital transformation, supporting the tourism sector, embedding sustainability across its activities, and enhancing its ability to communicate the value of well-managed tourism to local communities.

At the same time, the Plan is intended not only to guide the Tourist Board's actions but also to serve as a **shared roadmap for the whole destination**. Its purpose is to **strengthen the identity**

and distinctiveness of the Costa Brava and the Girona Pyrenees by enhancing the complementarity between the coast and the mountains, promoting year-round tourism, diversifying the tourism offer, and continuously improving the quality of the visitor experience. Underpinning this vision is a strong commitment to innovation, sustainability, social responsibility, and the preservation of the destination's natural and cultural heritage.

The Strategic Plan is aligned with the Sustainable Development Goals (SDGs) and establishes a four-year implementation horizon (2026–2029) for delivering the strategies and projects needed to strengthen the competitiveness, resilience and long-term sustainability of the destination's tourism model.

Through this Plan, the Tourist Board reaffirms its **commitment to a balanced tourism model that generates economic and social value while preserving the natural and cultural assets** that define the destination's appeal. The Costa Brava and the Girona Pyrenees are unique destinations, and this Plan aims to ensure that they continue to be recognized as benchmarks for **quality, authenticity and sustainability**.

This document is the **EXECUTIVE SUMMARY** of the Strategic Plan. It presents a concise overview of the main findings of the participatory process and the diagnosis, as well as the key strategic elements developed for both the destination and the Costa Brava Girona Tourist Board.

Norbert Bes
Director
Costa Brava Girona Tourist Board

2—PLAN DEVELOPMENT

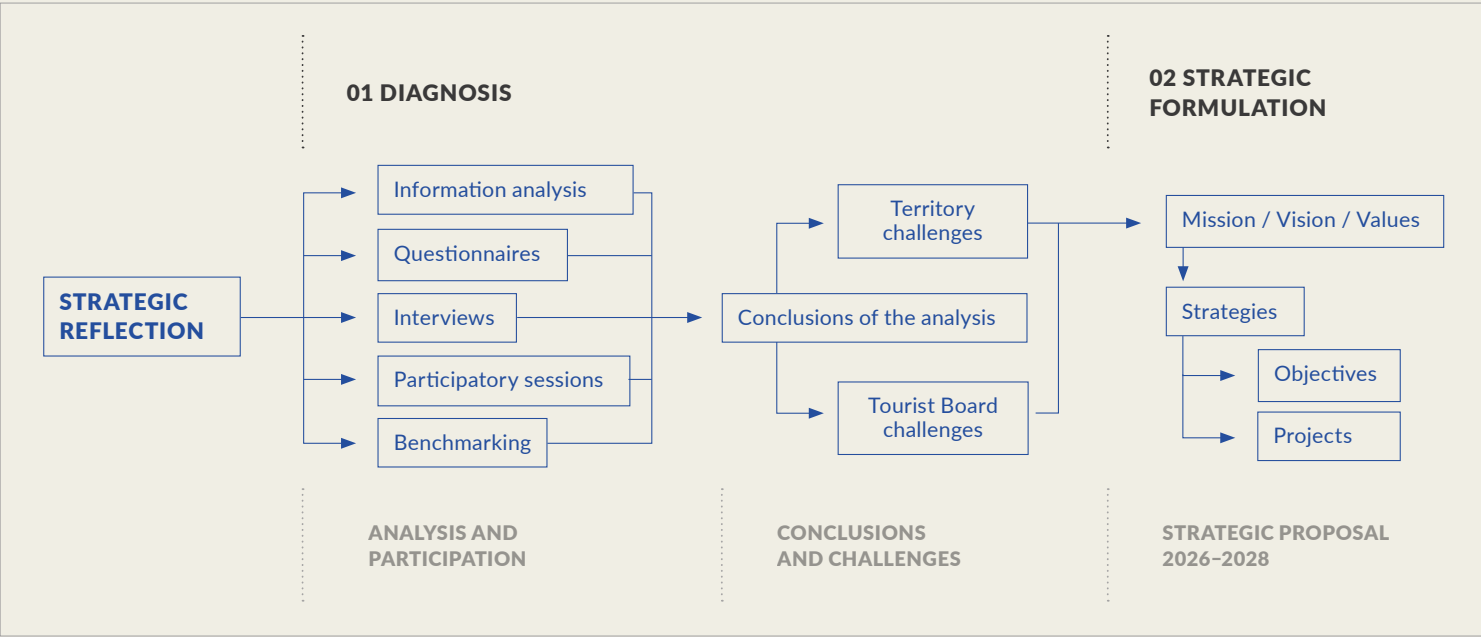
PROCESS

2.1 Process overview

This document has been built through the strategic planning process shown in the figure.

2.2 Document analysis

The process began with a review and analysis of key documentation relating to both the Tourist Board and the destination. This included the annual reports, internal regulations and the Strategic Tourism Plan for the Girona Counties 2011–2015, as well as strategic documents prepared by the county councils. The review also covered the regulatory framework governing tourism activity, including Law 13/2002 on Tourism and Decree 75/2020 on Tourism in Catalonia. In addition, a range of statistical and administrative databases—including INE, Idescat, InAtlas-Informa, TDS and the Official Register of the Generalitat de Catalunya—were consulted to compile destination-specific indicators and benchmark them against those of other destinations in Catalonia.



2.3 Active participation of local stakeholders

To provide the Strategic Plan with a solid foundation and ensure that it reflects the views, perspectives and expectations of the destination's key stakeholders, a participatory process was carried out using a combination of qualitative and quantitative methods. This approach enabled broad engagement with both internal and external stakeholders, generating a wide range of insights and proposals that have informed the development of the Plan.

Participation was structured through:

- **Interviews.** Over the months during which the Plan was drawn up, a total of 26 meetings and/or workshop sessions were held, including individual interviews and group sessions, with the participation of 85 people representing public and private stakeholders from across the destination. The aim was to understand their perceptions and ideas regarding the future of the destination and the role of the Tourist Board. The combination of these internal and external perspectives provided a multifaceted view of the current state of the destination and of the role the Tourist Board can play in its future development over the coming years. The interviews conducted as part of the diagnosis are listed below:

Stakeholders	Date
01 Costa Brava Cruise Ports staff	22/04/2025
02 Tourism department staff - County councils - Session 1	23/04/2025
03 Costa Brava Girona Tourist Board staff	23/04/2025
04 Tourism department staff - County councils - Session 2	24/04/2025
05 Technical Secretariat for Sustainability	25/04/2025
06 Tourist Accommodation Associations	29/04/2025
07 Ski resorts (sessions 1 and 2)	29/04/2025
08	05/05/2025
09 Associations of People with Disabilities	30/04/2025
10 Nature and Active Tourism Club	06/05/2025
11 Golf Clubs	06/05/2025
12 DO Empordà Wine Route Club	07/05/2025
13 Girona - Costa Brava Airport	08/05/2025
14 Sports Tourism Club	09/05/2025
15 Food and Wine Club	09/05/2025
16 Club Unique Premium	12/05/2025
17 Costa Brava Girona Convention Bureau	14/05/2025
18 Health and Wellness Committee	14/05/2025
19 Catalan Tourist Board	16/05/2025
20 Board of Directors of the Tourist Board	29/05/2025
21 Deputy Director General for Territorial Tourism Development of the Generalitat de Catalunya	02/06/2025
22 Executive Director of the ACT	11/06/2025
23 Ms Dolors Vidal – Lecturer at the Faculty of Tourism, researcher at the Institute of Tourism Studies and member of the President's Advisory Council	27/10/2025
24 Mr Enric Dotras - President of the Lloret de Mar Hospitality Association and member of the President's Advisory Council	29/10/2025
25 Mr Antonio Escudero – President of the Girona Counties Hospitality and Tourism Federation and member of the President's Advisory Council	31/10/2025
26 Lluís Coromina (UdG) – Dean of the Faculty of Tourism and member of the President's Advisory Council	12/11/2025

- **Strategic planning workshops.** During the planning process, two 90-minute workshops were held with Tourist Board staff, bringing together a total of 28 participants. These sessions were instrumental in validating the territorial diagnosis through the team’s perspective and ensuring that staff insights and expectations were aligned with the strategic priorities of the new Plan.
- **Online forms.** To broaden participation and facilitate the structured collection of information, six online questionnaires were designed for different stakeholder groups across the destination. Tailored to the specific profile of each group, these questionnaires gathered a total of 204 responses, providing valuable insights, assessments and proposals to inform the Plan.

151 responses Sector Stakeholders	28 responses Tourist Board Staff
6 responses Advisory Committee	11 responses ACT Tourism Promotion Centers
3 responses Academia	5 responses Girona Provincial Council

2.4 Benchmarking analysis

Throughout the process, a benchmarking analysis was carried out to assess the positioning of the Costa Brava and Girona Pyrenees destination in relation to a selection of benchmark destinations. The analysis comprised:

- **An assessment of the competitiveness factors and marketing strategies** of the Costa Brava and Girona Pyrenees’ main competitor destinations.
- **An analysis of best practices in destination marketing and management** drawn from six benchmark destinations, led by their Destination Marketing Organizations (DMOs) in collaboration with other public authorities and private sector stakeholders.

3—CONTEXTUAL ELEMENTS

3.1 Structure of the tourism ecosystem

The Costa Brava and Girona Pyrenees destination is structured around the counties of the province of Girona, encompassing both the coastline and its inland and mountain areas. Tourism activity takes place within a **complex institutional and regulatory framework involving multiple levels of government and organizations with shared or complementary responsibilities**. This governance framework defines the context in which public policies, spatial planning, destination promotion and the regulation of tourism activity are developed and implemented.

REGIONAL
GOVERNMENT



Generalitat de Catalunya
Departament d'Empresa i Treball
Direcció General de Turisme



Generalitat de Catalunya
Agència Catalana de Turisme

PROVINCIAL
INSTITUTIONS



**Costa Brava
Pirineu de Girona**
Diputació de Girona



Diputació de Girona

COUNTY
COUNCILS



CONSELL COMARCAL
DE L'ALT EMPORDÀ



CONSELL COMARCAL
DEL BAIX EMPORDÀ



Consell Comarcal
de la Selva



Consell
Comarcal
del Gironès



Consell Comarcal
del Pla de l'Estany



CONSELL COMARCAL DE LA GARROTXA



Consell Comarcal
del Ripollès



CONSELL COMARCAL
DE LA Cerdanya

MUNICIPAL
AUTHORITIES

Municipal councils and local tourist boards

3.2 Main trends related to tourism activity

Beyond travel itself, **tourism is a complex system of interactions involving visitors, businesses, institutions, places and, above all, host communities.** With tourism activity in Europe now exceeding pre-pandemic levels and maintaining positive momentum into 2025, the sector is evolving in response to both emerging opportunities and growing challenges.

Travellers increasingly seek good value for money, milder climates and authentic, memorable experiences, while trends such as year-round tourism, product diversification and demand from short-haul markets continue to gain strength.

At the same time, the **economic outlook in both source and destination markets, geopolitical uncertainty, extreme weather events, overcrowding in certain destinations and the rapid development of artificial intelligence** are reshaping travel demand and destination management.

In this context, effective governance is more important than ever. Destinations must balance economic performance with shared value, manage visitor flows across space and time, safeguard natural and cultural heritage, and place residents' quality of life at the heart of tourism development.

The following trends are expected to shape the future of visitors, destinations and destination management organizations (DMOs) alike.

A. SUSTAINABILITY TRENDS

- Decarbonization and energy transition. Promotion of clean mobility, renewable energy, carbon reduction and climate neutrality initiatives.
- Circular economy in tourism. Reduction of waste, optimization of resource use, promotion of reuse systems, and more efficient management of water and energy.
- Smart destinations. Use of data and digital technologies to manage visitor flows, seasonality, carrying capacity and resource consumption.
- Regenerative tourism. A shift beyond minimizing the negative impacts of tourism towards actively restoring ecosystems and landscapes, revitalizing local communities, strengthening cultural identity, and placing quality of life and resilience at the heart of tourism development.
- Collaborative governance. Active involvement of residents, businesses, public authorities and visitors in decision-making and destination management.
- Transparency and accountability. Use of indicators, monitoring systems, audits and certifications to measure performance and communicate results in a transparent and credible way.

B. DIGITALIZATION TRENDS

- Data-driven management. Growing adoption of integrated data systems that combine information from multiple sources to support evidence-based planning and decision-making.
- Knowledge and tourism intelligence platforms. Expansion of digital observatories and tourism intelligence platforms that transform data into actionable knowledge to support more effective decision-making.
- Artificial intelligence. Increasing integration of artificial intelligence as a key driver of innovation and transformation in tourism planning, management and marketing.
- Interoperability, security and data governance. Strengthening of data interoperability, cybersecurity and governance frameworks to ensure the secure, ethical and effective management of data in an increasingly digital tourism ecosystem.

C. DEMAND TRENDS

Motivations for travelling

- Experience over product: people prioritize memorable activities, culture and gastronomy.
- Live events and sports as travel drivers.
- "Bleisure", wellness and transformative travel.
- Well-being and transformative travel

Factors influencing destination choice

- Affordable travel and "value for money".
- Perceived safety and "hospitality" as a filter.
- Climate and "coolcations" (avoiding extreme heat).
- Inclusion and accessibility as a basic expectation.
- Trust in reviews.
- Transparency and zero tolerance for "unexpected fees".

Travel planning trends

- Digital planning and AI adoption (with human support).
- Constant, continuous online presence.

4—THE COSTA BRAVA GIRONA TOURIST BOARD

4.1 Functions, responsibilities and areas of activity

The Costa Brava Girona Tourist Board was founded in 1976 at the initiative of Girona Provincial Council, with the aim of **providing the Girona counties with a dedicated tourism promotion body**, as a publicly owned limited company, under the name Patronat de Turisme Costa Brava Girona, S.A. At that time, the Costa Brava was already an emerging destination, known for its beaches, charming villages and natural landscapes, but it lacked a coordinated structure to boost its international profile.

Today, the Tourist Board remains **the leading body for tourism promotion in the province of Girona**, with an outlook that is open to the world yet rooted locally, working closely with institutions and businesses to build a sustainable and competitive tourism model. Its main objectives are:

- To act as a **platform for promoting and publicizing the Costa Brava and Girona Pyrenees brands** in the main source markets.
- **To support the destination's institutions and business community** in structuring and marketing tourism products and services.
- To ensure the **continuous improvement of competitiveness** and the sustainable development of tourism activity.

To achieve these objectives, the Tourist Board has been assigned the following functions:

- To study and develop the overall guidelines of tourism policy for the Girona counties.
- To promote the **active presence of the tourism offering** of the Girona counties in the tourism market and to seek the **coordination** of the sectors involved in **promoting tourism**.
- To promote, produce and distribute the necessary **advertising and informational materials**.
- To provide **material and technical support to the initiatives and activities of organizations** with similar aims and a smaller scope of action, and to seek coordination among them.
- To seek coordination between the Company itself and bodies and organizations of a wider, national or supranational scope, adopting, wherever possible, the guidelines issued or disseminated in this area by the Generalitat de Catalunya through its competent bodies.
- **To organize and carry out campaigns and actions** of all kinds which, in addition to serving the Tourist Board's own purposes, provide an effective platform both for **enhancing the image of the various tourism offerings** of the Girona counties and for the marketing of tourism products by companies or business groups.
- **To study the tourism-related problems of the Girona counties** and to act at all times in defense of their good name, prestige and quality, adopting or proposing, where it is competent to do so, the most appropriate measures to resolve them.
- To manage, propose or carry out any other **actions** that may contribute to **the promotion of tourism** within its geographical area.

4.2 Organizational structure

In terms of its organizational chart, the Tourist Board is structured around a **Board of Directors** and a **Presidency** that works hand in hand with the **Advisory Committee**. At the operational level, it has a **Directorate** overseeing three main areas: **administration; corporate communication and press; and marketing, promotion and communication**.

The Costa Brava Girona Tourist Board structures a very significant part of its activity through its **marketing and product clubs**, a public-private cooperation tool designed to structure, develop and promote specialized tourism offering around a thematic focus. These clubs bring together businesses, facilities and organizations

from across the destination that share values and quality standards, making it possible to move from a fragmented offering toward coherent, recognizable proposals that are competitive in the markets. The Tourist Board currently has nine active clubs which, comprising more than 600 businesses and organizations, act as **mechanisms for bringing together the range of tourism products and building the destination narrative**, aligning the territory's assets with the expectations of priority segments.

The Tourist Board also has two tourism promotion brands specializing in cruise and super-yacht tourism: Costa Brava Cruise Ports and Costa Brava Yacht Ports.

Board of Directors

General Advisory Council

Presidency

Advisory Committee

Management

Secretary General

Administration

Administration

Reception, tourist information, accounting, logistics, treasury, contracting, financial control, administration, e-government, public procurement, audits, HR management

Girona Airport

Tourist information

Communications and press

Marketing, promotion and communications

Marketing and product clubs

Nature and Active Tourism, Health and Well-being, Culture and Identity, DO Empordà Wine Route, Golf, Costa Brava Girona Convention Bureau, Costa Brava Cruise Ports, Senior, Inclusive, Family, Unique Premium, Food and Wine Tourism, Sports Tourism.

Trade fairs and tour operators

Online marketing

Tourism portal, social media and digital campaigns

Documentation and image archive

Advertising and co-marketing

Sustainability

Training

MARKETING AND PRODUCT CLUBS



Culture and Identity
Costa Brava
Pirineu de Girona



Golf
Costa Brava
Pirineu de Girona



Wellbeing
Costa Brava
Pirineu de Girona



Wine&Gastronomy
Costa Brava
Pirineu de Girona



Nature & Activity Holidays
Costa Brava
Pirineu de Girona



Costa Brava Girona
Convention Bureau



DO Empordà Wine Route
Costa Brava
Pirineu de Girona



Premium
Costa Brava
Pirineu de Girona



Training Camps
Costa Brava
Pirineu de Girona

TOURISM PROMOTION BRANDS



Costa Brava
Cruise Ports



Costa Brava
Yacht Ports

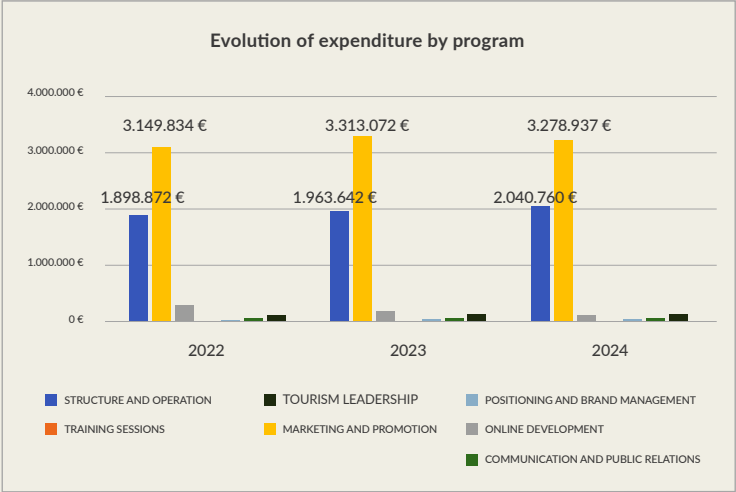
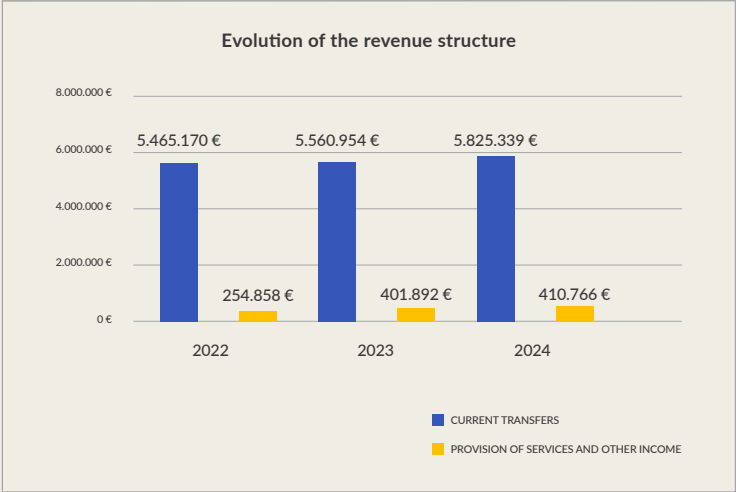
4.3 Evolution of the financial situation

The Costa Brava Girona Tourist Board’s financial performance reflects a **sound financial structure that supports the continuity of its destination promotion and positioning activities**. In recent years, its financial results have followed a stable trend, with moderate growth in both revenue and expenditure, demonstrating prudent financial management aligned with the evolving needs of the tourism sector.

The Board’s revenue is derived primarily from **current transfers, which account for most of its funding, with more than 98% provided by the Girona Provincial Council**. Additional income is generated through the provision of services and other minor revenue sources. Total revenue increased steadily from €5.46

million in 2022 to €5.82 million in 2024, reflecting the consolidation of public funding. Revenue from the provision of services, which represented just over 6% of total income in 2024, grew by more than 60% over the period analysed, largely because a 50% discount had been applied in 2022 as an exceptional measure in response to the post-pandemic context.

A detailed analysis of expenditure shows a **clear focus on promotion and marketing**, which account for most of the annual expenditure. This reflects the Board’s strategic priority of strengthening the destination’s competitiveness in international markets while consolidating its presence across both digital and traditional channels.



5—BENCHMARKING

5.1 Analysis of competing destinations

A comparative analysis was carried out with the following competing destinations.

The aspects compared are:

- **Strengths/Appeal of the destinations** landscape, diversity, cities and towns of interest, cultural and activity offerings, facilities for niche markets and specific segments, access, internal mobility, seasonality, quality, price, accommodation volume and type.
- **Marketing and promotion of the destinations:** promotion body, its main challenges, products, life cycle, brand awareness and positioning.

The results of the comparison are summarized below.

	COAST	MOUNTAIN
Domestic destinations	Costa Brava	Girona Pyrenees
	Costa Daurada	Pyrenees of Lleida and Vall d'Aran
	Balearic Islands	Aragonese Pyrenees / Navarre
	Costa del Sol	
	Costa Blanca	
International destinations	French Riviera (France)	French Pyrenees (France)
	Amalfi Coast (Italy)	French Alps (France)
		Swiss Alps (Switzerland)
		Austrian Alps (Austria)

STRENGTHS / ATTRACTION

Destinations	Natural Landscape	Diversity	Cities and Towns of Interest	Cultural Offering	Activity Offering	Other infrastructures for niche markets			
						Golf	MICE	Wellness	Sports
COAST									
Costa Brava	● ● ●	● ● ●	● ● ●	● ● ●	● ● ●	● ● ●	● ●	● ●	● ● ●
Costa Daurada	● ●	● ●	● ●	● ●	● ●	● ●	● ●	●	●
Balearic Islands	● ● ●	● ● ●	● ●	● ●	● ● ●	● ● ●	● ●	●	● ●
Costa del Sol	● ●	●	● ●	● ●	● ●	● ● ●	● ●	● ● ●	●
Costa Blanca	●	● ●	●	● ●	● ●	● ●	●	● ●	●
French Riviera	● ● ●	● ● ●	● ● ●	● ● ●	● ● ●	● ●	● ●	● ● ●	●
Amalfi Coast	● ● ●	● ●	● ● ●	● ● ●	● ●	●	● ●	● ●	●
MOUNTAIN									
Girona Pyrenees	● ●	● ● ●	● ●	● ● ●	● ●	● ●	●	● ●	● ●
Lleida Pyrenees and Vall d'Aran	● ● ●	● ● ●	● ●	● ●	● ●	-	-	●	● ● ●
Aragonese Pyrenees and Navarre	● ● ●	● ● ●	● ●	● ● ●	● ● ●	-	-	●	● ●
French Pyrenees	● ● ●	● ● ●	●	●	● ● ●	●	● ●	● ●	● ●
French Alps	● ● ●	● ● ●	● ●	● ●	● ● ●	● ● ●	● ●	● ● ●	● ● ●
Swiss Alps	● ● ●	● ● ●	● ● ●	● ●	● ● ●	● ● ●	● ● ●	● ● ●	● ● ●
Austrian Alps	● ● ●	● ● ●	● ●	● ●	● ● ●	-	● ● ●	● ●	● ●

The Costa Brava stands out as the most balanced destination in terms of both attractiveness and competitiveness. While the Balearic Islands and the Côte d'Azur benefit from strong tourism appeal, they are comparatively less competitive in terms of seasonality and price. The Amalfi Coast enjoys a strong international image but faces constraints related to accessibility and accommodation capacity. Meanwhile, the Costa Daurada, Costa del Sol and Costa Blanca offer extensive accommodation capacity but are generally less differentiated in terms of quality, authenticity and overall destination positioning.

The Girona Pyrenees stand out for their balanced combination of authenticity and quality, supported by better management of seasonality and an accommodation model that is more closely rooted in the local area. The Alps offer more extensive tourism infrastructure and a higher level of service quality, but at the expense of higher prices and greater seasonal concentration. Other Pyrenean destinations share similar natural assets but face greater limitations in terms of accessibility, infrastructure and tourism services.

The Costa Brava offers a balanced and diversified tourism model with a strong market position. The Balearic Islands are its main competitors, particularly in terms of international recognition. The Costa del Sol stands out for its premium tourism offer and golf segment, while the Costa Daurada is at a less mature stage of development, with ongoing challenges related to product, segment and market diversification.

The Girona Pyrenees enjoy a solid level of recognition and market positioning but face clear challenges in innovation and digital transformation. The Alps remain the benchmark in terms of international reputation and professionalization, while other Pyrenean destinations tend to have less developed governance structures and destination management capabilities, despite their strong potential in sustainability and authenticity.

5.2 Compilation of DMOs/ DMMOs best practices

Best practices in tourism marketing and management were analyzed from six destinations, driven by their destination marketing organizations (DMOs) and shared with other public administrations and the private sector.

	Destination	DMO and other stakeholders analysed	Best-practice theme
National destinations	Costa del Sol	Costa del Sol Tourism and Planning, S.L.U.	Product structuring and public-private collaboration
	Balearic Islands - Mallorca	Balearic Islands Tourism Strategy Agency (AETIB) / Mallorca Tourism Foundation (FMT) / Local authorities and private sector	Repositioning mature destinations through public-private collaboration
	Balearic Islands - Menorca	Menorca Tourism Promotion Foundation (FFTM) / Local authorities and private sector	Sustainability and coexistence between local residents and visitors
International destinations	Slovenia	Slovenian Tourist Board (I Feel Slovenia)	Sustainability and authentic experiences
	Denmark	VisitDenmark	Sustainability and communication
	South Tyrol (Italy)	Innovation Development Marketing Südtirol (IDM Südtirol)	Product structuring and public-private collaboration

COMPARISON OF SOME TOURISM INDICATORS OF THE SELECTED DESTINATIONS

Destinations	Resident population	Volume of tourists	Regulated accommodation beds	Tourism employment	Generated activity (€)	Cruise passengers / contribution to GDP	Main markets
Costa del Sol	1.400.000	14.500.000	661.000	145.400	21.223 M	470.000 cruise passengers	United Kingdom 23% Spain 17% Benelux 10% Germany 8% France 6% Italy 5%
Balearic Islands – Mallorca	957.000	15.300.000	411.886	180.000	22.380 M	2.500.000 cruise passengers	Germany 35% United Kingdom 17% Spain 14% France 5% Nordic countries 5% Benelux 4%
Balearic Islands – Menor	102.477	1.600.000	83.801	15.400	1.900 M	80.000 cruise passengers	Spain 38% United Kingdom 27% France 14% Italy 7% Germany 4%
Slovenia	2.100.000	6.600.000	175.000	58.608	3.333 M	5.2% of GDP	Germany 31% Slovenia 25% Italy 17% Austria 16%
Denmark	6.000.000	65.200.000	170.000 (hotels and hostels)	210.200	24.000 M	5.7% of GDP	Denmark 52% Germany 30% Norway 3% Benelux 3% Sweden 2%
South Tyrol (Italy)	534.000	8.700.000	No data	No data	No data	No data	Italy Germany Austria Switzerland France USA and Asia

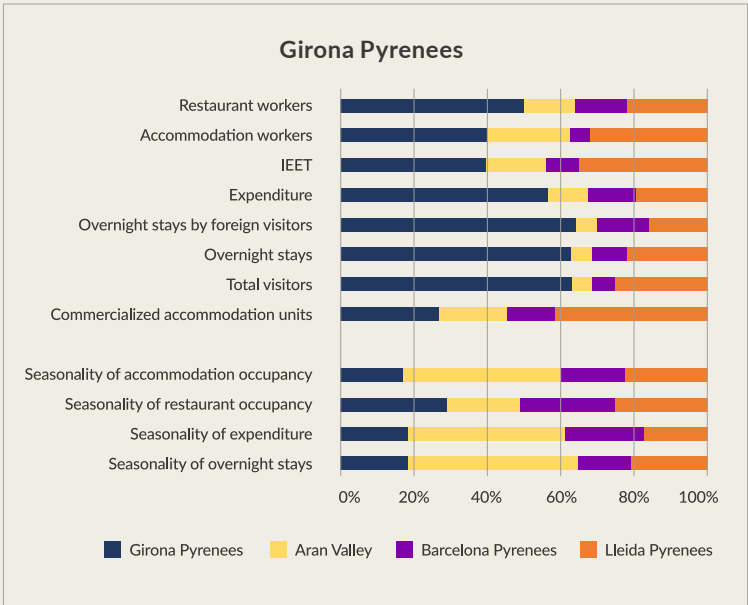
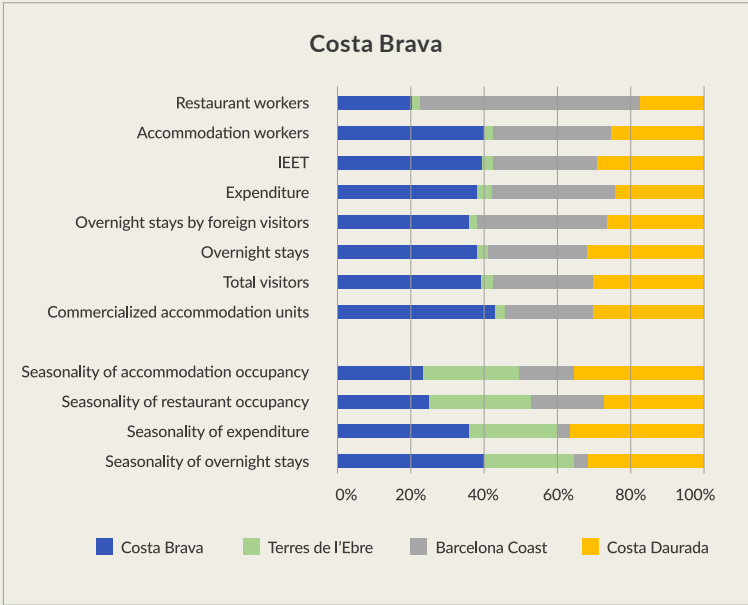
6—CONCLUSIONS OF THE DIAGNOSIS

The main conclusions of the analysis are set out below, both for the destination and for the Tourist Board.

COSTA BRAVA AND GIRONA PYRENEES DESTINATION

- **Mature destination**, with 13.9 million tourists and 53.5 million overnight stays.
- **Uneven brand recognition**, with the Costa Brava brand significantly more established nationally and internationally than the Girona Pyrenees brand.
- **Brands with a strong overall reputation**, although the Costa Brava brand still faces outdated perceptions in some markets associated with lower-quality tourism.
- **Mediterranean climate**, generally pleasant, although increasingly affected by more frequent summer heatwaves and milder winters with reduced snowfall.
- **Wide diversity of attractions and strong differentiating assets** compared with competing destinations, including a unique combination of natural and cultural heritage, a distinctive identity, iconic landmarks and a high-quality gastronomic offer.
- **Well-established and diversified tourism offer.**
- **Strategic transport infrastructure** supporting visitor access, including Girona Airport, a high-speed and conventional rail network, and two ports for cruise arrivals.
- **Mobility challenges within the territory** due to the limited availability of public transport and road congestion at certain times of the year.
- **Growing tensions and occasional anti-tourism sentiment** among local residents in some municipalities, driven by pressure and overcrowding at specific locations and during peak periods.
- **High territorial heterogeneity**, both between the two brands and within each destination area.
- **Tourism activity is significantly more concentrated** under the Costa Brava brand than under the Girona Pyrenees brand.
- **Highly uneven distribution of accommodation capacity**, with the Costa Brava accounting for 92% of the total supply and three counties representing 85%.
- **Accommodation supply largely concentrated** in holiday rental properties (34%), campsites (32%) and hotels (27%).
- **96% increase in revenue** collected through the Tax on Stays in Tourist Establishments (IEET) since 2015.
- **Clear leadership position** of both tourism brands compared with their Catalan competitors across most key indicators.

The following tables compare each of the destination’s tourism brands with their main competing brands in Catalonia across a range of key tourism indicators.



COSTA BRAVA GIRONA TOURIST BOARD

The following section presents the main conclusions of the analysis carried out, both for the destination and for the Tourist Board.

- **Established track record and consolidated structure**, with clear governance and an organizational model featuring well-defined functions and a strong focus on marketing and promotion, positioning it as a benchmark tourism promotion body in Catalonia.
- **Financial strength**, with annual revenue growth of 5% and positive financial results, but with a **high dependence on the Girona Provincial Council (>90%)**.
- **Significant recent growth in the field of digital marketing:**
 - **Corporate website:** 1,026,800 visits, with strong user growth in recent years and a notable presence in Spain, the United Kingdom, France and Germany. A mostly female audience, predominantly in the 45-65 age bracket.
 - **Social media:** 80,700 followers on Instagram, 3,600 on LinkedIn and 2,660 on TikTok, with growth across all three networks in recent years, particularly the latter, consolidating it as an emerging channel with high impact.
- Product clubs as a tool for tourism segmentation and promotion. Product clubs remain a strategic lever for segmentation and promotion:
 - **Memberships:** more than 600 businesses and organizations belong to at least one club, and 22% participate in more than one. Only 17% are also members of the Catalan Tourist Board (ACT).
 - **Territorial distribution:** marked concentration on the Costa Brava (85%), in contrast to the Girona Pyrenees (15%). More than 56% of memberships come from Alt and Baix Empordà.
 - **Areas for improvement:** there is a need to strengthen cross-cutting collaboration, review the fee system and attract more small businesses to ensure a more inclusive and sustainable model.
- **Complex brand architecture and a confusing logo system**, with a possible overemphasis on product clubs.
- **Limited awareness and visibility of the Tourist Board among non-member tourism businesses.**
- **Opportunities to improve coordination** with other levels of government, including the ACT, county councils and municipal bodies.
- **Recent progress in market intelligence**, with large volumes of data collected, although its systematic integration into decision-making processes remains limited.
- **Active participation in working, coordination and strategic forums**, including the Girona Airport Strategic Roundtable and the Territorial Sustainability Roundtable.



7—FUTURE CHALLENGES

7.1 Future challenges for costa brava and girona pyrenees destination

For the destination, 12 challenges have been identified across 4 areas

Identity and values	1. Preserving identity and authenticity 2. Inclusion and universal accessibility 3. Values-driven tourism 4. Brand prestige
Transformation and adaptation	5. Resilience to climate change 6. Innovation and digital transformation 7. Talent and professionalization
Territorial competitiveness	8. Reducing the seasonality of activity 9. Deconcentration and flow management 10. Improving internal mobility
Coexistence and governance	11. Coexistence and shared value 12. Shared governance

7.2 Future challenges for costa brava girona tourist board

For the Tourist Board, 12 challenges have been identified across 3 areas.

Marketing and promotion	1. Evolve the destination narrative. 2. Redefine the brand strategy. 3. Identify high-value-added market niches. 4. Promote the development of innovative tourism products. 5. Evolve the Product Clubs.
Operation and role of the Tourist Board	6. Review the Tourist Board's internal structure, work teams, procedures and service portfolio. 7. Strengthen the Tourist Board's representativeness and leadership within the destination. 8. Reinforce coordination and cooperation with key stakeholders 9. Improve the funding structure.
Destination competitiveness	10. Integrate sustainability across the tourism strategy in a balanced way. 11. Promote the use of new technologies and digital tools. 12. Increase knowledge and make data-driven decisions.

8—STRATEGIC FRAMEWORK

8.1 Mission of the Costa Brava Girona tourist board

To enhance the competitive positioning and reputation of the Costa Brava and Girona Pyrenees destination by developing, promoting, and supporting tourism products and experiences that attract responsible and respectful visitors. Working within a framework of shared governance with public and private stakeholders across the territory, the Tourist Board fosters tourism as a strategic sector that generates value, prosperity, and wellbeing for local communities while contributing to the promotion and preservation of the Girona counties' natural, cultural, and food and wine heritage.

8.2 2029 Vision

2029 Vision for the Costa Brava and Girona Pyrenees destination

Two souls, one authentic, responsible destination, alive all year round.

By 2029, the Costa Brava and Girona Pyrenees destination will be recognized nationally and internationally for its identity and authenticity and for its rich natural, cultural and food and wine heritage, offering high-quality experiences that combine nature, culture, sport and wellbeing. The Costa Brava and Girona Pyrenees will complement and reinforce each other, adding value to a responsible, accessible and inclusive destination with increasingly balanced year-round tourism, where sustainability guides tourism development, collaboration between the public and private sectors, and harmonious coexistence between tourism activity and local communities.

2029 Vision for the Costa Brava Girona Tourist Board

By 2029, the Costa Brava Girona Tourist Board will have firmly established itself as the leading organization for the promotion and responsible management of the Costa Brava and Girona Pyrenees destination. It will be recognized for its leadership, coordination, and ability to generate and apply knowledge, working in close collaboration with public and private stakeholders across the territory to foster balanced, high-value tourism development. The Board will use data and digital tools to support informed decision-making while embedding sustainability as a core principle across all its activities. Internally, it will have evolved its organizational structure to respond to emerging needs, introducing new management functions that strengthen its operational capacity and effectiveness.

8.3 Values

Values of the Costa Brava and Girona Pyrenees destination

- **Identity and authenticity:** preserving and projecting a distinctive identity rooted in the territory, enabling visitors to experience the destination in an authentic way.
- **Respect, coexistence and community wellbeing:** responsible tourism that promotes harmonious coexistence with residents and contributes to the wellbeing of local communities.
- **Sustainability and accessibility:** embedding sustainability and accessibility across all actions to build a responsible, inclusive and resilient destination.
- **Excellence and value creation:** pursuing excellence and generating added value to deliver high-quality tourism experiences.
- **Collaboration and shared responsibility:** strengthening collaboration and shared responsibility among stakeholders across the territory to define common priorities and advance a shared vision.

Values of the Costa Brava Girona Tourist Board

- **Leadership and strategic orientation:** providing responsible leadership that sets a clear direction, establishes priorities, and creates long-term value and positive impact for the destination.
- **Innovation and continuous improvement:** fostering a culture of innovation, learning and continuous improvement to anticipate future challenges and enhance organizational effectiveness.
- **Closeness and representativeness:** actively engaging with public and private stakeholders across the territory and ensuring that the diversity of local contexts is reflected in the Tourist Board's decisions and actions.
- **Transparency, rigour and trust:** acting with transparency and rigor, building trust through evidence-based decision-making and clear accountability.
- **Coherence and public responsibility:** ensuring consistency in decision-making and action while fulfilling the public responsibility to act with integrity, fairness and a commitment to the common good.
- **Collaboration and alignment with the territory:** working in close partnership with public institutions and the private sector to align efforts and advance a shared vision for the destination.
- **Commitment to sustainability:** embedding environmental, social and economic sustainability across all decisions and activities to promote and manage the destination responsibly, in balance with the territory and in line with its values.

8.4 2029 Strategic goals

Strategic goal for the Costa Brava and Girona Pyrenees destination:

To ensure the long-term competitiveness of the Costa Brava and Girona Pyrenees destination, by promoting a balanced, responsible and resilient tourism model that...

- **Maximizes and distributes the economic benefits of tourism across the territory**, ensuring the long-term viability of the tourism sector, generating stable, high-quality value, and delivering tangible benefits for local communities.
- **Preserves, promotes and responsibly manages the destination's cultural, natural and landscape heritage**, ensuring its long-term conservation, preventing its degradation, and reinforcing its role as a defining asset for identity, differentiation and destination appeal.
- **Strengthens the destination's positioning as a benchmark for quality and value** by focusing promotion on market segments and experiences that reflect the territory's values and generate greater economic, social and environmental returns.
- **Encourages a more balanced distribution of tourism across seasons and throughout the territory** by reducing temporal and spatial concentration, diversifying products and experiences, and improving the distribution of visitor flows.
- **Promotes harmonious coexistence between tourism and local communities** by attracting visitors who respect the destination and its residents, while proactively managing the impacts associated with tourism activity.

Strategic goal for the Costa Brava Girona Tourist Board:

To evolve towards a new organizational model that goes beyond the traditional role of a Destination Marketing Organization (DMO) by progressively embracing destination management and tourism development functions, in line with the Destination Marketing and Management Organization (DMMO) model. This will be achieved by:

- **Strengthening governance and territorial coordination** through stable collaboration mechanisms involving public administrations, the private sector and other key stakeholders, fostering strategic alignment, shared responsibility and collaborative decision-making.
- **Driving innovation and transformation across the tourism sector** by promoting digitalization, sustainability, professionalization and the development of higher value-added tourism products to enhance competitiveness and adaptability.
- **Advancing an integrated approach to destination marketing and management** by focusing promotion on high-value markets and segments, using data and market intelligence to inform decision-making, and aligning marketing actions with the objectives of sustainability, balanced territorial development and the destination's distinctive positioning.

9—STRATEGIES 2026–2029

To address the identified future challenges, advance toward the Vision 2029, and contribute to the achievement of the shared strategic goals, the Plan proposes the implementation of eight strategies: three core strategies and five cross-cutting strategies, as illustrated in the figure below.

The eight strategies proposed for the 2026–2029 period are presented below. For each strategy, the Plan defines a set of operational objectives, together with the projects to be implemented over the coming years to achieve them. While some projects contribute to more than one strategy, each has been assigned to the strategic area to which it contributes most directly.



A. POSITIONING AND BRAND STRATEGY

Operational objectives	Projects
A1 Establish a shared, authentic and emotionally engaging brand narrative.	P01 Development of studies on brand positioning and market perception.
A2 Strengthen the visual and sensory identity of the Costa Brava and Girona Pyrenees brands.	P02 Development of an official brand narrative with a clear and compelling storytelling framework.
A3 Foster a shared and participatory brand approach while simplifying and streamlining the destination’s brand architecture.	P03 Repositioning of the brand through a renewed visual and sensory identity.
	P04 Promotion of a cross-cutting approach to brand management across the destination.
	P05 Promotion of the adoption and consistent use of the brand among members.
	P06 Promotion of stakeholder participation and strengthening of local pride and sense of belonging.

B. MARKETS AND SEGMENTS STRATEGY

Operational objectives		Projects	
B1	Consolidate Catalonia and southern France as the destination's core year-round source markets.	P07	Development of targeted studies on markets and visitor behaviour.
B2	Strengthen the destination's presence in the Spanish market while maintaining its strong position in established European markets.	P08	Definition of a set of ideal and attractive visitor personas for the destination.
B3	Diversify source markets and visitor segments through higher value-added tourism experiences and advanced market segmentation.	P09	Deployment of Costa Brava brand repositioning actions in mature markets.
		P10	Promotion of the Girona Pyrenees brand in priority markets.

C. PRODUCTS STRATEGY

Operational objectives		Projects	
C1	Transform the management of the product clubs into a more integrated, cross-cutting and efficient model.	P11	Deployment of a new organizational model for the product clubs.
C2	Strengthen the quality, sustainability, innovation and specialization of the tourism offer.	P12	Establishment of a tiered membership model.
		P13	Promotion of genuine specialization among tourism businesses.
		P14	Comprehensive review and profiling of all current members.
		P15	Strengthening of relationships among the destination's tourism stakeholders.
		P16	Strengthening of joint promotional, networking, communication, digital marketing and advertising initiatives for each product club and its area of specialization.
		P17	Attraction and leveraging of internationally significant events to strengthen the destination's positioning.
		P18	Integration of residents' perspectives into the development of new tourism products.

D. RELATIONAL STRATEGY

Operational objectives		Projects	
D1	Strengthen coordination among public and private stakeholders across the destination.	P19	Strengthening of the relationship with the Catalan Tourism Agency (ACT).
D2	Reinforce the Tourist Board's leadership in training, capacity building and support for tourism businesses and local entities.	P20	Creation of a technical working committee between the Tourist Board and the Girona Provincial Council.
D3	Increase the visibility and recognition of the Tourist Board.	P21	Creation of a Strategic Roundtable on Mobility and Infrastructure.
D4	Structure stakeholder relationships around shared strategic objectives.	P22	Institutionalization of a Technical Roundtable with the county councils.
D5	Clarify the roles and responsibilities for tourism planning across the destination.	P23	Creation of shared working forums with the destination's natural areas and cultural stakeholders.
D6	Recognize residents as a priority audience and strengthen engagement with local communities.	P24	Evolution of the G! Awards.
		P25	Definition of a sponsorship policy.
		P26	Design of a communication plan on the benefits of tourism.
		P27	Implementation of mechanisms for actively listening to public opinion.
		P28	Recruitment of new members.
		P29	Development of an institutional visibility and positioning plan for the Tourist Board.

E. DIGITALIZATION STRATEGY

Operational objectives	Projects
E1 Progressively embed digitalization, artificial intelligence and automation across all areas of the Tourist Board's activity.	P30 Development and implementation of a Digitalization and Systems Plan.
E2 Strengthen digital marketing as a strategic pillar of the promotion of the Costa Brava and Girona Pyrenees.	P31 Comprehensive integration of artificial intelligence across the Tourist Board.
E3 Drive and support the digital transformation of the tourism sector and the territorial entities associated with the Tourist Board.	P32 Training and capacity building for the team in artificial intelligence and emerging technologies.
	P33 Strengthening of digital marketing as the Tourist Board's primary promotional lever.
	P34 Replacement of the AGIRT with a new CRM system.
	P35 Strengthening of the positioning and performance of the destination's digital platforms.

F. SUSTAINABILITY STRATEGY

Operational objectives	Projects
F1 Contribute to a tourism model that is environmentally, socially and economically sustainable.	P36 Definition of a comprehensive sustainability strategy for the Tourist Board.
F2 Embed sustainability within the destination's brand narrative and public perception.	P37 Strengthening of the Technical Secretariat for Sustainability.
F3 Promote and extend sustainable practices across the destination's tourism businesses.	P38 Consolidation of the Territorial Roundtable for Tourism Sustainability.
F4 Position the Tourist Board as a leading example in sustainability through its own governance and operations.	P39 Promotion of green and socially responsible public procurement.
	P40 Integration of sustainability criteria into the Tourist Board's promotional activities.
	P41 Establishment of a system for environmental impact measurement and continuous improvement.
	P42 Establishment of a sustainability dashboard and annual sustainability report.
	P43 Integration of inclusivity and accessibility as cross-cutting principles.
	P44 Promotion of sustainable mobility across the destination.
	P45 Promotion of the visibility of sustainability best practices and exemplary projects.
	P46 Dissemination of social impact and volunteering initiatives.
	P47 Establishment of sustainability incentive mechanisms.
	P48 Development of an internal sustainability and corporate social responsibility (CSR) programme.

G. KNOWLEDGE STRATEGY

Operational objectives		Projects	
G1	Embed a data-driven culture across the organization.	P49	Strengthening of the Turisme 360 training programme for the tourism sector.
G2	Generate and transfer relevant, actionable knowledge to the tourism sector and the destination as a whole.	P50	Development of the destination's tourism indicator system.
		P51	Further development of the work carried out under the Intel-litur project.
		P52	Sharing of data with stakeholders and partner institutions.
		P53	Collaboration with external training programmes.
		P54	Preparation of targeted studies and research projects.

H. ORGANIZATIONAL STRATEGY

Operational objectives		Projects	
H1	Update the composition and functions of the Tourist Board's governing bodies.	P55	Increase in the Provincial Council's shareholding.
H2	Evolve the Tourist Board's organizational structure to respond to future challenges.	P56	Review and updating of the Tourist Board's governance bodies.
H3	Establish a new stakeholder and community engagement function within the Tourist Board.	P57	Revision of the Tourist Board's organizational structure.
H4	Review and modernize the membership fee system.	P58	Development of a service portfolio and establishment of a new membership fee system, subject to annual review.
H5	Strengthen and consolidate a long-term collaborative partnership with the Girona Provincial Council.	P59	Review and updating of internal procedures.
		P60	Development of a strategic management dashboard.
		P61	Strengthening of organizational culture and internal cohesion.
		P62	Internal training in administrative procedures.
		P63	Administrative simplification and improvement of internal efficiency.



10—PROJECT PORTFOLIO OVERVIEW AND PLAN PERIOD

The projects are presented below together with their planned implementation timeframe, providing a phased roadmap for the deployment of the Plan. They have been classified into three categories according to their expected start date:

- Short Term (ST): 2026 and 2027.
- Medium Term (MT): 2028.
- Long Term (LT): 2029.

Strategy A. Positioning And Brand Strategy	ST	MT	LT
P01 Development of studies on brand positioning and market perception.	•		
P02 Development of an official brand narrative with a clear and compelling storytelling framework.	•		
P03 Repositioning of the brand through a renewed visual and sensory identity.	•		
P04 Promotion of a cross-cutting approach to brand management across the destination.		•	•
P05 Promotion of the adoption and consistent use of the brand among members.		•	•
P06 Promotion of stakeholder participation and strengthening of local pride and sense of belonging.			•
Strategy B. Markets And Segments	ST	MT	LT
P07 Development of targeted studies on markets and visitor behaviour.	•		
P08 Definition of a set of ideal and attractive visitor personas for the destination.			•
P09 Deployment of Costa Brava brand repositioning actions in mature markets.		•	
P10 Promotion of the Girona Pyrenees brand in priority markets.		•	
Strategy C. Products	ST	MT	LT
P11 Deployment of a new organizational model for the product clubs.	•		
P12 Establishment of a tiered membership model.	•		
P13 Promotion of genuine specialization among tourism businesses.			•
P14 Comprehensive review and profiling of all current members.	•		
P15 Strengthening of relationships among the destination's tourism stakeholders.		•	
P16 Strengthening of joint promotional, networking, communication, digital marketing and advertising initiatives for each product club and its area of specialization.	•	•	•
P17 Attraction and leveraging of internationally significant events to strengthen the destination's positioning.	•	•	
P18 Integration of residents' perspectives into the development of new tourism products.			•

Strategy D. Relational	ST	MT	LT
P19 Strengthening of the relationship with the catalan tourism agency (act).	•		
P20 Creation of a technical working committee between the tourist board and the girona provincial council.	•		
P21 Creation of a strategic roundtable on mobility and infrastructure.		•	
P22 Institutionalization of a technical roundtable with the county councils.	•		
P23 Creation of shared working forums with the destination's natural areas and cultural stakeholders.	•		
P24 Evolution of the g! Awards.		•	
P25 Definition of a sponsorship policy.		•	
P26 Design of a communication plan on the benefits of tourism.	•		
P27 Implementation of mechanisms for actively listening to public opinion.			•
P28 Recruitment of new members.	•	•	•
P29 Development of an institutional visibility and positioning plan for the tourist board.		•	•
Strategy E. Digitalization	ST	MT	LT
P30 Development and implementation of a digitalization and systems plan.		•	•
P31 Comprehensive integration of artificial intelligence across the tourist board.	•		
P32 Training and capacity building for the team in artificial intelligence and emerging technologies.	•		
P33 Strengthening of digital marketing as the tourist board's primary promotional lever.	•		
P34 Replacement of the agirt with a new crm system.	•		
P35 Strengthening of the positioning and performance of the destination's digital platforms.		•	•
Strategy F. Sustainability	ST	MT	LT
P36 Definition of a comprehensive sustainability strategy for the tourist board.		•	
P37 Strengthening of the technical secretariat for sustainability.	•		
P38 Consolidation of the territorial roundtable for tourism sustainability.		•	
P39 Promotion of green and socially responsible public procurement.		•	
P40 Integration of sustainability criteria into the tourist board's promotional activities.		•	
P41 Establishment of a system for environmental impact measurement and continuous improvement.			•
P42 Establishment of a sustainability dashboard and annual sustainability report.		•	
P43 Integration of inclusivity and accessibility as cross-cutting principles.	•		
P44 Promotion of sustainable mobility across the destination.			•
P45 Promotion of the visibility of sustainability best practices and exemplary projects.		•	•
P46 Dissemination of social impact and volunteering initiatives.	•	•	•
P47 Establishment of incentive mechanisms.			•
P48 Internal sustainability and csr program.		•	•

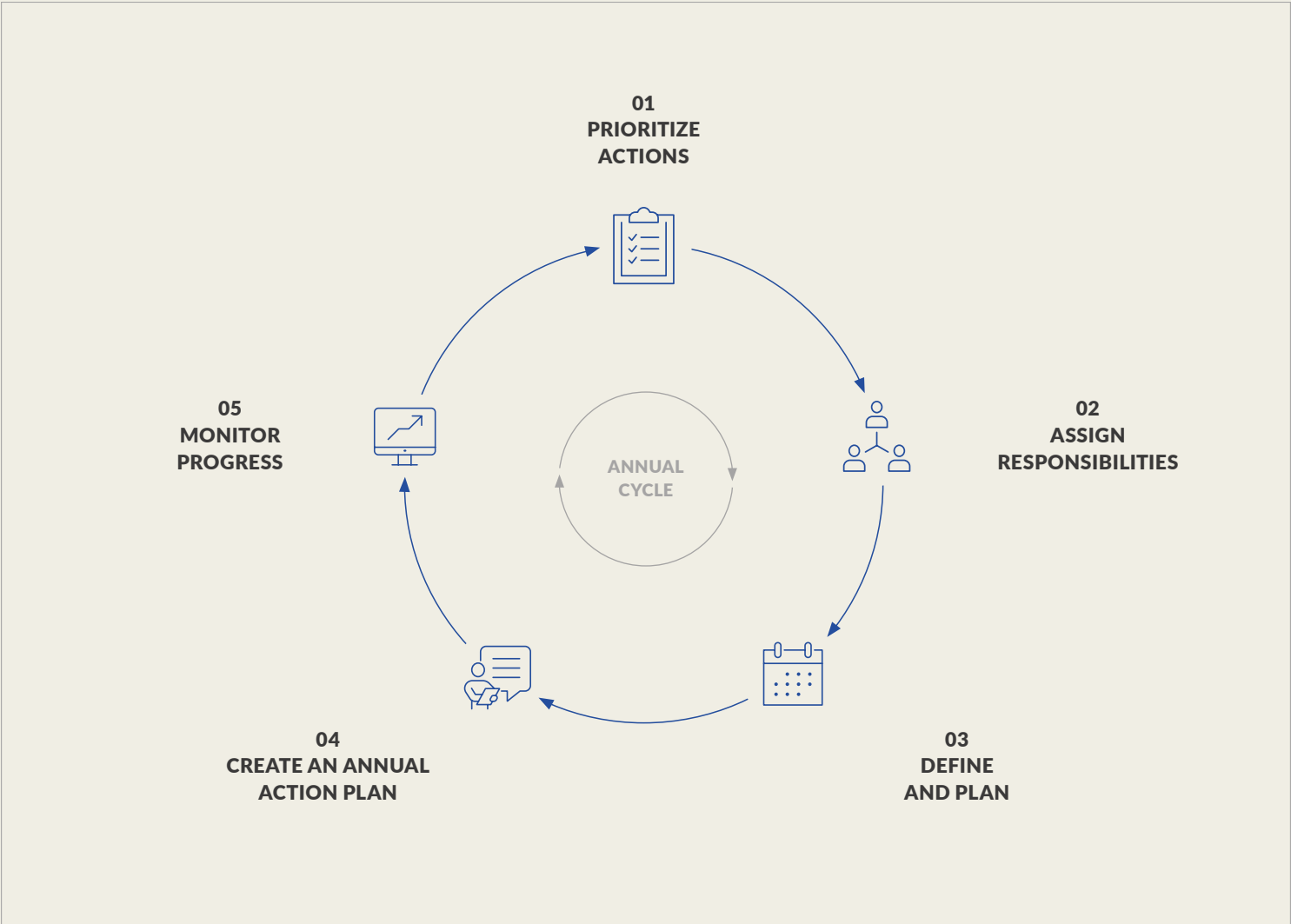
Strategy G. Knowledge	ST	MT	LT
P49 Strengthening of the Turisme 360 training programme for the tourism sector.		•	•
P50 Development of the destination's tourism indicator system.	•		
P51 Further development of the work carried out under the Intel·litur project.	•		
P52 Sharing of data with stakeholders and partner institutions.		•	•
P53 Collaboration with external training programmes.			•
P54 Preparation of targeted studies and research projects.		•	•
Strategy H. ORGANIZATIONAL	ST	MT	LT
P55 Increase in the Provincial Council's shareholding.		•	
P56 Review and updating of the Tourist Board's governance bodies.			
P56.1 Board of Directors.	•		
P56.2 President's Advisory Committee.	•		
P56.3 Advisory Council.	•		
P57 Revision of the Tourist Board's organizational structure.			
P57.1 Create a cross-cutting team of leads in specific areas	•		
P57.2 Create a knowledge, intelligence and AI unit within the Tourist Board.	•		
P57.3 Promote governance and technical support for digitalization and AI.	•		
P57.4 Create a unit dedicated to structuring the knowledge function within the Tourist Board.		•	
P57.5 Progressively incorporate new professional profiles.	•		
P58 Development of a service portfolio and establishment of a new membership fee system, subject to annual review.	•		
P59 Review and updating of internal procedures.		•	
P60 Development of a strategic management dashboard.		•	
P61 Strengthening of organizational culture and internal cohesion.	•		
P62 Internal training in administrative procedures.		•	
P63 Administrative simplification and improvement of internal efficiency.	•	•	•

11—IMPLEMENTATION AND MONITORING METHODOLOGY

To ensure the effective implementation of this Strategic Plan, the first step will be the establishment of a **Strategic Committee** to oversee its deployment throughout the 2026-2029 period. This body will be responsible for implementing the following five-stage methodology:

This methodology follows a continuous annual cycle. During the review conducted in the final quarter of each year, progress on the actions under way will be assessed and the priorities for the following year will be defined. A new implementation cycle will

then begin, including the assignment of responsibilities, the planning of new actions and the preparation of an updated Annual Action Plan. This process will be repeated throughout the lifetime of the Plan. As strategic implementation is dynamic rather than static, the annual review and planning process will also provide the opportunity to incorporate new actions not originally included in this framework document, ensuring that the Plan remains responsive to changing circumstances and emerging needs.



Costa Brava Girona Tourist Board

Strategic Plan of the Costa Brava
Girona Tourist Board and the
Costa Brava Girona Pyrenees
Destination 2026–2029

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