

UNIVERSITÀ DELLA SVIZZERA ITALIANA

MASTER INTERNATIONAL TOURISM

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Large events and city tourism
the case of
Barcelona

Report

Summary

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1. Urban planning
2. Tourism strategy
3. Public space and culture
4. Mobility
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Introduction

The importance of event for:

- political consensus
- facility access financing
- strategic planning

Normally any large event touch this 3 fundamental steps but the future touristic success isn't direct: only who manage with shrewdness can obtain the best results.

Is it the case of Barcelona!

Introduction

The most important events for Barcelona:

- 1888 Universal Exhibition
- 1929 International Exhibition
- 1952 Eucharistic Congress
- 1982 World Soccer Championship
- 1992 Summer Olympic Games
- 1993 Joan Mirò's Year
- 2002 Antonio Gaudì's International Year
- 2004 Universal Forum of Culture

1. Urban planning



1. Urban planning

1.1 Transformation belong last 25 years

1.2 The aim

1.3 The result

1.4 The guest

1.1 Transformation belong last 25 years



1.1 Transformation belong last 25 years

3 stages:

a) 1980-1987

b) 1987-1992

c) 1992-2004

1.2. The aim

a) 1980-1987

Small interventions but extremely significant for the city. This space is subtracted to the exclusive use of the car to become public space enjoyable even for the pedestrian people: is it new space for meeting.

The concept that has guided the new perspective is that “the street is not a way!”.

1.2. The aim

b) 1987-1992

The allocation for the Olypmics Games (1992) is the most important fact for the total changing of all urban system: now the intervention is global and touch all city's perimeter!

For areas are complete renovate:

- Montjuïc
- Vila Olímpica
- Port
- Airport

1.2. The aim

c) 1992-2004

MOBILITY and INFRASTRUCTURE are the main point for new interventions. Concern two city's areas:

EST

- new expansion of the airport, to 20 until 40 million arrivals per year.
- Introduction high speed train (AVE).
- Deviation of the river for enlarge the port.

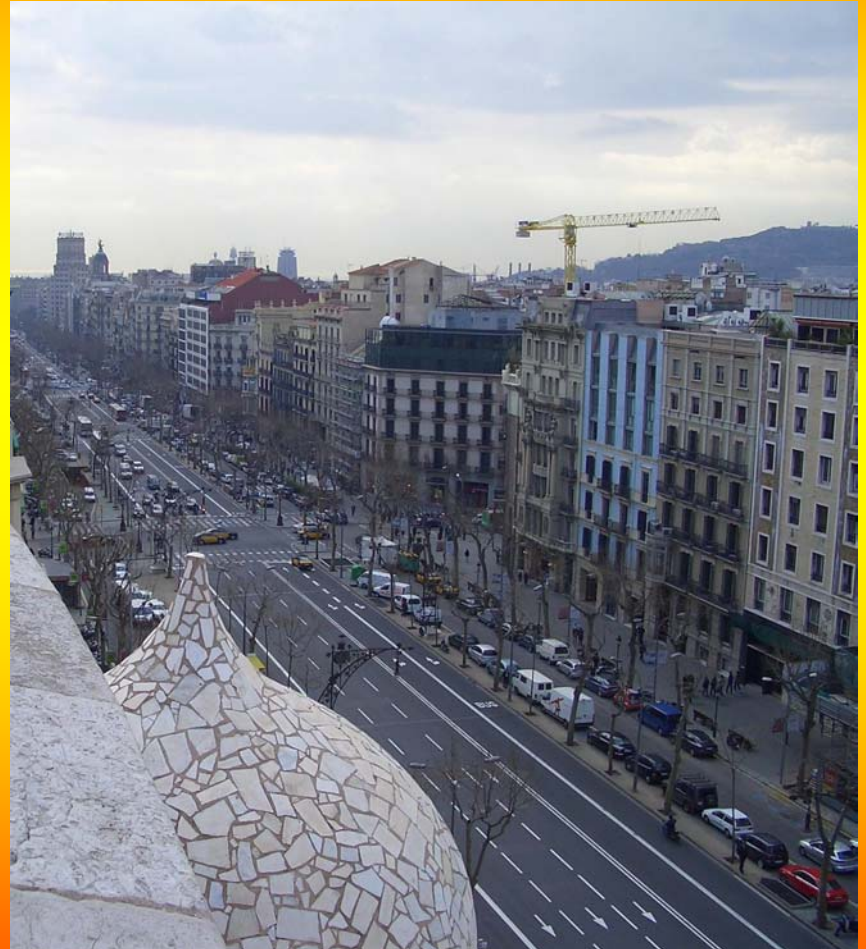
OVEST

- Area FORUM: new centrality of city, culture and services
- 22@: payback periphery, crossing from industry sector to services sector. To transform 200 hectares of industrial land into an innovative economic district.
- Multimodal station: Sagrera.

1.3 The result

a) 1980-87

The great number of problems caused by cars, they have to understand that they're not the owners of the road (*una calle no es una carretera*, a street is not a road). The results is to **RECOVER** new public space for pedestrian people.



1.3 The result

b) 1987-92

New areas for OG. The results in this period are the **TRANSFORMATION** of urban space: the port became a tourism attraction!



1.3 The result

c) 1992-2004

The last period all the intervention are drive with the **CREATION** of new public space and new city center: area Forum, front see and all square 22@.



1.4 The guest

Juan Carlos Montiel

architect and urbanist

Director of project 22@ bnc

“The importance of public space in urban intervention; a higher value is given to the new area with a work of art”

“This changing process of the city of Barcelona has been done through the years thanks to the continuity in politics and the presence of some key person all over the time (e.g.; Architect Acebillo). Moreover the importance of the interconnection between public and private”

“The changes in the city had not been done only for tourists, but for the locals, to improve the City of Barcelona and the quality of life of its residents”

2. Tourism strategy



2. Tourism strategy

2.1 The tourism organisation

2.2 The tourism evolution

2.3 The results

2.4 The guests

2.1 The tourism organisation

Barcelona and its first steps in tourism promotion.

In 1989 was the beginning of a partnership:

- A Tourism Marketing Plan was elaborated by the *Patronat de Turisme* and the Chamber of Commerce, Industry and Navigation of Barcelona.
- In 1992 and after the Olympic games a Strategic Plan was the starting point of the creation of a Consortium:
Turisme de Barcelona

2.1 The tourism organisation

The *Turisme de Barcelona*, set up in 1993 by Barcelona Municipal Council and the Barcelona Chamber of Commerce, Industry and Shipping and the Barcelona Promotion Foundation. The Consortium works to promote the city as a tourist destination; its main aims are:

- to consolidate the number of tourist already visiting the city.
- to attract new visitors.
- to promote and make cost-effective Barcelona's range of shop.

2.1 The tourism organisation

In order to achieve these aims the organisation focuses its activities on the promotion and positioning of Barcelona as a tourism product both at home and abroad.

Turisme de Barcelona runs a series of programmes geared to promoting the city in different spheres of tourism.

2.1 The tourism organisation



Organization chart



2.1 The tourism organisation

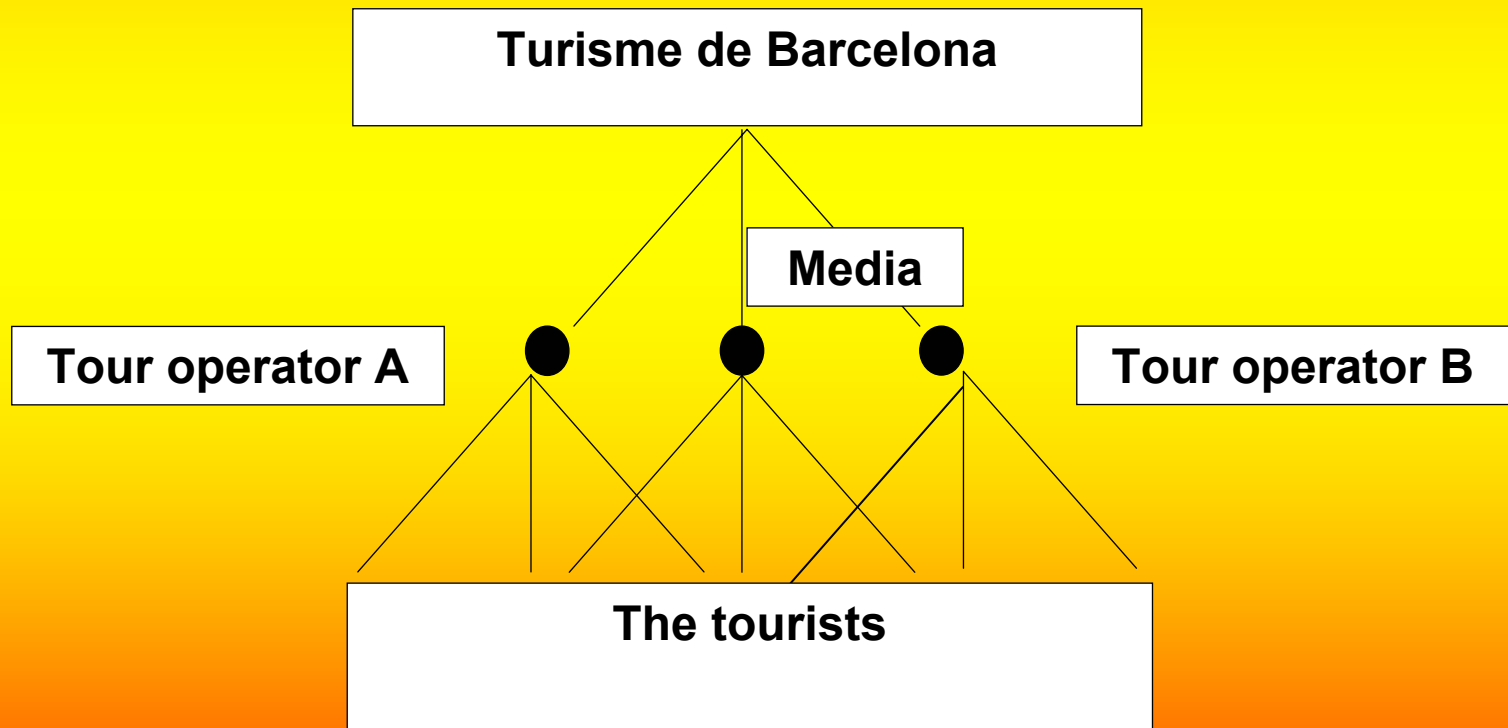
The communication strategy is aimed to maximize the impact minimizing the costs. To do that, the *Turisme de Barcelona* experts exploit the following techniques:

- address to media and Tour Operators, so that their advertising message is amplified by the first level addressee to the final consumer with no additional costs for the Public Administration
- invite opinion leaders, such as journalists and tourist operators or agents, to taste the product.

This strategy is working only if you are offering a good product.

2.1 The tourism organisation

Flow of the *Turisme de Barcelona* promotional communication



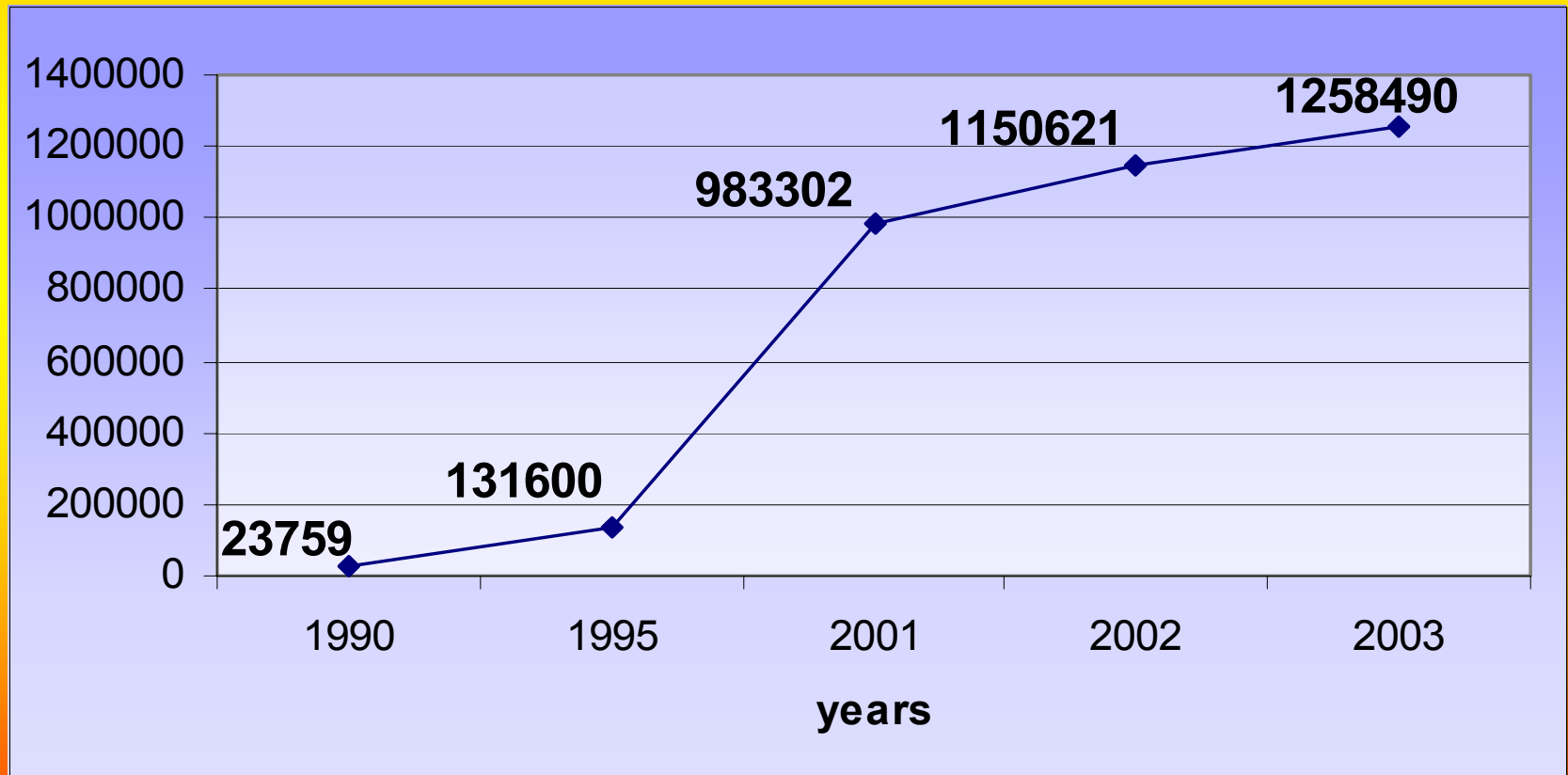
2.1 The tourism organisation

Turisme de Barcelona had a total budget of 12.7 million euro in 2002, from which 82% (10.4 million euro) is generated by the organisation's activities, mainly by selling products, such as the **Barcelona Bus Turístic**, **Barcelona Card** and **Barcelona walking tours**, among others, as well as from selling publications and services.

The City Council and the Chamber of Commerce, Industry and Navigation of Barcelona finance the rest (2.3 million euro).

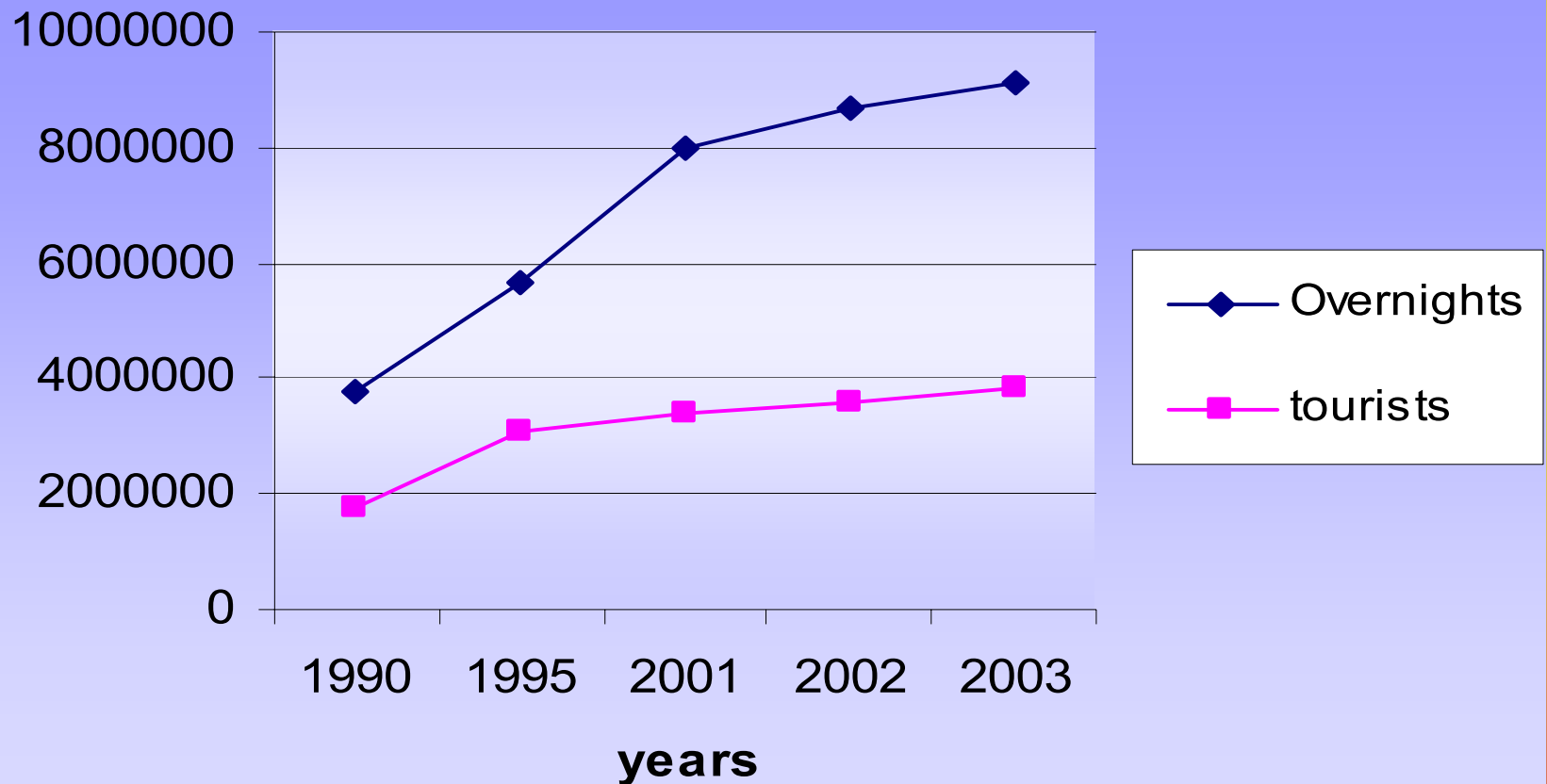
2.1 The tourism organisation

Number of tourist *Barcelona Bus Turistic*



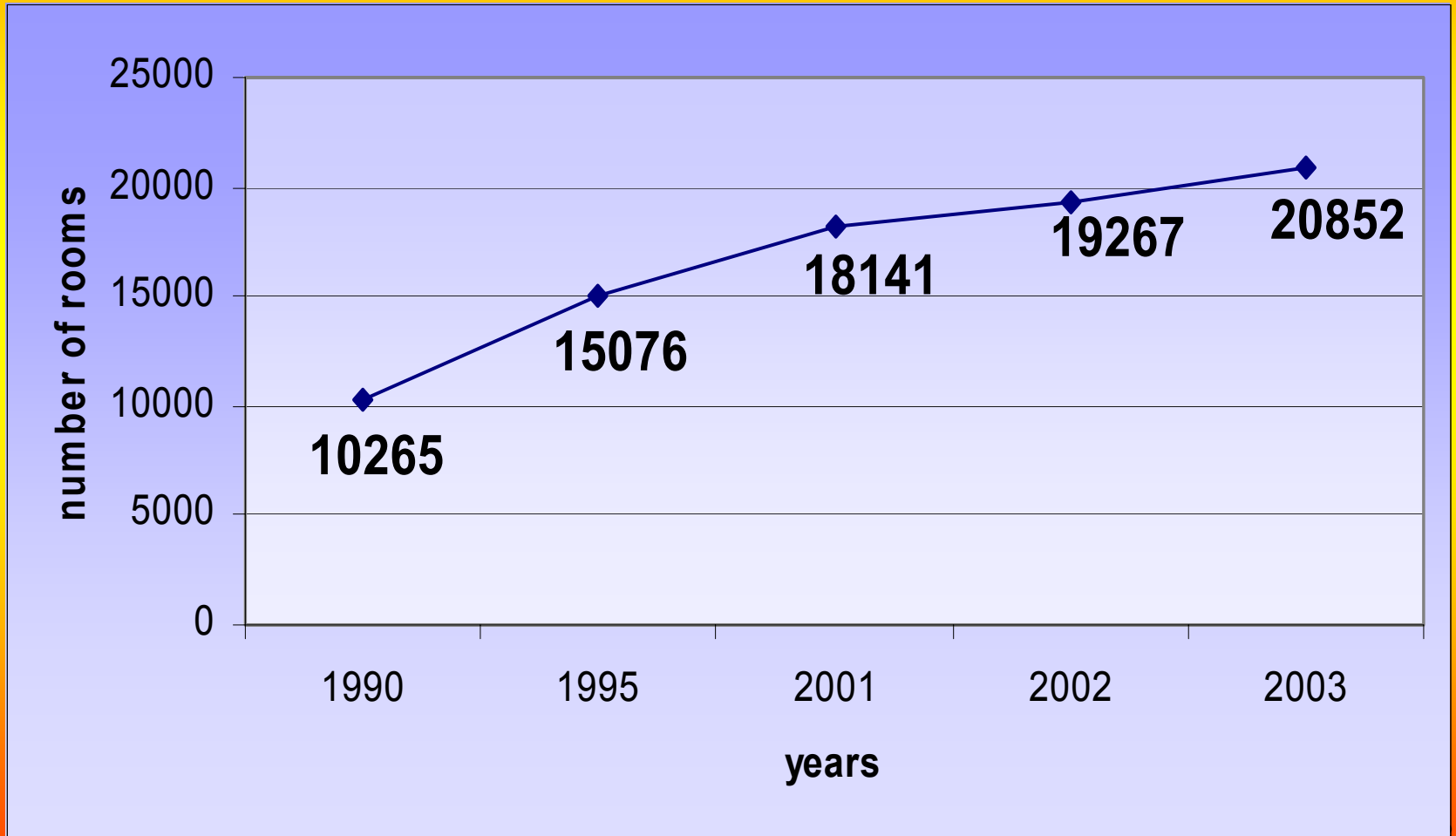
2.2 The tourism evolution

Number of overnights and tourists



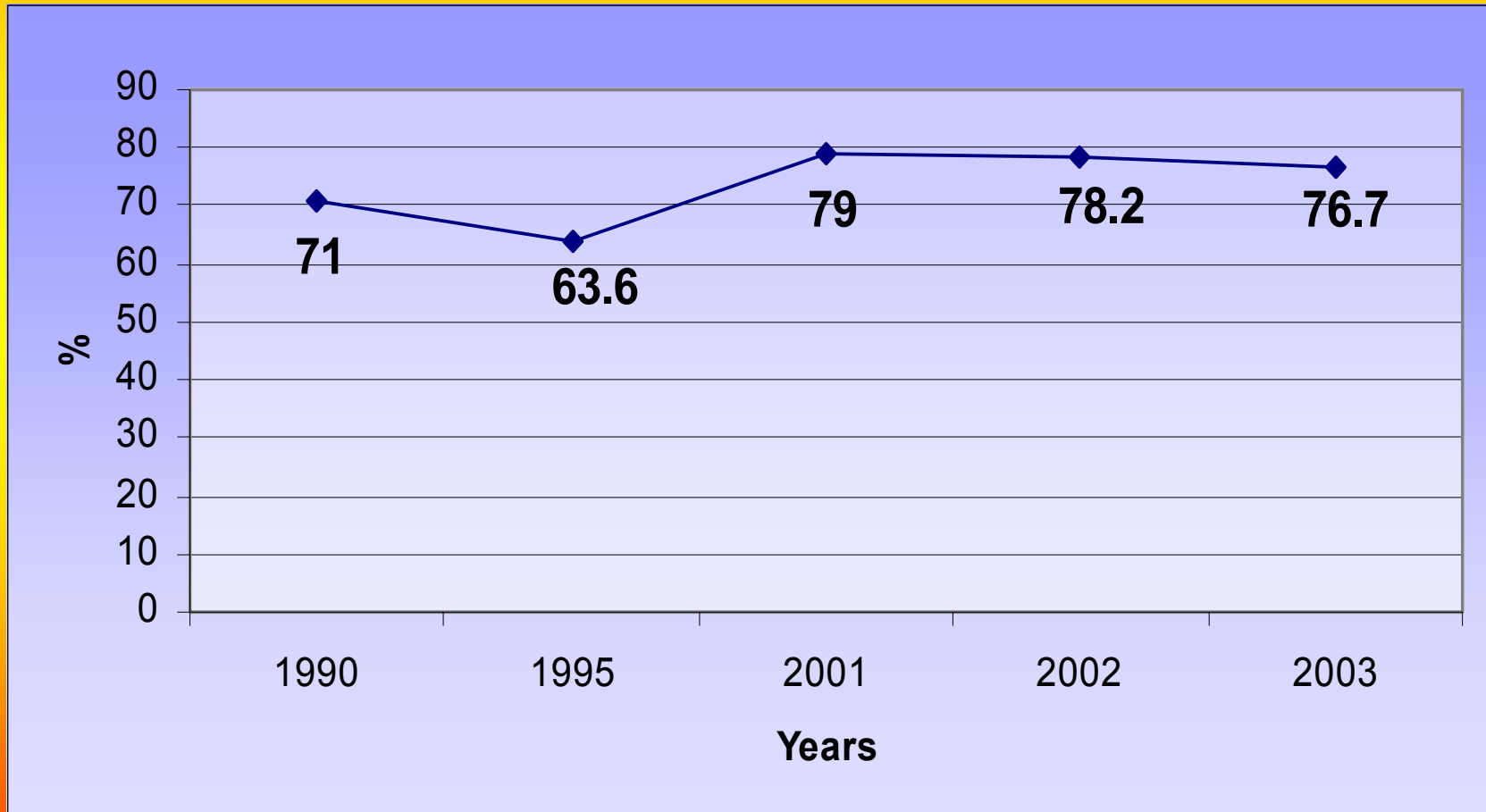
2.2 The tourism evolution

Number of rooms



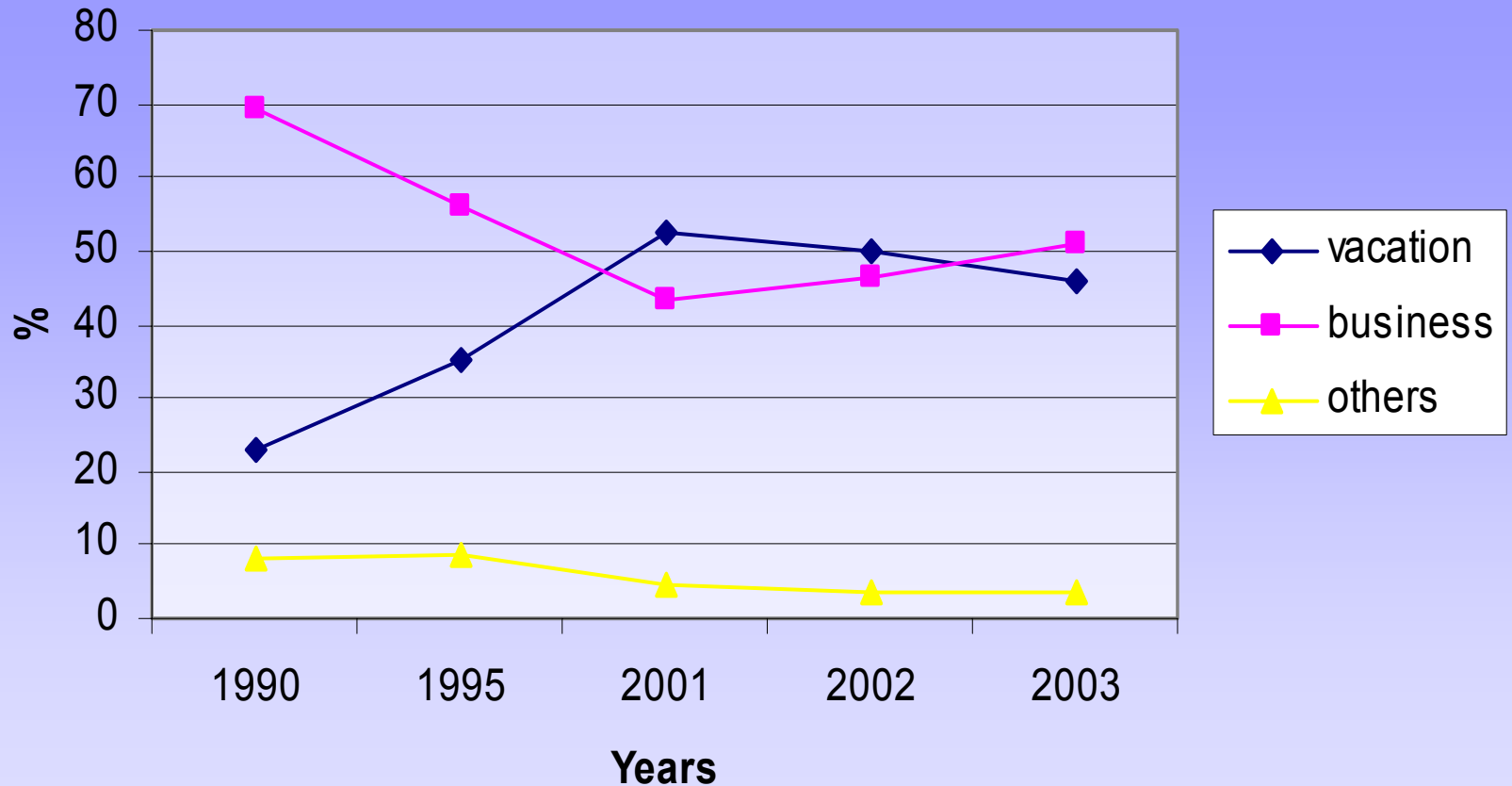
2.2 The tourism evolution

Average of room occupancy



2.2 The tourism evolution

Tourists according to purpose of visit (%)



2.2 The tourism evolution

- Big and seldom events, such as the Olympic Games and the Forum Cultural, were initially designed to renew the city and refresh its image.
- Due to the success of these two main events, Barcelona municipality implemented a strategy of characterizing each year the city by an event. The *Turisme de Barcelona* plays no role in this decision, they only do marketing.

2.3 The results

Trough this strategy Barcelona became the 7th tourist destination in Europe and in the period 1990-2002 is the city with the most important relative growth!.

Moreover, for the sector “congress and meeting” with *Fira Barcelona* the city increase the potential of new tourist attraction

2.3 The results

CITY	1990	2001	2002	% var. '90-'02
<i>London</i>	91.3	115.9	110.8	21.4%
<i>Paris</i>	31.1	32.9	32.9	5.8%
<i>Dublin</i>	15.3	19	18.6	21.3%
<i>Roma</i>	12.9	15	14.6	13.5%
<i>Madrid</i>	9.5	12.1	12.3	30.1%
<i>Berlin</i>	7.2	11.3	11	52.1%
<i>Barcelona</i>	3.8	7.9	8.7	129.1%
<i>Amsterdam</i>	5.7	8	8	40.2%
<i>Vien</i>	7.5	7.6	7.6	2.0%
<i>Munchen</i>	6.9	7.6	6.9	0.4%
<i>Prag</i>	4.5	8.1	6.8	50.8%

2.3 The results

Fira Barcelona, a new Exhibition Centre: Gran Via.

Fira Barcelona, is one the most important trade fair organiser in Spain and one of the 1st five in Europe in number of events. Fira Barcelona organises more than 70 events that host 30,000 exhibiting companies and 3,500,000 visitors in 2002.

Strategic Plan 2001-2010 focused on innovation, technology, image and quality. Once in 2007 Gran Via finished, will be the second largest exhibition centre in Europe with 240,000 square meters:

- 6 trade show pavilion
- Auditoriums for more than 3,000 pax.
- 7,000 underground parking places
- 21,000 square meters with 52 food and beverage companies
- Total budget: 470 Million Euros

Montjuïc and Gran Via will have 340,000 square meters

2.4 The guests

J.A. Rojas

Leisure travel

Product manager

Tourism de Barcelona

Helena Altemir

Barcelona Convention bureau

Tourism de Barcelona

“The Goal of *Turisme de Barcelona* is to maintain the city as a tourist destination”

“Many events are organized in Barcelona, they are a way to give to tourists a reason to come back. In fact, once they have been here once, *Turisme de Barcelona* is interested in having them again as guests, inventing something new to attract them”

“Conventions and congresses are an important segment of tourism. Businessmen have a lot of money and spend a lot, they stay in Barcelona for a long time, but since they have to work they don't have so much time to visit the city. They'll come back, with their family perhaps”

“There's a high competition among Barcelona and other big cities. It's the Municipality that invents the events, *Turisme de Barcelona* (with a big budget at disposal) tries to sell them”

3. Public space and culture

3.1 New vision

3.2 The intervention

3.3 The future

3.4 The guest

3.1 New vision

The 25-years-long activity of re-qualification of Barcelona urban area result in the creation of new centres in the city.

These centres have their own independence especially in terms of residents living conditions: such as the diversification of built areas in accommodation, business, commerce and public areas.

They are also linked to each other through transport.

No hierarchy among them.

3.2 The intervention

- Forum cultural
- Besos River Park
- Underground Street
- Mirò park
- Montjuïc
- Water front

3.2 The intervention

Forum cultural

it's a big intervention took place recently, and it was for the Forum of 2004. The area of the Forum is considered as a new centre, which is located at the end of the Diagonal. Both public and private parties participated in the intervention.

The proposal in the future is either to build a university campus, a retirement house or a marine zoo.

3.2 The intervention

Besos River Park

This area benefits from the EU financial subsidies:

- *Clean water flowing in the river again*
- *A park is built to provide leisure space for locals*

3.2 The intervention

Underground Street

This is a solution to solve problems like:

- Traffic jam
- Noise pollution
- Little public space

However, it is not an general solution because of security concerns in some part of the city.

Financing the project was difficult: those who are do not receive direct benefits do not want to pay. Money was raised from selling and renting the parking between the underground road and the street level but it was not sufficient.

3.2 The intervention

Mirò park

An example of Cultural integration.

There's a Park and a famous sculpture by Mirò.

It suppose to be a new centre for business but it did not succeed. A façade of new palaces (business area) stands there nowadays but the development was poorer than expected.

3.2 The intervention

Montjuïc

The Olympic Stadium has a symbolic value even though it is no longer in use now.

It was built for the universal exposition of 1929 and was renewed for the Olympics in 1992.

The Montjuïc is a public space that can be rented for private parties. (e.g. the area around the Calatrava Tower for weddings).

Mirò Foundation located here.

This area is attractive in terms of potential landscape (but it is not comparable to Parc Güell).

3.2 The intervention

Water front

To conjoin the sea with the city so its inhabitants can enjoy the area again.

After the Olympic game, the recovery plan of the sea frond was complete and the area stretched all the way to the Forum.

The sea front becomes a meeting place and a place of entertainments.

3.3 The future

Llobregat Delta

Barcelona's logistical centre concentrates in a triangle area: the port, the airport, and the main logistical platforms. The three points are connected by a network of roads and railways as well as through virtual communications.

Delta Plan – the proposal of improvement plan, involves expansion of the Port, and ZAL (Logistic Activities Area). After the improvements, the capacity of the cargo port and the airport will increase. More than 100.000 jobs will be created by the airport.

Roads and railways connections also need to be at local, regional and European levels.

3.3 The future

Sagrera Station

With the future completion of the high-speed train, this station will be completely integrated into the new railway system connecting directly to the airport and Sants station.

The new station is going to be transformed from the old, obsolete industrial zone into a new central area of activity.

3.4 The guest

Maria Buhigas

Architect

Barcelona Regional

metropolitan agency for urban development and infrastructures

“Catalunya should sell its singularity as a whole, and the destination Barcelona should be an extension of it as the metropolitan area.”

“There are limitations in advertising some events. For example, the Opera due to it is popular both among locals and tourists. If there are not many ticket, there’s the risk that the local could not participate so they get upset. The carrying capacity problem exists if too many tourists come and if they want to do the same things as the locals do. No one wants to be excluded in his/her own land.”

“In Barcelona there is no well-known museum like in London and Paris, so there is the need to create a landmark linked to the image of Barcelona. Another good idea is to create a tourists’ path in order to sell the ‘Barcelona Experience’ worldwide.”

4. Mobility

4.1 The problems

4.2 The possible solution

4.4 The guest

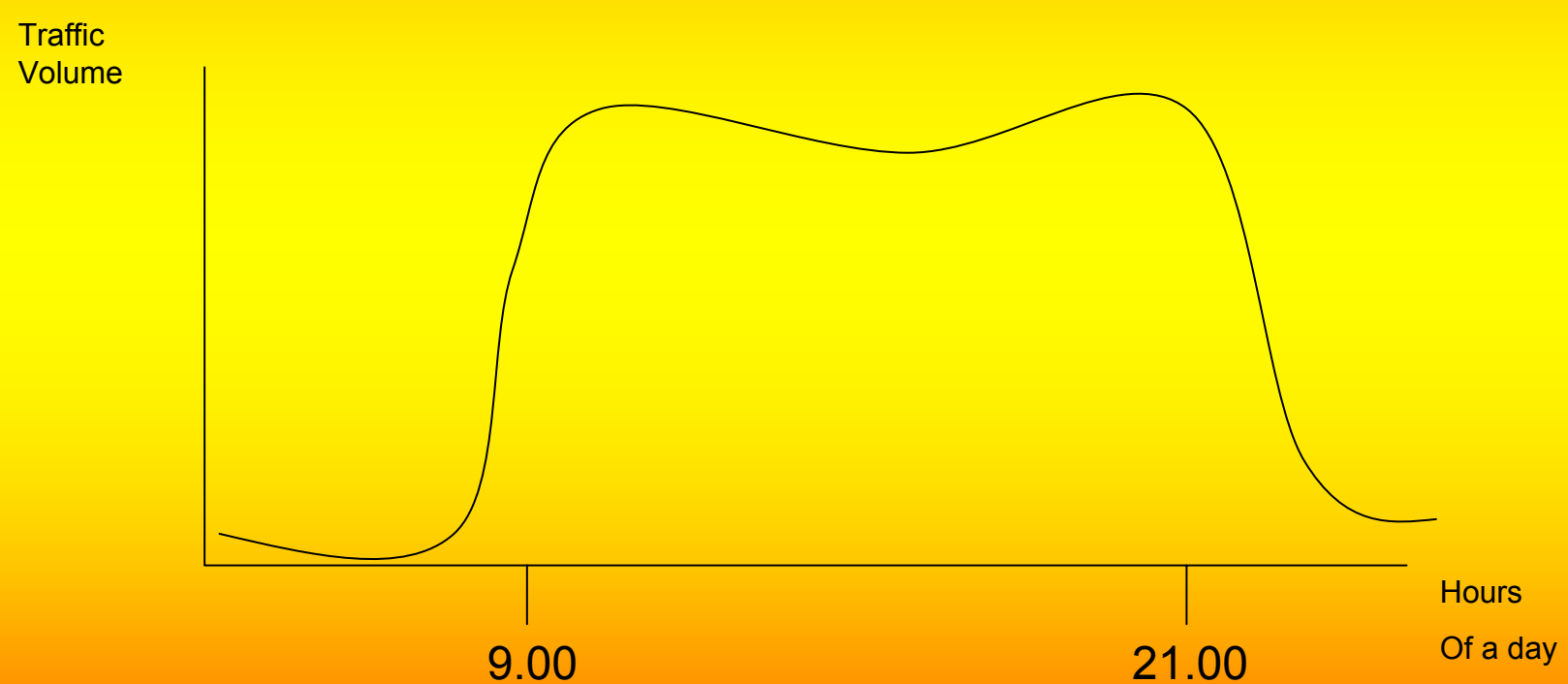
4.1 The problems

Some evidences

- 3200 Sq. km for 4.4 millions habitants in the Metropolitan's area
- During the day 2.5 millions habitants, at night 1.5 millions
- 800'000 car
- 6.4 million trip/day: 4.3 millions within the city
 - » 36% food
 - » 26% private
 - » 38% public
- 2.1 millions go in/out the city
 - » 66% private
 - » 34% public

4.1 The problems

Traffic in Barcelona



4.1 The problems

- To construct a multimodal system of the city of Barcelona integrate different means of transportation.
- Most of the traffic problems occur at entrance to the city but not inside the city.
- 25% of the traffic is motorcycles, and that is a major concern of road safety.

4.2 The possible solution

- Investing in parking spaces outside the city, but the surrounding municipalities are against that because it would bring more pollution. For them, the project would cost a lot of monetary resources without bringing in any benefits.
- Night delivery could be a solution for the problem of traffic during the day, but it doesn't seem to be well accepted.

4.4 The guest

Julio García Ramon

***Director of proyectos de movilidad
Ayuntamiento de Barcelona***

“With the new technology is it possible to monitoring the traffic flow constantly, anticipating critical situations in advance, increasing the safety level for all urban mobility system”

5. Tourism issues

5.1 Tourism economic impact

5.2 Big event: Olympic Games

5.3 Same questions

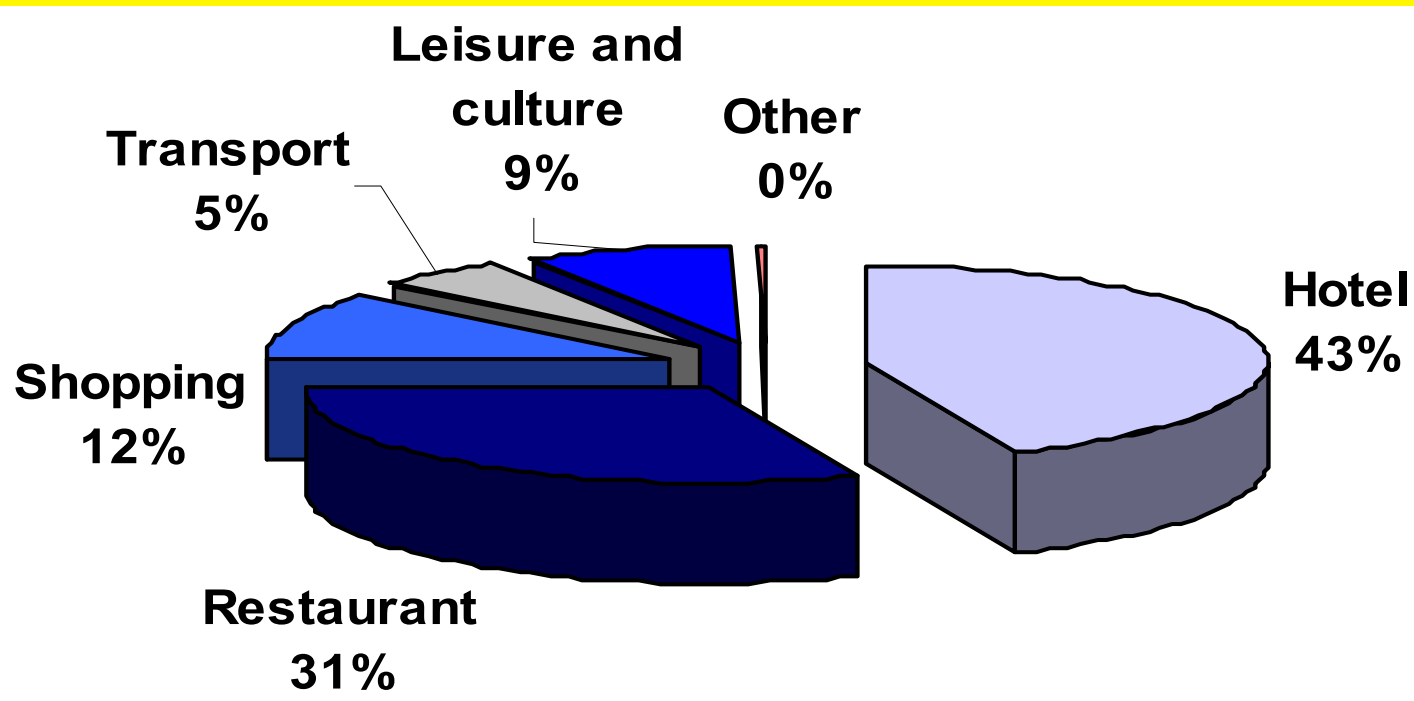
5.3 The guest

5.1 Tourism economic impact

Direct economic impact

Total tourist expenditure is estimated as 1,825 million Euros, and near 60% of it are from leisure tourism.

Tourism generates 25,000 jobs or 5% of the total employment



% of tourist expenditure in Barcelona 2002

5.1 Tourism economic impact

Indirect economic impact

The multiplier effect of the tourism activity is 1.76.

The estimated total impact (Direct + Indirect) of tourism activities in Barcelona is **2,700 Million Euros or 7 Million Euros per day in one year**

Tourism sector generates 35,894 jobs

Source: Tourism economic impact in Barcelona
(Anàlisi Quantitativa Regional, University of Barcelona, 2002)

5.2 Mega Event: Olympic Games

Direct economic impact of the Olympic Games

COOB '92 was the Consortium of the Olympic Committee

Barcelona City Council, Central Government, Generalitat de Catalunya and the Spanish Olympic Committee

Total investment was estimated as 4,529 million Euros

Total Investments	Million Euro (*)	%
Olympic Areas	1,885	41.6
Communications	1,501	33.1
Hotels	369	8.1
Airport	171	3.7
Telecommunications	443	9.7
Other COOB '92	159	3.5
Total	4,529	100.0

(*) Estimated from PTA. 1992

Source: The impact of the Olympic Games of Barcelona '92. Barcelona City Council. 1993

5.2 Mega Event: Olympic Games

Total economic impact was estimated as 17.1 billion Euros
This represents 0.9% of the GNP (Gross National Product) in Spain during the period 1987-1992, and 128,000 jobs were generated.

How for others event (not necessary so big) the main point is the access at general consensus.

Only the economics impacts are underlined here, not counting all other benefits brought by the events such as: new infrastructures, new image of the city, etc.

5.3 Same questions

The future of tourism phenomenon in Barcelona:

Which is the future of tourism in Barcelona?

Where are the limits of tourism growth in Barcelona?

Does Barcelona require a new Model of tourism development?

- Manage growth and limits to speed of development
- Implement social and environmental indicators to measure maximum carrying capacities
- Create specialised products for specialised markets

5.3 The guest

Jordi Datzira Masip

Senior Consultant

“Is it a need to reinforce environmental planning to minimise negative impacts and to stress the importance of socio-cultural understanding between visitors and citizens”

“Success factors for such a spectacular growth are the sum of different issues that have resulted in the present situation of Barcelona. The cooperation between public and private sector, although needs to be reinforced, is an example on how both sectors can work together for the development of the tourism activity within a destination”

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