

Juan Manuel Ribera de Frías
Barcelona, Spain
Email: jmribera@gmail.com; [LinkedIn](#)
Website: www.jmribera.com

PROFILE

Senior **tourism** and **leisure** consultant with over 30 years of **international experience** in **strategic planning**, destination **marketing**, and **sustainable tourism development**. Extensive experience in **leading** and **participating** in high-impact tourism projects across Europe, Latin America, North Africa, and the Middle East. He holds a strong academic background in Business Administration from ESADE (Barcelona). His professional experience combines strategic insight with practical expertise in **project management**, investment planning, and **multidisciplinary team coordination**. Fluent in English, French, Spanish, and Catalan, bringing a **multilingual** and **multicultural** perspective that enhances **collaboration** and **communication** across diverse international environments.

WORK EXPERIENCE

JMRibera & Partners, Barcelona, Spain (www.jmribera.com) Independent consultant specialized in the tourism and leisure sector.	Jan 2012 – Present
Tourism & Leisure Europraxis (Minsait Group), Barcelona, Spain Senior Consultant and Director Consulting company specialized in the tourism and banking sectors.	Jan 2000 – Jan 2012
THR, Barcelona, Spain Consultant Consulting company specialized in the tourism and leisure sector.	Jan 1998 – Dec 1999
Dimensión Marketing Directo, San Sebastián, Spain Account Executive Advertising and direct marketing agency.	Mar 1995 – Apr 1997
Televisió de Catalunya, Barcelona, Spain Deputy Marketing Director Public broadcasting company.	Oct 1993 – Feb 1995
Proactiv, Barcelona, Spain Project Manager Agency for promotional marketing and organization of major events.	May 1990 – Oct 1992
Camper, Mallorca, Spain Marketing Assistant Shoes and fashion company.	June 1990 – Apr 1990

CONSULTANCY EXPERIENCE

2025 – Tanger City Port Authority (SGPTV), Morocco - Consultant in collaboration with WB Consulting.
Study for the Elaboration of the SGPTV Strategic Plan 2026–2030. SGPTV aims to define its 2026–2030 strategic development plan through a comprehensive diagnostic of its current operations, regulatory commitments, and sector trends. The study includes competitive benchmarking and will deliver a clear strategy, roadmap, and governance/business-model scenarios aligned with ANGSPÉ's vision.

2024 - Saïdia Development Company (SDS), Morocco - Consultant in collaboration with WB Consulting.
Saïdia tourist resort repositioning plan.
Conduct a strategic study to reposition Saïdia Resorts as a competitive Mediterranean destination. It includes a full diagnostic, a definition of a positioning strategy with target markets and development vision, and an operational roadmap with investment and communication plans.

2024 - Moroccan Society for Tourism Engineering (SMIT) - Consultant in collaboration with WB Consulting.
Strategic development plan for the marinas of Morocco.
Enhance the appeal and performance of Morocco's marinas by defining a strategic repositioning plan. The methodology includes four phases: diagnosis of the current situation, market analysis with international benchmarking, definition of positioning and strategic vision, and development of action plans focused on services, infrastructure, pricing, and governance.

2023 - Zenata Development Company (SAZ), Morocco - Consultant in collaboration with THR.

Development of the leisure program and feasibility study of the Eco Cité Zenata.

Site analysis, market analysis, and benchmarking of global leisure trends define the park's concept, experiences, and target audiences, develop a financial feasibility study and business plan, and identify potential operators and investors with tailored engagement strategies.

2023 - Barcelona Provincial Council (DIBA) - Team Leader.

Feasibility study of a Conference Centre located at La Industrial.

Develop a preliminary business plan for the future La Industrial+ Conference Center, based on a tailored market study of the MICE sector. It includes an assessment of current and projected supply and demand, benchmarking, and a SWOT analysis, followed by the definition of the center's concept, business model, marketing strategy, and financial projections.

2021 - Commonwealth of Nordic Skiing Municipalities of Catalonia - Team Leader.

Sustainable Development Plan of the Nordic Ski Resorts of Catalonia.

Assess current challenges and opportunities at both local and regional levels, and define a roadmap aligned with the Spanish **Tourism Sustainability Strategy** and EU Next Generation funding criteria. The process includes diagnosis, vision setting, strategic planning, and stakeholder engagement to ensure long-term environmental, social, and economic resilience of these mountain areas.

2020 –Railways of the Government of Catalonia (FGC) - Team Leader in collaboration with aQa Consulting.

EPIREMED Sustainable Cross-Border **Tourism Project** Marketing Plan. Strategic and operational marketing plan, including the development of technological infrastructures to support **tourism promotion, communication, and management**. The project also provides guidance for its implementation in both the Catalan and French Eastern Pyrenees. All actions are framed within the EPIREMED European cooperation project. FGC is the main partner of the project.

2020 – Railways of the Government of Catalonia (FGC) - Team Leader.

Update of the Strategic Plan for the Winter sports and Mountain tourism sector in Catalonia.

Assess current challenges and opportunities and define actionable short-term proposals aligned with the "Catalunya 2022" vision and the Government's territorial development objectives. The methodology includes analyzing the original documentation, integrating a new strategic vision, and producing an executive summary to communicate key findings and proposals to institutional stakeholders.

2019 - Northern Promotion and Development Agency (APDN), Morocco - Consultant in collaboration with Abderrahim Kassou.

Study of Economic Opportunities of Tétouan's Medina, Morocco.

Create a strategic economic development plan for Tétouan's Medina. The three-phase methodology includes: (1) diagnostic analysis of Medina's socio-economic and spatial context; (2) definition of strategic objectives through participatory workshops; and (3) an action plan outlining programs, projects, and governance models, with a focus on sustainability and heritage conservation.

2019 - City Council of Perpignan / European Commission POCTEFA Program - Consultant in collaboration with aQa Consulting.

Marketing and Promotion Plan for the European Project TTFS: Sustainable Cross-Border Fluvial Tourism. Position the TTFS territory as a sustainable cross-border river tourism destination through a three-phase approach: diagnostic analysis of tourism assets and markets, development of a strategic marketing and communication plan, and design of an action plan with innovative activities and coordinated stakeholder engagement.

2019 – Sentmenat Town Hall and Barcelona Provincial Council - Team Leader.

Sentmenat **Strategic Tourism Plan**. The methodology involves a participatory process in two main phases: a diagnostic phase to assess current resources, demand trends, and competitive positioning, followed by a strategic phase that defines a vision, objectives, and an action plan. This action plan will outline product and market strategies and concrete programs to guide the municipality's tourism.

2018 - Lleida Provincial Council - Team Leader.

Positioning study of the tourism brand "Ara Lleida".

2018 - Girona City Council - Team Leader in consortium with the University of Girona and ALS.

Girona **Strategic Tourism Plan**.

Technical consultancy involving a complete diagnostic of the destination (demand, supply, economic impact, and stakeholder mapping), development of a SWOT-based strategic framework, and design of a six-year action plan to strengthen competitiveness, sustainability, and product diversification.

2017 - Bages County Council and Barcelona Provincial Council - Team Leader.

Strategic Tourism Plan for the Bages Region.

2017 - Association of Nautical Stations of Catalonia - Team Leader in collaboration with Maurici Carbó.

Definition of the new strategic model of the Association of Nautical Stations of Catalonia. *Consultancy to redesign the governance, operational structure, and strategic model of Catalonia's Nautical Stations, including diagnostic, DAFO, and a new implementation roadmap.*

2017 - Penedès Wine Tourism School - Creator and Trainer.

Course on creating sustainable wine tourism products.

2016 - Sant Carles de la Ràpita Town Hall - Team Leader and Consultant.

Tourism planning of La Platja del Trabucador, Biosphere Reserve.

2016 - Sant Carles de la Ràpita Town Hall - Team Leader.

Strategic plan for economic development in Sant Carles de la Ràpita.

Lead consultant for the design of the municipality's Local Development Plan, including diagnostic analysis (territory, economy, society), competitive assessment, and a participatory stakeholder process. The project defined a strategic vision, priority objectives, and an action plan to strengthen sustainable economic development and territorial competitiveness.

2016 - Girona City Council - Team Leader in collaboration with Maurici Carbó.

Development of the economic sector of bicycles in Girona. Consultancy to design the strategic vision, diagnostic, action plan, and funding roadmap for Girona's cycling ecosystem, integrating tourism, sport, mobility, and industry to position the territory as a European reference in cycling innovation.

2016 – Catalonia Tourism Authority - Team Leader and Consultant.

Observatory of gastronomic landscapes of Catalonia.

Consultancy to conceptualize and coordinate a pilot linking landscape and gastronomy through the creation of a "Landscape Kitchens" catalogue, defining criteria, stakeholder structure, certification process, and tourism experience framework to support sustainable destination development.

2016 - Barcelona City Council and The Responsible Tourism Institute - Team Leader and Consultant.

Development of the Biosphere Barcelona standard for Responsible Tourism.

Consultancy support in the creation of a sustainability certification framework adapted to Barcelona, including documentary analysis, alignment with local strategic plans, stakeholder consultations, and the drafting of the "Biosphere-Barcelona Standard Proposal" to guide responsible tourism criteria for urban destinations.

2016 - Barcelona City Council - Rapporteur and Moderator.

Marketing report of the **Strategic Tourism Plan** of Barcelona 2020. Rapporteur and moderator of the expert meeting

Consultancy for the creation of a **tourism sustainability** standard tailored to Barcelona, including documentary analysis, expert consultations, alignment with the city's strategic plans, and drafting of the core "Biosphere-Barcelona Standard" framework.

2015 – Barcelona Global – Consultant.

Project to position Barcelona as the headquarters of global NGOs, supported by Barcelona Global, a Member of the Management Committee.

2014 - Secretary of Tourism, Government of the State of Quintana Roo, Mexico - Senior Consultant for ALS Consultancy.

Study on the Alternative Tourism Potential of Quintana Roo.

Consultancy for the design of the State's long-term **tourism strategy**, including a complete diagnostic of territorial, economic, environmental, and demand-supply conditions; benchmarking against national and international destinations; and the formulation of strategic objectives, priority programs, and an investment project portfolio to guide **sustainable tourism development** through 2030.

2014 - Colles Castelleres de Catalunya Association (CCCC) - Team Leader in collaboration with Luís Valdés.

Marketing Plan and New Sources of Financing. Consultancy for the creation of the "Marca Castellera," including brand strategy, visual identity framework, tourism product structuring, sponsorship model, licensing system, and merchandising strategy to strengthen value protection, positioning, and revenue generation across the casteller ecosystem.

2014 - City Council of Sant Fruitós de Bages and Món Sant Benet - Team Leader.

Benet Games is a multi-sport event.

Consultancy for designing a flagship outdoor sports event, including concept development, stakeholder mapping, operational and organizational framework, marketing strategy, and full economic viability assessment to position the municipality as a reference destination for outdoor sports.

2014 - Prima Innovative Inveestimentos SL, Brasil - Team Leader for Sabertia Capital Partners.

Economic evaluation and research of partners for a tourist resort of 6,500 hectares in Brazil. Consultancy to identify and secure a 50% strategic partner, including business plan review, valuation, transaction structuring, preparation of investment documentation (teaser, OM), long-list and short-list of investors, LOI management, and negotiation support through closing.

2014 - Moroccan Society for the Valorisation of Kasbahs, (SMVK), Morocco - Team Leader.

Study for the transformation of three kasbahs from southern Morocco into a network of responsible hotels.

Consultancy project involving the strategic review of the national "Kasbahs Valorisation" program, including architectural, tourism and hotel potential assessments; definition of the hotel concept, branding and market positioning; and development of tailored business models, management formulas, and financial feasibility studies for each kasbah, aligned with Morocco's Vision 2020.

2013 – Catalonia Tourism Authority - Team Leader in collaboration with the consulting firm Intelligent Coast.

Study on the state of obsolescence of sun and beach hotels in Catalonia. Consultancy to analyse obsolescence and define a replicable method for renovating Catalonia's coastal hotel stock, including territorial diagnosis, GIS-based competitiveness assessment, investment quantification and criteria for renewal incentives.

2013 - Punt Cat Foundation – Consultant.

Development of the Dot Barcelona digital space based on the criteria defined in the Barcelona brand. Consultancy to determine the domain's digital brand identity, sector and use framework, and the Sunrise launch guidelines, including style guide, prioritisation criteria, and regulatory framework for the city's new top-level domain.

2013 – Barcelona City Council - Team Leader.

Study for the coordination of the communication strategy of the Institut Barcelona Esports in accordance with the Global Communication Plan of the Barcelona City Council. Consultancy project to align IBE's communication actions with Barcelona's Global Communication Plan, including diagnostic analysis, stakeholder interviews, definition of the strategic communication framework, and development of formal criteria for brand architecture and event communication across all sports-related initiatives.

2012 - General Directorate of Tourism of the Generalitat de Catalunya / Tourism & Leisure Advisory Services (T&L) - Project Director and Team Leader.

Strategic Tourism Plan of Catalonia (2016) and National Tourism Guidelines (2020).

Consultancy to define Catalonia's long-term tourism model through a whole sector diagnostic, competitive and SWOT analysis, and the formulation of strategic objectives and action plans for competitiveness, sustainability, and market development.

2011 - Barcelona City Council, Technical Office of the Winter Olympics 2022 Candidature - Head of Promotion of the Candidacy.

Candidate of Barcelona Pirineu for the Winter Olympics 2022.

Responsible for defining and coordinating the bid's marketing and communication strategy, including brand identity, promotional planning, stakeholder and media relations, and sponsorship engagement, aligned with the technical and institutional requirements of the Spanish Olympic Committee (COE).

2010 - Ministry of Tourism of Belize / Inter-American Development Bank - Team Leader.

Belize Strategic Plan for **Sustainable Tourism**.

Consultancy for the **National Sustainable Tourism Master Plan**, including sector diagnostic, competitiveness and market analysis, stakeholder engagement, and formulation of the strategic vision and development model for Belize.

2010 – Ratti Group, Italy - Team Leader.

Conceptualization and Business Plan for an eco-resort in Sardinia, Italy.

Consultancy to assess market potential and define the concept, masterplan and financial feasibility of a sustainable eco-resort on a 35-hectare site near Orosei, integrating environmental analysis, benchmarking, development program and investment modelling.

2010 - Strategic Plan of Barcelona 2015, Barcelona City Council and Turisme de Barcelona – Consultant.

Strategic marketing bases of the Strategic Tourism Plan of Barcelona 2015.

Consultancy to define Barcelona's tourism marketing strategy, including competitive analysis, positioning and segmentation framework, product-market strategy, and brand, communication and distribution guidelines aligned with the city's long-term tourism vision.

2010 – Madaef (Groupe CDG), Morocco - Team Leader.

Feasibility study for the creation of a society for the conservation of the architectural heritage of Morocco. Consultancy to assess 17 kasbahs and select 10 priority sites; define the marketing strategy and hotel concept; develop preliminary architectural and rehabilitation programs; and produce the complete technical and financial feasibility study, including business model, investment needs and 20-year projections.

2009 - Moroccan Ministry of Tourism - Senior Consultant in a consortium with Monitor.
Strategic Tourism Plan for Morocco 2020.

2009 – Hpartners, Morocco - Project Director in a consortium with Boston Consulting Group.
Strategic plan for Morocco's leading hotel investment fund.

2008 - Dorchester Holdings, Slovakia - Project Director.
Business plan for a mountain resort in Spisski Raj, Slovakia.

2008 – MedZ (Groupe CDG), Morocco - Team Leader.
Study of tourist positioning in Zagora, Morocco, and development of a new concept for a responsible hotel distributed throughout the Draa Valley, Morocco.

2007 - Panamanian Tourism Institute / Inter-American Development Bank - Team Leader.
Master Plan for Sustainable **Tourism Development** of Panama 2020.

2007 - Confide Developments - Team Leader.
Business plan, search for operators and investors, and management of the development team of the resort Fazenda Praia Canoé, Northeast Brazil.

2007 - Sonaba, Moroccan Ministry of Tourism – Consultant.
Conceptualization and Business Plan for an Eco-Resort in Tifnit, Morocco.

2006 - Tanmiyat Developments, Saudi Arabia - Team Leader.
Conceptualization of a new city for pilgrims annexed to Mecca, Saudi Arabia.

2006 - Ministry of Tourism of Ecuador / Inter-American Development Bank - Team Leader.
Strategic Plan for Sustainable Development of Tourism in Ecuador, "Plandetur 2020".

2005 - Supreme Commission for Tourism and Antiquities, Saudi Arabia - Team Leader.
Conceptualization and business plan of a tourist city in Al-Uqair, Saudi Arabia.

2005 - Aramón, Mountains of Aragon – Consultant.
Business plan and urban project for the expansion of the ski resort of Cerler through the Castanesa Valley, Aragon Pyrenees, Spain.

2005 - Catalan Tourism Agency – Consultant.
Plan for the creation and development of the brand "sport tourism destinations" in Catalonia.

2004 - Agency for the development and promotion of the northern provinces of Morocco - Team Leader.
Tourism Development Plan of Tangier (Morocco) and re-ordering of its Maritime Front.

2004 - PROFIT Program, European Commission – Consultant.
Supervision of the project for the organization of a meeting of the tourism sector in Jamaica with the participation of European investors and Caribbean companies.

2004 - Spanish Agency for International Cooperation (AECI) – Consultant.
Training seminar for the Ministry of Tourism of Albania.

2003 - Meknès-Tafilalet Region Authority, Morocco - Team Leader.
Strategic Plan for the Tourist Repositioning of Meknès-Tafilalet.

2003 - Catalan Association of Ski Resorts and Mountain Activities (ACEM) - Team Leader.
Strategic plan for the snow and mountain tourism sector in Catalonia.

2003 - Groupe Ona, Morocco - Team Leader.

Feasibility study for the development of a hotel in Casablanca, Morocco.

2003 - Casa Molines, Andorra – Consultant.

Business plan for the development of a mountain resort in El Tarter 1710, Andorra.

2003 - State ProInversion Agency, Peru - Team Leader.

Business plan for the development of a tourist resort in Playa Hermosa, Tumbes, Peru.

2003 - Siger (King of Morocco company) – Consultant.

Conceptualization and Business Plan for the development of the Royal Mansour Marrakech Hotel.

2002 - Agence Urbaine et de Sauvegarde de Fès / Moroccan Ministry of Tourism - Project Director and Team Leader.

Study of strategic **tourism development** of the city of Fès, Morocco.

2002 - Turespaña, in collaboration with Indra Systems and Telefónica – Consultant.

Business plan for the **development** of the **tourism** internet portal of Spain, Spain.info.

2001 - PROFIT Program of the European Commission – Consultant.

Pilot test of a system of reservations for rural tourism in Europe, Ruralnet.

2001 - Moroccan Ministry of Tourism / World Bank - Team Leader.

Study of conceptualization and feasibility of a **tourism** project in Essaouira, Morocco, within the framework of the Plan Azur and Vision 2010.

2001 - Moroccan Ministry of Tourism / World Bank - Team Leader.

Study of conceptualization and feasibility of a **tourism** project in El Jadida, Morocco, within the framework of the Plan Azur and Vision 2010.

2000 – TurEspaña – Consultant.

Study of the image of Spain as a tourist destination in Europe, definition of the “briefing” for the competition of agencies on the international advertising campaign, and pretest of the proposals.

2000 – TurGalicia – Consultant.

Tourism marketing strategy of Galicia on the Internet.

EDUCATION

Master of Business Administration

ESADE, Barcelona, Spain

1987 - 1988

Bachelor of Business Management and Administration

ESADE, Barcelona, Spain

1983 – 1988

LANGUAGES

Catalan: Native

Spanish: Native

English: Full professional proficiency

French: Full professional proficiency

REFERENCES

(Available upon request)