



MODULE 4
MARKETING MIX:
DISTRIBUTION AND SALES
CHANNELS



CULTURAL TOURISM TRAINING COURSE MODULE 4 - MARKETING MIX IN CULTURAL TOURISM

This Training Module is part of the Cultural Tourism Training Course which has been developed within the Erasmus+ Strategic Partnership EUROPETOUR, a European initiative aimed at unlocking the economic potential of Europe's outstanding cultural treasures and empowering rural areas to harvest the potential of cultural tourism.

You can find more information at the homepage: <http://www.europetour.tips>

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Learning objectives

After studying this module, you will understand the various types of decisions which you will need to bring your product or service to the public.

You will understand what a marketing mix means for your cultural products.

You will know the key features of a marketing mix.

You will understand the four components of a marketing mix: product, place, price and promotion.

You will understand the product benefits which are important for a successful product strategy.

You will learn about pricing strategy for cultural products and services.

You will be informed about various distribution strategies for your products and services.

You will learn about promotional strategies and public relations.



Unit 1

The 4 P's in the Marketing Mix

The 4 P's in the Marketing Mix

The terminus “Marketing Mix” is a general expression used to describe the various types of decisions which you will need to bring your product or service to the public. The 4P's is one way – presumably the best-known way – of characterizing the marketing mix.

The 4Ps in the Marketing Mix are:

- Product (or service)
- Place
- Price
- Promotion

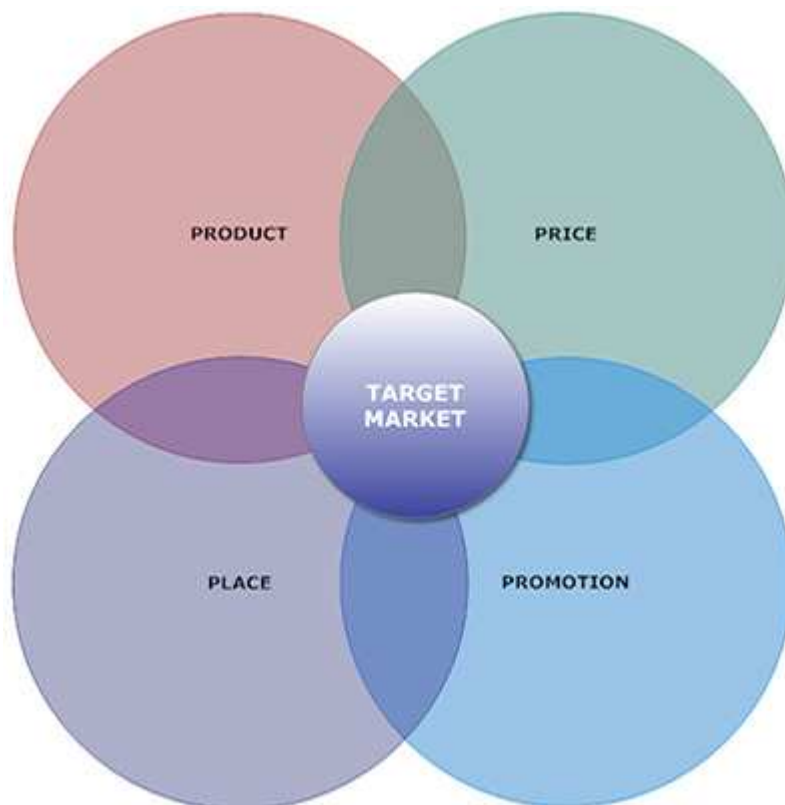


Illustration: <http://marketingmix.co.uk/4ps-in-marketing/>

For reasons of simplicity, this Module will use the word “product” whether it concerns tangible items, e.g. art objects or books, or intangible services, i.e. accommodation, guided tours, concerts or similar.

Basically, a marketing mix will help you understand what your cultural touristic product can offer and how to plan carefully around that. It can be executed perfectly through four elements which are the price, the place, the promotion and also the product itself.



In the following paragraphs, you will find a short summary of these 4 P's.

1. Product

In the cultural tourism business, the “product” can either be an intangible service or a tangible good. Basically, a product should meet the visitors’ specific expectations or needs. Products usually follow a natural lifecycle and that’s why you should strive to understand and plan for each stage accordingly, identify what the product is expected to ‘solve’ and understand the benefits and understand the benefits as well as the features of the product itself. Once you have understood the product itself, you can follow through to identify the target visitors as well.

2. Price

This refers to what you expect the visitors to pay for your products or services. The pricing can have either positive or negative impact on its selling. This depends more on how your visitor perceives the value of this product than on the actual value of the product itself. Therefore, if a product has a higher or a lower price than the perceived value, it might not sell as expected. Therefore, it is important to understand what your visitor perceives before you decide to price a product. If the visitor’s perception is positive, it is likely that the product will even go for a higher price than its actual value. On the other hand, if the product has very little or no value for the visitor, it might be beneficial to underprice the product just to make some sales.

3. Promotion

This refers to the marketing strategies and communication techniques used to advertise your product to the targeted customers. Promotion includes activities like special offers, advertising, public relations and also sales promotions. Any promotional channel used should always be adequate for your cultural product or service, for your visitor and also for the price. Remember, marketing is different from promotion because promotion only concerns the communication aspect of marketing.

4. Placement

Placement refers to how the product or service will be made available to your visitor. A suitable placement strategy will assess the best and most suitable distribution channel for the product.

What is the purpose of the Marketing Mix?

Over the years, the four elements of a marketing mix have been developed and formalized by marketing experts around the world to create and execute successful marketing strategies. This tool attempts to satisfy the supplier and the visitor concurrently. If you understand and launch it successfully, the marketing mix can contribute greatly to the success of your products or service. Some of the key features of marketing mix include the following:



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- It is made up of interdependent variables that are unique. The four elements of the marketing mix need to be planned together to guarantee success for any marketing strategy.
- Using these elements, you can achieve any marketing targets and objectives such as profits, sales, or visitor satisfaction.
- A marketing mix is very fluid and flexible. It's easy to focus more or less on any of the variables depending on the current market situation.

In order for the elements of a marketing mix to stay relevant and updated, monitoring any trends and changes in your market is vital.

At the head of a marketing mix strategy, there should be a qualified marketing manager. This person should be able to manipulate all the variables and forces to achieve a desired result. However, cultural institutions in rural areas will hardly be able to employ or finance a qualified marketing manager. Therefore, this course gives you sufficient information in order to understand the basics.

Always remember that the visitor is the most important part of any marketing mix. The overall value of the product is determined by the perceptions of the visitors. Therefore, the goal is to satisfy and retain as many visitors as possible.



Questions that will help you to understand the four components:

Product/Service

- What does the visitor need from your cultural product or service? What expectations and needs does it fulfill?
- What elements does it have to address these issues?
- Are there any components you have missed out?
- How and where will the visitor use it?
- What does it look like? By what method will visitors experience it?
- What size(s), colour(s), etc. should the cultural product have?
- What is it to be called?
- How is it branded?
- How is it differentiated from your competitors?
- What is the most it can cost to provide, and still be sold adequately beneficially? (See also Price, below).

Place

- Where do visitors search for your item or service?
- If they look in a store, what kind of store is this? A master boutique or a general store, or both? Or online? In a catalogue?
- How would you be able to get to the right distribution channels?
- What do your competitors do?

Price

- What is the value of the item or service to the buyer?
- Are there established price levels for these items or services in your area?
- Is the visitor price-sensitive? Will a little decline in the price gain you additional extra market share? Or will a little increment be indiscernible, and thus give you extra profit?
- What discounts should be offered?
- How will your price contrast with your competitors?

Promotion

- Where and when will you be able to get your marketing messages to your target market?
- Will you reach your audience by advertising online, in the press, or on TV, or radio, or on boards? By utilizing direct marketing mails? Through PR? On the Internet?
- When is the best time to showcase? Is there regularity in the market? Are there any wider ecological issues that recommend or direct the timing of your market launch, or the timing of following promotions?
- How do your competitors do their promotions? How can that influence your decision for promotional activities?

Exercise 17

Marketing Mix in your organisation



Use the checklist above and describe for your organisation which marketing activities have been undertaken (or will be planned). Sort them into the four decision elements (the 4 P's of the Marketing Mix).

1. Product / service

2. Price

3. Promotion

4 Placement



Unit 2

Product Strategies



Product Strategy

As we explained before, a product can be a tangible thing (book, statue, liqueur, etc.) or an intangible service (concert, museum, excursion, etc.) that is offered to your visitor to meet his requirements or to satisfy his expectation or need. The production of this product/service costs money and it is sold to the visitor at a certain price. Also in tourism, many products follow a certain lifecycle, and if planned correctly through intelligent predictions, you will be able to adapt to the challenges that each stage of the cycle presents.

For a product or a service to be successful, it has to meet and satisfy a specific need and it should be able to function as promised. The features and benefits of the product or service should be clearly communicated to your current and potential customers. Another vital feature of a product is branding, because this is what differentiates itself from other similar products in the market. It also creates visitors' recall and loyalty. These factors ultimately affect your product strategy.

Product Categories

There are three main categories of cultural products:

- **Tangible Products:** These are items that can be physically touched and acquired like food, souvenir articles, clothing, books etc.
- **Intangible Products:** These are items that may not be present physically but can still be used or felt indirectly. Examples are music or theatre performances, visits of exhibitions or museums, guided tours etc.
- **Services:** Although most services can be considered as intangible, they are the result of an activity that is not owned by the customer.

Marketing Mix

Marketing mix refers to determining which elements of the product are necessary for successful selling. You need to do extensive customer research in building a good marketing mix. Knowing your competitors and your target market will give you an idea on coming up with a product that appeals to customers. You must know your product strategy, as well as your pricing strategy, distribution strategy and also promotion strategy to fully develop a deep understanding and ensuring maximum success.

Product Mix

The product mix is your portfolio of cultural products and services. Within this portfolio are products that can be linked closely together to form product lines. Products in a product line share



characteristics or offer similar benefits, although they are individual items that have different appearances and functions. Each item has three major factors you need to focus on – branding, packaging, and services. But first, you need to define the product’s benefits.

Understanding Product Benefits

Understanding benefits is a core part in a product strategy. A product’s benefit can be categorized into three levels:

1. Core: This is the main benefit of the product and should be the first to be defined. For example, a souvenir in a museum’s shop can be used to capture memories that will last a lifetime.
2. Actual: These are benefits that differentiate the product from the competition. For the souvenir example, it could be additional benefits beyond being only a “nice item”, e.g. because it includes a practical feature, such as a timer.
3. Augmented: These are the benefits that you can offer to your visitors to earn their loyalty. Examples are e.g. follow-up activities.

Product Decisions

Product decisions come after understanding the product mix and defining the product benefits.

1. Design: You need to decide how the design will affect your product mix. Should it complement the product’s features? Or should the features be designed around it?
2. Quality: Understanding the target visitors is vital for this decision. You can assign a high price to a high quality product but not every visitor may be able to afford it.
3. Features: You need to come up with the final set of the product’s features. If it adds to the actual and perceived benefits, you can price it higher.
4. Branding: Branding is what makes your product just a good. The brand itself can evoke instant desires to visit your destination as it can be associated e.g. to quality and safety.

Exercise 18

Design your product mix



Design a portfolio of your cultural products and services. Try to link products (and/or services) closely together so that they form product or service lines.

Focus on product benefits and the product decisions as described in the module.

Check how close your description comes to the reality, and discuss it with friends or collaborators!



Unit 3

Pricing Strategies



Pricing Strategy

Price is the amount of money that your visitors have to pay in exchange for your product or service. Determining the right price for your product can be a bit tricky. A tempting strategy for beginning a small cultural tourism businesses could be to create a bargain pricing impression by pricing your product lower than your competitors. Although this may boost your initial sales, a low price usually equates to low quality and this may not be what specifically culturally interested visitors should see in your product.

Therefore, your pricing strategy should reflect your product's positioning in the market and the resulting price should cover the cost per item and your profit margin. This amount should not let appear your business as timid or greedy. Low pricing hinders your business' growth while too high pricing kicks you out of the competition.

There are a number of pricing strategies that you can follow. Some strategies may call for complex computation methods and others are intuitive decisions. Select a pricing strategy that is based on the product or service itself, the competitive environment, visitor demand, and other products that you offer.

Cost Plus

Cost Plus is taking the production cost and adding a certain profit percentage. The resulting amount will be the product's price. You need to consider variable and fixed production costs for this pricing method.

In cultural tourism, this method could be applied when you produce your own handicraft items for sale, such as embroidery. You will probably also apply this method for items that you buy and resell, e.g. books, postcards etc.

Value Based

Instead of using the production cost as your basis, you can consider the visitor's perception of the product's value. The perception of the buyer is dependent on the product's quality, the cultural institution's reputation, and healthfulness, aside from the cost factors.

For your cultural tourism business, this method should be applied whenever possible. However, it requires a careful observation of your environment.

Competitive

You take a survey of the pricing implemented by your competitors on a similar product that you are trying to market and then decide whether to price your product lower, the same, or higher. You should also monitor their prices and be able to respond to changes.



This method is generally applied, because it seems easy. However, make sure that all your costs are covered.

Discount

Most commonly used for old product stocks or when you're clearing up your inventory. You take the advertised price and lower the amount.

Apart from selling out-dated or old-fashioned articles, we do not recommend that you apply this pricing method, especially when your calculation usually follows the value based method.

Psychological

You may have noticed that you rarely see pricing rounded off to the nearest whole number. This is a psychological pricing strategy. € 9.99 looks more attractive than € 10.00 although you're only saving a single cent.

We recommend this pricing strategy only for mass articles where the buyer can choose between various offers. In your cultural tourism business, your reputation might become damaged if you play this game too much.

Base your pricing strategy on the methods mentioned above to come up with the proper price for your touristic product or service.

Remember: Price is the only P in the 'Four Ps of Marketing' that actually generates profit for you!

The other P's are cost factors.

Exercise 19

Develop your pricing strategy



Describe which pricing strategies have been operated (or will be planned) by your organisation.). Sort them into the various categories, and justify why you have decided on those!

1. Cost plus strategy

2. Value based strategy

3. Competitive strategy

4 Discount strategy

5. Psychological strategy



Unit 4

Placing (Distribution) Strategies



Placing (Distribution) Strategies

Place refers to distribution or to the methods and location you use that your cultural touristic products or services become easily accessible to the target customers. The type of your product or service dictates how it can be distributed.

You may argue that in cultural tourism, the distribution for your products and services starts with you and ends with you because you supply them to your visitors directly, and that's it. You may say that this is true for most touristic services, as you cannot sell a guided tour through a monastery, a museum visit or a meal in a restaurant to someone else than directly to your visitor at your place.

But is this the whole truth? Couldn't your tickets also be available on the Internet? At the reception in the hotels nearby? Couldn't you produce a video of the tour through the monastery? Couldn't you sell a booklet with the most famous recipes of your restaurant? In this case, you could choose among several distribution strategies.

Therefore, it makes sense to investigate a bit into the following paragraphs, and to reflect whether they allow you to find additional ways to sell your cultural touristic products or services!

Selling Directly – There is more than one way

Direct selling is certainly the most frequently used method in all cultural tourism. One advantage of selling your products and services directly is that you get a more personal feeling for the market because you interact directly with the visitors; and you can easily adapt to changes. Another advantage is that you control your product's pricing and the methods how it should be sold.

The most important distribution method for direct selling is selling on-site, but you should seriously think to include also e-commerce.

Selling Through a Reseller

If you want to have a wider distribution of your product, you can sell it through a third party, who will then resell your product or service. In tourism, resellers are usually travel agencies.

However, there are several other possibilities especially for cultural tourism in rural areas. Imagine some of the following strategies:

- Tickets for your museum are also available in the hotels and pensions in your region.
- These hotels offer also selected items from your museum shop.
- They are also available at the local supermarket.
- The menu of your restaurant is also displayed at the museum where visitors can buy a voucher e.g. for a "medieval dinner".
- Your handicraft products are also available in the museum shop.



Successful business through resellers requires a dense collaboration network. In Module 5 you will read more about this.

Exercise 20

Distribution strategy



Imagine that you suddenly would not be able to sell any product or service to your customer directly in your shop (or museum, hotel, etc..) Which indirect selling pathways could you use to maintain your business?

Congratulations! You have saved your business! How many of these strategies do you employ already now? Can you widen them?



Unit 5

Promotional Strategies



Promotional Strategy

Promotion is the part of marketing where you advertise and market your product or service. It is also known as promotional strategy. Through this strategy, potential visitors get familiar with what you are selling. In order to convince them to buy your product or service, you need to explain what it is, and why they should buy it. Promoting makes your visitors feel that their needs can be satisfied by what you are offering to them!

An effective promotional effort contains a clear message that is targeted to a certain audience and is done through appropriate channels. The target customers are people who will use your product or service. Identifying these people is an important part of your market research. The marketing image that you are trying to convey to them must match with your advertisement's message. It should catch your target visitors' attention and either convince them to buy or at least state their opinion about the product. The promotional method you choose in order to convey your message to the target visitors may probably involve more than one marketing channel.

Advertising

Advertising is a key promotional strategy and can be done through the following:

Print

Print advertisements can be distributed via direct mail or printed media which include newspapers, flyers, trade and consumer magazines. You can also send letters, contests, fact sheets, brochures, and coupons to current or potential visitors across the whole country. Print advertisements let people know what, where, when, and why they should buy your product.

Electronic

You will certainly advertise electronically through your website and provide important and relevant information to visitors and customers. You can also send advertisements via direct e-mail as part of your promotional strategy. You will find more about how to use electronic communication and especially social media in the EUROPE TOUR Social Media Guidelines.

Tourism and Holiday Fairs

Although quite costly, you will reach your target groups, i.e. possible resellers and your potential visitors, in high numbers within a short time. Try to participate in joint exhibitions that are organised by regional or national tourist associations, or organise an exhibition stand with several other cultural tourism providers from your network.

Word of Mouth

They say the best advertisers are satisfied customers and the reverse can also be said. When customers like or dislike your products, they tell other people about it.



Local radio

If you want to reach the local visitors, radio advertisement which is relatively inexpensive yet very effective is a great way to reach and inform them about your business and products. For cultural sites or cultural tourism providers, it may be worth considering a reportage which would be free or cost only a fraction of the advertising price.

Local television

If you want your advertisement to reach customers on a regional level, local television is the way to go, although it can be more costly than the other options. Again, for cultural sites or cultural tourism providers, it may be worth considering a reportage which would be free or cost only a fraction of the advertising price.

Public Relations or PR

Public relations is usually focused on building a favourable image of your organisation. You can do this by doing something good for the community like holding an open house or being involved in cultural community activities. You can engage the local media and hold press conferences as part of your promotional strategy.

The proliferation of the Internet has given birth to other promotional channels that were not available before. E-commerce has also changed the way companies and customers do business. Social networking sites like Facebook reach a very wide audience and putting up advertisements through them may lead to more customers. You will find more about how to use electronic communication and especially social media in the EUROPETOUR Social Media Guidelines.

Exercise 21

Develop your promotional strategy



Describe for your organisation which promotional strategies have been undertaken (or will be planned). Sort them into the various categories, and justify why you have decided on those! Can you analyse which strategy contributes how much to your business?

1. Print advertising

2. Electronic advertising

3. Tourism fairs and exhibitions

4 Radio and TV

5. Public relations



Unit 6

The 5th P in the Marketing Mix



The Importance of People within the Marketing Mix

One of the essential elements of the marketing mix is people. This includes every-one who is involved in the product or service directly or indirectly. Not all of these people get in touch with the customers. But all these people have their own roles to play in the production, marketing, distribution, and delivery of the products and services to the visitors and customers.

The 5th P in the Marketing Mix

Modern marketing theories place people as the 5th P in the marketing mix, joining the other 4 Ps; namely: product, promotions, price, and place. Without people, all these other Ps will not complete a successful marketing formula. This new aspect refers to all persons who are employed by your organisation: people who design, develop, or manufacture your products and services; people who do market research; who ensure timely delivery; provide support services; and who serve as contact point for your visitors.

People Who Make Your Product or Service

Aside from your management team, there are people down the line who are re-sponsible for coming up with the products and services of your organisation. In a cultural organisation, you should take time to hire people who have the competence and expertise in the particular area they are operating in. This is true for people in the entire organisation, from the managers down to the person at the ticket counter. Investing in high caliber people will allow you to come up with the best products and services for your visitors. Having these people represent your organisation will also give you a positive image in the eyes of the visitors. It goes without saying that such positive image supports your business.

People Who Talk to the Visitors

Cultural organisations, no matter how big or small, require visitor service to support their products and services. They should have the right kind of people working at their visitor touch points. A friendly face at the entrance or a helpful hand are the “business card” for all institutions targeted at visitors. For a lot of visitors, this could actually make or break a deal. Visitors always want to be assured that they



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can talk to people who are willing and able to help them in case they have problems or concerns with the products they bought or the services they availed of. Cultural organisations should ensure that they have visitor-friendly people who are ready to serve their visitors' needs.

Visitor service people can actually serve as a differentiating factor versus other competitor institutions. Visitors look for exceptional cultural services. It pays, therefore, to invest in training your visitor service personnel. It should encompass both the technical as well as the personal aspects of the job. This means that they should be knowledgeable about the specifications of your products and services. At the same time, they should also be personable and have the genuine desire to serve.

The Overall Customer Experience

It goes without saying that people definitely have an impact on the overall visitor experience. In the realm of marketing, giving customers nothing but the best experience in using your products and dealing with your people is the key to gaining more new visitors and keeping more of the existing friends. Patronage and loyalty are end results of a great visitor experience brought about by the entire marketing mix.

Exercise 22

People contribute to your success



Describe which measures you have taken to assure the best possible results in your organisation that focus on all persons who are employed by your organisation: people who design, develop, or manufacture your products and services; people who ensure timely delivery; provide support services; and people who serve as contact point for your visitors.

Gustalarancione Gustailblu



Why is this a Best Practice?

The project "The TASTE ORANGE" research, values and promotes food and wine itineraries and quality in the municipalities "Orange Flag"

The project aims to

- create a "System of Typical" which is a local resource production made of knowledge and traditions potentially capable of responding to global demand
- develop the sustainability of local products through the adoption of specific valuation strategies and in effective coordination and inter-regional address
- focus on actions to be implemented for the development, also for tourism, the local agro-food specialties, highlighting the features and highlighting the origins and local culture
- "export" the aforementioned typical abroad with a cultural exchange, and therefore knowledge of local customs and goodness, between the Orange Flag Association involved in the project and municipalities outside the Italian borders; contribute to the qualification and differentiation by strengthening the "ITALIAN BRAND"

In the Marche Region, 20 Municipalities participate at the Orange Flags.

The similar project "TASTE THE BLUE" researches, evaluates and promotes food and wine itineraries and quality in the municipalities. Here 18 municipalities have joined the "Blue Flag"



<https://www.gustalarancione.com/index.php>

<https://www.gustailblu.com/>

Kazanlak and the Trans-Balkan Cultural Route



Why is this a Best Practice?

The town of Kazanlak is located in the centre of Bulgaria. It is an attractive tourist destination because of its location, nature and cultural heritage.

Kazanlak is located in the centre of the Valley of the Roses. The Rosa Damascena, known as the Damask or Castile rose, is the greatest treasure in the region of Kazanlak. The rose was imported into Bulgaria centuries ago, and today it is one of the nation's symbols. Kazanlak is famous worldwide through its rose oil, produced here, and with the Rose Valley Festival that gives the start of the rose harvest. The first official records of rose oil exports refer to trade with Germany and Austro-Hungary beginning in 1771. The Rose Museum is said to be the only museum in the world dedicated to the most classic of all blooms, the rose.

Another special feature of the location is its connection with the ancient history. Kazanlak is situated in the so called The Valley of the Thracian Kings. The country's largest and best preserved Thracian tombs are found here, and they are included among the UNESCO World Heritage Sites, along with the Museum of Roses. That is why Kazanlak is famous as "the home of the Thracian kings".

Kazanlak is included as destination point in The Trans-Balkan Cultural Route with interesting touristic places in Bulgaria and Romania from stone churches, fortresses and monasteries, to villages depicting medieval lifestyle, markets and bazaars; this is a journey into the rich past.



Photograph: Peika.bg

<http://www.rosevalleybg.com/rose-festival-kazanlak-bulgaria.htm>

The Way of Saint Toribio of Liébana

“Jubilee Year 2017”



Why is this a Best Practice?

SRECD, the Regional Society for Education, Culture and Sport of Cantabria, is an institution embedded in the Government of Cantabria Region, North of Spain, which aims at the protection, promotion, restoration and safeguard of the architectural religious heritage of the Region. The organization is responsible for the planning and coordination of the initiatives related to the protection and promotion of Jubilee Year of Saint Toribio of Liébana.

SRECD offers a unique hands-on experience in the UNESCO World Heritage listed “Camino Lebaniego de Santo Toribio” (The Way of Saint Toribio of Liébana). The government’s institution works together with municipalities, local agencies, dioceses and stakeholders organizing the different steps of the way for the visitors to experience the life of a pilgrim every metre of the route.

The collaborators with SRECD are accommodation facilities (network of shelters), the Centre for Studies of Liébana, the Museum Torre del Infantado, and the gastronomy that provides local food and traditional dishes of the coastal and mountainous valleys all through the Way of Saint Toribio, as well as the “Pilgrim Menu”.



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