



Club Med and Covid 19: Confronting the crisis in the tourism sector

Digital marketing solution

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ABSTRACT

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The principal objective of this thesis was to find out how a company in the tourism industry such as Club Med can ensure its sustainability in an environment that has been completely affected by the crisis of the Covid 19.

Currently in the International program at Kedge Business School Bordeaux, the author of this thesis had the opportunity to travel and learn thanks to various experiences in partner universities or on internships. As a result of these experiences, he was also able to specialize in the fields of sales and marketing. At the end of his bachelor's degree, he completed the second internship of his course as a Sales & Event Assistant at Club Med London for the United Kingdom and Nordic market. A French company with an international dimension. With offices in more than 40 different countries, which dedicates its main activity to the commercialization of holidays in resort villages around the world. Based on a clear concept of offering top-of-the-range accommodation with an all-inclusive package.

The company is currently experiencing its strongest crisis since its creation, the Covid 19 has somehow closed the world to all types of travel with some strict rules and the tourism industry has therefore been strongly affected. The company has to find solutions to attract new customers, more based on the digital aspect to ensure its sustainability because this crisis has in a way accelerated the importance for a company to develop digitally. Whether it is through the various communication channels such as social networks or on the main website, it is necessary to develop and focus on these different digital marketing techniques that are increasingly relevant in the current context.

From documentary and quantitative research through a questionnaire, the studies allowed to find feasible solutions for Club Med and also for other companies in the sector. The author has based this thesis on various articles from academic references, statistics given by Club Med or through dedicated interfaces, and last but not least on his experience within the company.

Key words: Club Med, Covid 19, Crisis, Marketing Digital, Sustainability

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1 INTRODUCTION

Marketing digital is "the use of digital technology, including web and multimedia and processes in the development, distribution, and promotion of products and services". (Oxford reference university press 2021). Since the creation of the Internet, businesses have been constantly challenged to optimize their performance through new information and communication technologies. This has created new terminology such as the digital transformation which refers to the organizational change induced by the use of digital tools and business models to improve performance (Vanessa Perez 2018.) In fact, within this fast-moving technological field, it is essential to be constantly updated. A culture of continuous learning must be put in place in order to adapt quickly to all types of environments and to any type of change in order to face the competitors.

As for example with the Covid 19 crisis that has been going on for more than a year now. Still very present today, it has generated new ways of working for the employees with teleworking and also for the companies with a reorganization of the processes of all the domains including an almost compulsory digital transformation to face the competitive markets. This crisis has put some industries at a standstill due to lack of evolution and for others, it has contributed to years of technological progress. It has highlighted the difficulties of the companies that have issue in adapting to the new needs of both the companies and the employees. It can be easily said that this Covid 19 crisis has strongly accelerated the digital transformation.

Some industries such as tourism have been extremely impacted by the virus and everything it has created. For instance, the total lockdown imposed in response to the pandemic has resulted in a 98% drop in the number of international tourists' arrival in May 2020 compared to 2019 (World Tourism Organization 2020). The collapse of tourism is putting the economic sustainability of millions of people at risk and highlights the critical need for solutions to reactivate the tourism industry. In this thesis, the case study of the company Club Med will be analyzed.

The current context is not favorable to the traditional markets that people are familiar with, whereas the digital sector is doing exceptionally well. In fact, to develop itself digitally has never been so necessary, by the communication for its products, its services or by the customer relationship. In this context, everything is done mainly through digital technology, and this is an aspect that must obviously be taken into account to ensure the sustainability of the company. Whether it is through social networks that is continuously developing, or through the main distribution website, it is necessary to adapt, plan and consolidate the marketing digital strategy.

In this thesis, supported by academic references, the author's experience in Kedge/Tamk and in the organization, he has been able to suggest solutions to the company to ensure its sustainability in a changing world, which will be developed throughout this thesis.

2 THESIS PLAN

The thesis plan will briefly introduce the topic, the research problem, the objective and the purpose of this thesis. The outline also includes a brief explanation of the different concepts and theories that will be used for the thesis. And finally, it will present the structure of the dissertation in its entirety.

2.1 Thesis Topic

The topic of this thesis will focus on digital marketing and how to use it to ensure the sustainability of tourism companies and in this case for the Club Med enterprise.

According to an IFOP survey commissioned by the mobile manufacturer Oppo in 2020, 62% of French smartphone users report spending more time in front of their mobile screens since the onset of lockdown (Oppo 2020). A behavior for which it is necessary to take advantage no matter what size of business owned. Several general and important aspects are involved, such as gaining visibility and notoriety, improving the customer experience, building loyalty and developing long-term relationships with customers. In fact, this digital development represents a major economic challenge for companies that should not be neglected if they do not want to be strongly outperformed in this competitive market.

The company's communication could be spread through several communication channels, website, social networks or e-mailing campaigns in order to improve its referencing. For instance, with social networks such as Facebook, where it is possible to interact with customers and know their opinion on a particular product or service. All these reviews will help to improve the services and products of a company in order to increase performance, and this is just a small example. More and more new technologies are appearing, and the algorithms are always more powerful and intelligent, it is therefore important to understand how to use them properly.

The research will focus on the company Club Med, which is a pioneer in the field of all-inclusive tourism. According to Beuret Jean Pierre, the time was dreamed: Europe was coming out of the war; no one was leaving their village, but people needed to go elsewhere (Beuret 2004, 15). That's why in 1950 Gérard Blitz, the founder of Club Med, bought a campsite and camping equipment dedicated to Americans during the war and created the first Club Med village in Mallorca. Since the beginning of its history, Club Med always had the vision of the all-inclusive and friendly atmosphere where food, sports and vehicle transfers were included. For 70 years the company has managed to keep the same values despite the difficulties it is confronting today. In fact, the company is facing difficulties that it has never experienced before and from which it will have to find solutions, based on digital technology.

2.2 Research Problem

Since the beginning of its history Club Med has been known as one of the world's leading sellers of all-inclusive holidays. The name has placed the company at the top of its competitors' lists, and clients were constantly coming to their resorts. But are those days over?

According to Gerard Francois Dumont, since the progress of air transport and the rise of globalization in the 1990s, the world had entered an aera of hypermobility... But the Covid 19 pandemic revealed that hypermobility also had its drawbacks. (Dumont 2020, 1-13.)

This is mainly due to Covid 19. In general people are afraid to travel for health or security reasons. For fear of catching the virus, but also for economic and reimbursement reasons. In fact, it can be difficult to book a trip when the destination country may be in lockdown during the stay. This is the problem currently faced by Club Med and other tourism companies. Several resorts are closing, and the company has to reimburse all the clients and it can take several months before a client gets his money back, which can influence his opinion.

The international problems that are seen today are causing and forcing the tourism industry to change, and this will probably continue for a few more years before returning to a normal system. The potential customers are becoming rare in tourism, there is a need to drive growth and sales. New ways of working to improve efficiency must therefore be found. Developing the digital aspects has become a necessity to ensure the sustainability of the group, which in the author's experience, is in difficulty now. Several methods can be developed such as digital marketing strategies or developing new or existing products and services, based on the digital.

The author can therefore ask the following question: *“Is digital marketing a suitable solution for Club Med to attract new customers despite the international problems that surrounding it in 2021?”*

2.3 Thesis Objective and Approach

This is a necessary question to answer in order to ensure the sustainability of the company. The world is changing, and Club Med must change with it. The tourism that people knew a year ago will probably never be the same again. Social distancing may still be relevant in a few years' time. The main question has generated several sub-types of questions which will be answered as the thesis develops:

- What are the effects of the Covid 19 crisis on the business sector?*
- What are the changes that Club Med will have to make to their communication?*
- What media should Club Med develop and focus on?*
- Will local tourism be seen as the revival of the tourism industry?*

The main objective of this thesis is to find out how Club Med can flourish and develop with this crisis of Covid 19. The loss of customers and turnover of the company affects many stakeholders. To understand the problem, the author and the reader have to look at the damage that this crisis is doing. If a resort closes because of the Covid 19, it is several parts that are affected. First of all, on a direct basis, there are all the people who work in the resort, this concerns the seasonal workers who often live in the area of the resort and also the foreign

workers, all professions are therefore concerned. Then there are the suppliers of the resort whether it is for food, drinks or other external services. Indirectly it affects firstly the agencies in partnership with Club Med that can no longer offer this resort as well as other sectors of activities on site that cannot benefit from the arrival of tourists. In conclusion, if a resort closes, in a general way, it is a whole sector that is in danger.

Several resorts have been forced to close due to this crisis, without knowing when they will be able to reopen. It is therefore important to be ready when the green light will be given to the resort. It will be necessary to find a way to attract customers and particularly to reassure them in this complicated period through new or already existing tools based on a more digital way.

All the research will also be beneficial for any other company in the tourism sector, whether they are tour operators, travel agencies or hotels.

2.4 Concepts

The subject of tourism is a very broad one, with several related concepts. This thesis will present and explain different concepts related to digital marketing but also to the environmental field which will be interesting to study and to correlate with digital marketing. In fact, the present time is characterized by a strong and increasing interaction between environmental and human factors. This part of the explanation of the concepts is very useful in order to be able to analyze them correctly, it is important to know and understand their definitions.

2.4.1 Marketing

The official story says that marketing was born in the United States around 1950 (Pierre Volle 2012). It is a function that is a consequence of the sales field, according to the Cambridge dictionary definition is "the business activity that involves finding out what customers want, using that information to design products and services, and selling them effectively." (Cambridge 2021). In other words, it is giving potential customers the desire and especially the need to buy something.

Marketing is therefore the fundamental element of the company and entrepreneurship. Its goal is to analyze and influence consumer needs in order to adapt the company's offer and at the end develop sales and performance. What is important to understand is that marketing is not reserved for large companies, all companies must develop a strategic approach in order to define their own positioning in an increasingly competitive market.

2.4.2 Digital Marketing

According to the book *Le Marketing Digital*, written by three French authors this function includes all marketing activities of an organization carried out via digital channels, website, email, social networks, mobile, connected TV etc. (Scheid François, Vaillant Renaud & de Montaigne Grégoire 2012).

According to these authors, this function includes:

Internet Marketing:

All the marketing activities of an organization carried out via the Internet channel:
Internet = Web + e-mail + newsgroup + FTP (communication protocol for file exchange)

Web Marketing:

All the marketing activities of an organization performed on the Web.

Marketing has become increasingly diversified with the arrival of digital technology, which has given each company the opportunity to become its own media and to communicate on multiple channels. Digital marketing also has a number of advantages, it mainly reduces communication costs. In fact, in general, investments on digital media are lower than on traditional media. Communication campaigns on new media are both easier and faster. Moreover, the digital campaign allows to know the audience in an almost instantaneous way and to know the opinion of the customers.

2.4.3 Inbound Marketing

Inbound marketing is “a web-based sales technique that offers helpful material on a website in addition to information about the company's products. The approach is designed to keep visitors coming back to the site on a regular basis. Examples include white papers, blogs, videos, e-books, glossaries, podcasts and current news.” (The Free dictionary 2021.)

In other words, it consists, first of all, in becoming its own media and building a qualified audience. The sources of development of inbound marketing are therefore the abundance of internet content. It is all about proposing original and quality content, which is important in digital marketing, such as blog articles, creating a user-friendly website, taking photos and videos, etc. The goal in all this is to collect information in order to be connected to the customers, and to promote the products and services.

One of the inbound marketing strategies that has been developed over the last few years is the influencer marketing strategy. It is a technique that uses the power of influence of a person (a person with a large number of followers) or of a brand on a targeted community, which is most commonly present on social media. This very current technique is used to promote products, services or just the brand itself. It also serves to create a climate of trust around the brand and to increase the audience through the public support of a recognized influencer.

2.4.4 Economic

The economic function is the basis of almost all activities, it is necessary to understand it in order to know what is produced, how it is produced and for whom. In fact, economics is the science that studies how rare resources are used to satisfy the needs of men living in society; it is interested, on the one hand, in the essential operations that are the production, distribution and consumption of goods and, on the other hand, in the institutions and activities whose purpose is to facilitate these operations (Edmond Malinvaud 1968).

Marketing is obviously related to the concept of economy, as it was born in companies commercializing mass consumption products, with the only purpose of promoting them to the customers and creating the need for these potential customers.

2.4.5 Environmental

Concerning this concept, the individuals feel more and more concerned by environmental issues and this is something that the author noticed in the survey in chapter 5. In fact, according to the study of the Barometer of the positive and sustainable economy carried out by YouGov for Business Insider France, 26% of the French people say that the environment is at the top of their concerns (Thomas Chenel 2020).

The over-tourism inevitably exerts pressure on the environment, it leads to an over-consumption of natural resources, pollution of water, ground and air which harms the biodiversity, and which leads to its disappearance. More and more people are realizing it.

Moreover, powered by the Covid 19 crisis, there is a paradigm that is increasingly developing around sustainable tourism. Environmental protection has become essential for the long-term success of tourism. The customer is increasingly looking to get away from the big cities and get back to nature.

According to Zaoual, H. the model of mass tourism is being abandoned in favor of local and proximity tourism. In fact, people are more and more tempted by proximity tourism (Zaoul 2007, 155).

This interest in local tourism can be developed through digital marketing as there are strategies that can be put in place to promote this kind of tourism. For example, Club Med has several resorts in France for ski and sun vacations.

2.5 Structure of the Dissertation

The author has decided to structure the thesis in 7 distinct parts and in a precise order, which will facilitate the reading and especially the understanding for the reader. With a structure that will present the problems, the theories related to the subject, the research and finally the solutions to the different questions that this thesis has raised.

The first chapter contains the introduction, this part will serve to bring the subject and define the context of the study.

The chapter 2, that the reader has just seen, serves to open the document and sets a goal for the study in general. In fact, it justifies the need for the general research and the economic urgency of the issue. It also defines the objectives and the concepts of the thesis and ended by describing the plan of the dissertation.

Themes covered: Thesis topic, Research problem, Objective and approach, Concepts, Structure of the dissertation.

In chapter 3, the reader is introduced, on a documentary research, to the general functioning of the company in order to help the reader to better understand it. It discusses the market and the environment of Club Med by talking about its stakeholder, objectives and its competitors. Finally, it will deal with the difficulties that the company is currently facing.

Themes covered: Functioning of Club Med company, A highly competitive offer, Current market environment, Club Med different stakeholders, Difficulties that Club Med is facing.

The chapter 4 presents all the materials and methods used for the present research. It defines the methodology of the study and how the survey questions will be presented in each of their different sections. The chapter also outlines how the survey will be distributed in order to gather as many responses as possible and will conclude with the predictions made about the investigation.

Themes covered: Methodology of the survey, Questionnaire's composition, Delivery processes, Theoretical prediction.

As for the chapter 5, it presents all the results of the studies, it is divided into two parts. The first one will be the description and analysis of the results in a chronological way and the second one will end with a general discussion about the results.

Themes covered: Description of the results obtained, Discussion.

The following chapter 6 reflects all the recommendations and solutions that are provided through the research, which are essentially based on digital marketing. They are beneficial to Club Med but also to the whole tourism industry.

Themes covered: New perception of the digital, Most important part of the numeric communication, Social media channels to develop in 2021, Web site and e-distribution, Link between local tourism and digital marketing, Expected results.

Finally, the last chapter of this thesis, number 7 represents the conclusion, it closes the research by identifying the answers to the questions asked at the beginning of the thesis and brings a synthesis of the argument.

3 THE CASE COMPANY AND ITS ENVIRONMENT

3.1 Club Med

In this case study, it is important to know how the business works. The author has carried out a study that relates to the history of the company, its current functioning and the environment in which it is established. This documentary research was conducted by analyzing articles of scientific and academic references such as the editions: l'Express, Revue Espaces, Le Nouvel Economiste. He has also based itself on studies of the company and also on various web sources such as the main website of Club Med. This study will allow the author to better understand its functioning and the problems that surround the company in order to find reliable solutions.

A club Med all-inclusive Holiday really does include everything the client could possibly need to make the most of his holidays. Whether he choose an active break at one of the resorts or a relaxing getaway at the villas or chalets, the all-inclusive experience includes a wide range of sports supervised by GO (Gentil organisateur), gourmet cuisines around the clock, activities for young and old with evening entertainment parties and shows. From golf and tennis to scuba diving, waterskiing and even flying trapeze, in stunning locations, there is over 60 different sports accessible to all. The company has managed to be the pioneer and market leader in the all-inclusive holiday market and currently operates worldwide.

To summarize, staying at Club Med is all about relaxing and recharging the batteries. With all kinds of activities available and a cuisine that changes throughout the day including breakfast, lunch and dinner, with local and international cooking. Every cocktails, snacks and beverage are included on the all-day package. It's a first-class treatment, created exclusively for the Club Med customer.

Club Med resorts are situated in some of the world's most outstanding place and are present on five continents. Since 1950, the company has been committed to a responsible and sustainable form of tourism, by building a relationship of trust

with the local communities and protecting the planet. Every actions of the resort must reflect the values of the company, contributing to the success of the local economy by promoting diversity within the teams and using less water and energy.

Club Med worldwide is divided by three regions:

- EAF: Europe / Africa
- AMN/AMS: North / South America
- ASEP: South / East Asia and the Pacific

Each region has to work together if they have clients who want to travel to their destinations.

3.2 Functioning of Club Med

The company's environment is the set of internal and external factors to the company and which have a direct or indirect influence on it. To analyze it correctly, the author has chosen the method of the 3-M, macro - meso - micro / environment.

Macro-environment: This is the general environment of the company. To illustrate what he is saying and to fully understand how the company operates, he carried out a Pestel analysis.

Political

Political and geopolitical instabilities have a negative impact on the tourism market. In fact, some destinations will be neglected by consumers due to certain political and health events, such as the current situation with the Covid 19. People will be worried about travelling in general, but especially in countries where the virus has developed for the first time. These circumstances play an essential role in consumer behavior as they directly influence their decisions to travel or not. Club Med Resorts operate at an international level, some of them are in places affected by international or health conflicts such as Greece or China where customers will avoid travelling to these countries.

Economic

Tourism is the third largest job-creating sector in the world, and the economic crisis plays a key role in this market. People have less purchasing capacity, and this can be seen on travel plans. A stable economy guarantees that customers will be able to pay the high price of Club Med packages, whereas an economic recession would represent a change of habits in relation to the holiday budget. This represents both an opportunity and a threat for Club Med. In fact, there is the possibility of extending its network in countries with emerging economies such as Brazil. But it is also a threat because a significant part of Club Med's revenue comes from the French ski market, which is very popular with the public. The current recession throughout Europe may have a negative influence on consumer purchasing behavior.

Social

When mentioning Club Med, the name alone is enough to indicate the undeniable advantage of the moment that the client associates with comfort. The company has managed to establish its presence in various locations, it has become a way of life, which is a competitive advantage because it offers a lifestyle to its customers. Club Med's Values are kindness, pioneering spirit, freedom, responsibility and multi-culturalism. These values mean a lot to the company because they have been part of its cultural background since the beginning of its operations.

Club Med is a pioneer and a leader in the field of tourist activities. It stands out from its competitors because it has mastered the concept of all-inclusive holidays. However, the big threat it faces is that there are more and more of these low-cost competitors on the current market.

Technological

Technology represents an opportunity for Club Med to reach a larger audience, to facilitate its operations in terms of time and cost and to spread its brand. Something that is already being done and more than in previous years. In fact, the company is trying to use technological advances with marketing actions such as, the recently developed 360-degree vision. In order to compete the tourist

operators who are breaking prices with offers on the internet. However, there is still a lot of work to be done on the digital marketing aspects.

Environmental

Environmental protection has become essential for the long-term success of tourism, the customer is increasingly seeking to get away from the big cities and charge their batteries with nature. For several years now, Club Med has been working to modify its resorts to become eco-responsible in order to limit the use of water and electricity. It is trying to make this known on the networks and adopts sustainable tourism policies by making optimal use of environmental resources while limiting the risk of saturation of the environment.

Legal

This aspect represents an opportunity for Club Med because some governments are encouraging investments in their countries that will allow them to exploit these touristic locations. Such as Australia, Portugal or Spain, which are implementing or have implemented national investment strategies for tourism. On the other hand, some countries may disadvantage this tourism by establishing entry barriers, which could make it difficult for tourism to develop in these territories.

3.3 A Highly Competitive Offer

Meso-environment: This aspect represents the characteristics of the competitive environment in Club Med's sector.

According to Stephan Bourcieu, the Club Med model ran out of speed from 1980-1990 in the face of competition that developed all-inclusive offers at increasingly competitive prices. To overcome the strategic impasse of stuck in the middle, Club Med decided in 2003 to refocus on its core business and to deploy a strategy of moving upmarket through differentiation, also known internally as a premiumization strategy. The vision was to establish Club Med as the specialist in upscale multicultural holidays. (Bourcieu 2014, 82.)

This is the strategy that has enabled the company to stand out from the competitors.

There are five main competitors of Club Med, Mark Warner, Nielson, Sandals, Tui groups and Kuoni, all of them are on the same market but with different quality of services.

One of the biggest direct competitors of Club Med is Sandals resort, as it offers almost the same services as Club Med, meaning that it mainly reaches the same clients as the company. However, Sandals is more on a premium offer rather than a family one. It provides the same type of all-inclusive holiday but regarding the resorts, Sandals has only 15 villages under its name, while Club Med owns about 80.

Even though there are many competitors, the brand's notoriety gives the company a competitive advantage. In a normal context, consumers will tend to look for the Club Med offer when they are searching for their holiday when it comes to all-inclusive because the brand is well known in this industry. Furthermore, if for an economic reason any Club Med resort is seeing a decline in sales as it is today, it can be assured that it can depend on Club Med France. By accessing funding, to develop new projects such as renovations, or to set up marketing plans, to ensure its sustainability. This is an advantage that only few companies have.

The weakness that Club Med can have from all its competitors is that the prices of stays are sometimes expensive. Which represents a challenge when competition is strong with a similar offer at lower prices. Club Med is therefore looking for customers who want to travel in high quality conditions that are active and family oriented. This is why the company seeks to identify the purchasing behavior of these customers, and to constantly improve through the facilities offered at the resort, or through customer service, which remains very significant.

3.4 Current Market Environment

There is increasing competition on the market and customers tend to be more informed about the different offers of the various competitors through the internet. There is a tendency to buy online which has been strongly accentuated in recent years but especially because of Covid 19. People are increasingly trusting the internet to make their purchases such as holiday bookings, and companies are making it easier and easier for customers. That is why a company, especially in this sector of tourism, has to be developed on the digital aspect. Moreover, people are constantly looking for discounts, even Club Med customers during less favorable economic times. It should not be forgotten that during crises like this one it is the superfluous expenses that are eliminated first. The customer tries to travel at the lowest possible price. This shows that the market is constantly evolving.

3.5 Club Med's Different Stakeholders

Micro-environment: It is the specific environment of the company, made up of its customers, employees, suppliers and sub-contractors, which will have direct or indirect repercussions on the results obtained by the enterprise.

The stakeholders are all the actors whose interests will be affected by the company's activities. In fact, the internal stakeholders are the directors, including Henry Giscard d'Estaing the president of Club Med. Then there are all the employees and the people who work on the resorts which represents nearly 22,000 collaborators around the world. The people outside the resort and finally the company's syndicate.

Regarding external stakeholders, it includes direct customers (companies, people) or indirect customers (agencies). The main targets are active-sporty persons and families aged between 25 and 54 years old, who are looking for quality holidays all over the world. The main target remains the regulars of the Club who return each year by changing destinations. However, customers have a strong bargaining power as they can easily compare on the same destinations online.

For the Suppliers, the only ones that Club Med are currently working with are the resorts' local suppliers, and they have built up loyalty to the resorts over the years. Then there are the sub-contractors, public authorities, competitors as mentioned above, and the communities and local residents who live next to the resort and who sometimes work for it.

The most important stakeholders are travel agencies and airlines company, as the enterprise works with them every day. For instance, the Club Med London, where the author worked, is associated with many travel agencies in the U-K, which bring many clients to Club Med in exchange for commission, such as Single Sport or Travel Designers.

Club Med brings all the best conditions to create a world of happiness and pleasure for its holidaymakers. More than just a form of holiday, it offers a lifestyle, a different alternative that allows its clients to find themselves and charge their batteries. The company has become the pioneer and leader in the all-inclusive package holiday market and operates all over the world for both Ski and Sun holidays, offering high quality facilities.

To summarize the three key factors that have made the company's success are the all-inclusive package, the diversity of the choice of destination and the top-of-the-range positioning.

3.6 Difficulties that Club Med is Facing

As the author said before, the business sector is almost 100% confronted with Covid, in fact the tourism industry is very affected by what this virus generates.

According to the analysis of the *Nouvel Economiste*, the UN World Tourism Organization forecasts a drop in international travel spending of between 910 and 1200 billion dollars (year 2020). It forecasts that arrivals will fall by 60 to 80 %. Out of 217 destinations, 72 % have closed their borders to international tourists. Europe will be particularly affected. Every year, it welcomes more than half of the world's tourists. (*Nouvel Economiste* 2020, 10.)

And it was unfortunately true, to confirm this, according to the INSEE (National Institute of Statistics and Economic Studies), the number of overnight stays in France fell by 81% in one year (INSEE 2020). Concerning the non-European residents for the year 2020.

The Club Med resorts have been losing half of their customers for the year 2020, due to the closure of some of their international resorts but also because of all the restrictions that have made customers avoid going to these resorts. For instance, the closure of ski lifts in France for the entire 2020/2021 season. The Club Med ski resorts were not closed, but the number of customers was strongly reduced by the fact that the main activity was closed, which did not encourage the tourists at all. This shows that tourism depends on several factors, including the weather, the country where it is based and the people.

It is therefore important to know what the customer wants and to try to understand their behavior, as no one can predict when everything will go back to normal. That's why the author of this thesis created a survey with 20 questions divided into 4 distinct sections, to get the opinion of the people.

4 THE DATA COLLECTION AND ANALYSIS

4.1 Methodology

The author has chosen to support the thesis with a quantitative study in addition to all the research he has already done to allow for a larger view in solving the problem.

The author considered it important to have opinions from other people than the documents available in libraries or on the internet. And what would be a better way to ask potential travelers directly for their opinions on tourism in 2021. This is why he decided to conduct a survey in order to get as many answers as possible. He also had the option of conducting qualitative research by doing targeted interviews, but this is not the purpose of this research and it would have limited the answers. The quantitative studies allow to obtain numerical information whose statistical analysis is used to better understand consumer behavior, and this is what the author is looking for in this research.

4.2 Questionnaire's Composition

The author decided to create a survey on Google Form, to create an easily accessible online questionnaire. He wanted to get as many responses as possible despite the time limit it was given. The survey was carefully constructed and developed in a very specific order.

The survey is divided into 4 distinct parts with 20 questions in total and the list of all questions can be found in the Appendix 1, page 57. It was important to make the survey with as minimum number of questions as possible as the author wanted the participant to take no more than 4-5 minutes to answer, in order to increase the chances of reaching a broader audience. Many people don't have the time to answer surveys during their working hours, which is why this survey can be completed during a coffee or lunch break. This is why he went to the basics. He used data from the main media and tourism-based newspapers such as Tourmag, Business Travel News and L'Echo Touristique, taking into account all the questions people have about tourism and its development.

4.2.1 Respondent Details

The first part is dedicated to defining the profile of the person who is answering the survey, it is the introduction part. This part consists of 4 questions, it opens directly on the age and marital status of the respondent, this will already fix the author on what type of individual is responding to the survey which is a very important point. Gender was not a necessity, age and marital status for the travel sector is already very interesting to evaluate.

The third and fourth questions ask the respondents if they have ever been to a Club Med resort in their life and what was their feedback on this experience. He wanted to ask these questions to find out if the respondent was already familiar with this type of holiday and the environment of holiday all-inclusive clubs. This point will be important for the rest of the survey because, being familiar with the company, he will be able to base the research to the other questions on these criteria.

4.2.2 Type of Tourism

Now it comes to the heart of the subject with the second part. It is used to define what type of tourism the survey respondent prefers. This part is composed of 4 questions. It starts with a preferential question based on 6 types of travel and how the respondents will rate them according to their preferences from 1 to 5. This will allow the author to directly target the respondents and find out what type of holiday they prefer. He has been flexible by putting sport, family, culture, relaxation, nature and luxury.

The sixth question is also created to find out the respondents' preferences but more on the type of accommodation they would like the most. There are 3 choices: 4-to-5-star comfort and club hotels, 3-star standard accommodation, or typical camping homestay and nature accommodation. It can be seen that questions 5 and 6 are linked to best evaluate the respondents' answers.

When talking about holidays, usually the first thing that comes to mind is the price that it will cost. The author wanted to make sure that it was the first criteria in the choice of holiday with question 7, "How important is cost when choosing a holiday destination?" which is linked with question 8 where the respondent will fill in the boxes from the eight criteria which are the most important for him/her when choosing a holiday.

With all the results of this part he could get an idea of how many respondents out of the total are most likely to be potential Club Med customers according to their preference in order to see if this tourism offer is popular. This part will bring the respondent to the marketing-based section.

4.2.3 Responsiveness to Marketing

Regarding the third part, it is focused on digital marketing. This is the biggest and one of the most important parts as it includes 6 questions. Question 9, which is general, starts by asking the respondent, "Are you going online to find more about your holiday destination?" From this comes question 10 which will find out what media the respondent uses most to form an opinion about the trip and the company.

The rest of the questions from 11 to 14 will evaluate how receptive the respondent is to tourism communication and advertising on the networks and if it affects him/her significantly. For instance, question 12 asks "Have you ever booked (or wanted to book) a trip after seeing a promotion on social networks or on a website?" This is important to know if the respondent is really receptive to this. These questions will allow to determine if digital marketing plays a role in the buying process of consumers.

4.2.4 Future of Tourism

Finally, to conclude this survey the author wanted to focus on the future of tourism, by trying to determine if the respondent is or can be sensitive to local and sustainable tourism. These are two different things, but they will obviously be necessary for the good functioning of the tourism sector in the future. Questions 15 and 16 are linked and will allow to see if tourism habits have changed to find out where the respondent has travelled in the last 12 months, which corresponds to the appearance of the Covid 19.

Question 17 is related to the previous one and asks the respondent "Would you be interested in local tourism (within your own country) and move away from mass tourism?" In fact, the author wants to see if this crisis has forged the perception of a new tourism on people's minds and made them aware of the importance of changing their mentality.

Concerning the question 18 and 19, they both discuss about sustainable tourism, in order to know if the respondent would be willing to pay more to go on a sustainable tourism holiday (respect of nature, non-polluting modes of transport, purchase of local products).

He closes this survey with a voluntary and not mandatory question "In your opinion, what is the future of tourism?" The author would like to know what the respondents think about the future of tourism which is an important aspect for all of the people. He hopes to get as many responses as possible on this question which can generate some very interesting opinions. This part will be used to see if people are concerned by the future of tourism and if it will be possible to link this part with digital marketing in order to promote it.

The author is proud of this survey which has been carefully designed to be as intuitive as possible, in order to be followed chronologically.

4.3 Delivery Processes

After the creation it is of course necessary to deliver this survey as many people as possible. He started to send it on April 14, 2021. For a period of 1 week until April 21, 2021 where he stopped this survey to analyze all the data. Because he has planned a minimum of 1 week to properly review all the information collected and the rest of the time to finish the thesis.

During the first delivery phase, he distributed it to the maximum number of people he knew on the different groups of friends by message on his social networks. Including ages from 18 to 30 years old or even more coming from different professional areas, student, worker, director, doctor etc., which favors the mix in the answers of the survey, which is very important. All people travel more or less, and these habits have changed, so collecting all these different responses was quite interesting.

In another point, the second and somewhat different strategy was to post this survey on the main Tourism Facebook groups on the application, to best target the respondents he was looking for and reach people of all ages again. As it can be seen on the figure 1 below, he was able to post it on 2 different groups because many of them did not want a survey on their platform. It can be seen below that the groups are followed by a significant number of people internationally.

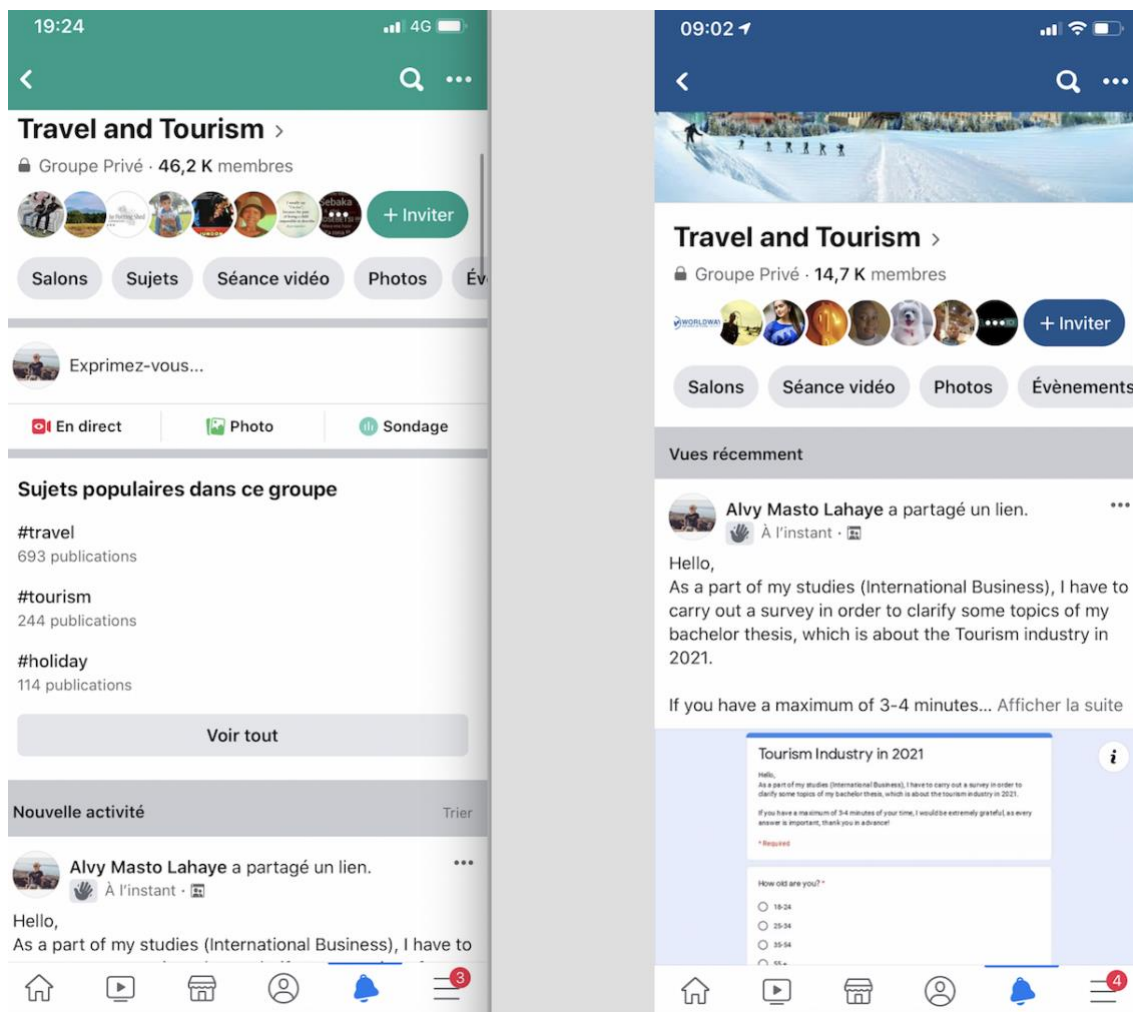


Figure 1. Screenshot of the posts published on 2 Facebook pages of tourism in 2021

4.4 Theoretical Prediction

The author prediction on this survey is that people will be more and more receptive to the digital marketing and communication developed by companies, and in this case by the tourism industry. The Covid 19 has obviously accelerated things, making people much more present on their network and their screen. He therefore expects to have a significant positive response to the questions asking for their point of view on digital marketing and communication.

In another point he is waiting to see if the respondents have a new idea of the tourism. For instance, the French people, who have been in lockdown and forbidden to travel abroad, have a desire to travel and do local tourism. A point that was probably not wanted at the beginning because it came as a kind of obligation otherwise nobody would travel. Last summer most of the French

people stayed on the territory which favored the development of a local economy that is in a case a good thing for the country. Tourism will probably reinvent itself, but it should always be accompanied by digital marketing.

5 THE RESULTS

5.1 Description

During this short period of one week, 66 people completed the survey. After this research analysis it will be possible to define a typical profile of respondent. The results will also determine how digital marketing can play an important role in the development of the purchasing process, taking into account the type of vacation, accommodations and the most popular choice of holiday criteria. It will also allow to understand what the future of tourism is and how to develop it through digital marketing.

The information in the first part of the study reflects the personal details of survey respondents. The reader can see in figure 2 that more than half of them is aged between 18 and 24 years old, and Club Med's 25 to 54 age group represents 40% of the respondents, which is a very good rate for the research. This is also the case for the rate between married and single people in the figure 3 below, which remains equivalent as the author knows that it is the couples or married people that go to Club Med the most. It can therefore be seen from the beginning that the right respondents were reached, and that the delivery strategy has worked well.

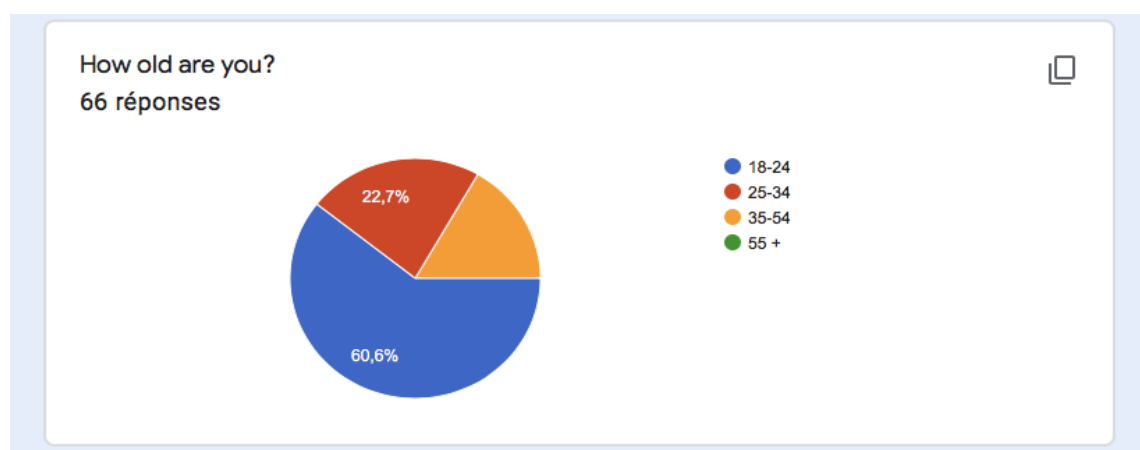


Figure 2. Percentage distribution of respondents' ages

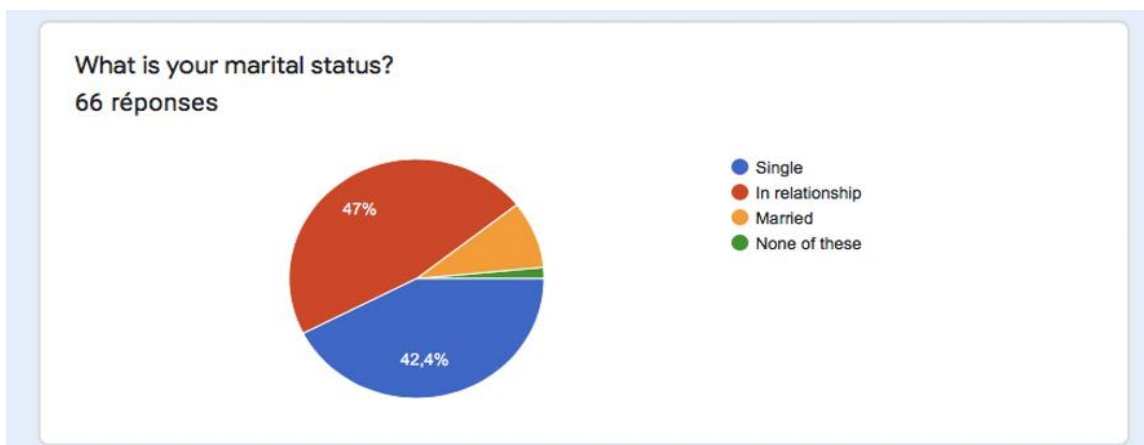


Figure 3. Percentage distribution of respondents' marital status

In the second phase of this part, the author asked in the figure 4 below, if the respondents had ever been to a Club Med village, it was obvious that more than half had never been to a resort. 12 people on a total of 66 is equal to 18.18%, which is almost 1 in 5 people who have already been to a Club Med. However, he was able to collect the opinion of the 12 people regarding their experience at the resorts in figure 5 and all the answers were at 3 and above, which is very positive for a general aspect of the company (2 people have rated the experience even though they didn't go). This part served as an introduction to get the respondent to speak more in-depth about tourism.

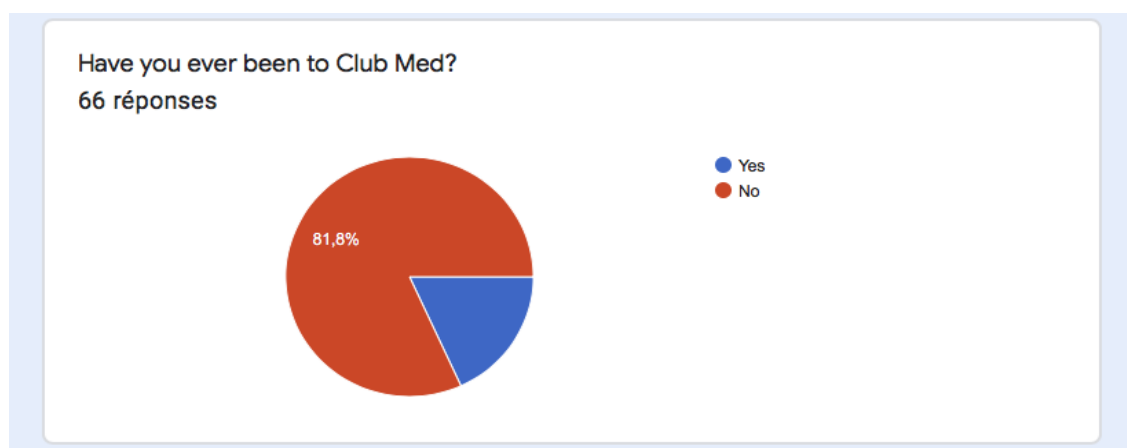


Figure 4. Proportion of respondents who have already been to a Club Med resort



Figure 5. General opinion of the respondent's experiences in the resort(s)

Afterwards, in the part for the choice of tourism where 6 types of tourism were proposed, the ones that came to the top are family, nature and relaxation. Then comes the luxury, the culture and finally the sport, as it can be notice in the figure 6.

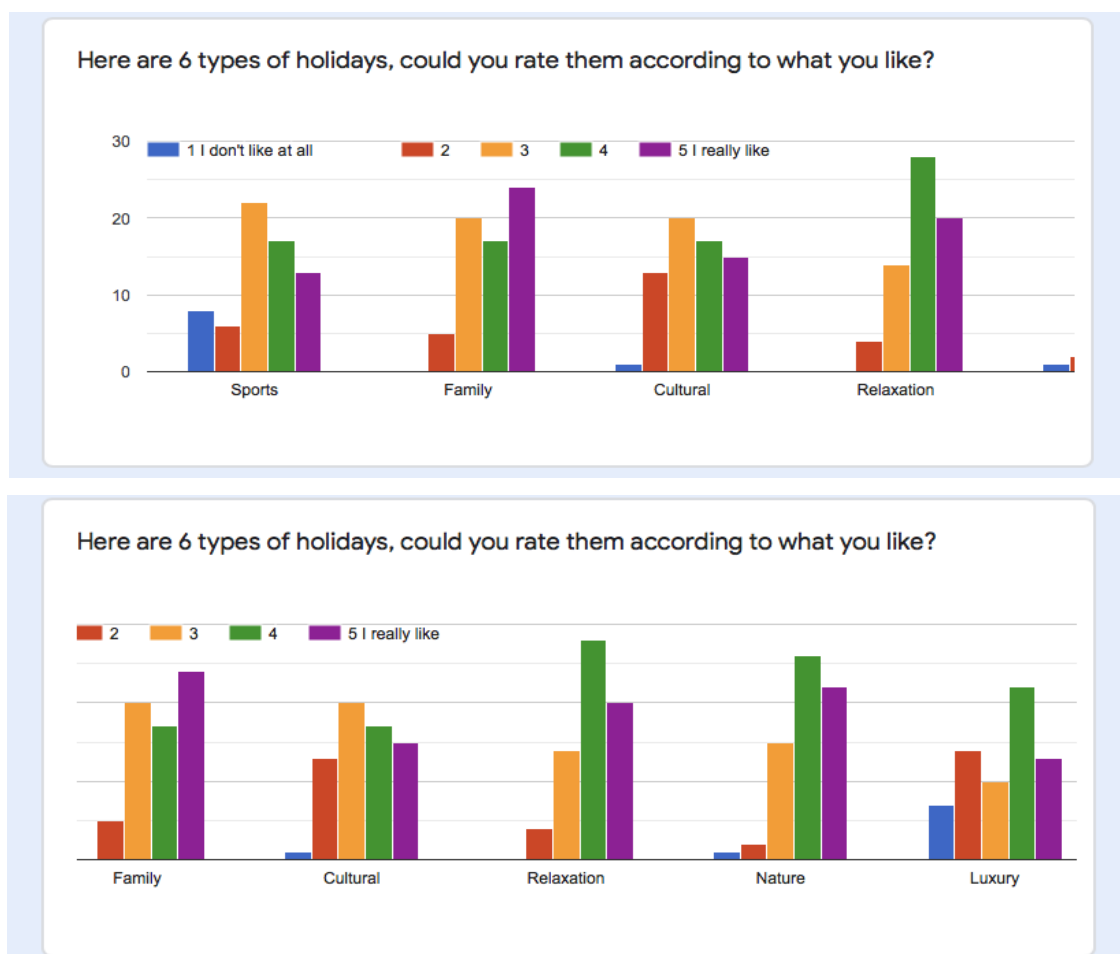


Figure 6. Grade given by the respondents on the 6 different types of holidays proposed

In addition to this, the author asked what type of accommodation they prefer, and it is the Comfort and luxury 4-to-5-star hotel that wins with 48.5% of the voice, followed by the atypical accommodation with 28.8% of the votes and the 3-star hotel with 22.7%, in figure 7 below.

If the author had to sum up these results, it can be said that the respondents are more oriented towards relaxing, luxurious vacations or atypical destinations close to nature. These choices show that people want a relaxing and nature-based vacation with atypical accommodations that are perceived as resourcing. This is probably due to all the lockdown and different rules that forced people to stay at home for more than a year now. People have the desire to travel but this desire has surely evolved over time.

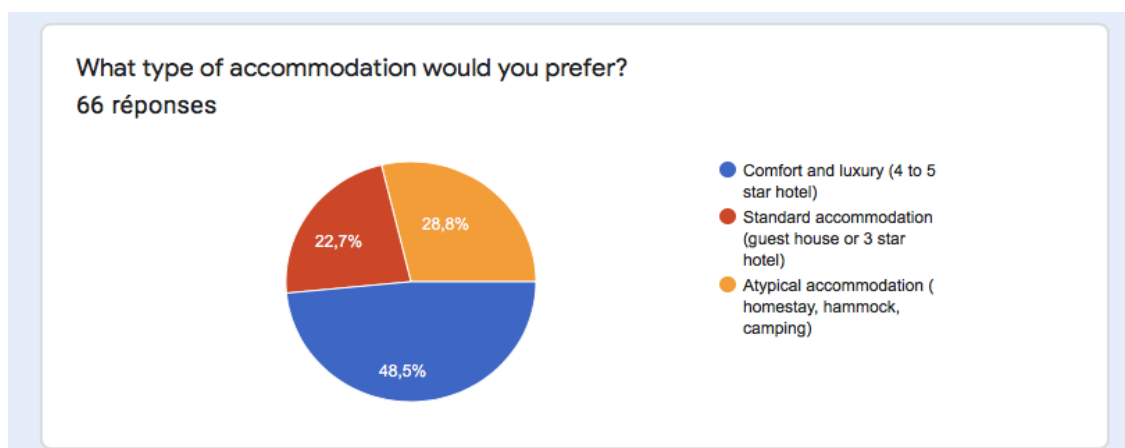


Figure 7. Proportion of respondents' housing preferences

The second phase of this part is dedicated to knowing what the criteria in the selection of the vacations were. In question 7 and figure 8, 98.5% of the answers were based on 3 or more. Only 1 person in couple from 18 to 24 years old chose the answer 2 which means that the price is not a problem.

Then, as it can be seen on the figure 9, in the top 3 of the biggest criteria for choosing a vacation, the destination response is at 98.5% which represents almost all respondents, the climate at 77.3% and finally the price as the third criteria with 66.7%. This shows the importance of the price in the search for travel because the destination and the climate are criteria that are obvious to everybody.

Respondents are perhaps more careful about their spending because of the crisis. This should be taken into account in the development of digital marketing, for instance discount offers can be created for these different types of holidays as soon as hotels and resorts open. In a period of crisis like this one, superfluous expenses such as vacations are revised to the decrease.



Figure 8. Proportion in the importance of the price when choosing a holiday destination for respondents

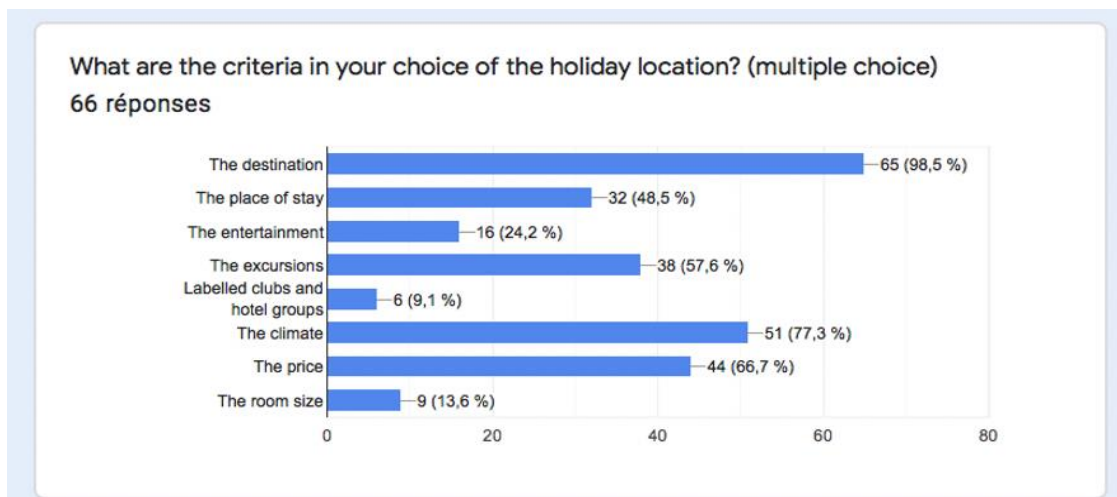


Figure 9. Proportion of choice criteria most important to respondents

There, the reader enters now in the biggest and most important part of the survey, the marketing section. Question 9 is surely the evidence that respondents are dependent on digital. In fact, as it is represented in figure 10 below, 84,8 % of the respondents answer that they go on the internet to know more about their trip. This shows that it is necessary for a company to develop digitally in order to be

able to propose a maximum of contents to the future customers and to give them the desire when they look at ads on the web. Out of the 66 answers, only 1 person never looks on the web when he/she wants to know about his trip, which is probably due to a mistake, because the person says that he/she goes on the Instagram network to know more about his trip and the company.

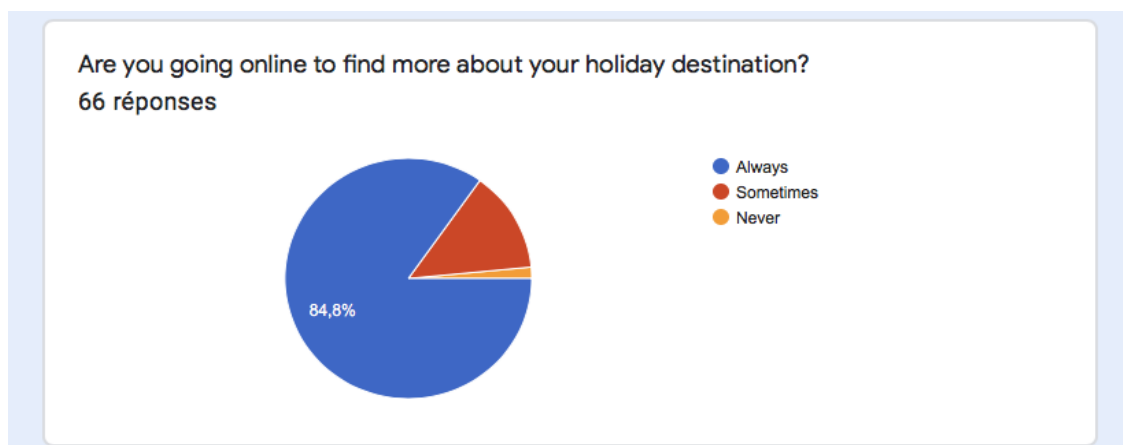


Figure 10. Proportion of people who do or do not use the internet in their choice of travel destination

By now the author knows that people are almost inevitably using the internet for their research, it is time to know on which media they are the most present. Question 10 shows that the audience is divided into 2 distinct groups. First of all, according to figure 11, TripAdvisor is the media that they use the most at 45.5% in their research to find out more about the company and their trip. This seems quite logical because it is on this media that are grouped the opinions of people who have already been to the place. This shows that people are particularly receptive to what others think, companies must be very vigilant in the well-being of its customers to provide a positive review.

The other media very used at 39.4% is definitely Instagram. This social network is used to share images of itself or places where people go. It has been developing for several years and even more since the crisis of the Covid 19. The inbound marketing has been developed on this application thanks to the influencers who are paid to promote brands, it is a very important digital marketing strategy to implement for a brand, because these influencers are often followed by thousands or millions of people and it's easy to target.

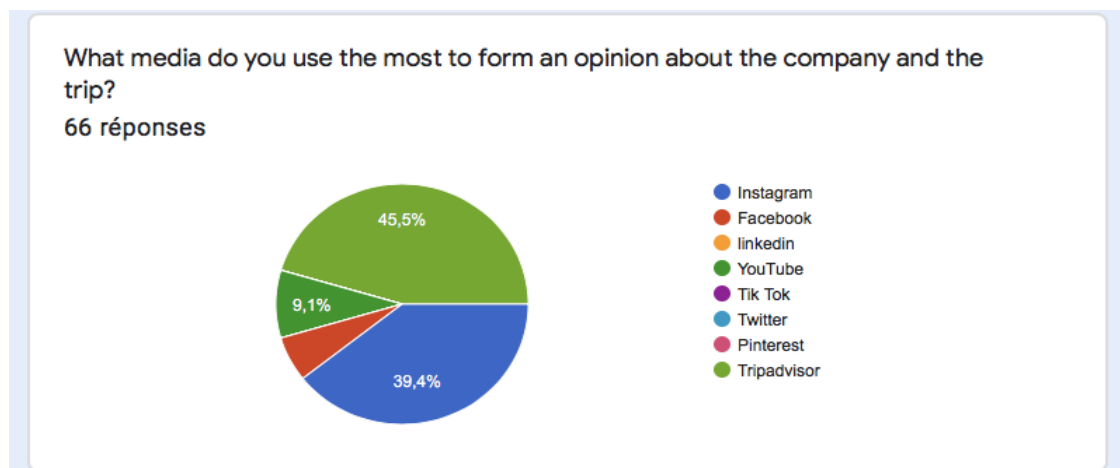


Figure 11. Proportion of media most used to form an opinion about the company and the trip

Regarding the follow-up of this part, it was necessary to know if and how the respondents were receptive to digital marketing. This is the purpose of questions 11, 12, 13 and 14.

For question 11, 71.1% of the respondents are normally to very attentive to the communication and advertising related to tourism on the networks, as shown in figure 12. This means that 28,9 % of the people are not receptive which is equivalent to a little more than 1 quarter which is obviously low and encouraging for digital marketing.

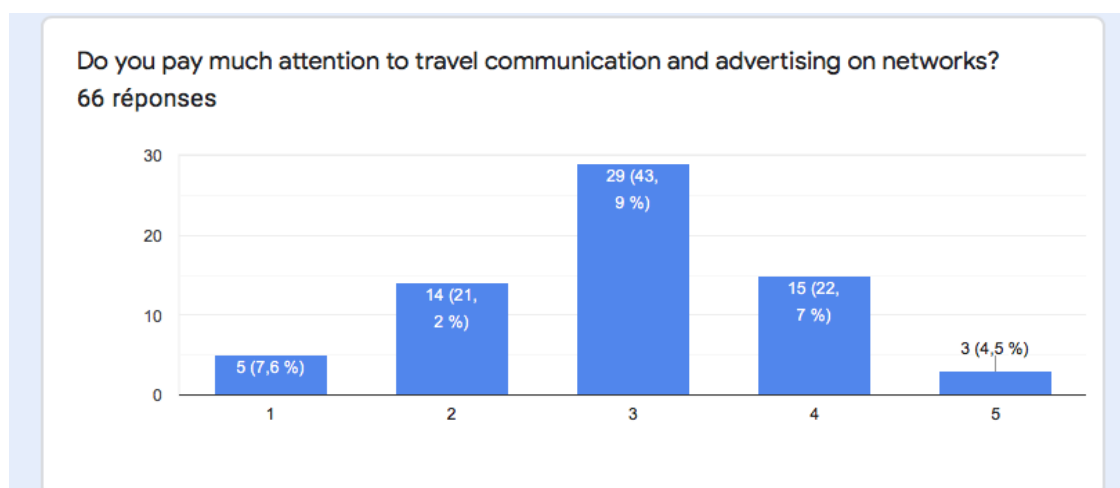


Figure 12. Proportion of respondents who pay attention or not to the communication and promotion of tourism on the networks

One of the questions the author was most impatient to know was the 12 that asks if respondents have ever wanted to book a stay after seeing a promotion on the internet and in the figure 13 below, 50% answered yes. There are 13,6% of don't knows and 36,4% of no. This figure shows that half of the respondents, that represent 33 people, are respective to the digital communication. This digital aspect is necessary to take into account when you are a company, and you want to reach a large or targeted audience.

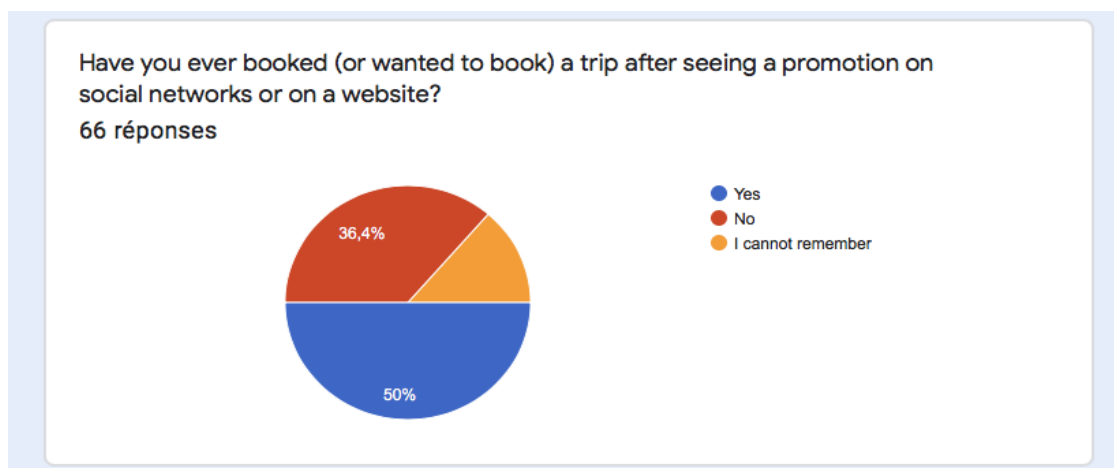


Figure 13. Proportion of respondents who have or want to book a trip after seeing a promotion on the networks or on a website

The question 13 summarizes these data well, because it is with an overwhelming percentage of 87.9% in the figure 14, that people book their holiday on the internet and only 12.1% in agency. The digital transformation has changed the codes of the market and that will force agencies to develop on the digital, if they want to ensure their sustainability in the future.

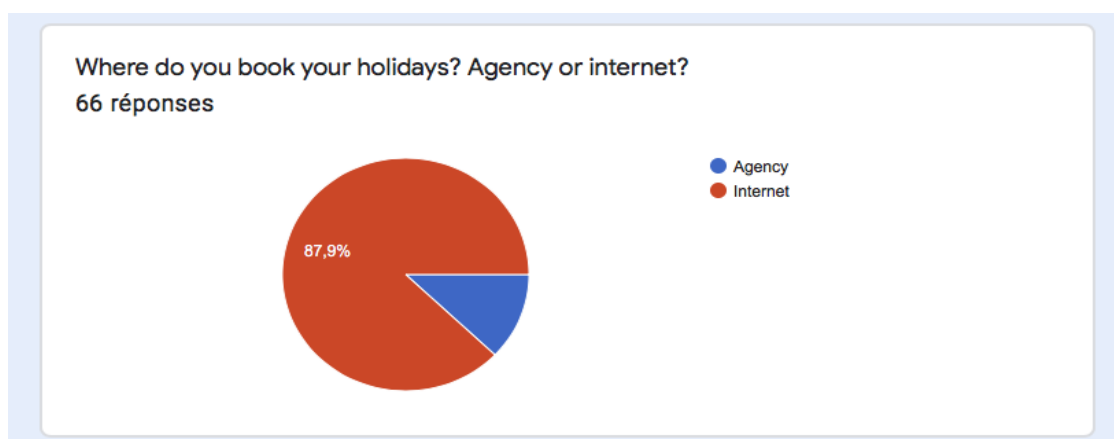


Figure 14. Proportion of respondents who book their travel on the internet or agency

Finally, the last question of this part was created to know if the respondents looked at the opinions of customers when booking their trips, in figure 15 below, 87.9% chose always and sometimes which shows again the importance of applications such as TripAdvisor where the potential customers look at the opinions of customers already gone on site. This shows that people are very receptive to what others are writing on the networks.

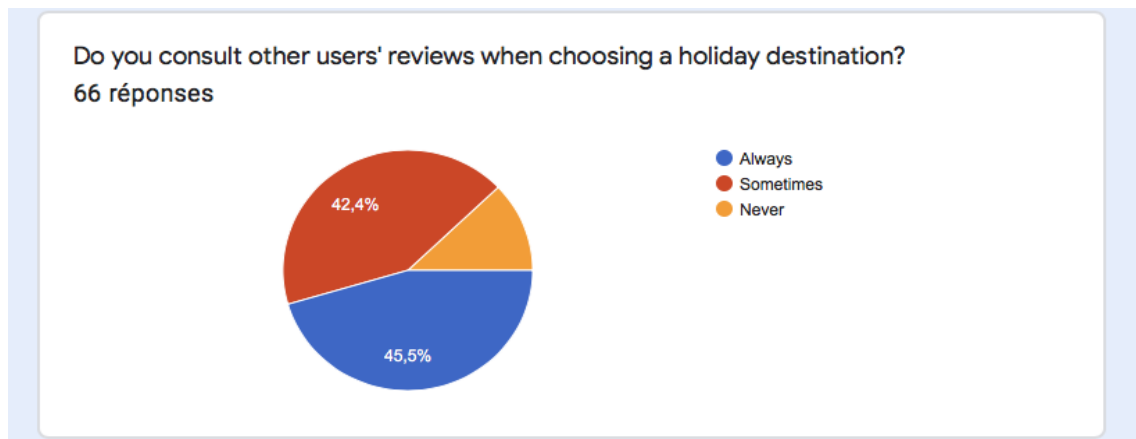


Figure 15. Proportion of respondents who look at the reviews of others when looking at a trip

The reader is now entering into the last part of the research with the future of tourism, for questions 15 and 16 the objective was to see if the respondents had travelled in the last 12 months, the date of appearance of the Covid 19. The result is quite obvious, in figure 16 and 17 below, it can be seen that 57.6% of the respondents have traveled at least once in their own country and only 31.8% of them have traveled abroad.

This means that there has been a strong development in local tourism during these 12 months, as people have been traveling more within their own country than internationally. This can be seen in a sense as obvious because of the crisis of Covid 19. In fact, it has forced people to stay at home and all the rules induced by the states like the closing of the borders or the lockdown had for objective to discourage the potential travelers. However, this crisis may have had the benefit of changing mentalities and encouraging a more local and responsible tourism.

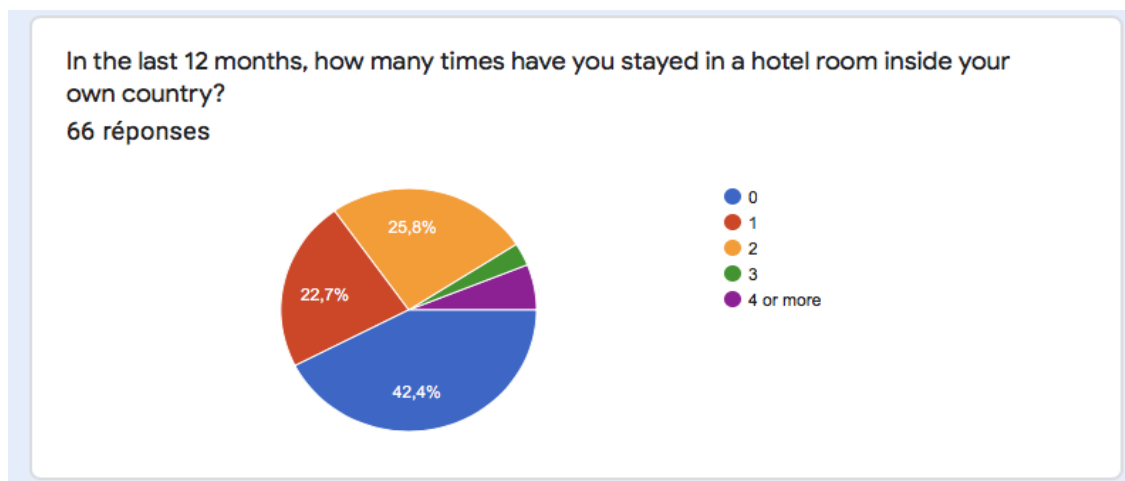


Figure 16. Proportion of respondents who have travelled within their country in the last 12 months

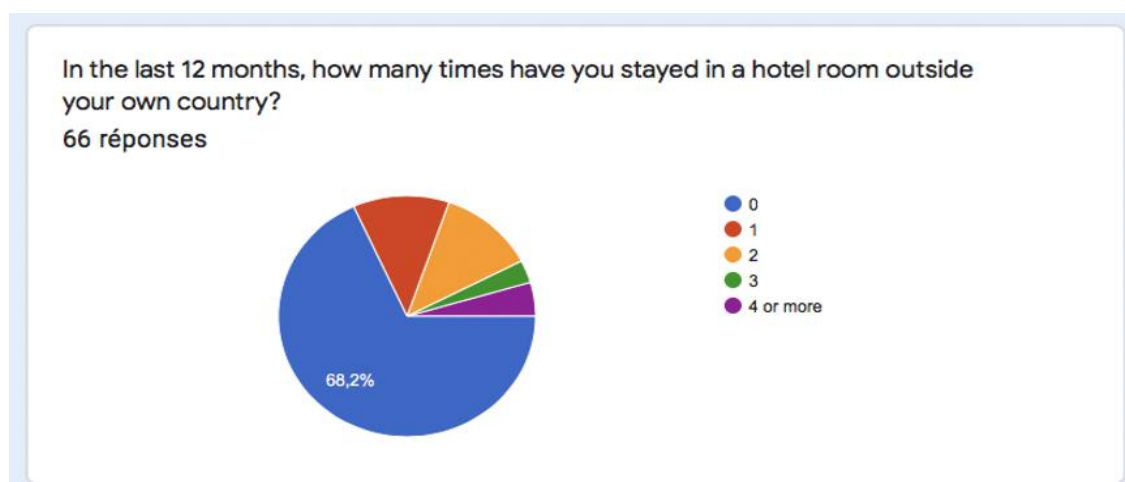


Figure 17. Proportion of respondents who have travelled outside their country in the last 12 months

This desire for local tourism is reflected in the next question, 17, which represents an even more significant result, in the figure 18 below, 81.9% of respondents are ready to leave the mass tourism that they are accustomed to do, to engage themselves in the culture of local tourism by answering from 3 to 5. This represents a total of 54 out of 66 people. This is an aspect to be taken into account for tourism companies, in fact it is very important to develop its local tourism offer as people don't know when everything will return to the way it was before. This can be developed thanks to digital marketing that will ensure the necessary communication for the development of any promotional campaign for this type of tourism.

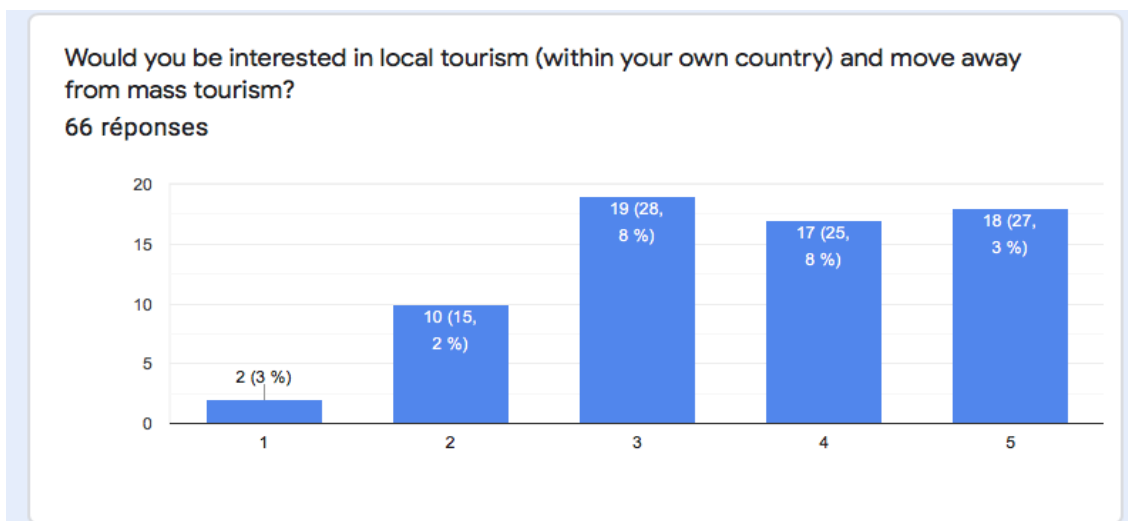


Figure 18. Proportion of respondents who are interested in local tourism and leave mass tourism

More than the local tourism, the sustainable tourism challenges even more the codes of the mass tourism, respect of nature, non-polluting modes of transport and purchase of local products. The questions 18 and 19 asked if people have ever been to a resort with a sustainable tourism label. Surprisingly, it can be seen in the figure 19 that 27.3% are sure they have been in one of them and 51,5% do not know, which is still a fair number of people compared to those who have never been. Even more surprising in the figure 20 below, is the fact that 69.7% of the respondents are willing to pay more for their vacation to be in the context of sustainable tourism, which corresponds to 46 people out of 66, only 7 are against. People are surely experiencing a change in mentality. They want to modify their tourism habits and companies must take this into account.

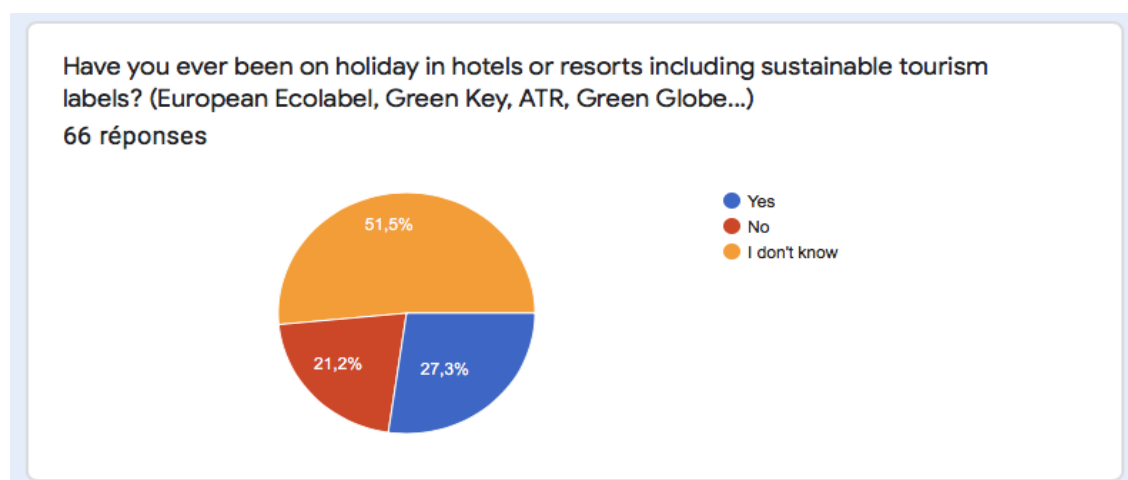


Figure 19. Proportion of respondents who booked or not a hotel with a sustainable tourism label

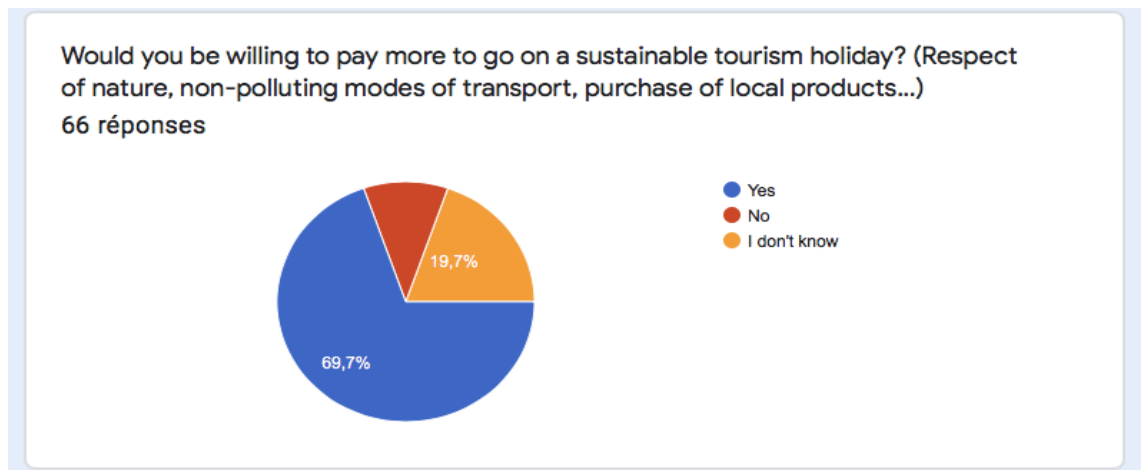


Figure 20. Proportion of respondents who are willing to pay more or not to go on a sustainable tourism holiday

Concerning the last question of the survey, it was intended to know the opinion of the people on the future of tourism. It was not compulsory, but the author received a total of 31 answers out of 66, that's almost the half. People wanted to answer it and he didn't expect to have so many answers, which were very interesting to analyze. After analyzing all the answers, he had 26 responses that he was able to divide into 5 groups.

Local tourism: 3 answers

- Discovering your own country, local or national tourism
- I would like tourism does not develop too much because to me it seems like it's kind of a way leading to local cultures extinction

Sustainable tourism: 16 answers

- In my opinion, the future of tourism needs to be more based on respect of the environment and avoid mass tourism as much as possible in order to protect the environment but also people living in these very touristy destinations
- Eco-responsible tourism that respects the environment of the traveler (nature and population)

Personalized travel: 2 answers

- Personalized and bespoke travel
- I think that we will be on a more independent tourism, we will go to a smaller number of people, especially for the Europeans

Digital: 3 answers

-Virtual reality

-Internet

-Virtual tourism

Fair tourism: 2 answers

-Responsible Tourism

-The balance between fair tourism, quality and an acceptable price

It can be noticed that the sustainable and local tourism is the subject that comes up the most when talking about the future of tourism. This type of tourism must develop new strategies that can be supported by digital marketing.

5.2 Discussion

On the whole, the respondents were quite in agreement with their answers, which is why the author was able to create a typical profile of respondents based on the different answers. The person is between 25 and 35 years old and is in a relationship. He prefers a relaxing vacation in comfortable hotels with 4 to 5 stars. His criteria of choice are the destination and the price, he is always going online and more particularly on TripAdvisor and Instagram to find information about his next vacation and the reviews are very important for him. He is very reactive to digital communication and has already booked a trip after seeing a promotion on the networks. Since the Covid 19 crisis he has not traveled abroad but has developed a desire for local tourism and will be ready to pay more to have sustainable tourism.

Thanks to this survey the author has forged the idea that digital marketing plays an increasingly important role in the consumption of tourism services, which is what he wanted to ensure with this survey. People are receptive to advertising for this kind of offer. Digital marketing in tourism is used to sell dreams, attract and reassure potential customers, the company must follow the movement to ensure its sustainability and create the need to the consumer.

6 THE RECOMMENDATIONS AND SUGGESTED SOLUTIONS

This case study is focused on the Club Med company in general and also on the company located in London where the author had the opportunity to work. He had access to some databases that he was able to analyze for this research. However, all the results are of course adaptable to any other company in the tourism industry. These are solutions that are described as much as possible in a general aspect.

6.1 New Perception of the Digital

At the moment the primary objective of Club Med is to reassure the future and current client. How do you deal with the fact that the customer cannot move from home or is limited in terms of mobility? By the digital?

Based on a study made by the company Stratos Jet Charters, 82% of all travel bookings around the world took place without human interaction in 2018, and an estimated 700 million people will make a booking online by 2023 (Steve Deane 2020).

More and more people trust the internet, it is therefore logical to focus on digital to attract new customers. The primary objective is to reassure the customer that their trip is safe, without risk and also to make them understand that they will be reimbursed in the event of a problem related to this virus.

As described in the survey 84.8% of the respondents are going on the internet to find more information about their next trip, which is a figure to obviously take into account. A maximum of information must be present on the website of the company in order to better respond to the needs of customers.

It is necessary to first understand in which market the company is located. What Club Med is mainly looking to reach are the active-sporty persons and families aged between 25 and 54 years old, who are looking for quality holidays all over the world. They must try to understand how to reach them digitally. There are several methods, through T-V, digital newspapers, social media, advertising or as it has been said, the main website.

According to Jean Mochon, the perception of digital technology, already very ambivalent in the world of tourism and leisure, has just taken a new turn, for hundreds of millions of people the lockdown has been supported by all the social network platforms that could create experimentations, tourist offices and travel agencies have started to offer virtual tours for example and have begun to trivialize video and chat, for all ages (Mochon 2020, 40).

The industry is changing and there is a new perception of the digital. The company needs to follow this trend as well, if it wants to ensure its perennity.

6.2 Most Important Part of the Numeric Communication

In the digital world there are four main tools, the television, online newspapers, advertising campaigns and social networks. There is a budget and strategies to be defined between all of these parts which are very important. For instance, in the case of the Club Med London where the author worked, the company used to deal with these media over the years but in his opinion, it doesn't take care of it enough nowadays.

However, as described in the survey, half of the respondents (50%) are sure to have already booked a trip by looking at a promotion on social networks and also on the company's main website. Furthermore, this can also be done on other platforms.

Let's take the example of newspapers with The Guardian. The company Club Med London already has articles in this magazine, it is the second most popular online read newspaper in the United Kingdom. It would therefore be interesting to reinforce the digital presence with other operations. Such as new articles on the measures put in place by Club Med to enforce the respect of barrier gestures in their resorts in order to attract customers.

The television, a media that has been ignored over the years. Club Med need to renew with it. They need to go further into the multi-screen strategy and activates this branch of the digital sector, which had already proven itself with the company before with small TV commercials, on ITV4. One of the major national channels in England.

In advertising campaigns, for instance, the company Teads represents many platforms on the internet, to share advertising. Club Med London had already developed video advertising plans in 2019 for a budget of 189,000 GBP and reached 12% of the target for the 25-54-years old (Club Med London data 2020). A larger budget will allow them to have more innovative formats with new partners to reach even more people.

In the last point, there is a need to be innovative with social networks. By building strategies on those that already exist and develop them while studying the new ones that are not being used, which in the author judgement remains the most important and which he will develop now.

6.3 Social Media Channels to Develop in 2021

There are three principal aspects that the author has seen in his digital marketing courses that it's essential to know how to manage when you're an international company. Developing a strong communication and promotion through social networks is a necessity for this type of business. In fact, thanks to the survey it could be seen that 71,1% of the respondents were receptive to the online communication and promotion about tourism. There are the social networks:

Facebook - Instagram to promote company advertising and in this case, engaging the Club Med audience on a channel synonymous with travel. It is possible to pay for advertising to reach the target as the company already does, but there are even more possible strategies highly efficient.

According to a study carried out by the TRIBE website in 2019, 60% of influencers chose Instagram as the most effective platform for engaging their target audience and 67% said they had no negative reaction to sponsored influencer content whatsoever. In fact, 82% are likely to follow influencer recommendations... Instagram is officially the influencer marketing platform. (TRIBE 2019.)

It would therefore be advisable to contact influencers to promote some resorts. This is part of the inbound marketing strategy that the author has developed beforehand. Many things can be done on these networks such as, maximize influencer activity, but also interact with prospects and customer photos to increase consciousness, branded hashtag to generate awareness or launch and

use bespoke Club Med Instagram Gif stickers. On the networks the possibilities are huge.

To make this clear, according to Ms. Anhuba professor at the Department of Commerce, Shivaji College, New Delhi, social media dependency has positive influence on trust and perceived value of customers on social media. It will stimulate them to have purchase intentions. So, if companies want to attract and obtain customers, then companies need to make their customers active on the social media platforms by providing the new features and functions. Literature shows that social media usage has an influence on all the aspects of marketing and consumer behavior, encompassing brand awareness, word of mouth, brand engagement and purchase intention. (Anhuba 2017, 103.)

LinkedIn should be developed to create a network and share publications in order to generate trust.

Based on a study made by HubSpot in 2020, this social network is 277% more effective at generating leads than Facebook or twitter. In fact, LinkedIn generated the highest visitor-to-lead conversion rate at 2.74%, almost 3 times higher (277%) than both Twitter (0.69%) and Facebook (0.77%). (HubSpot 2020.)

The reason is that they don't have the same audience, the users have more professional profiles on this network. Its primary use is to increase the professional network and relationships in order to make the company known or to develop the visibility of its activity.

WhatsApp - Messenger, as well as all the online chats, which will help the clients and support the customer service. For instance, about Club Med, the company has a Facebook page called Club Med which is specially dedicated for agencies so that they can ask questions in a quicker way than by email. A WhatsApp number would probably be faster than a simple Facebook page.

According to an analysis made in 2019 by several professors at University Technology MARA faculties in India (Che Faridah Che Mahmood, Nazihah Omar, Norshahida Adnan- Abdullah, & Nor Balkish Zakaria 2019), smartphone applications give a positive impact to online business success. Messages sent via messaging applications are opened and read within a few minutes, so the

message delivering is much more effective. Among all mobile instant messengers (MIM) available, WhatsApp in particular is the most popular global mobile messenger app worldwide with approximately 1.6 billion monthly active users in 2019.

Based on a study carried out at their university on 155 people (men and women between 19 and 25 years old). They concluded that with regard to which MIM applications respondents used as their mobile business platform... 93 percent chose WhatsApp. (Che Faridah Che Mahmood, Nazihah Omar, Norshahida Adnan- Abdullah, & Nor Balkish Zakaria 2019, 1-19.)

If the company manages the different points correctly, it will increase its chances of being seen, advertised and gaining trust by having a solid customer service through social networks. Obviously, it is necessary to be present on these platforms today when you are an international company.

6.4 Web Site and E-distribution

It goes through social networks, as well as the company's website. In fact, it is great to have a very good advertising and social media, but it is necessary to have a great place where to sell. The website must be well referenced on Google, it is called SEO (Search Engine Optimization), it must be well presented, clear and above all, fast, which is a problem today. In fact, the average speed tolerance is 2.0s, whereas the main website of Club Med is 5.0s (Club Med data 2020). That can result in a loss of turnover that is difficult to calculate, but it is important to avoid making the customer wait.

It is essential to know where to sell, on the company's website but not only. It is necessary to develop its network to sell more on the digital, with platforms like Google Travel, Destinology or Airways companies which can propose offers with Club Med. All of these represent opportunities for the e-distribution, as it has been seen with the survey, many people trust Google and internet in general, this is an option that should not be ignored.

6.5 Link Between Local Tourism and Digital Marketing

According to the online newspaper Envies de ville, in 2019, 90 million of international tourists traveled to France to discover its patrimony, making the hexagon the most visited country in the world. With the crisis, international visitors are no longer at the date. (Envies de ville 2020.) It is therefore necessary to rely on local visitors. Taking the example of France, some cities have put in place the free access of some of the cultural places such as museums last summer. It had the objective to extend the stays of the local tourists to the benefit of the city and the local producers.

The health crisis has encouraged tourists to rediscover their cultural heritage and to prefer a more local and responsible tourism. It is important that the tourism sector transforms itself to become a resilient, competitive, resource-efficient sector. Thanks to the survey, the author has been able to see that local and sustainable tourism can be seen by people as a revival for the tourism sector. Developing a digital marketing strategy around this concept will surely have the benefit of attracting new customers. There are many Club Med resorts and villages in France both in the sun and in the ski area. Offers can therefore be developed and promoted through digital marketing to attract this clientele interested in local tourism.

6.6 Expected Results

The company already has a solid marketing capital, and which already demonstrates its strength. The marketing budget of Club Med has been estimated by the newspaper Les Echos at 25 to 30 million euros (Les Echos 2019). Since the Covid crisis, the company has been forced to redouble its efforts to attract new prospects and reassure customers.

If Club Med meets all of the criteria by relying on the development of digital technology, it will then be able to improve the perception of the brand by the digital and increase its visibility in order to best reach and attract its target customers. As said before, digital is the key to success in 2021.

7 CONCLUSION

The principal objective of this thesis was to find out how a company such as Club Med could attract new customers through digital marketing. In order to ensure its sustainability in a challenging and constantly evolving economic context, and to show how this aspect is very important to develop for a company. The research was conducted through books, analysis of scientific publications, online articles, and a survey that analyzed the responses of 66 people.

The main research question was: "Is digital marketing a suitable solution for Club Med to attract new customers despite the international problems that surrounding it in 2021?" The answers to this question are described in Chapter 6. The Sub-questions: "What are the effects of the Covid 19 crisis on the business sector?" "What are the changes that Club Med will have to make to their communication?" "What media should Club Med develop and focus on?" "Will local tourism be seen as the revival of the tourism industry?" Have been answered in the previous chapters and also by the solutions in chapter 6.

Despite the positioning of Club Med as a leader in the all-inclusive sector, the Covid 19 has completely changed the working habits of the company, especially in this tourism industry. Having many stakeholders, the results obtained by the company had direct and indirect repercussions on all the parties involved, such as resorts, agencies and suppliers. This crisis has generated a massive decrease in the number of customers compared to the previous years. In fact, people have been forced to stop traveling internationally because of the different rules and border closures.

The company must adopt a proactive approach in order to develop its competitive advantage. The all-inclusive lifestyle offer must create added value for its customers. It must develop its identity to get closer to its target market, by investing in digital marketing actions or in new digital-based projects. The objective is to reinforce trust and reputation in these times when the customer needs to be reassured in order to improve the customer experience. It is therefore necessary for the company to evolve and develop its digital marketing aspect.

In general, digital platforms and social networks are becoming more and more important for the consumer. Digital marketing has therefore quickly become a valuable resource for many businesses. However, it is also seen as a necessary condition for the transition of business into a new stage. Even though digital marketing is on the constant expansion, it is still very difficult to predict the consumer's behavior.

According to Miguel Segui Llinas, the future of tourism depends on the reaction of the population. With the health crisis will there be a greater awareness of environmental problems? Or, after long periods of confinement, will they want to return to their habits, to go back to travelling on a mass scale? (Segui Llinas 2020, 46.)

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APPENDICES

Appendix 1. Questions of the survey

1. How old are you?
2. What is your marital status?
3. Have you ever been to Club Med?
4. If yes, could you grade your experience in general?
5. Here are 6 types of holidays, could you rate them according to what you like?
6. What type of accommodation would you prefer?
7. How important is cost when choosing a holiday destination?
8. What are the criteria in your choice of the holiday location? (multiple choice)
9. Are you going online to find more about your holiday destination?
10. What media do you use the most to form an opinion about the company and the trip?
11. Do you pay much attention to travel communication and advertising on networks?
12. Have you ever booked (or wanted to book) a trip after seeing a promotion on social networks or on a website?
13. Where do you book your holidays? Agency or internet?
14. Do you consult other users' reviews when choosing a holiday destination?
15. In the last 12 months, how many times have you stayed in a hotel room inside your own country?
16. In the last 12 months, how many times have you stayed in a hotel room outside your own country?
17. Would you be interested in local tourism (within your own country) and move away from mass tourism?
18. Have you ever been on holiday in hotels or resorts including sustainable tourism labels? (European Ecolabel, Green Key, ATR, Green Globe...)
19. Would you be willing to pay more to go on a sustainable tourism holiday? (Respect of nature, non-polluting modes of transport, purchase of local products...)
20. In your opinion, what is the future of tourism?